

**ANNUAL
SUSTAINABILITY
REPORT**

2021



IMERYS

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IMERYS, THE WORLD'S LEADING SUPPLIER OF MINERAL-BASED SPECIALITY SOLUTIONS FOR THE INDUSTRY

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ANNUAL SUSTAINABILITY REPORT

2021

The world's leading provider in mineral-based specialties for industry, Imerys delivers high value-added, functional solutions to a great number of industries, ranging from process manufacturing to consumer goods. The Group draws on its understanding of applications, technological knowledge and expertise in materials science to deliver solutions by beneficiating its mineral resources, synthetic minerals and formulations. Imerys contributes essential properties to customers' products and their performance, including heat resistance, hardness, conductivity, opacity, durability, purity, lightness, filtration, adsorption and water repellency. Imerys meets ambitious targets to develop responsibly, focusing on people, the environment and corporate governance.

PATRICK KRON

CHAIRMAN OF THE BOARD

"We took steps during 2021
to strengthen our model creating value
over the long term."



ALESSANDRO DAZZA

CHIEF EXECUTIVE OFFICER

"2020 was marked by cost management,
2021 more oriented towards
the management of the recovery."

Annual Sustainability Report

INTERVIEW

What were the highlights of the 2021 fiscal year?

PATRICK KRON

2021 was another challenging year, after the unprecedented crisis that the Group had to face in 2020, with the Covid-19 pandemic. We took steps during 2021 to strengthen our model to create value over the long term. We rolled out multiple actions to lay the foundations for our future growth by:

- setting up best-in-class commercial practices to achieve organic growth above underlying markets;
- launching new products: 80 new solutions were launched in 2021; this performance was clearly helped by our market-focused organisation, which allows a closer contact, a better understanding of the needs and joint developments with our customers;
- managing our portfolio of activities dynamically: integrating the companies acquired in the past and disposing structurally declining or non-core activities;
- expanding our production capacities in fast-growing markets, like lithium-ion batteries for electric vehicles;
- increasing our sustainability impact, with ambitious commitments, among others, to fight climate change.

ALESSANDRO DAZZA

Our 2021 performance again demonstrated the strength and resilience of Imerys business model in a highly unpredictable environment: 2020 was marked by crisis and cost management, while 2021 was about handling a rapid recovery. Our teams have proven their agility and commitment in this challenging year, characterized by an incredibly high and unexpected inflation and significant global issues in logistics and supply chain. In this context, our financial performance held up remarkably well, with €4.4 billion in revenues (+15.4% like for like compared to the previous year), a current EBITDA margin of 17.4% of sales and net current free operating cash flow of 255 million euros.

The Group continued to outperform markets by delivering double-digit organic growth, carried by good commercial performance and the continuous recovery of most of our end markets. Certain industries, such as construction and iron & steel, have now returned to their pre-crisis levels, probably faster than expected. Others, such as automotive, are still struggling and even saw a further, sharp drop in demand in the second half of 2021 following disruptions in the supply chain of electronic components. The year was also characterized by the boom in demand for hybrid and electric vehicles using Lithium-Ion batteries. Imerys supplies two essential components, synthetic graphite and carbon black, for this technology, and we

expect this market to grow strongly over the next ten years. We have invested around one hundred million euros this year to double our production capacity and we will continue to invest in 2022 to meet double-digit growth in demand in what has become a pillar of future growth for the Group.

In this challenging context, did Imerys continue to integrate sustainable development in its strategy?

P.K.: Sustainability is not only a must, even more, it is a strong driver for growth. We keep on improving our position as leader in sustainability and Environment, Social and Governance matters. We are grateful for the international recognition we achieved as a promoter in sustainability: Imerys is rated B by CDP, and trusted by numerous ESG-driven investors all around the world.

The Board of Directors carefully examines these ESG aspects and makes sure they are properly included both in our long-term strategy and in our current priorities. In this context, we have appointed Mrs Véronique Saubot, one of our Board members, as referent for all ESG matters.

Three years after we launched our SustainAgility program, we are actively continuing its deployment. We thus have adopted a more proactive policy to reduce our own emissions and become more sustainable.

A.D.: We effectively accelerated the pace of our responsible growth initiatives, in particular related to climate change, conscious that this is a global issue and a priority topic for Imerys. We have a clear climate change roadmap in line with the commitments of the Paris Agreement, with science-based objectives and concrete actions to significantly reduce the carbon emissions of our operations and develop low carbon products for our customers. We have already achieved tangible results thanks to efforts to integrate climate considerations into all our processes, for example with the introduction of an internal carbon price in our capital expenditure projects.

We are committed to reducing our CO₂ emissions, and have taken a significant step to integrate climate considerations within our financing strategy with our first sustainability-linked bond issue of €300 million in May. It is an important milestone in our sustainability program, SustainAgility, and will ensure that our long-term social and environmental

commitments are embedded across all our operations and drive continuous improvement. Specifically, Imerys targets a reduction of its greenhouse gas emissions of 36% by 2030 relative to revenue (tCO₂/M€) from a 2018 base year, as validated by the Science Based Target initiative (SBTi). The success of this operation exceeded our expectations. It allowed us to optimize our debt profile and, at the same time, to demonstrate the strength of our long-term commitments, in particular in reducing greenhouse gas emissions.

What is the outlook for Imerys in 2022?

A.D.: In 2021, we benefited from improved demand but had to deal with supply chain challenges and accelerating cost inflation across the globe. We are well positioned to manage these impacts also in 2022 and confident the Group will continue to enjoy good trading momentum. Imerys is on track to sustain its financial performance in 2022 and responsible value creation for all its stakeholders.

€ 761M

CURRENT EBITDA

€ 255M

NET CURRENT FREE
OPERATING CASH
FLOW



1 IMERYS, THE WORLD'S LEADING SUPPLIER OF MINERAL-BASED SPECIALTY SOLUTIONS FOR THE INDUSTRY

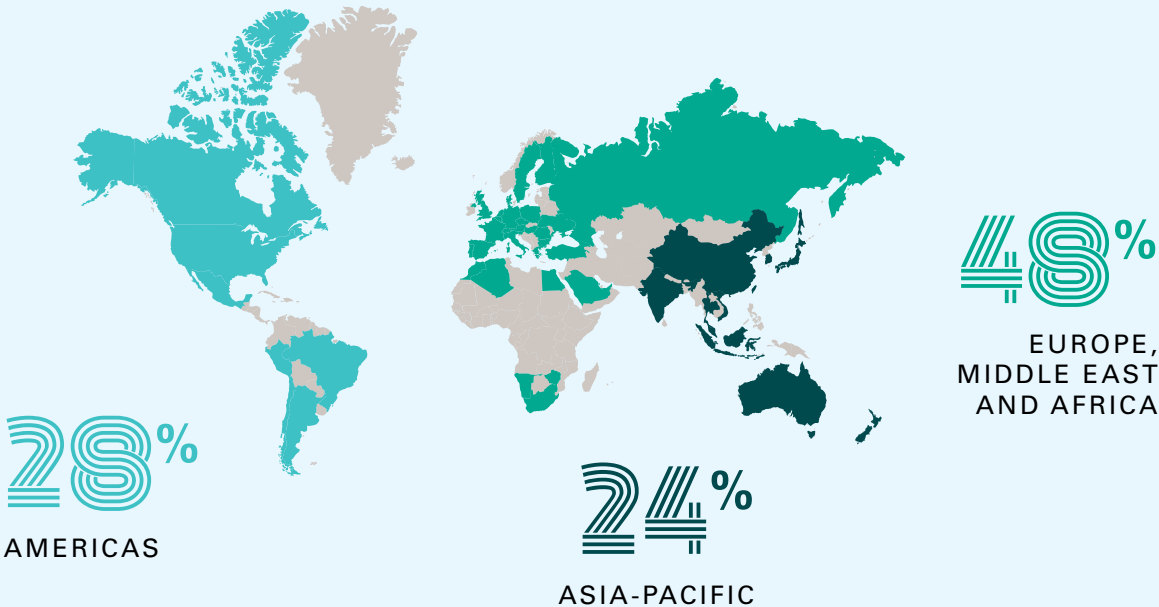
ABOUT IMERYS

As the world's leading supplier of mineral-based specialty solutions for the industry, Imerys delivers high value-added, functional solutions to a wide variety of industries, ranging from process manufacturing to consumer goods. The Group draws on its understanding of applications

and its technological knowledge and expertise in material science to deliver innovative solutions by beneficiating its mineral resources or creating synthetic minerals and formulations. Imerys contributes essential properties to its customers' products and their performance, including heat resistance,

hardness, conductivity, opacity, durability, purity, lightness, filtration, adsorption or water repellency. The Group pursues a number of ambitious goals in terms of environment, social and governance (ESG) to achieve responsible growth over time.

2021 CONSOLIDATED REVENUE (%)



2021 KEY FIGURES

€4.4BN REVENUE	142 COMMERCIAL PRESENCE (number of countries)	40 INDUSTRIAL PRESENCE (number of countries)
€3.1BN MARKET CAPITALIZATION (31/12)	16,900 EMPLOYEES	>15,000 CUSTOMERS
		#1 IN 75% OF MARKETS

KEY FIGURES

	2019	2020	2021
Results and profitability (€ millions)			
Revenue	4,354	3,799	4,383
Change at constant scope and exchange rates	-3.8%	-10.7%	+15.6%
Current EBITDA	765	631	761
Current EBITDA margin	17.6%	16.6%	17.4%
Current operating income	439	299	452
Current operating margin	10.1%	7.9%	10.3%
Operating income	229	138	385
Net income from current operations	277	167	288
Net income, Group share	121	30	240
Capital employed	5,635	5,174	5,253

Data per share (€)			
Net income from current operations, per share	€3.50	€2.03	€3.40
Net income per share	€1.53	€0.37	€2.83
Dividend per share	€1.720	€1.150	€1.55 ⁽¹⁾

Balance Sheet and Cash Flow (€ millions)			
Net current free operating cash flow	348	373	255
Capital expenditure	292	262	344
Net financial debt	1,685	1,508	1,451
Net financial debt/current EBITDA	2.2x	2.4x	1.9x
Equity	3,162	2,956	3,242
Gearing	53%	51%	45%
Financial resources	3,183	2,810	2,860
Moody's/Standard & Poor's rating	Baa2/BBB	Baa3/BBB-	Baa3/BBB-

+15.6%
**GROWTH AT
CONSTANT SCOPE
AND EXCHANGE
RATES**

Main non-financial indicators (see chapter 3 for the full list)			Medium-term objectives
Occupational health & safety:			
Total recordable accident frequency rate ⁽²⁾	3.22	2.66	2.63
Average level of maturity of operational sites	2.6	2.65	2.89
Diversity and inclusion: proportion of women within the Group's senior management team ⁽⁴⁾			
	22%	26%	26%
Environmental impact management: proportion of audits conducted against an environmental maturity matrix			
	25%	60%	90%
Biodiversity and rehabilitation: level of completion of the biodiversity improvement program			
	43%	93%	100%
Climate change strategy: % reduction in CO ₂ e emissions by million euro of revenue compared to 2018 ^{(5) (6)}			
	-12%	-12%	-23%
Business conduct and responsible purchasing management: proportion of suppliers assessed against environmental, social and governance criteria ⁽⁷⁾			
	16%	14%	35%
Environmental, social and economic impact of products: proportion of product portfolio measured against environmental social and governance criteria			
	5%	6%	21%

Δ For further details on the definition and reconciliation of alternative performance measures, see chapter 5, paragraph 5.5 of the Universal Registration Document.

- (1) Proposal made by the Board of Directors and submitted for approval at the Shareholders' General Meeting.
(2) Includes all accidents without lost time whenever a healthcare professional is involved in the treatment, even if only for first aid.
(3) Level 3 corresponds to "Proactive" level on the Imerys Safety Culture Maturity Matrix where Imerys Safety System is fully implemented, employees are engaged and contribute actively.
(4) The definition of Senior Manager was updated in 2020 to exclude Executive Committee members, thus the percentages for 2019 and 2018 have been adjusted accordingly. Proportion of women on the Executive Committee is reported as a separate indicator in chapter 3.
(5) Scopes 1 & 2 – Greenhouse gas emissions expressed in tons of CO₂e equivalent.
(6) In 2021, Imerys improved its data reporting accuracy and updated the methodology for the calculation of its greenhouse gas (GHG) emissions. As per the Group GHG Recalculation Policy made public in May 2021, audited by Deloitte and available on Imerys.com, the Group recalculated the 2018 base year emission inventory. To facilitate comparison, Imerys has also recalculated 2019 and 2020 data. Based on the updated emission factors and calculation methodology, 2019 and 2020 Group GHG emissions were reduced by -14% in 2019 and by -15% in 2020 versus 2018.
(7) By expenditure. In 2018 and 2019, this percentage represented the suppliers assessed within high risk categories and countries. In 2020 a new program was launched, including for some of the previously assessed suppliers.



1.1 IMERYS AND ITS BUSINESS ECOSYSTEM

1.1.1 SPECIALTY SOLUTIONS WITH A DIFFERENTIATED VALUE PROPOSITION

SPECIALTY SOLUTIONS FOR A VARIETY OF MARKETS

Imerys offers value-added solutions which are designed to meet the specific, technical requirements of each customer and can be split into three categories:

- Functional additives: integral part of the formulation of customers' products, but account for only a minor share of the finished product
- Mineral components: critical constituents in the formulation of customers' products (e.g. mineral solutions for paints and coatings, or fused alumina in industrial abrasives).
- Process enablers: essential in customers' manufacturing processes, but are not found in the end product (e.g. diatomaceous earth used to filter liquids or to extract proteins from blood plasma by fractionation).

Imerys's specialty minerals solutions address two well-defined market segments:

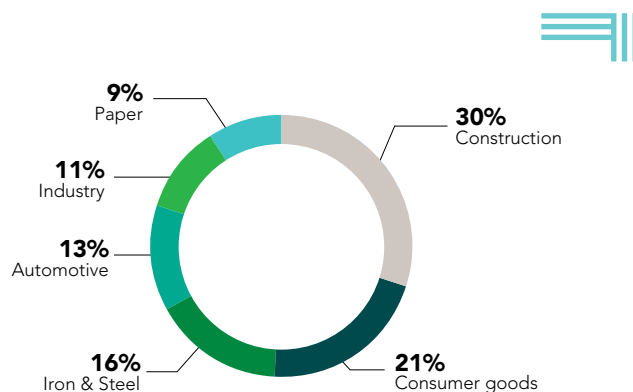
PERFORMANCE MINERALS

- Additives for paints (such as interior decorative paints) and coatings (marine protection, facade coating, can coating, etc.)
- Minerals for technical ceramics and traditional ceramics (floor and wall tiles, large slabs, sanitaryware and tableware).
- Components for the production of high-purity silicon metal used to manufacture aluminium alloys, electronics and solar panels.
- Components used in the construction industry, such as insulation ceiling tiles.
- Functional additives for plastics and thermoset, used in the automotive, construction, packaging and hygiene industries.
- Additives for rubber, especially tires, medical rubber and cables.
- Additives for adhesives and sealants.
- Fillers and coatings for graphic paper, as well as board and packaging.
- Filtration agents for liquids and blood plasma.
- High-tech graphite and carbon-based solutions for manufacturing and industry (i.e. lithium-ion batteries, alkaline batteries, polymers, fuel cells, carbon brushes and many others).

HIGH TEMPERATURE MATERIALS AND SOLUTIONS

- Refractory minerals and solutions for high-temperature industrial processes (e.g. refractory linings and insulation materials to protect furnaces and boilers).
- Bentonite for foundry molds.
- Alumina and zirconia for abrasives (e.g. industrial cutting discs and grinding discs).
- High-performance binders for dry mix mortars and floor screeds in the construction industry.

"Imerys's products and solutions serve many different industries such as construction, paper and board, mobile energy, steelmaking, agriculture, food, automotive and cosmetics."



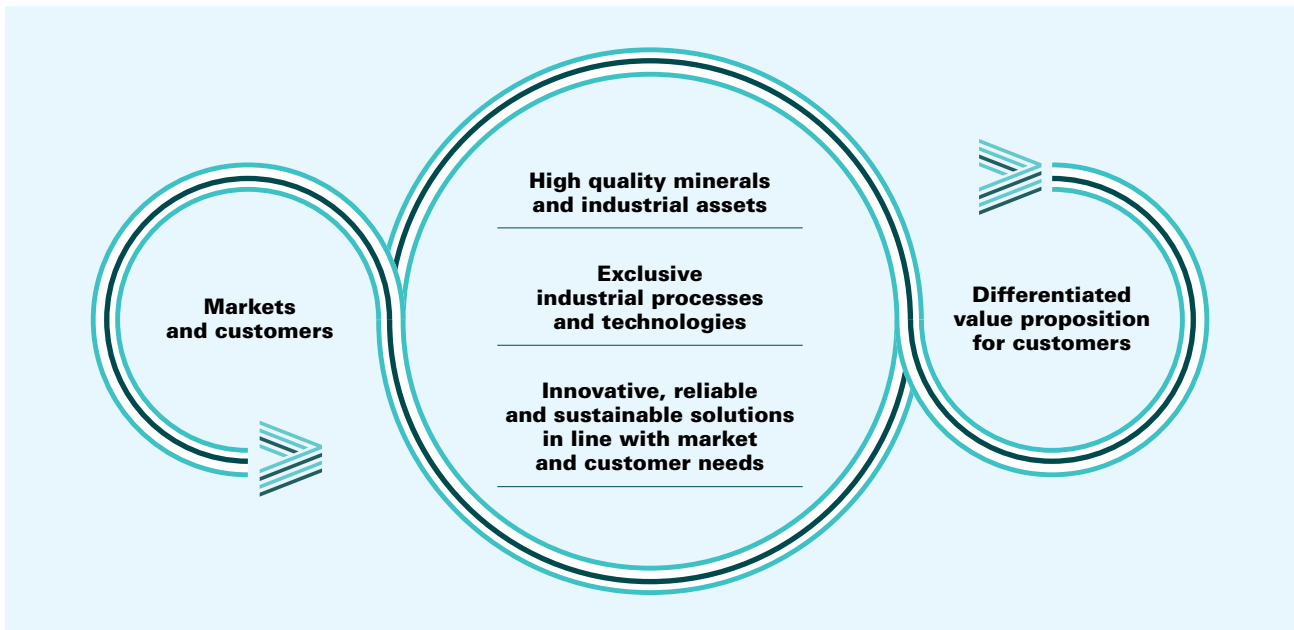
Source: Imerys estimates.



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A DIFFERENTIATED VALUE PROPOSITION



1 High quality mineral resources and industrial assets

Imerys owns a broad portfolio of mineral resources, which effectively underpins a large proportion of its supply of raw materials, as well as highly efficient industrial assets using a wide variety of exclusive industrial technologies and processes.

Imerys operates over 100 mineral deposits throughout the world and mines and/or processes more than 30 different minerals. The Group continues to replace and develop its mineral reserves and resources, ensuring it maintains an average of 20 years of mineral reserves.

The minerals extracted from mines owned by Imerys or purchased from third parties are systematically processed or synthesized by the Group into mineral solutions designed to enhance the properties required for their end-use applications and meet the specifications of its customers.

▲ For further details on minerals, see chapter 3 of the Universal Registration Document.

2 Exclusive industrial processes and technologies

The Group masters specific expertise and know-how in the following conversion processes:

- Mechanical treatments: purification, refining, micronization, screening, drying, molding, cycloning, elutriation, classification, flotation, mixing, etc.
- Heat treatments: high temperature calcination, fusion, sinterization, etc.
- Chemical treatments: synthesis, crystallization, precipitation, coatings, etc.



The mineral solutions marketed by Imerys normally account for a relatively small portion of its customers' production costs, but they add key properties to their products or industrial processes. Imerys solutions are sold as powders, grains, granules, blends, pastes or aqueous dispersions. Depending on the product, production cycles range from a few days to several weeks.

The Group's permanent quest for excellence in its products, production resources and assets, people and safety led it to introduce a program designed to continuously improve its industrial processes and performance, called Imerys Industrial Improvement (I-Cube).

By defining common indicators and standards, as well as developing and sharing best practices, Imerys aims to optimize industrial production (through improved energy efficiency, management of resources and waste/ discharges, safety, etc.), and empower employees.

In 2020, the program was in place across 200 sites within the Group.

As part of its operations excellence program I-Cube, Imerys is implementing an Industry 4.0 approach in its operations. The first proof of concept (POC) initiatives were launched at the beginning of 2019. So far 20 pilot sites have paved the way towards the use of digital tools as an additional lever to accelerate improvement of processes and operations. This program will bring a host of benefits to its sites and mines, including real-time monitoring and use of data analytics for process optimization, remote control through augmented reality, quality control through computer vision and machine learning, digital mine supervision and inspection with drones imagery, fleet management optimization using smart sensors and improved safety trainings thanks to virtual reality.



3 Innovative, reliable and sustainable solutions aligned with market trends

The Group's innovation strategy builds on its ability to combine minerals with applications to provide customers with creative solutions to improve the characteristics of their products. Innovation is key to help Imerys maintain its leadership position in the market and respond effectively to the major technological challenges facing manufacturing companies going forward. In recent years, Imerys has organized its innovation efforts around end-markets to better respond to customers' needs.

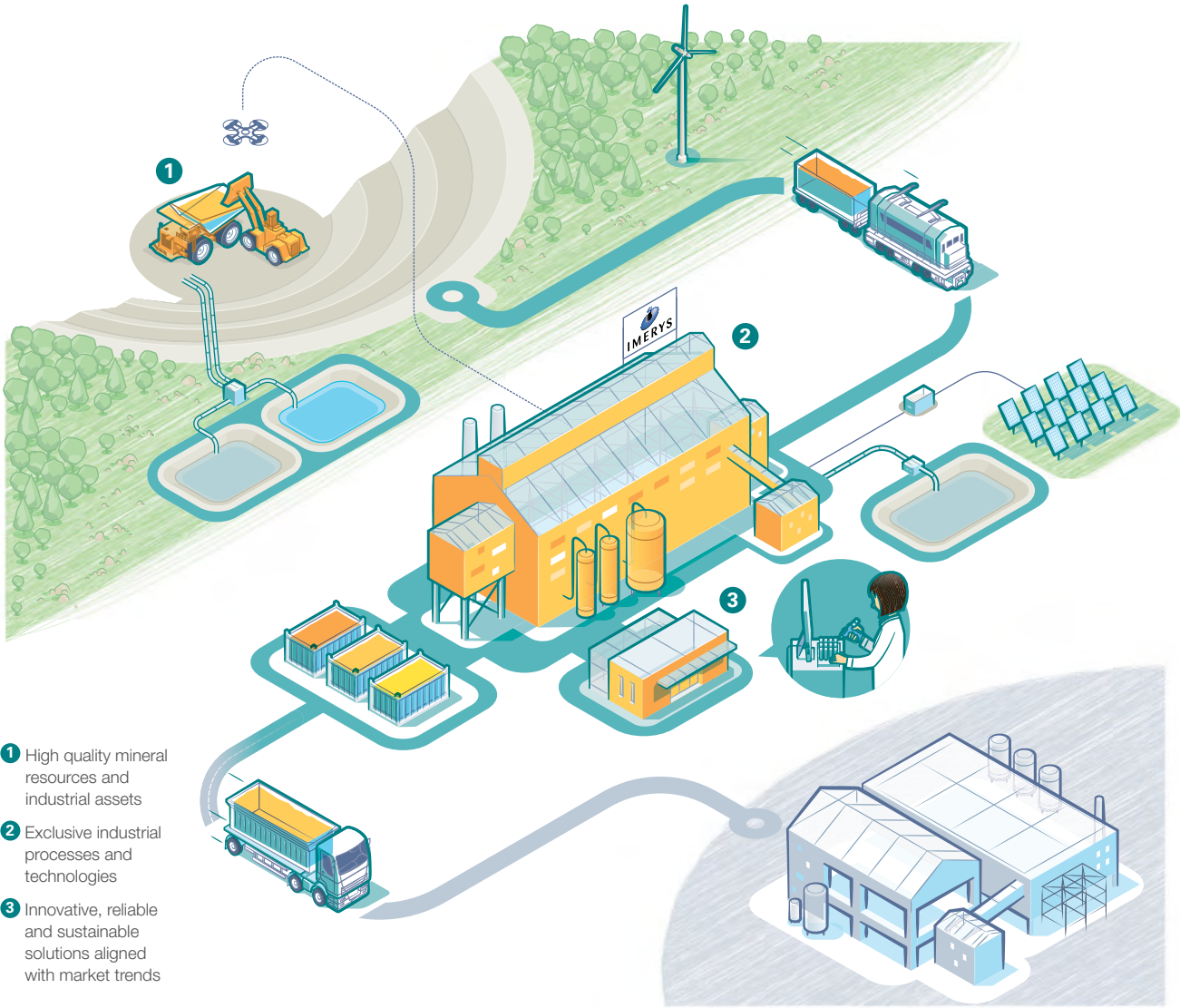
New products are the result of a continuous flow of innovations driven by new ideas and by upgrades of the existing product range. In 2021, Imerys launched 80 new minerals solutions.

Imerys protects its innovations with an active industrial property policy: over 2,530 patents and over 30 industrial models were registered at the end of 2021.

Imerys's ambition is to proactively steer the overall product and project portfolios towards improved sustainability performance. Every new project is systematically assessed against environmental and social criteria and the Group aims to have 50% of its new product developments scored as "SustainAgility Solutions⁽¹⁾". In 2021, a pilot range of Pioneer SustainAgility Solutions was launched, with clear and measurable environmental and social benefits and aligned with market megatrends. This range presently encompasses solutions for recycled plastics, cosmetics, cartonboard, reusable kiln furniture, automobile plastics, agriculture and animal feed,














with the ambition to progressively expand the range. This is yet another step taken to support our customers in adopting leading sustainability solutions within the Imerys product range.

OVER
2,530
PATENTS AND
30 INDUSTRIAL
MODELS



(1) Based on the SustainAgility Solutions Assessment framework. A "SustainAgility Solution" is a product in an application that has scored within the two highest categories of the four possible categories.

NEW KEY PRODUCTS LAUNCHED

MARKET	APPLICATIONS AND PROPERTIES	
	ELECTRIC VEHICLES	Increased performance of lithium-ion batteries for electric vehicles > Lower CO ₂ emissions
	HEALTH & BEAUTY	Natural mineral solutions for cosmetics > Offering sustainability
	ANIMAL FEED	Natural solutions for animals' wellbeing > Adsorptions of organic toxins
	INDUSTRIAL EQUIPMENT	Ultra-fine alumina for high-performance abrasives > Improved resistance of abrasives
	INDUSTRY	Additives for cryogenic insulation to store liquefied gas > Energy efficiency
	CONSTRUCTION	Additives for large ceramic tiles > Lightweight slabs and less energy consumption
	AUTOMOTIVE	Rigidity of plastics used in cars > Lighter vehicles
	REFRACTORIES	New monolithics developed to accommodate more stringent operating conditions in the aluminum business > Reduced energy consumption and improving productivity
	FOUNDRY	Boron-compliant furnace refractory lining > Reduced hazardousness of the product and easier installation
	IRON & STEEL	New organic binder for tap-hole clay > Reduced hazardous substances and extended shelf life
	PAINTS & COATINGS	New additive for anticorrosion in powder coatings > Lightweight decorative renders in facade coatings
	PACKAGING	Mineral-based barrier coating for carton board and containers > Recyclability
	DIGITAL SERVICES	Remote technical assistance service > Sustainable, real-time and reliable service



1.1.2 MAJOR TRENDS AND SOURCES OF OPPORTUNITIES



Imerys offers solutions that anticipate needs of fast-changing markets, driven by the emergence of:

- new lifestyles (urbanization, population aging, health and wellbeing, mobility, recycling, etc.);
- new economic models (collaborative economy, sharing economy, automated manufacturing, etc.);
- technological progress (internet of things, renewable energy, 3D printing, etc.); and

- changing expectations from stakeholders (sustainable development, climate change, transparency, ethical conduct, etc.).

With solutions used in a number of industries, Imerys has a central role to play at the heart of the substantial shifts the future will bring.

Confronted with changing lifestyles, new economic models, accelerating technological progress and responsible development, the Group is ready to tackle the major challenges that will shape tomorrow's world.

URBANIZATION The world's population is expected to reach 10 billion by 2050, with the majority of people living in cities.	DEMOGRAPHICS AND EXTENDED LIFE EXPECTANCY Countries are confronted with the rapid aging of their population and the explosion of healthcare costs.	CLIMATE Climate change poses an urgent, global, systemic and irreversible risk.	RAREFACTION OF RESOURCES Population growth places a strain on natural resources and disrupts traditional consumption models.
<p>Challenges</p> <p>To deal with urbanization, it is necessary to develop solutions that will stand up to the challenges of tomorrow, such as growing demand in the construction and renovation of infrastructure.</p> <p>Examples of opportunities</p> <ul style="list-style-type: none"> • Imerys produces high performance binders for self-leveling or quick-drying floor screeds used in advanced construction/renovation techniques. • Imerys develops additives for cements that offer strong resistance to corrosion in wastewater infrastructure. • Imerys develops additives for adhesives used in structural glazing. 	<p>Challenges</p> <p>To deal with population growth and the increase in life expectancy, it is necessary to develop more sustainable methods of farming and innovative solutions for the pharmaceutical industry.</p> <p>Examples of opportunities</p> <ul style="list-style-type: none"> • Imerys develops filtration solutions using diatomite for blood plasma fractionation to meet the growing needs of the pharmaceutical industry. • Imerys develops new ranges of products using minerals for agriculture to deal with the challenges of a growing world population. 	<p>Challenges</p> <p>To deal with global warming, it is necessary to exercise even tighter control over the environmental footprint and develop appropriate solutions.</p> <p>Examples of opportunities</p> <ul style="list-style-type: none"> • Imerys develops conductive additives to extend autonomy and reduce charging time for lithium-ion batteries used in electric vehicles. • Imerys develops sustainable solutions that make vehicles lighter and strengthen plastics while reducing the total weight of components by up to 60%. • Imerys develops profitable solutions to refine and purify biodiesel. 	<p>Challenges</p> <p>To deal with the rarefaction of resources, it is necessary to advocate for the sustainable use of resources and bolster environmental and ethical standards.</p> <p>Examples of opportunities</p> <ul style="list-style-type: none"> • Imerys is recycling a growing proportion of raw materials used in monolithic refractories for high temperature industries. • Imerys develops new abrasives that reduce the consumption of energy and materials while enabling more cuts per unit of abrasive. • Imerys develops solutions to improve performance of recycled plastics by improving the suitability of recycled and bio plastics into demanding applications.



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1.2 GENERAL STRUCTURE

The market-focused organization of the Group is built around two segments, grouping five business areas:

- The Performance Minerals segment brings together three geographic business areas – Europe, Middle East and Africa (EMEA), Americas and Asia-Pacific (APAC) – serving the plastics, rubber, paints & coatings, adhesives, filtration, life sciences, ceramics, building products, renewable energy and paper & board markets.

- The High Temperature Materials & Solutions segment regroups two business areas – High Temperature Solutions, and Refractory, Abrasives & Construction – serving the iron and steel, thermal, refractory, foundry, abrasives and building & infrastructure markets on a global base.

This simplified organization with a limited number of management layers brings the Group closer to its customers and allows it to meet their needs in a more efficient way. The Senior Vice Presidents of the five business areas report directly to the Chief Executive Officer.

Support functions (Finance, IT, Human Resources, Legal and Strategy) are centralized at Group level and operate as business partners to the different business areas, while Innovation and Operations report directly into the business areas.

The Group's organization will enable Imerys to achieve its full organic-growth potential, further improve its competitive position and create value over the long term in a highly competitive environment.

SEGMENTS	PERFORMANCE MINERALS			HIGHTEMPERATURE SOLUTIONS	
Business area	Performance Minerals, Europe, Middle East and Africa	Performance Minerals, Americas	Performance Minerals, Asia-Pacific	High Temperature Solutions	Refractory, Abrasives & Construction
Core markets	> Plastics, Rubber, Paints & Coatings, Adhesives > Paper & Board > Ceramics and Building Products > Filtration & Life Sciences > Mobile Energy			> Iron & Steel > Foundry > Thermal	> Refractory > Abrasives > Building & Infrastructure
2021 Revenue (€ millions)	1,130	957	515	801	1,240

Δ For further details on 2021 earnings, please see the Comments by Segment in chapter 5, section 5.3, and Information by Segment in the Consolidated Financial Statements in chapter 6 of the Universal Registration Document.



1.3 A FIRM COMMITMENT TO SUSTAINABILITY

Increasing urbanization, changing demographics and rising consumption around the world are resulting in growing demand for natural resources, which puts pressure on natural systems.

As the world's leading supplier of mineral-based specialty solutions, Imerys's technical knowledge and expertise place the Group in the best position to extract and transform minerals responsibly over the long term. The Group's ambition is simple: **to unlock the sustainable potential of minerals.**

The Board of Directors has the mission to promote long-term value creation and regularly reviews the ESG performance and progress made by the Group throughout the year. The Group's Sustainability Committee, chaired by the Chief Executive Officer, establishes the Group's sustainability ambitions, ensuring that it is a lever to

drive innovation and long-term growth. The Committee validates the material ESG priorities and monitors implementation of progress.

THE GROUP IS COMMITTED TO PLAYING A ROLE IN SOCIETY, BEYOND MEETING ITS OBLIGATIONS TO THE COUNTRIES AND COMMUNITIES IN WHICH IT DOES BUSINESS, THE GROUP AIMS TO FOSTER POSITIVE CHANGES.

Imerys's growth strategy and approach to creating value take into account the challenges and expectations from a wide range of stakeholders from both within the Group and beyond, including panels of experts, professional bodies, local forums and customers. **The medium-and long-terms Sustainability targets strive for continuous improvement and fall under the following main three areas:**



EMPOWERING OUR PEOPLE

Making sure employees stay healthy and safe, nurturing talent, promoting diversity and inclusion, fostering social dialogue and safeguarding human rights.



CARING FOR OUR PLANET

Protecting the environment, promoting non-energetic resources efficiency, respecting biodiversity and acting on climate change.



BUILDING FOR THE FUTURE

Behaving ethically, operating fairly, ensuring responsible purchasing, engaging with communities and promoting sustainable products and technologies.



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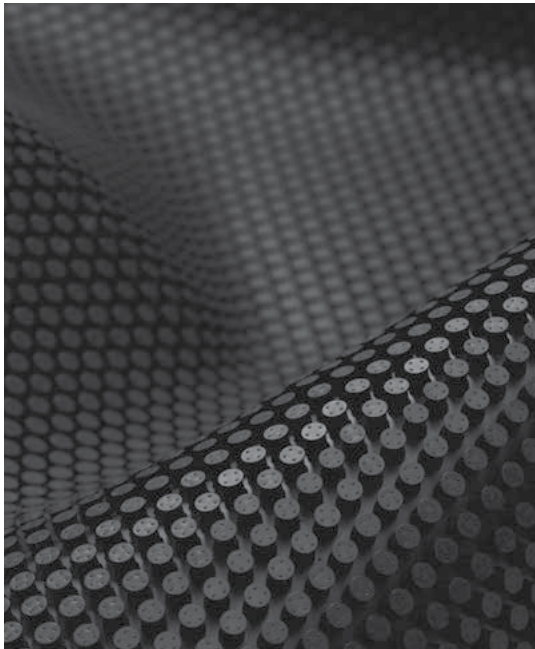
The SustainAgility program is built around six pillars and 16 themes, which are in line with and contribute to the United Nations Sustainable Development Goals (SDG). Imerys's teams are engaged to drive sustainability performance, transforming the business and leading the industry responsibly.

PILLARS		PRIORITY THEMES*	SDGs	
EMPOWERING OUR PEOPLE				
		Health & Safety	Occupational Safety Management	 
			Occupational Health Management	
		Human Capital	Diversity and Inclusion	 
CARING FOR OUR PLANET				
		Environmental Stewardship	Environmental Management	 
			Biodiversity and Land Rehabilitation	
		Climate Change	Climate Change Strategy	
BUILDING FOR THE FUTURE				
		Business Conduct	Fair Operating Practices & Responsible Purchasing	 
		Portfolio Management	Product Sustainability	

* This list only includes the themes that were identified as a priority following the Group materiality assessment. Refer to chapter 3 for additional details.



Imerys adheres to major international framework agreements such as the United Nations Guiding Principles on Business and Human Rights, the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, and the International Labour Organization (ILO) Fundamental Conventions.



"The ultimate goal to be achieved through SustainAgility is to further embed sustainability within the Group strategy and drive systematic continuous improvement of sustainability aspects in all its activities."

Imerys's ambition to unlock the sustainable potential of minerals through concrete actions is demonstrated by:

Scaling up efforts to deliver new solutions and opportunities to extend the life cycle of the Group portfolio, by assessing 40% of its portfolio against sustainability criteria by 2022, recognizing both the society and customer demand to produce better for longer.

The Group is focusing on developing circular solutions, directly with our customers, as well as within the full business value chain.

Playing a positive role within communities, both for local ecosystems and economies in the long term. The Group is firmly committed to the conservation of biological diversity and its restoration, communicating concrete actions through act4nature International⁽¹⁾ and partnering with recognised scientific experts such as UMS Patrimoine Naturel⁽²⁾. The Group continues to look for new ways to help employees and our local communities thrive, creating positive value through education and skills development.

Contributing to the global drive to combat climate change by reducing carbon emissions in Group operations by 36% relative to revenue by 2030.

As a signatory of the French Business Climate Pledge, Imerys has committed to work to accelerate the pace of transition towards a low-carbon economy, both within its own operations as well as through the Group portfolio of solutions.

To drive the necessary change, Imerys continues to work closely with customers, suppliers and other stakeholders, leading the way towards

a more sustainable industry, one that responds to the world's growing demand while benefiting local communities and protecting the natural environment.

The Group's firm commitment to sustainability has been recognized by the leading ESG rating agencies. The following table presents a selection of the non-financial ratings most recently achieved by Imerys.

Indices/Assessment & Latest rating (year)

CDP – Climate Change	B (2021)
EcoVadis (0 – 100)	70 (2021)
MSCI ESG (CCC to AAA)	AA (2021)
Sustainalytics (100 – 0)	32 (2021)
ISS – oekom (D- to A+)	C (2020)
Vigeo Eiris (0 – 100)	64 (2021)
Gaia (0 – 100)	84 (2021)

(1) act4nature is an initiative launched by EPE (Entreprises pour l'Environnement) and a number of partners with the aim of mobilizing companies to protect, promote and restore biodiversity. <http://www.act4nature.com/en/>.

(2) UMS Patrimoine Naturel is an umbrella organization bringing together the French National Museum of Natural History (FNMNH), the French Agency for Biodiversity and the National Center for Scientific Research (CNRS) <http://www.patrimoine-naturel-346>.



Annual Sustainability Report

IMERYS, THE WORLD'S LEADING SUPPLIER OF MINERAL-BASED SPECIALTY SOLUTIONS FOR THE INDUSTRY

1.4 A BUSINESS MODEL THAT CREATES VALUE

1.4.1 A BUSINESS MODEL THAT CREATES VALUE OVER THE LONG TERM

Bolstered by an organization structured around its core markets, mining resources, high quality industrial assets, unrivaled technological and industrial processes, innovative solutions and leading positions in most of its markets, Imerys has many strengths to guarantee sustained value creation for its key stakeholders over time.

ASSETS

▶ HUMAN RESOURCES

16,900 employees in **52** countries
81% of employees have benefited from at least one training course

▶ ENVIRONMENTAL RESOURCES

Signatory of the French Business Climate Pledge to combat climate change and emission reduction targets approved by the **Science Based Target initiative (SBTi)**

Member of act4nature and 3-year partnership with UMS Patrimoine Naturel for biodiversity

▶ PEOPLE AND SOCIETY

Signatory of the UN Global Compact and alignment with the **Sustainable Development Goals (SDGs)**

▶ FINANCIAL RESOURCES

Equity: €3,242 M

Net debt: €1,451M
 (45% of equity and 1.9x of current EBITDA)

Investment grade credit rating:
 BBB- (S&P), Baa3 (Moody's)

▶ INDUSTRIAL AND COMMERCIAL RESOURCES

247 industrial sites and 100 mines in 40 countries

Investment in maintenance and development: €336M

I-Cube industrial improvement program rolled out at 210 sites

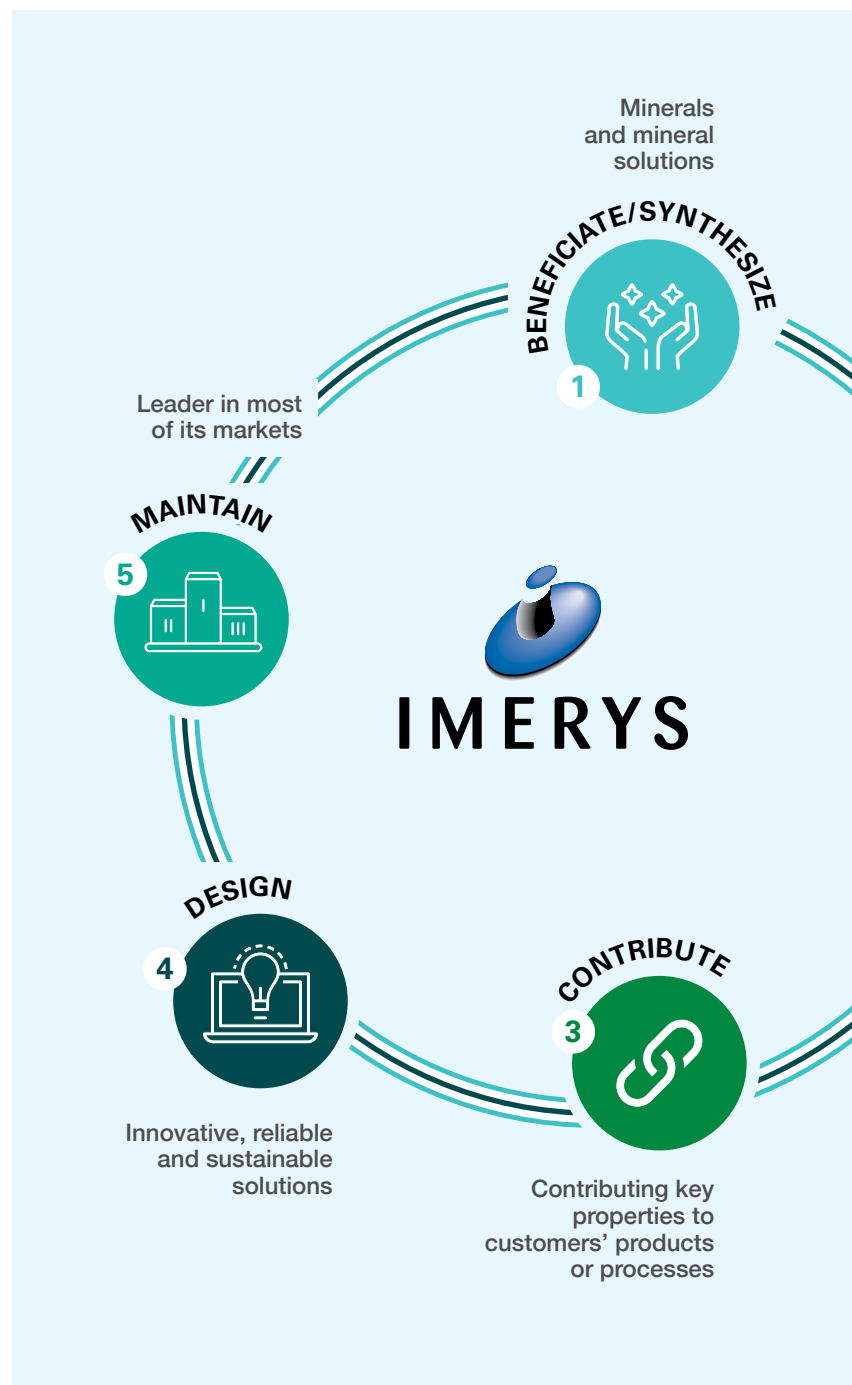
▶ INTELLECTUAL RESOURCES

Portfolio of **2,530 patents**

350 people working in **7 R&D centers**

80 new products

BUSINESS MODEL





IMPACT IN 2021

TRANSFORM



Exclusive processes and technologies

High quality industrial assets

▶ HUMAN RESOURCES

Safety: 2.63 Total Recordable Injury Rate

Equality and diversity: 26% of women in the Group's senior management team

92.1% of employees hired on unlimited contracts

▶ ENVIRONMENTAL RESOURCES

Fight against climate change:

23% reduction in tons of CO₂ equivalent emitted per euro of revenue since 2018

▶ PEOPLE AND SOCIETY

Local community engagement:

55 new local community relations projects

Business conduct and responsible purchasing:

819 suppliers assessed

Sustainable, eco-friendly solutions:

implementation of a method to screen and assess the environmental sustainability of products

▶ LIFE CYCLE ANALYSIS (LCA)

36 products analyzed

▶ FINANCIAL RESOURCES

Current EBITDA: €761 M (margin on revenue 17.4%)

Net current free operating cash flow: €255 M

Dividend per share: €1.55*

▶ INDUSTRIAL AND COMMERCIAL RESOURCES

15,000 customers across 142 countries

Market leader in 75% of its activities

* Proposal made by the Board of Directors and submitted for approval at the Shareholders' General Meeting.

VALUE CREATED FOR STAKEHOLDERS

▶ IMERYS

€4,383 M
Revenue

▶ SUPPLIERS

€2,658 M
(Raw materials, consumables used and external expenses)

▶ EMPLOYEES

€940 M
Salaries and social security contributions, bonuses and investments

▶ STATES

€134 M
(of which €95M of corporate tax)

▶ SHAREHOLDERS

€115 M
(of which €107M of dividend)

▶ BANKS

€29 M
(debt servicing costs)



2 VISION AND AMBITION

2.1 STRATEGY AND GOVERNANCE

Imerys respects the world in which it operates. The Group is committed to playing a role in society, to meeting its obligations to the countries and communities within which it does business, to acting as a responsible environmental steward and to contributing to sustainable development through its operations and portfolio of solutions.

To achieve the aforementioned ambitions, in 2018, the Group launched its new sustainability program named SustainAgility. The SustainAgility program was developed duly considering the 2030 Agenda for Sustainable Development⁽¹⁾ and the international framework presented in [chapter 1 of the present report](#).

The SustainAgility program is articulated around three axes as outlined in the Group Sustainability Charter:

- **empowering our people:** making sure employees and the people Imerys works with stay healthy and safe, nurturing talent, promoting diversity and inclusion, fostering social dialogue and safeguarding human rights;
- **caring for our planet:** protecting the environment, promoting natural resources efficiency, preserving biodiversity, and acting on climate change;
- **building for the future:** behaving ethically, operating fairly, ensuring responsible purchasing, engaging with communities and promoting sustainable products and technologies.

SustainAgility is the Group's comprehensive approach to doing business in a way that creates value for internal and external stakeholders. This approach is supported by a series of dedicated programs that are developed and rolled-out in an iterative fashion. The ultimate goal to be achieved through SustainAgility is to further embed sustainability within the Group strategy and drive systematic continuous improvement of sustainability aspects in all Group activities, thereby continuing to reduce risks, create new opportunities and build capacity for long-term shared value creation by unlocking the sustainable potential of minerals. The continuous improvement approach, new projects, and scientific studies shall continue to be developed and deployed based on a reinforced framework of solid policies, procedures, improved tools, training, as well as a series of maturity matrices upon which Group sites are assessed and against which action plans are developed.

The Imerys Board of Directors, with the Executive Management, defines the objectives and the strategy of the Group in respect to environmental social and governance (ESG) matters and promotes long-term value creation through the SustainAgility program. In 2021, the Board of Directors appointed an independent Director as ESG Referent Director with the mandate to assist the Board and its Committees (Strategy, Appointments, Compensation and Audit) to ensure that strategic orientations set by the Board adequately integrate long term environmental and social risks and opportunities. The Board of Directors reviews the Group ESG performance and programs twice annually as a minimum, in addition to any specific review related to an ESG topic that falls within the remit of each of the Committees (i.e. the Nomination Committee's review of diversity & inclusion performance, the Audit Committee's of climate-related risks factors, and the Strategic Committee orientation and monitoring of the SustainAgility program).

The SustainAgility program is overseen by a Sustainability Committee, chaired by the Group CEO, which meets quarterly and has the responsibility to establish Group sustainability ambitions, validate key milestones and guide and monitor implementation on progress towards the Group objectives. The SustainAgility Operational Committee, created in 2020, helps to build on the progress achieved over the past years and to accelerate the implementation of a consistent and comprehensive approach to sustainability within the six pillars of SustainAgility. This SustainAgility Operational Committee, led by the Group Sustainability Vice-President and composed of functional leaders, is responsible for coordinating the implementation of the SustainAgility program. In 2021 the Group further strengthened its sustainability organization through the nomination of sustainability directors and sponsors within each of the Group's five Business Areas management teams. These Directors and/or sponsors are part of the SustainAgility Operational Committee.

✓ For more information on the Group Governance, [see chapter 4 of the Universal Registration Document](#).

(1) The 2030 Agenda for Sustainable Development, with the Sustainable Development Goals (SDGs) at its core, was adopted by member States of the United Nations in September 2015. The 2030 Agenda is a commitment to eradicate poverty and achieve sustainable development by 2030 worldwide.

2.2 UNITED NATIONS GLOBAL COMPACT AND SUSTAINABLE DEVELOPMENT GOALS

In 2016, Imerys became a signatory member of the United Nations Global Compact (UNGC) and has committed to base its business approach on the following 10 Principles:

WE SUPPORT



Human Rights	<ul style="list-style-type: none"> • Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and • Principle 2: make sure that they are not complicit in human rights abuses.
Labour	<ul style="list-style-type: none"> • Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; • Principle 4: the elimination of all forms of forced and compulsory labour; • Principle 5: the effective abolition of child labour; and • Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment	<ul style="list-style-type: none"> • Principle 7: Businesses should support a precautionary approach to environmental challenges; • Principle 8: undertake initiatives to promote greater environmental responsibility; and • Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	<ul style="list-style-type: none"> • Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

In accordance with the UNGC Principles, the Group is committed to publish its annual Communication on Progress (COP). The Group is committed to supporting the Ten Principles of UNGC in the areas of Human Rights, Labor, Environment and Anti-Corruption and embed the UN Global Principles within the Group strategy, operations and corporate values.

In September 2015, 193 member States of the United Nations adopted 17 Sustainable Development Goals (SDGs) with the aim to end extreme poverty, protect the planet and ensure prosperity for all within a new universal agenda. Imerys supports the ambitions of this global program and has duly

identified within the SustainAgility program policies and practices within its operations that directly or indirectly contribute to the SDGs.

The Group is specifically focusing on concretely contributing directly to the nine SDGs listed below, which indirectly contribute to the rest of the SDGs as well.

Within this chapter, the Group sustainability commitments, objectives and results against 2021 objectives, are presented in the context of continuous progress made towards the UNGC Principles and the nine UN SDGs.

SUSTAINABLE DEVELOPMENT GOALS



✓ For more information on Imerys' contribution to the SDGs, [see the film "Fostering positive changes in the world of industrial minerals"](#).

3 STAKEHOLDER ENGAGEMENT

The Group depends on the solid long-term relationships it develops with its key stakeholders; respecting the countries, communities and environments across the globe where its operations are located. As such Imerys considers itself accountable to a wide variety of stakeholders, both internal and external. Identifying stakeholders and gaining an understanding of their needs and expectations is a critical step to foster engagement.

The list of stakeholders groups with whom Imerys engages in various capacities across the globe includes: banks & brokers, business partners, competitors and peer companies, customers, employees, government authorities, local community members, media, non-governmental organizations, professional associations, shareholders and investors, and suppliers and subcontractors.

In 2017 and in 2018, in the context of the definition and preparation of the launch of the Group's sustainability program, Imerys conducted its first **materiality assessment** in order to further integrate stakeholder expectations on environmental, social and governance (ESG) risks, threats and opportunities facing the Group, and define material sustainability priorities. The process followed can be summarized in three phases: **framing, engagement and analysis and validation**.

The **first phase** of framing focused on the research and analysis required to identify and verify a list of potentially significant ESG issues, including but not limited to: the identification of megatrends potentially affecting Group business in the future, the [2030 Agenda for Sustainable Development](#), inputs from the [2050 Roadmap of the Industrial Minerals Association \(IMA\) Europe^{\(1\)}](#) and [IMA-Europe's Circular Economy Report^{\(2\)}](#), an assessment of selected international companies sustainability programs, operational risk related to sustainability themes as well as a review of selected climate change, biodiversity, responsible purchasing, diversity and inclusion, and circular economy approaches. This research was supplemented by an assessment against the applicable Sustainability Accounting Standards Board (SASB) Industry Standards, the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, a review of external ESG rating agencies indices, feedback on Imerys sustainability performance and a review of the Group 2017 senior leadership seminar takeaways and feedback to

identify the perception of strengths and areas for improvement. As a result, a preliminary list of potentially significant issues was elaborated and validated by internal operational and functional experts.

A **second phase** of engagement with both external and internal stakeholders was then conducted. The Imerys global Employee Engagement survey launched in early 2017 was used to gain confidential and anonymous insights and feedback from across the Group. Consultation on the sustainability themes was gained in 2018 through face-to-face engagement meetings held at various locations across the world. Over 140 senior managers and experts across the Group business and functions, as well as employee representatives were consulted. Feedback was gained from external stakeholders surveyed with the aim of achieving a representative mix in terms of types of organization (customers, investors, banks, suppliers, local community members, and associations) as well as geographic areas.

The **third phase** involved analysis and validation. Several interviews were conducted with Executive Committee members and senior management to structure the final results in 2018. The final assessment and the results were then presented and validated by the sustainability Steering Committee and Executive Committee.

At the end of 2019, the results of the materiality assessment were used to define mid-term sustainability objectives, which are described in [chapter 5 of this report](#). In 2021, in order to define the next 3-years mid-term objectives and targets, the first and second phases of the materiality assessment process were relaunched. The third phase is planned at the beginning of 2022.

- ✓ For more information on the Group rating agency indices and assessments related to Group ESG performance, [see chapter 1 of the present report](#).
- ✓ For more information on the Group Employee Engagement survey, [see chapter 6 of the present report](#).
- ✓ For more information on Group sustainability Reporting Methodologies, [see chapter 9 of the present report](#).

(1) IMA Europe published the "2050 Roadmap" for the industrial mineral sector in September 2014. This roadmap identifies the megatrends, risks and opportunities of the industrial minerals sector between today and the horizon of 2050.

(2) IMA Europe published the "Industrial Minerals sector contribution to a circular economy" report in October 2018 focusing on projects from industrial minerals companies contributing to the circular economy, throughout the different life cycle stages of the minerals: extraction, manufacturing, transport, use phase and end of life.

4 MATERIAL SUSTAINABILITY RISKS

A robust assessment of material sustainability risks is fundamental to the definition of the Group sustainability program consistent with Imerys' long-term business strategy as well as stakeholder expectations. Materiality in this context is about identifying the key issues, threats and opportunities that may negatively impact or have the capacity to create shared value for Imerys and its stakeholders.

Imerys material sustainability challenges and opportunities are summarized below under the six SustainAgility pillars: safety & health, human capital, environmental stewardship, climate change, business conduct, and portfolio management, with additional details provided on each pillar and theme in the rest of this chapter.

With regards to the concept of double materiality, [chapter 2 of the Universal Registration Document](#) presents the Group approach to identifying and managing financial risks, including those associated with social and environmental factors, while this chapter focuses on the actual and potential adverse impacts of Group operations on people, society and the environment.

Ensuring the **Safety & Health** of Group employees as well as contractors is a core value. Being a safe place to work is a cornerstone of Imerys' sustainability. Due to the inherent nature of industrial activities, Imerys employees, contractors, customers' employees may be exposed to risks that, in the event of failings in the safety management hierarchy of controls summarized in [chapter 6 of the present report](#), could result in a fatality, life-changing injury, occupational accident, or health effects. The highest risks activities managed through the "Serious 7" protocols are related to the risk of contact with hazardous energy, interaction with mobile equipment and machinery, working at heights, as well as ground control in surface mines. Occupational health risks in mineral mining and processing activities include ambient dust, noise and vibration. Limited quantities of chemicals are also used during industrial processes and in the laboratories for quality assurance and research and development. Certain jobs also involve manual handling or repetitive tasks with the potential to cause ergonomic problems.

Imerys **human capital** is the most important Group asset, thus ensuring the respect of human rights and labor practices, implementing tools for talent and skills development, maintaining constructive social dialogue and ensuring a diverse and inclusive environment with equal opportunities for all are crucial to the Group's long-term strategy. Possible issues in this regard are related to potential violations of the Group Code of Business Conduct and Ethics that could result in the risk of causing or being linked to salient Human Right abuses. While in the 2018 materiality assessment, diversity and inclusion were not assessed as the most material, the promotion of diversity and inclusion is considered to be a long-term objective that needs constant focus as expressed through employee engagement and other surveys. As such the Sustainability

Committee defined it as a key theme, with the development of the Group Diversity and Inclusion program set as a high priority in the mid-term.

Imerys' extractive activities have the potential to modify natural habitats. Group operations may have adverse impacts on local ecosystems and biodiversity, or on water resources in the event of accidental environmental incidents, which may for example, cause the release of discolored water or the release of dust. The techniques used for processing industrial minerals are primarily physical (crushing, milling, and sorting) but also include thermal processes such as calcination and fusion, which result in water consumption, waste and air emission generation. Through sound **environmental stewardship**, the Group ensures full compliance with environmental obligations, duly identifying environmental risks and mitigating impacts. Group operations are required to have an effective Environmental Management System (EMS) to identify and control significant environmental risks, optimize the use of mineral resources and processing of mineral and to identify solutions to limit the consumption of other natural resources such as water, and preserve biodiversity⁽¹⁾.

Imerys is conscious of the urgent, global, systemic and irreversible risks associated with climate change and is aware of the global trend towards an economy that is low carbon or carbon neutral. Group operations generate greenhouse gas emissions directly through consumption of energy generated from fossil fuels or production of emissions linked to industrial processes. Indirect emissions are generated through purchased energy as well as through various other activities within the value chain, in particular through transportation and purchase of materials. Imerys is committed to reducing the impacts of its activities on **climate change**. For the transformation of industrial minerals, this requires ensuring greater energy efficiency through new technologies and processes as well as integration of renewable energy sources. While potential climate change impacts linked to Group operations did not emerge amongst the most material topics in the 2018 materiality assessment, Imerys remains committed to its long-term objective to the elaboration and roll-out of the Group climate change strategy. As such the Sustainability Committee considered climate change as a material theme and shall continue to focus on this pillar as a high priority in line with the long-term emission reduction targets that have been set and are described in [chapter 7 of the present report](#). In 2021 the Group performed a climate risk and opportunity scenario analysis in line with the recommendations of the Financial Stability Board Task Force on Climate-related Financial Disclosures (TCFD), which are presented in [chapter 7 of the present report](#). The Group risk mapping exercise presented in [chapter 2, section 2.1.2 of the Universal Registration Document](#) likewise identified the potential long-term risk for the Group associated with climate change.

(1) Other environmental aspects such as hazardous substances and noise and vibration may be significant at a local level and as such are managed accordingly within the site Environmental Management System. They are not considered material at the global level.

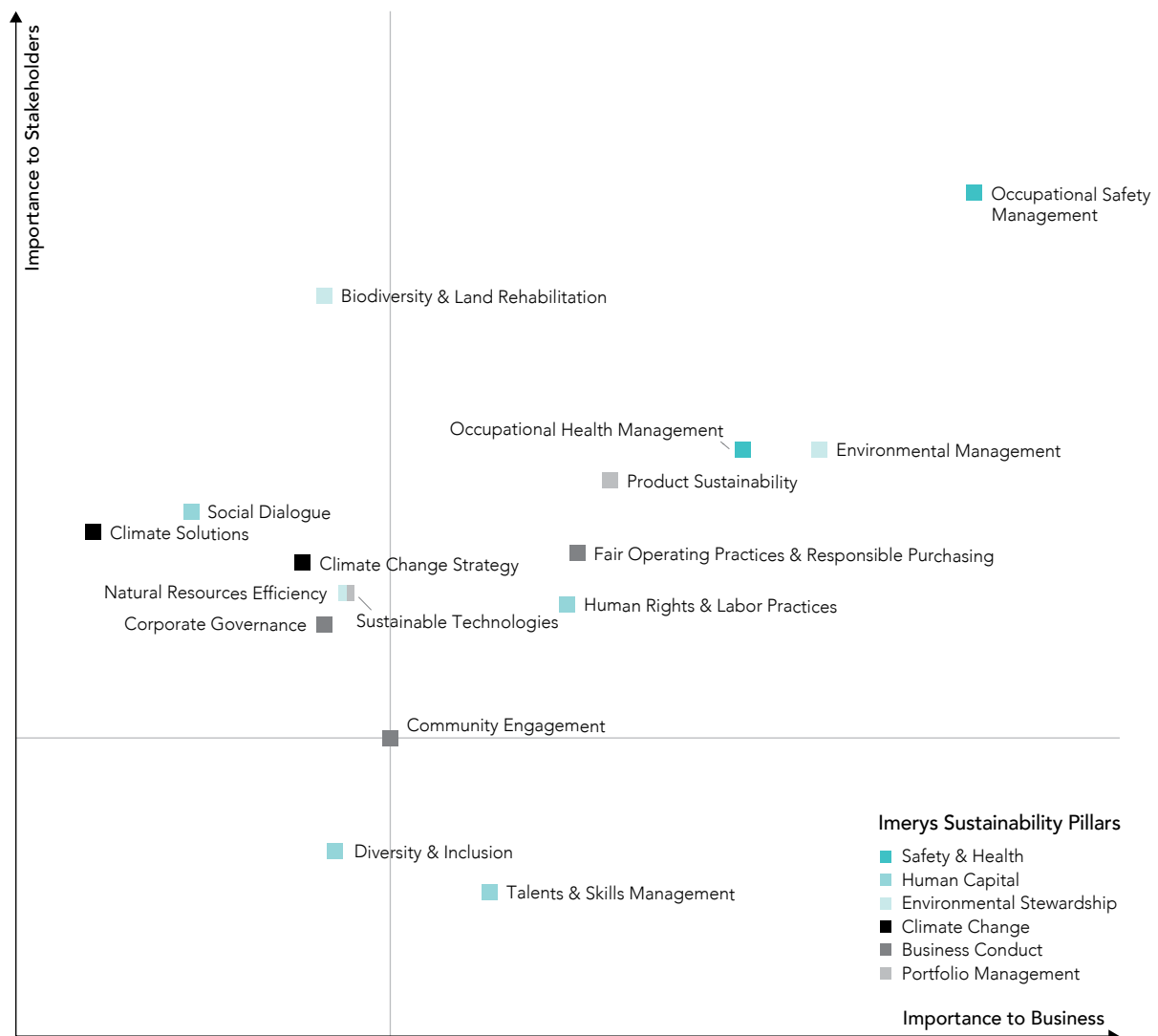
Ensuring ethical **business conduct** in a rapidly evolving global business environment is achieved through strong corporate governance, which is the foundation upon which the Group is built. Yet as business practices and regulations evolve, risks emerge with regards to fair operating practices and responsible purchasing as the Group may inadvertently be linked to partners who do not respect the Group Code of Business Conduct and Ethics ("the Code") and the specific Group Environmental Social and Governance Standards applicable for suppliers. This risk requires continual adaptation of Group systems and processes and has been an area of particular focus since 2017. Through the reinforcement of internal controls and Group compliance programs, this risk has been significantly reduced. Yet the risk of Group suppliers not identifying compliance risks and not preventing serious violations of human rights, fundamental freedoms, health & safety of people and environment in their organization and in their own purchasing is still considered material. Additional details on these risks and a focus on their identification is presented in [chapter 8 of the present report](#). Imerys also faces both challenges and opportunities in its interactions with the communities surrounding its sites, which need to be continuously identified, assessed and managed.

More generally, Imerys contributes to a multitude of regional, national and international economies and through local employment and purchasing, it creates concrete socio-economic benefits to employees, to contractors and suppliers, thus, helping to fight poverty and contribute to sustainable development.

Imerys is fully aware of stakeholder expectations for the Group to reduce the environmental footprint of its products while at the same time to provide sustainable solutions aligned to global megatrends. **Portfolio management** that incorporates environmental and societal criteria contributes to the development of sustainable business opportunities. The technological expertise within Imerys places the Group in an excellent position to continuously improve the process efficiency and production methods of its operations. At the same time, the Group's innovation capacity together with its awareness of global megatrends enables the Group to harness opportunities for new product developments, duly considering sustainability drivers and stakeholders' expectations.

The results of the Group materiality assessment exercise are presented in the figure below, with the eight most material issues and sustainability priority themes identified in bold.

IMERYS MATERIALITY RESULTS



5 KEY OBJECTIVES AND PERFORMANCE

In 2019, the Group defined mid-term sustainability objectives based on the materiality assessment process and results presented in [chapters 4 & 5 of the present report](#).

The Group sustainability commitments, specific objectives for each of the eight **sustainability priority themes** as well as the performance indicator and timeline to achieve the objective are presented in the following sections together with their alignment to UNGC Principles and the UN Sustainable Development Goals to which they contribute. Progress towards mid-term objectives that is on-track as of the end of 2021 is denoted with the symbol “✓” in the table of objectives in the following sections. Each of the Group’s sustainability mid-term objectives has been translated to specific objectives for the five Business Areas with a dedicated action plan and monitoring in place. These mid-term objectives and targets likewise serve as the basis for individual performance targets linked to variable compensation for the Group CEO, Executive Committee, senior management as well as other managers across the organization as summarized in [chapter 6 of the present report](#) and [chapter 4, section 4.3 of the Universal Registration Document](#).

In 2021, the Group began the full roll-out of a new energy and environmental performance reporting tool. This reporting tool captures Group data and indicators related to environmental management systems certifications, as well as indicators related to the environmental aspects such as water, waste, air emissions, biodiversity, and energy and greenhouse gas emissions reported in [chapter 7 of the present report](#).

As a result of the implementation of the new reporting tool, several indicators have been adjusted relative to 2020. Where appropriate these changes have been signaled and explained. A complete summary of the Group’s non-financial Key Performance Indicators (KPIs), which also reflect local performance at site level, can be found in [chapter 9 of the present report](#).



During 2021, the Group made a series of acquisitions and divestitures, which are described in [chapter 1 of the present report](#). The potential impacts on non-financial indicators of these modifications in the Group operating perimeter are described wherever appropriate in the following sections of this chapter. Adjustment to the Group programs and/or progress toward mid-term objectives have in some instances been affected by the Covid-19 pandemic. Where this is the case, the impact has been described.

For the past 17 years the Group has organized a company-wide competition called the Sustainable Development Challenge (SD Challenge), which serves as an impetus to develop and share best practices, innovations, and technological solutions, each contributing to the Group sustainability commitments and supporting progress towards several UN Sustainable Development Goals. In total, over 1,667 initiatives have been submitted in the competition since it was launched. The 2021 edition saw a record participation with 343 SD Challenge projects submitted, which corresponds to an increase of 58.8% relative to last year. To be considered for the SD Challenge, a project must have concretely contributed to specific sustainability themes and focused on creating shared value, contributing to sustainable innovation, and achieving long-term sustainable results together with local partners. Imerys is committed to ensuring that the Group SD Challenge continues to inspire greater awareness and understanding of material sustainability themes and continues to serve as a platform to support the realization of the Group sustainability ambition.

✓ For more information on Group SD Challenge initiatives, see www.imerys.com.

6 EMPOWERING OUR PEOPLE

6.1 SAFETY & HEALTH

Imerys' Commitment	Mid-term sustainability objectives	UNGC Principles	UN SDGs
Ensure that Health and Safety is a core value by developing and continually improving our health and safety culture and systems, with all our partners, to achieve an injury-free workplace	<ul style="list-style-type: none"> Occupational Safety Management <ul style="list-style-type: none"> Improve Group Safety Culture Maturity to Level 3⁽¹⁾ across all Business Areas by the end of 2022 Occupational Health Management <ul style="list-style-type: none"> Improve Group occupational health performance by 30% against 2019 baseline assessments by the end of 2022 		
	2021 Results achieved	Principle 1	 
	<ul style="list-style-type: none"> Occupational Safety Management <ul style="list-style-type: none"> ✓ Group Safety Culture Maturity measures at Level 2.89 at the end of 2021 Occupational Health Management <ul style="list-style-type: none"> ✓ Group occupational health performance improved by 19.3% against 2019 baseline assessments at the end of 2021 		

(1) Level 3 corresponds to “Proactive” level on the Safety Culture Maturity Matrix, where Imerys safety system is fully implemented, employees are engaged and contribute actively.



Safety & Health are core values for all Imerys operations worldwide. The Group is committed to developing a proactive Safety & Health culture through partnerships amongst management, employees, contractors, suppliers, visitors and the communities in which it operates. The Group is likewise committed to a continuous improvement cycle of Safety & Health performance; setting objectives, reporting, auditing and reviewing. The personal involvement of each individual within Imerys is considered essential to achieving an incident-free workplace. The Safety & Health framework is fundamental to the Group's success and contributes to SDG 3 to ensure healthy lives and promote well-being for all at all ages and concrete contributes to SDG 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

6.1.1 OCCUPATIONAL SAFETY

The Group has a dedicated Safety Committee, chaired by the CEO and composed of each of the Business Area Senior Vice-presidents and functional Senior Managers of the Group. The Safety Committee meets at least twice a year and monitors the Group progress on all Safety objectives and programs. Main health and safety indicators are reviewed on a monthly basis during every Executive Committee meeting.

Imerys requires each operation to have an effective Safety Management System (SMS). Programs are built within the Group Imerys Safety System framework (ISS) based on 3 pillars: compliance, continuous improvement and training & communication. The ISS framework implementation and risk management is supported by an appropriate hierarchy of controls (elimination, substitution, engineering controls, administrative controls and personal protective equipment). To support the development of an effective safety culture, the Group has developed a Safety Culture Maturity (SCM) matrix based on four key elements: leadership and accountability, compliance and continuous improvement, Behavior-Based Safety (BBS) and an integrated approach. The SCM matrix, built considering internationally recognized standards for safety management and aligned to the fundamentals of the Imerys safety protocols and procedures, helps operations to conduct gap analyses and drive their improvement plans in partnership with industrial teams and safety professionals. In 2019, the occupational safety maturity of all Group operations were categorized using the SCM matrix. As a result of the comprehensive assessment, sites have continued to develop specific site-level safety action plans. **The mid-term target is for the Group Business Areas to achieve a Level 3 maturity by 2022, which corresponds to 'Proactive' level, where the Imerys Safety System is fully implemented, employees are engaged and contribute actively to safety.** At the end of 2021, the result of the most recent assessment shows the Group Business Areas maturity of 2.89, which represents an improvement in line with the Group's mid-term objective.

From the beginning of the Covid-19 outbreak, Imerys focused on ensuring the safety of its employees and partners while

maintaining business continuity. Imerys established a dedicated Crisis Management Team to handle the unprecedented situation and set up a strict monitoring process under the supervision of the Executive Committee. Local management teams adapted activities daily based on the guidelines from the Crisis Managements Team. The Group developed a Covid-19 specific protocol, compliant with international and national authorities. This Protocol outlines recommendations for the management and control of the specific Covid-19 epidemic within all Group operations, technology centers and offices.

✓ For more information on Covid-19 specific measures, [see www.imerys.com](http://www.imerys.com).

Given the importance of Behavior-Based Safety as an essential component within an effective safety culture, Imerys' operations either implement specialized BBS programs or integrate behavioral factors into regular safety inspections. Improvement in BBS is also supported by a dedicated section in the aforementioned Group Safety Culture Maturity matrix. Safety compliance requirements for each Imerys operation include not only local laws and regulations, but also the Group's policies, protocols and procedures. The Group Environment, Health and Safety (EHS) Audit Team normally conducts approximately 60 comprehensive onsite EHS compliance audits annually. For 2021, the plan was slightly reduced due to the epidemic situation. Of the 37 planned for 2021, 24 were completed, and thus some shall be carried over into 2021. Corrective actions are tracked by Corporate and Business Area EHS teams through to completion using a web-based software system.

Training and awareness of the Group Safety & Health system are achieved through various communication and training activities often developed in local languages. These activities include: Safety Summits, Imerys Safety University (ISU), web seminars, the digital learning paths delivered through the Group e-learning platform "Imerys Learning Hub" and the Group Welcome Sessions for new managers. Other initiatives are managed at regional, hub or site level and include job-related safety training and regular safety toolbox meetings. Training on EHS topics increased by 20% in 2021 relative to 2020 ([see chapter 6 of the present report](#)). The Group safety training focuses in particular on the "Serious 7" to address highest risk areas: lock out, tag out, try out, electrical safety, machine guarding and conveyor safety, mobile equipment, working at heights, ground control and forklift safety.

The Group recognizes the pivotal role that senior management plays within the Group safety culture. Their ability to effectively engage with all employees at site level on safety is fundamental to continually improve safety performance. The Group Safety Summits focus on strengthening Visible Felt Leadership (VFL) within the most senior leadership, while the Imerys Safety University focuses on a tailored approach to coach site managers on how to cascade Visible Felt Leadership within their supervisory teams. At the end of 2021, 28,757 VFL and BBS interactions were recorded through our Group Health and Safety reporting platform.



In 2021, the Group launched Safer Together, in order to build on the progress achieved over the past years and to strengthen the implementation of a consistent and comprehensive approach to Health and Safety. Safer Together aims to promote a strong Health and Safety culture within 4 new key pillars that will help to structure the Health & Safety projects – Being positive about Safety, Placing health and safety above all, Taking responsibility and Looking out for each other. Safer Together encompasses all the existing Imerys Health & Safety programs such as protocols, training, Take 5, Serious 7, safety alerts and accident analysis, Safety Connect Day and Visible Felt Leadership.

In 2021, after the cancellation of the 2020 event due to the pandemic, the fourth annual Safety Connect Day was held respecting Covid-19 prevention measures and focused on the theme “The risks that matter”. The 2021 edition covered major safety risks that could lead to life-changing accidents and fatalities, but also concerns linked to health, with a specific focus around pandemics and in particular Covid-19. In addition, for the first time, Safety Connect Day included a specific environmental workshop called “Caring for our planet”, which provided an opportunity to reflect on biodiversity and other environmental challenges.

✓ For more information about “Caring for our planet” workshop, [see chapter 7 of the present report](#).

The Group has an internal Safety & Health incident reporting process. Imerys tracks and analyses safety performance for both employees and contractors on a monthly basis using lagging indicators for fatalities, life-changing injuries, lost-time

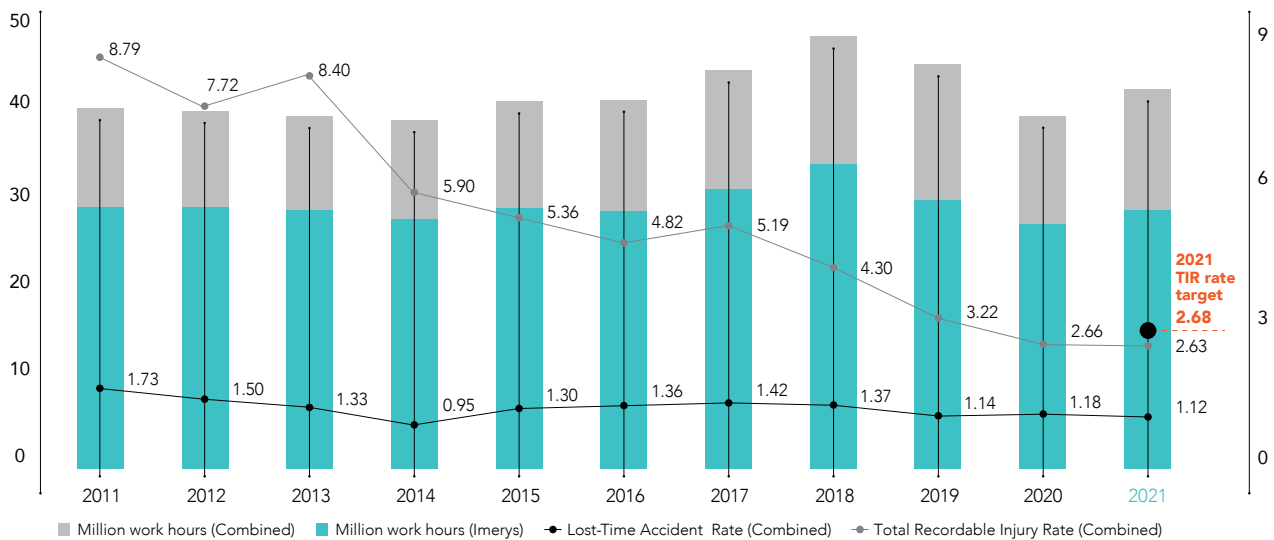
and non-lost-time accidents at all levels of the Group. The Group likewise collects and assesses leading indicators such as near misses, at-risk conditions or behaviors reported, the number of workplace inspections or risk assessments performed, the percentage of site employees that have attended safety training events or safety meetings, and the number of safety observations or interventions. All levels of the Group review recorded safety performance metrics every month in a single web-based platform. The platform facilitates the collection of details related to any incident, helps to identify the critical factors to prevent further accidents and strengthens the management of incidents across the Group.

Incident investigations are conducted and corrective actions are implemented at site level with follow-up by Business Area teams. Safety alerts are issued whenever a fatality, a life-changing injury or a Significant Potential Incident (SPI) occurs to share root causes and lessons learned. An SPI is any reported incident that has the potential to result in a fatality regardless of the actual severity. Where appropriate, corrective actions identified through an incident investigation are directly integrated into the next update of Group safety protocols to reduce the risk of recurrence. In 2021, 43 safety alerts related to SPIs were shared across the Group.

✓ For more information on Group safety reporting methodologies and metrics, [see chapter 9 of the present report](#).

✓ For more information on supplier Health and Safety requirements, [see chapter 8 of the present report](#).

GROUP LOST TIME ACCIDENT RATE





As of December 2021, the combined LTA rate of the Group was 1.12 and the combined Total Recordable Injury Rate (TRIR)⁽¹⁾ was 2.63. Despite a strong rebound of the production activity from the pandemic in almost all Imerys industrial sites, the Group achieved the 2021 target TRIR, which was set at 2.68 and continues to observe continuous improvement across Group operations. Tragically, a fatal incident occurred in Imerys Whitestone facility in North Georgia, USA on December 13, 2021. The Group shall continue its unyielding focus on continuously improving safety performance and work towards its goal to achieve an injury-free workplace.

6.1.2 OCCUPATIONAL HEALTH

For Imerys, managing workplace health and wellbeing of the Group's employees and contractors is a core value. Imerys occupational health protocols outline an internal framework for controlling and mitigating common occupational health risks. Imerys operations identify the range of occupational health risk scenarios, evaluate and risk assess them and develop control plans proportional to the risk. As part of this program, appropriate information, instruction and training are provided. Occupational health practices are systematically reviewed to look for improvement, simplification and standardization. Compliance with regulations and the Group's Occupational Health protocols are reviewed regularly through the Group EHS audit program.

In 2019, led by the Group Industrial Hygienist, the Group defined a new occupational health strategy starting with a comprehensive baseline assessment (gap analysis). The baseline assessment focuses on industrial workplace health risk identification, assessment, control, monitoring and review processes. The baseline assessment is an objective evaluation of practices and performance at a site level and provides the information needed to generate an action plan to close out any gaps, focusing on short, medium and longer term actions. As of 2020,

all sites across the Group have been assessed against the baseline criteria. Based on the completed assessments the Group developed a comprehensive 5-year occupational health action plan, focusing on the following four pillars: risk and general management, systems, training and protocols. **The Group mid-term occupational health performance target is to improve by 30% against 2019 baseline assessments.** At the end of 2021, the Group occupational health performance improved by 19.3% against 2019 baseline assessments. As such, progress towards this objective is well underway.

The Group developed an Occupational Health Maturity Matrix which will, as with the other matrices in the Group "I-Cube" and SustainAgility programs, be used to support the global program deployment in a continuous improvement cycle in the coming years.

The Group occupational health programs implemented cover a range of health and hygiene aspects, with a particular emphasis placed on the management of airborne contaminants, vibration and noise. Across Group locations, health plans and programs are based on site occupational health risks, which integrate wellness initiatives. Wellness and occupational health campaigns are supported by Human Resources, external occupational health nurses/physicians and internal health and safety personnel as well as communication teams.

All Group operations participate in the European Social Dialogue Agreement (SDA) on workers' health protection through the good handling and use of crystalline silica and products containing it and have reported on specific aspects of their implementation through participation in a program organized by the European Network for Silica (NEPSI)⁽²⁾. NEPSI reporting campaigns are conducted every two years. In 2020, when the last campaign was conducted, all of Imerys' concerned sites reported into NEPSI.

Group Reported Occupational Illnesses

	2021	2020	2019
Occupational illnesses with lost time	0	0	1
Occupational illnesses without lost time	0	1	1
Total	0	1	2

(1) Imerys has a different TRIR definition than many other Groups. Many Groups consider an injury as "recordable" when its treatment requires more than first aid. However, Imerys considers a recordable injury as an accident without lost-time whenever a medical service provider is involved in the treatment, even if the treatment is first aid.

(2) NEPSI: the European Network for Silica is composed of employees and associations of European companies that have signed the multi-sectoral social dialogue agreement.



6.2 HUMAN CAPITAL

Imerys' Commitment	Mid-term sustainability objectives	UNGC Principles	UN SDGs
Develop our Human Capital by respecting internationally recognized human rights and labor practices as set out in our Code of Business Conduct and Ethics, investing in the talent and skills of our employees, engaging in constructive social dialogue and fostering a culture of workplace diversity and inclusion based on mutual respect	<ul style="list-style-type: none"> Diversity and Inclusions Increase the number of women in senior management to 30% by the end of 2022 Fully implement the Group Diversity and Inclusion 3-year program by the end of 2022 	Principle 1	
		Principle 2	
		Principle 3	
	2021 Results achieved <ul style="list-style-type: none"> Diversity and Inclusions ✓ The number of women in senior management represented 26% at the end of 2021 ✓ Implementation of the Group Diversity and Inclusion 3-year program is at 65% at the end of 2021 	Principle 4	
		Principle 5	
		Principle 6	

Human capital is at the heart of Imerys' business success. Imerys seeks to create an environment that promotes employee's development as a key element of growth and transformation. The Group HR policies and practices are based on fairness, openness and mutual respect. The long-term objectives of the Group are to identify, attract, select and retain talented people; develop and provide essential competencies; share ideas, projects and best practices across the organization; and ensure

transparency and compliance with both legal requirements and Imerys' policies and processes. Through constant engagement on these subjects the Group contributes to SDG 4 to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; to SDG 5 to achieve gender equality and empower all women and girls; and to SDG 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Employment

	2021	2020	2019
Registered employees	16,908	16,437	16,305
of which permanent employees	15,572	15,270	15,023
of which non-permanent employees (fixed term)	1,336	1,167	1,282
External employees (Full-Time Equivalent) ⁽¹⁾	5,958	4,790	6,205

(1) External employees refer to all non-Imerys companies or independent contractors who agree to perform services on Imerys facilities regardless of duration. Total worked hours done by external employees are converted by Full-Time Equivalent.

6.2.1 HUMAN RIGHTS AND LABOR PRACTICES

Imerys strives to promote mutual respect in all practices and dealings with its employees, and outside contractors. Imerys recognizes that management of relations with employees is critical to the creation of an environment in which all employees can excel. The Group is committed to comply with local legislation in force in the countries where it operates and to respect internationally-recognized human rights, as set out in the International Bill of Human Rights and provisions of the fundamental conventions of the International Labour Organization (ILO), particularly in terms of non-discrimination, privacy, child labor, forced labor, compensation and working hours. The Group is committed to respect human rights, avoid complicity in human rights abuses and provide access to remedy, in line with the UN Guiding Principles on Business and Human Rights. Imerys endeavors to have a positive impact through its employment practices upon the welfare of employees, which likewise has both indirect and induced positive impacts also on surrounding communities and thereby contribute to SDG 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The Group Code of Business Conduct and Ethics spells out the fundamental principles and shared commitments to ethical behavior, including respect of human rights and labor practices. The Code applies to all Imerys employees, including those of its subsidiaries, as well as Imerys business partners. Managers at Imerys have a particular responsibility to ensure its daily application because of their roles and responsibilities with regards to Group operations. Imerys recognizes the right to freedom of association and the right to collective bargaining, which is clearly articulated within the Group Code as well as within the Group Employee Engagement Policy. Approximately 73% of Group employees are covered by Collective Bargaining Agreements (CBAs). These CBAs commonly include subjects such as health and safety, work organization and working hours, training, compensation and benefits, and equal opportunities.



Imerys is fully committed to taking effective measures to end discrimination and to eradicate child labor and forced labor. Compliance with the Code and protocols on human rights and labor practices, including preventing child labor and forced labor, is included within due diligence assessment for new projects and within the scope of internal auditing missions for the Group existing activities. Protocols on prohibition of child labor and forced labor have been in place since 2009.

Since 2019, the Group has organized training and awareness raising sessions on Human Rights based on UN Guiding Principles. The purpose of these sessions is to train groups of employees on human rights and the UN Guiding Principles and support the identification of any potential human rights risks in. Unfortunately additional in-person training sessions could not be conducted in 2021 as a result of Covid-19 restrictions, thus e-learning modules related to Human Rights were made available to employees. Dedicated sessions will be delivered in the future to progressively cover more countries and key functions.

✓ For more information on the Code of Business Conduct and Ethics, [see chapter 8 of the present report](#).

Employee moves

	2021	2020	2019
Net variation of permanent employees (excluding acquisitions and divestitures)	315	(258)	(828)
External recruitments	2,016	1,157	1,001
Mutual agreements	(180)	(282)	(133)
Redundancies (economical & non-economical)	(496)	(499)	(753)
Retirements	(280)	(238)	(301)
Voluntary terminations & others	(908)	(592)	(928)
Turnover ⁽¹⁾	5.8%	3.9%	5.9%
Net variation of non-permanent employees (excluding acquisitions and divestitures)	169	(171)	(270)
Acquisitions – Divestitures	(13)	561	(361)
Variation of Registered Headcount	471	132	(1,464)

(1) The turnover above is based on the number of voluntary termination and other termination in the year, and the average headcount for the year for permanent employees.

At the end of 2021, compared to December 2020, the Group's registered headcount increased by 2.9%. Part of the observed variation in headcount is due to the hiring of fixed-term contracts in particular with regards to efforts to increase the number of apprentices gaining employment experience while completing their studies as well as the effect of seasonal contracts within High Temperature Solutions. The increase of permanent employees is linked to increased production activities in 2021 and the conversion of fixed term contracts into permanent contracts.

6.2.2 TALENT AND SKILLS MANAGEMENT

Talent and skill management is essential to maintain an innovative, engaged and motivated workforce and to ensure strong long-term growth within the Group. The Group talent road map continues to improve Human Resources processes focusing on talent acquisition, employer branding, internal mobility, professional learning, development and retention. All of these processes contribute to the development of human capital in Imerys and thus work towards SDG 4 to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

The Group has developed a global and comprehensive program (Global Benefits Management) and has mapped all the healthcare, death and disability benefits provided to its employees to ensure that the corresponding levels of coverage are progressively harmonized across the Group, in line with local regulations and market practice and managed in a structured and efficient way.

The Group Pension Committee has reviewed and updated its governance principles, objectives and operating modes *via* the definition and publication of its terms of reference, applicable to all Imerys units.

To support mental health and well-being of employees during the unprecedented challenges of the pandemic, in 2021, the Group developed a new mental health guide for employees and for managers to help them support their teams. Additional information can be found in [chapter 6 of the present report](#).

The Group aims to create opportunities for employees, empowering them within the organization, helping them to develop professional capabilities and benefit from diverse career paths. Supporting internal evolution and career moves across the Group is a priority. Imerys is committed to ensuring its employees' development and specialized committees meet regularly to discuss internal mobility and promotions.

Imerys Leadership Behaviors, which were rolled out in 2016 and have become an integral part of the entire talent management cycle, including recruitment, onboarding, performance, as well as development and succession plans. In order to develop leadership and managerial skills, annual reviews are composed of a shared evaluation between employees and their line managers based on these principles.

To ensure that Imerys not only attracts the right people for the right positions, but also that the process generates a positive candidate experience, fosters diversity among our workforce and facilitates integration within Imerys, the Group applies a global recruitment policy. This policy addresses five key stages in the recruitment process: preparation, sourcing, selection, decision and onboarding.



The Group is committed to continuously diversify and increase the Group's training program through a blended learning approach, enabling employees to actively lead their own development and learning experience. The Group's entire learning offer was redeveloped in 2021 and is hosted on a new platform called the "Learning Hub", which brings together all in-class training and digital learning courses. The Learning Hub is accessible to all Imerys employees with Imerys email accounts, which represents over 10,000 employees across the Group. In-class training and e-learning courses cover safety, environment, finance, management and leadership, project management, commercial excellence and industrial marketing, and basics of geology and mining amongst other topics. Learning resources are available in English and some are also available in other languages including French, Brazilian Portuguese, German and Chinese. In 2021, unfortunately the majority of planned in-person training had to be canceled or postponed due to Covid-19. However, the Group continued to invest in the development of multiple new digital courses. Traditional in-person training programs, such as those related to mining and resource planning, were also redesigned to be delivered in a virtual format. Global trainings that support fundamental topics of the Group Code of Conduct were rolled-out in 2021, including new training modules on environmental management, cybersecurity, and unconscious bias launched from September 2021. The unconscious bias and environmental training targeted all senior managers and people managers, as well as functional Environmental, Health and Safety experts in the case of the environmental training, while the cybersecurity courses were offered to over seven thousand employees. At the end of 2021, 62% of senior managers and people managers were trained on unconscious bias, 36% of senior managers, people managers and functional experts completed the training on environmental topics, and 58% of connected workers completed a series of cybersecurity courses. The Group likewise launched a new introductory sustainability digital course that was completed by approximately 1000 employees. Imerys became a member of the [UN Global Compact Academy^{\(1\)}](#) thereby enriching the training offering on numerous ESG topics for all the Group digital learners through the Learning Hub.

The Group is committed to continuously invest in its workforce and provide opportunities for its employees to develop new skills. The Group SD Challenge serves as an effective channel to strengthen the focus on talent and skill development and share best practices: a total of 22 new projects were entered into the 2021 SD Challenge in this category, including a structured well-being program in the UK, built to develop team skills to support employee mental health and well-being, that is inclusive of all employees and demonstrates a commitment to supporting workforce development beyond technical and managerial skills. Furthermore, specifically with regards to mental health and well-being, a pilot 4 hour training program

was rolled-out in one Business Area focusing on the training of the senior management team to support the mental health of their teams, focusing on key tools to identify mental health issues, understanding how to have open conversations on mental health, and providing them with available resources for support.

Since 2020, the Group has used a digital global onboarding program to create global consistency for onboarding of new recruits, and offer a streamlined and supportive approach and a centrally managed process, which give each newly recruited employee clear knowledge about Imerys in their first 90 days. The onboarding program guides new recruits through valuable information including: Imerys' organization and tools, markets, customers, mandatory training (including the Code of Business Conduct and Ethics, safety, diversity and inclusion, cybersecurity, sustainability) as well as Business Area, function, and country-specific content. This onboarding is linked to the Learning Hub training platform, with a dedicated workflow that ensures that all new connected workers receive key messages and information directly after arrival. In 2021, the Group likewise developed a new onboarding program for operational workers across the Group. This onboarding defines the minimum requirements to control health and safety risks related to the onboarding period for new operational workers for which Imerys has managerial authority, and/or can influence strongly and directly, at any Imerys industrial sites. The aim of the onboarding program is to ensure that all new workers are adequately trained and competent to safely perform their assigned tasks.

The Group likewise focuses on induction training for Imerys' new plant managers to help them understand the Group's approach to operational excellence and continuous improvement, covering topics such as safety, processes, finance, HR, sustainability, as well as I-Cube.

A global internal mobility policy provides a streamlined process to develop employees by exposing them to new challenges and new businesses within Imerys; to respond to employees' aspirations to evolve; to facilitate the collaboration between all businesses; and contribute to reinforce the Group culture and mindset.

The Group compensation and benefits systems and policies aim at ensuring both market competitiveness and internal consistency, while being driven by a clear pay-for-performance objective. In 2021, Imerys group developed a Position Evaluation System, in order to define roles in a systematic grading approach. Using common grades throughout the world, Imerys ensures internal consistency by providing equal pay for work of equal value and provides a rational basis for the maintenance of its pay structure. This process uses data to benchmark remuneration against the market, which helps drive Imerys principle of equal opportunities and drive transparency and consistency in compensation practices across Business Areas, Functions and Departments.

(1) The UN Global Compact Academy provides Participating companies of the UN Global Compact with access to digital expert-led and interactive how-to sessions designed to help companies align their business strategy with the Ten Principles of the UN Global Compact and the Global Goals.



Fixed compensations are reviewed on a yearly basis under the close coordination of the Human Resources Function, supported by regular local and/or sectorial surveys, and conducted with strict financial discipline. In order to reward both personal and collective financial performance, short-term variable pay schemes consist of both individual and shared objectives. In 2021 the Imerys CEO, all of the Executive Committee and most senior managers had individual objectives linked to the achievement

of the Group's eight mid-term sustainability objectives. Long-term compensation programs are fully aligned to the Group's long-term financial objectives. The Group endeavors to align its remuneration practices across the world with international standards.

✓ For more information on the Executive Compensation, [see chapter 4, section 4.3 of the Universal Registration Document.](#)

Group training hours

	2021	2020	2019
Number of trained employees	15,747	13,042	15,958
Number of training hours by year	257,873	212,640	367,453
Number of hours by category of program			
Environment, Health & Safety	123,565	103,152	200,935
Technical skills	114,915	90,024	127,092
Management	19,393	19,464	39,426

In 2021, 81% of employees⁽¹⁾ in the Group have benefited from at least one training program in the year. The total number of training hours increased in 2021 by 21% relative to 2020 as even though many in-person training courses were canceled or postponed due to the Covid pandemic, new digital learning courses continued to be developed and delivered to adapt to the context.

6.2.3 SOCIAL DIALOGUE AND EMPLOYEE ENGAGEMENT

The Group strives to build constructive, open dialogue with its employees and their representatives in accordance with local regulations and implements best practices in matters of workforce management. Establishing and maintaining this open dialogue is a means to contribute to SDG 10 to reduce inequality within and among countries.

Internal communication campaigns aim to provide all employees with information that can help them understand the Group's strategy, environment and activities, build their sense of belonging and help to strengthen the Group identity. Information is actively shared across the Group via various means, including through a collaborative digital platform "Onelmerys", which supports daily communication and collaboration. This platform hosts essential information, documentation and protocols, but also social feeds and workspaces, tools and business applications. The intranet is optimized to enable employees to use tools and resources in an agile way – including smartphone access to Group level applications. The intranet facilitates the sharing of projects, initiatives and successes throughout the Group. It is likewise a platform to share information and support discussion on specific topics within specialized communities.

"Communicate and collaborate" are one of Imerys leadership behaviors, and as such the Group privileges regular managerial face-to-face dialogue to share key information within teams. To complement this form of dialogue, the Group launched various video messages and question and answer sessions with the Group CEO to facilitate open exchange with employees during a year where travel was severely restricted.

In April of 2017, Imerys launched its first global employee engagement survey "Your Voice". In 2021, the Your Voice survey was conducted again and extended to include deskless and remote workers in addition to the digital workers who were included in the 2017 survey. The survey was conducted confidentially and anonymously offering employees to express their position on a wide range of topics. The questionnaire, available in 26 languages, was shared with all employees across all Imerys countries and businesses. The global response rate reached 88% (over 13,000 employees), which provided the Group with clear signals on employee engagement levels and on Group strengths and areas for improvement. The results of the survey showed high levels of engagement and enablement across the Group (68% and 73% respectively), driven by a strong loyalty to Imerys (71%), which is 10% above the industrial norm. When compared to the industrial benchmark of data collected from over 2.4 million employees in 90 organizations operating in the industrials sector, feedback from Imerys employees is above the benchmark for nearly all topics. The Your Voice results provide rich insights to help guide the development of global and local improvement action plans.

(1) The training hour's percentage is based on the number of employees during the year.



Imerys is committed to engaging in constructive dialogue with employee representatives. In Europe, the European Works Council (EWC) covers all Group employees in 21 countries: Austria, Belgium, Bulgaria, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Italy, Luxembourg, the Netherlands, Poland, Portugal, Romania, Slovenia, Spain, Sweden, Switzerland, and the United Kingdom. The employee delegation consists of 18 members, each representing different nationalities. In 2021 2 plenary sessions were held as well as one extraordinary plenary session. The EWC's five officers met five times in 2021 acting as liaison between representatives and Imerys management. The EWC agreement was signed on May 31, 2018, covering 2018–2022. The term of office of elected representatives of the EWC is four years. The dialogue between Imerys management and the EWC throughout 2021 continued to include specific updates and discussion related to the Covid-19 pandemic to share information on the evolution of the Covid-19 outbreak, the impact on Imerys activity and the measures put in place to mitigate the potential impacts. Discussions with the EWC likewise include updates with regards to business performance, safety, sustainability, employee engagement, and diversity and inclusion amongst other topics.

Notwithstanding efforts to engage in constructive social dialogue, labor strikes may still occur. In 2021, 20,723 hours were lost due to labor strikes (1,962 in 2020), of which 15,992 hours in Spain, 3,440 hours in France and 1,291 hours in Greece.

6.2.4 DIVERSITY AND INCLUSION

The Group is committed to promote a culture based on mutual respect and appreciation, where the value and contribution of each individual is welcomed and recognized. Imerys does not tolerate any discrimination and/or harassment of its employees, contractors, customers, suppliers or other stakeholder on the basis of gender, age, nationality, citizenship, ethnicity, religious status, educational background, sexual orientation, physical and mental abilities, marital and parental status, or political affiliation or any other dimension of diversity. The Group's long-term ambition is to create a consciously inclusive workplace, where all employees feel valued and are offered equal opportunities, and to extend our inclusive culture throughout our supply chain. While the Group has not yet reached its full ambition, it is fully committed to accelerate its efforts to promote diversity and inclusion at all levels across the Group and as such contribute further to SDG 5 to achieve gender equality and empower all women and girls and SDG 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The Diversity and Inclusion Charter, signed by the Group CEO, has been translated in 22 languages and is posted across Group sites. The Charter clearly articulates the shared commitment to achieving greater diversity, as well as inclusion across the Group. Starting from 2019, with broad participation from employees across functions and geographies, the Group has analyzed the key drivers and challenges and structured a 3-year diversity and inclusion program. The Group designated a Diversity and Inclusion Steering Committee, composed of

four Executive Committee members as well as functional Senior Managers to ensure the program is successfully implemented and the objectives achieved. The Diversity and Inclusion Steering Committee is facilitated by the Group Diversity and Inclusion Coordinator, who is responsible for the planning, coordination and implementation of the new program in close collaboration with Business Areas and functions. **The Group's mid-term Diversity and Inclusion specific and time-bound mid-term objective is two-fold: to increase the number of women in senior management to 30% and fully implement the Group Diversity and Inclusion program by the end of 2022.** This program sets out the building blocks of a more inclusive workplace, addressing areas for improvement centered around: decision process and governance, training and awareness, human resources policies, communication and physical accessibility of Group sites. The deployment of the 3-year program began in 2020. At the end of 2021, the second year of full deployment, 26% of senior managers were female and 65% of the 3-year plan had been implemented, including the creation and animation of an internal network of Diversity and Inclusion Ambassadors, the offer of customized training sessions on diversity and inclusion at all levels across the Group and the launch of numerous awareness and communication campaigns across Group sites.

The Group is committed to develop programs focused on achieving greater diversity as well as inclusion both at global and local levels and to respect and promote the principle of non-discrimination and equal opportunity, in particular with regards to human resources management. To this effect Group HR policies and practices are a key element of the diversity and inclusion plan and are regularly updated to include specific diversity and inclusion principles and requirements at the appropriate steps within each process, ensuring that these updates are also reflected in country HR policies. Diversity and inclusion requirements are likewise a key component of the Group Leadership Behaviors, the behavioral model against which the Group formal performance appraisals are conducted.

To create a truly inclusive culture, the Group continues to work to eliminate barriers, to raise awareness on the effects of implicit and/or unconscious bias and to help employees develop effective strategies for ensuring that such biases do not undermine Group efforts to ensure a diverse and fulfilling workplace for all, which creates a sense of belonging. To this effect the Group focused considerable efforts on various trainings, from within the onboarding program for new employees, to the provision of additional resources and tools within the Learning Hub. For example, a training on anti-discrimination rolled out in November 2020 for all senior managers and people managers, was extended within 2021 to all our employees with access to Imerys Learning Hub and training on Unconscious Bias was also offered to the same employees in October 2021. The Group leadership programs were adapted to include dedicated sessions focusing on unconscious bias and conscious inclusion training sessions and 81% of senior managers completed a 3.5 hour inclusive Leadership training to support their capacity to drive inclusive leadership.



To openly share our commitment to diversity and inclusion and our expectations for non-discrimination, ensuring there is no place for any form of bullying, harassment or behavior that is divisive or open to misinterpretation, the Group launched three diversity and inclusion communication and awareness campaigns within 2021 on the dimensions of gender, mental health and well-being and multiculturalism. These campaigns were accompanied by dedicated toolkits both for employees and for managers including foundational understanding points, Group's position and actions on these dimensions and individual tangible actionable points. Group's internal network of diversity and inclusion ambassadors also ensure continuous improvement towards key diversity issues by acting as messengers, enablers and role-models towards a consciously inclusive workplace.

In 2021 a diversity and inclusion baseline assessment was conducted in 34 pilot sites in order to evaluate practices, provide an overview of performance and guide improvement actions at site level.

With the introduction of the new Purchasing policy, and in keeping with the commitments outlined in the Group Diversity and Inclusion Charter, the Group has also articulated its ambition to ensure inclusive sourcing. Inclusive sourcing is the proactive business process of sourcing products and services from previously under-used suppliers, including but not limited to, local Small Medium Enterprises (SMEs), suppliers that are certified as at least 51% owned, operated and controlled by one or more minority, woman, LGBTQ+, veteran, person with a disability, aboriginal-indigenous person, or a historically underutilized business defined by the local country. This process helps to create competitive intelligence and advantage whilst sustaining and progressively transforming part of the Group supplier panel to quantitatively reflect the demographics

of the community in which it operates by recording transactions with diverse suppliers. The intent of inclusive sourcing is not to promote positive discrimination towards diverse suppliers, but to ensure potential suppliers are identified and given the opportunity to compete to win based on merit on a level playing field.

Within the context of the 2021 SD Challenge, diversity and inclusion commitments continue to be given greater visibility, encouraging employees across the Group to develop and submit projects linked to the ambitions expressed in the Imerys Diversity and Inclusion Charter. Initiatives were carried out in China, India, Denmark, Brazil, Bulgaria, the United States, Mexico and France covering a wide range of diversity dimensions, each essential to achieve a more diverse and inclusive mindsets in the workplace. As an example, in 2021 the winning project submitted in the SD Challenge Diversity and Inclusion category in China involved the team developing a series of activities related to ethnic diversity, to learn about other cultures and create awareness, increase employees' understanding of different national cultures and foster an inclusive environment based on mutual respect and dignity. Another focused on the development of a mentoring program for women in operations in India and a third involved developing a flexible work program to offer employment to people with disabilities in partnership with the local municipality in Denmark.

The results of the 2021 Your Voice survey provide an additional measure of performance improvement as perceived by employees since 2017. Imerys valuing and promoting diversity has seen a 8% improvement compared to the previous. Your Voice survey results and sites at 9% above the industrial norm.

✓ For more information on the Imerys 2020 Gender Equality Index, [see www.imerys.com](http://www.imerys.com).

Gender diversity

Percentage of Registered headcount by gender	2021	2020 ⁽³⁾	2019 ⁽³⁾
Percentage of female Board members	40%	40% ⁽¹⁾	45%
Percentage of female Executive Committee members	9%	9%	9%
Percentage of females in Senior Management roles ⁽²⁾	26%	26%	22%
Percentage of females in Manager/Expert/Professional roles	27%	26%	26%
Percentage of females in Paraprofessional roles	13%	13%	12%
Percentage of females in the Group	18%	17%	17%

(1) As from May 4th, 2020 and without taking account of the employees' representative directors as per laws.

(2) The definition of Senior Manager within this table excludes Executive Committee members, as they are presented above as a separate category.

(3) 2020 and 2019 data have been restated to include all Group Registered headcount in order to ensure a consistent reporting perimeter across main human capital KPI.

In 2021, the number of female senior managers as a proportion of all senior managers remained stable as there was very little turnover within this population during 2021. The overall proportion of women in other roles within the Group have remained relatively stable over the past years and efforts to increase the proportion of women in all levels of the organization shall continue in the coming years.



Disability

	2021	2020 ⁽¹⁾	2019
Number of employees with a disability	240	232	167
Percentage of Registered headcount with a disability	1%	1%	1%

(1) Data from 2020 has been restated following a data correction error identified in 2021.

The Group remains committed to creating an environment where employees of all physical and mental abilities are accepted and valued and this shall remain a key element of the Group Diversity and Inclusion program for the years to come. The percentage of the Group's registered headcount with a declared disability has remained stable over the past several years. In 2020, the Group launched a baseline assessment

related to the accessibility of all Group sites for people with physical disabilities. Following this initial assessment, the Group aims to progressively work to identify facilities where appropriate investments shall be made to increase accessibility, and subsequently create additional opportunities for employees with physical disabilities.

Age and seniority

	2021	2020 ⁽¹⁾	2019 ⁽¹⁾
Percentage of Registered headcount by age bracket			
Less than 30 years	12%	11%	14%
From 30 to 39 years	26%	26%	25%
From 40 to 49 years	28%	29%	28%
From 50 to 54 years	14%	14%	14%
More than 55 years	20%	20%	20%
Percentage of Registered headcount by seniority			
Less than 10 years	56%	54%	54%
More than 10 years	44%	46%	46%
of which more than 20 years	19%	20%	19%




(1) 2020 and 2019 data have been restated to include all Group Registered headcount in order to ensure a consistent reporting perimeter across all main human capital KPIs.

The Group age pyramid structure has remained relatively stable over the past years, which provides a solid basis for the Group to continue to grow and develop internal skills and competencies and ensure solid technical and managerial expertise. To further support and build on the benefits of an age-diverse workforce, Imerys continues to recruit across all age brackets. In 2021, 36% of new permanent recruits were less than 30 years old and 8% were over 50 years of age.

In addition to the dimensions of diversity that are summarized above, a total of over 100 different nationalities are represented within the Group permanent employee headcount, and 20 different nationalities are represented amongst senior managers.

7 CARING FOR OUR PLANET

7.1 ENVIRONMENTAL STEWARDSHIP

Imerys' Commitment	Mid-term sustainability objectives	UNGC Principles	UN SDGS
Act as responsible environmental stewards by assessing environmental risks and continually improving control measures to reduce adverse environmental impacts, maximizing the efficient use of natural resources and conserving and creating biodiversity value	<ul style="list-style-type: none"> Environmental Management <ul style="list-style-type: none"> Reduce environmental impacts through the deployment of a continuous improvement program and conduct 100% of environmental audits using the environmental maturity matrix by the end of 2022 Biodiversity and Land Rehabilitation <ul style="list-style-type: none"> Achieve all objectives defined within Group act4nature commitment and renew engagement for an additional midterm cycle by the end of 2021 	Principle 7 Principle 8 Principle 9	  
	2021 Results achieved <ul style="list-style-type: none"> Environmental Management <ul style="list-style-type: none"> ✓ 90% of environmental audits were based on the environmental maturity matrix at the end of 2021 Biodiversity and Land Rehabilitation <ul style="list-style-type: none"> ✓ 100% of the objectives defined within Group act4nature commitment have been fulfilled and the Group engagements for an additional midterm cycle (2021-2024) was renewed. 		

Imerys is committed to respecting regulations, to minimize negative environmental impacts associated with its operations and to ensure an environmental conservation approach. For this purpose, Imerys ensures it has identified and assessed the environmental risks related to its activities and implemented measures and controls to prevent and limit negative impacts. The efficient use of resources such as minerals and water is therefore at the core of the Group's concern. In parallel, aware of the importance of maintaining functional ecosystems where it operates, Imerys places a special focus on biodiversity preservation. By efficiently exploiting the resources at its disposal and creating positive biodiversity value in the long term, Imerys is committed to SDG 6 to ensure availability and sustainable management of water, to SDG 12 to ensure sustainable consumption and production patterns and SDG 15 to protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

7.1.1 ENVIRONMENTAL MANAGEMENT

Imerys' Environmental Charter, signed by the Group CEO and reviewed annually, forms the basis of the approach taken to the monitoring and continuous improvement with regards to the environment. Environmental stewardship rests upon the implementation of a robust Environmental Management System (EMS), which is a key factor to improve operating efficiency while reducing environmental impacts. Imerys requires each operation to have an effective EMS enabling it to identify and establish controls for significant environmental risks. The mandatory EMS requirements for all activities are

covered by Group-wide environmental protocols, which include eight pillars aligned to the core elements of the international standards for environmental management systems: policy, aspects and impacts, legislative and regulatory requirements, objectives and targets, roles and responsibilities, training, emergency response, and auditing. The environmental protocols specify the internal requirements applicable to all operations. They define the responsibilities of site-level and senior managers and Group EHS personnel in managing and controlling potential exposures and risks in order to prevent adverse environmental impacts and to reduce the environmental footprint of operations.

To continue to strengthen environmental management across the Group, a maturity matrix covering the critical elements of sound environmental management was developed. This maturity matrix which, as with the other continuous improvement matrices deployed across the Group, is used to assess site level environmental performance and guide the development of action plans. To confirm compliance and conformity with regulations and Group protocols, Imerys operations are audited at regular intervals as per the Group auditing protocol. **The mid-term environmental management target is for the Group to deploy the continuous improvement program and ensure that environmental audits are based on the defined maturity matrix.** The Group has begun the roll-out of the environmental maturity matrix and while the number of Environmental Management System audits conducted in 2021 was impacted by Covid-19 restrictions, 90% of the environmental audits that were completed were based on the environmental maturity matrix. The audits that could not be completed in 2021 shall be carried-over into 2022.



In addition to implementation of mandatory EMS requirements, which are fully aligned with international standards, the Group encourages ISO 14001 and Eco-Management and Audit Scheme (EMAS) certifications. As of the end of 2021, 122 of 247 (49%) of Group operations are ISO 14001 or EMAS certified by external certification organizations.

Imerys tracks and analyses environmental performance on a quarterly basis at all levels of the Group.

Since 2018, the Group has been progressively deploying a new integrated solution to manage environmental legal compliance and regulatory monitoring. This new solution supports the development of updated environmental legal registers, with regular alerts, register updates and regulatory assistance by environmental legal specialists for each country. To date approximately 208/247 -84% of Group sites, including France, China, Greece, Netherlands, Thailand, US and Brazil sites are covered by dedicated tools for monitoring regulatory compliance. In addition to the new solution developed at Group level, sites across Imerys use various other tools to support regulatory monitoring locally.

■ ENVIRONMENTAL INCIDENTS, PROSECUTIONS AND FINES

The Group's ultimate aim is to have zero incidents, but when they do occur, each incident is thoroughly investigated as an opportunity to learn. The Group has a structured internal environmental incident reporting process. The Group incident reporting process is integrated in a digital platform to support the continuous improvement approach by helping operational teams to gain additional knowledge and understanding of the typologies and causes of the environmental incidents when they do take place and facilitate greater sharing of improvement actions across the Group.

The Group's environmental incident reporting includes detailed information and investigation of the environmental incidents, including its classification related to any release of dust, air emissions, noise, vibration, water, waste, harm to biodiversity, ground and soil or any other type of environmental incidents identified through any internal control, external inspection, or complaint from surrounding communities.

	2021	2020	2019
Number of environmental incidents	7	28	14
Number of prosecutions	0	7	8
Amount of fines (€)	-	62,260	54,571

In 2021, seven environmental incidents were reported within the Group with serious or major environmental impacts based on the Group incident reporting protocol. Among the seven environmental incidents reported in 2021, 6 were categorized as serious (limited short-term harm to the environment) and one was categorized as major (longer-term harm to the environment) according to the Group reporting protocol. The incidents occurred in Brazil, France, Peru, China, and the United Kingdom, and were linked to temporary exceedance of

SOx permit threshold, accidental discharge of effluents, a small oil leak from near a fuel storage area, and an accidental recycled fuel discharge to a stormwater pond.

Incident investigations were conducted and all corrective actions were completed and incident reports closed as per the Group protocol.

✓ For detailed information on environmental incident reporting, see [Sustainability Reporting Principles 2021](#).

■ WASTEWATER MANAGEMENT

Wastewater discharge is managed and reviewed in the site-specific EMS in compliance with the corresponding regulatory limits. Any release of water that has a potential to create a nuisance is required to be reported into the Group environmental incident reporting platform described above. Each wastewater discharge incident is investigated as per Group protocol, and corrective action plans are followed until closure.

Wastewater discharge incidents

	2021	2020	2019
Number of environmental incidents related to wastewater discharge	4	10	3

Four wastewater and/or storm water discharge incidents occurred in 2021 (with limited short-term harm to the environment). They are associated with the environmental incidents described above: temporary exceedance of suspended solid discharge thresholds, which were the result of strong rain and runoff events in particular and accidental discharge of effluents.

The Group continues to explore solutions to improve discharged water quality through the introduction of new technology. For example, at Imerys Doreys site in the United Kingdom, a partnership with Bournemouth University resulted in an ecological restoration

initiative to improve the water quality in the toll bar stream and re-establish a naturally sustainable and balanced fish community. The initiative included the introduction of a multi-parameter monitoring system, which measured improved water quality and reduced turbidity as a result of the program. Within the ecological restoration program local community representatives were consulted on the approach proposed as well as through various stages of the fish surveys. The local fish species that were selected for translocation were successfully reintroduced, creating a self-sustaining community of local fish species.

■ WASTE MANAGEMENT

Imerys processes minerals using methods that are primarily mechanical and physical. As such the Group's activities generate relatively small quantities of domestic and industrial wastes. The Group is nevertheless committed to reduce waste generation through prevention, reduction, recycling and reuse as a means to contribute further to SDG 12 on sustainable consumption and production patterns.

Overburden and unused mineral solids (e.g., tailings, off-specification materials, etc.) are usually stored on or near production areas at the quarries given their potential to be valorized in the future. Overburden and unused minerals are

also used in many cases as backfilling or re-profiling materials in post-mining restoration work. As such, this material is not classified as waste.

In addition, Imerys' commitment to sound mineral resources management, technological improvements and newly-developed applications makes it possible to transform low-grade materials or tailings into marketable resources. The Imerys ReMined™ products, for example, produced from calcitic white marble, are 100% certified as pre-consumer recycled materials and eligible for various green building credits in the United States (e.g., LEED® Program, National Green Building Standard, NSF/ANSI 140).

Waste generation and recycling

	2021	2020	2019
Total industrial waste (tons) of which:	166,173	147,471	155,815
Non-recycled hazardous industrial waste	3,717	2,141	1,952
Recycled hazardous industrial waste	1,849	891	1,175
Non-recycled non-hazardous industrial waste	99,675	83,901	92,262
Recycled non-hazardous industrial waste	60,930	60,539	60,425
Industrial waste generation/revenue (Kg/€)	0.04	0.04	0.05

The Group's activities generated 166 kt of industrial waste in 2021, 96% of which was non-hazardous. The increase in waste generation is primarily due to an increase in production.

The industrial waste generation rate per Euro of revenue was 0.04 kg/€ in 2021. The intensity of waste generation has remained steady at a relatively low level for several years. The small amount of hazardous waste generated by most Imerys operations is principally chemical additives, residual oils and associated packaging waste.

The Group is committed to raise awareness on the importance of reducing food waste and organic waste, however, this impact is not material at Group level. The Group has approximately 2,000 employees in France at 33 operations. While most of these operations have dedicated areas where employees can take breaks and eat their meals, the majority do not have canteens that provide prepared food. Some of the largest sites

provide access to catered canteens, which are operated by third-party vendors. The waste generated from these third-party canteen facilities is not presently monitored. Likewise, the Group operations do not impact on animal welfare or responsible, equitable and sustainable food purchasing and as such these subjects are not reported on within [the Universal Registration Document](#).

■ AIR EMISSIONS MANAGEMENT

Several of the Group's mineral conversion processes use calcination, which can emit nitrogen oxide (NO_x) and sulfur dioxide (SO₂). The Group emission estimation methodology is described within a dedicated energy, emissions & production reporting protocol.

✓ For more information on Group Sustainability reporting methodologies, [see chapter 9 of the present report](#).

Group SO₂ and NO_x emissions

(tons)	2021	2020	2019
Sulfur dioxide (SO ₂)	3,357	2,509	3,853
Sulfur dioxide generation/revenue (tons/M€)	0.77	0.66	0.88
Nitrogen oxide (NO _x)	5,800	5,126	5,945
Nitrogen oxide generation/revenue (tons/M€)	1.32	1.35	1.37

The Group SO₂ and NO_x emissions increased in 2021 relative to 2020 as a result of a return to pre-covid operational activities.

The Group continues its efforts to reduce both SO₂ and NO_x emissions related to its operations through technological upgrades and investments, for example, through the conversion from coal to natural gas in the alkali melting and calcination phase, at the Zhejiang site in China. In addition to a reduction in CO₂ emission associated with the project, particulate NO_x and SO_x emissions decreased by 24 and 72 tons respectively.



7.1.2 NATURAL RESOURCES EFFICIENCY

The technological know-how of Imerys, as a world leader in industrial minerals, enables the Group to be in an excellent position to improve the yield of its mineral resources. At the same time, the strength of the Group's commercial network and strong innovation capacity maximize Group production value and capacity to optimize resource use efficiency across the globe, thereby contributing to SDG 12 to ensure sustainable consumption and production patterns. The Group is continuously improving the production processes by analyzing the environmental impacts associated with Group operations and exploring opportunities to contribute to a more circular economy.

■ MINERAL RESOURCES OPTIMIZATION

Establishing and maintaining effective management of mineral resources is the core of what Imerys does. Mineral resources management is defined through a series of mining and resources planning policies, procedures and protocols, which are reviewed regularly. Each mining operation is required to have a Life of Mine Plan (LOM Plan) and create a detailed Five-Year Mine Plan. This approach enables the operations to maximize the efficient use of mineral resources.

In 2019, the Group updated the maturity matrices used to audit mineral assets. These matrices now focus on "Mineral Resources" and "Mineral Reserves" and are used to audit sites on a three to five year-cycle. As with other matrices in the "I-Cube" program are used to drive continuous improvement and the development of action plans. Mineral resources and mineral reserves reports are aligned with the PERC⁽¹⁾ reporting code as described in [chapter 9 of the present report](#). Imerys supports, has aligned its internal standards to and is continuously improving its operations in line with the Global Industry Standard on Tailings Management⁽²⁾.

Opportunities to optimize mineral resource consumption are identified continuously during the implementation process of the "I-Cube" program and through other ongoing initiatives, including the Group SD Challenge. The Group is constantly seeking to develop ways to create a more sustainable, circular value chain and still produce high-performance end-products for customers. An example of this approach is demonstrated by four sites in the United Kingdom, which have recovered an

estimated of 1.2 ktpa by applying dust and clay recovery management techniques, or the Mica recovery beneficiation process created in Kings Mountain (US), which increased mica recovery from 66% in 2014 to 84% in 2020. Similar projects are being investigated and developed in other areas across the Group.

Furthermore, the Group continues to identify opportunities across its markets where it is able to introduce reclaimed raw materials within existing product solutions in substitution of virgin raw materials.

The industrial minerals industry is working in partnership with downstream industries on processes to increase recyclability. In 2018, IMA-Europe published a report entitled "[Recycling Industrial Minerals](#)", where they studied publicly available data on recycling of glass, plastic, concrete and paper and concluded that a total of 40% to 50% of all minerals consumed in Europe are recycled⁽³⁾. While recycling rates of industrial minerals are relatively high, the Group is committed to continue to identify recycling opportunities and assess circular economy solutions, recognizing the global need to produce with less, for longer and smarter.

✓ For more information on Mineral Reserves and Resources, [see chapter 9 of the present report](#).

✓ For more information on the "I-Cube" program, [see chapter 1 of the present report](#).

■ WATER MANAGEMENT

Imerys aims to minimize the impact of its operations on the consumption of water resources. The Group is committed to ensure effective management of water resources by focusing on the following axes:

- optimizing water consumption by limiting withdrawal from natural environment; and
- developing recycling possibilities for process water.

Imerys classifies water withdrawals according to source, including groundwater, surface water and water from suppliers. Water moved from one zone to another without being used (water pumped for quarrying operations) is not quantified within this metric as the quality of this water is not altered.

(1) PERC is the organization responsible for setting standards for public reporting of exploration results, mineral resources, and mineral reserves by companies listed on markets in Europe.

(2) The United Nations Environment Programme (UNEP), the Principles for Responsible Investment (PRI) and the International Council on Mining and Metals (ICMM) launched the Global Industry Standard on Tailings Management in the context of the Global Tailings Review.

(3) IMA Europe report on [Recycling Industrial Minerals](#) gathers publicly available data on the recycling rate of the main applications and products in which industrial minerals are used as primary raw materials.

Group water consumption

	2021	2020	2019
Total water withdrawals ⁽¹⁾ (millions of liters)	57,253	37,472	40,796
Water withdrawn/revenue (liters/€)	13.1	9.9	9.3

(1) Additional water consumption related key performance indicators are included in the summary table in chapter 9 of the present report.

Total water withdrawals reported in 2021 increased relative to 2020 due to a series of factors. Firstly an increase in production activities of 12.4% resulted in higher water consumption on certain sites. Furthermore, in 2021 several sites installed new water meters thereby extending the number of sites able to report on water withdrawal. The roll-out of the Group's new environmental reporting protocol and associated reporting tool extended the scope of water consumption monitoring and reporting obligations with the aim to increase water consumption reporting accuracy, but this extension of reporting scope makes comparison with previous years difficult.

The top 10 water users in the Group account for approximately 50% of total annual water withdrawal. Site-specific water management plans have been established at these sites. The plans include a description of current water use, water balance analysis, water accounting, water risk assessment and pertinent action planning to manage high priority water issues.

In 2021 Imerys used the World Resources Institute (WRI) "Baseline Water Stress" indicator within the Water Risk Filter (WRF) to assess current exposure to water stress. The WRI's "Baseline Water Stress" risk indicator measures the ratio of total annual water withdrawals to total available annual renewable supply, accounting for upstream consumption. Based on the

baseline assessment results, the current risk of water stress linked to resource access concerns 75 Imerys sites. They are located on the West coast of America, in South Africa, India and around the Mediterranean basin. Among them, only 12 have medium (> 100,000 m³) to high (> 1 Mm³) water consumption. The sites have been defined as the priority for efforts to reduce water consumption. Furthermore, the Group roll-out of the new environmental reporting tool in 2021 will continue to improve monitoring and help reduce water consumption.

Imerys also reports the amount of water recycled by its operations as recycling water reduces the amount of water being removed from natural habitats, thereby reducing the Group's water footprint. The Group is working towards the identification of innovative ways to reduce its water footprint. As an example, in Thabazimbi (South Africa), where water is essential for mineral processing but the operations are located in an area where water scarcity is an important challenge. The plant identified as a major improvement opportunity the implementation of a thickener that will enable the operation to recycle directly the water in the plant thereby preventing significant reduction of water loss from evaporation and seepage. An estimated 347,000 m³ of water has been saved since the project's launch in 2020.

Group water recycling

	2021	2020	2019
Total water recycled ⁽¹⁾ (millions of liters)	37,869	34,937	42,271
Number of sites reporting recycled water	64	54	57
Recycled water rate ⁽²⁾	0.40	0.48	0.51

(1) "Recycled water" as per the Group environmental reporting protocol is defined as used water or wastewater that is reintroduced back in the process or reused for another purpose.

(2) Recycled water rate: total recycled water/(total water withdrawal + total recycled water).



7.1.3 BIODIVERSITY AND REHABILITATION

The question of impacts on the living world arises during the entire life cycle of a quarry, whether for the choice of the site, its operation, its rehabilitation or its post-rehabilitation land use. Imerys activities cause direct and indirect impacts on biodiversity. Imerys has a major responsibility to operate without net biodiversity loss. Aware of this responsibility, Imerys has been committed to preserving biodiversity for many years. Given the serious global threat to biodiversity, Imerys is committed to further structure and harmonize its approach in order to continue mobilizing the Group and its teams around this major issue. Imerys has designed and is implementing its biodiversity program to continue to contribute to SDG 15 to protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.

Rehabilitation is integrated into the Life of Mine (LOM) plan of each quarry operation at Imerys and is considered throughout the conduct of its activity until closure. Rehabilitation planning starts from the very initial phase of mine permitting as it is included in the environmental impact assessment of the projected site operations. As most countries define the regulatory framework for the preparation, submission, consultation and approval of environmental impact assessments for resource operational permits, in most cases rehabilitation plans are disclosed through a public consultation process prior to final approval.

Starting in 2017, the Group began performing a new assessment of the biodiversity issues associated with its operations, in collaboration with key stakeholders based on the EBEvie⁽¹⁾ approach, which resulted in a program designed to respond to the identified challenges. To support the development and implementation of the program, Imerys entered into a three-year scientific partnership (2018-2021) with the UMS Patrimoine Naturel⁽²⁾, an umbrella organization bringing together the French National Museum of Natural History (MNHN), the French Agency for Biodiversity and the National Center for Scientific Research (CNRS). In addition, Imerys has committed to act4nature⁽³⁾ initiatives that have been launched by "Entreprises pour l'Environnement" (EpE)⁽⁴⁾ and other partners with the aim of mobilizing businesses to protect biodiversity. **The mid-term target is for the Group to achieve all objectives defined within Group act4nature commitment and renew engagement for an additional midterm cycle by the end of 2021.** At the end of 2021, the Group has completed 100% of the objectives defined in 2018. At the end of 2020, as 93% of the objectives had already been achieved, Imerys anticipated the renewal of its commitment to act4nature International for a second phase (2021-2024) and likewise renewed the Group's scientific partnership with UMS Patrimoine Naturel for an additional three-year cycle (2021-2024). Throughout 2022 and beyond, Imerys will work to fulfill its commitments under act4nature.

Within the context of act4nature, member partners have established ten common commitments to engage businesses to include biodiversity in their global development strategy. As a member of act4nature, Imerys renewed its signature related to the ten common goals and articulated its own program into specific commitments linked to the act4nature engagements. Progress in the development of the program has enabled Imerys to improve technical and scientific knowledge on biodiversity and roll-out actions to address the identified challenges toward each of the specific commitments made. Progress towards the 2021-2024 commitments made under act4nature are summarized below.

✓ For more information on Imerys' 2018-2021 act4nature commitments, see www.act4nature.com.

✓ For more information on Imerys' 2021-2024 act4nature commitments, see www.imerys.com.

■ CONTINUOUSLY IMPROVE IMERY'S ENVIRONMENTAL STRATEGY AND SCIENTIFIC EXPERTISE

In line with the commitments established and in order to ensure the continued integration of biodiversity stakes within Group operations, the Sustainability Committee ensures formal oversight of Imerys' biodiversity performance, where progress is reviewed quarterly. In addition, a dedicated Steering Committee with the French National Museum of Natural History (MNHN) has been established to govern the activities undertaken within the scientific partnership.

The diversity of Imerys' activities and geographic location translate into very diverse ecological, regulatory and maturity contexts depending on the site. In close collaboration with the MNHN, key tools are being developed to evaluate, integrate and monitor the operational management of biodiversity in quarries and plants. In 2021, the Group began the roll-out of a new environmental protocol governing biodiversity management across Imerys sites. The protocol outlines the management system requirements for taking into account all the impacts of Group operations on natural habitats, fauna and flora, at all sites and in all stages of a plant and/or mine life cycle with the ultimate goal of no-net-loss of biodiversity. **By the end of 2022, the Group aims to ensure that 100% of Group sites with quarries or mines will have defined a Biodiversity Action Plan in line with the requirements of the Group biodiversity protocol.**

Working together with partner UMS Patrimoine Naturel⁽⁵⁾ Imerys co-developed internal guidelines that outline the actions to be implemented to ensure the protection of biodiversity throughout the life of Group quarries. In addition to the protocol, and supporting guidelines, Imerys designed a maturity matrix that aims to support sites in the assessment of their environmental performance.

(1) EBEvie is a tool for assessing the interdependencies between companies and biodiversity developed by the French Ministry of Ecology, Sustainable Development and Energy.

(2) <http://www.patrinat.fr/fr/ums-patrimoine-naturel-346>.

(3) act4nature is an initiative launched by EPE (Entreprises pour l'Environnement) and a number of partners with the aim of mobilizing companies to protect, promote and restore biodiversity.

(4) "Entreprises pour l'Environnement" (EpE), is a forum that gathers nearly 40 large French and international companies from all sectors of the economy to work together to better integrate the environment into both their strategies and their day-to-day management. <http://www.epe-asso.org/en/>.

(5) UMS Patrimoine Naturel. Nature Data and Expertise Center <http://www.patrinat.fr/fr/ums-patrimoine-naturel-346>.



■ IMPLEMENT ACTIONS AIMED AT REDUCING THE MAJOR CAUSES OF BIODIVERSITY LOSS IN THE WORLD

The mapping of biodiversity stakes associated with Imerys operations is a fundamental starting point within the Group's biodiversity roadmap. The Group's approach to preserving biodiversity is based on the Mitigation Hierarchy⁽¹⁾, which is a stepwise analysis that aims to avoid a net loss of biodiversity, manage biodiversity impacts and avert risk (avoid or prevent, minimize, rehabilitate, offset).

Since 2019 Imerys has been collecting ecological data from its sites in France to assess the challenges and their ecological quality, as well as their potential to promote local fauna and flora. Imerys has completed sensitivity mapping for all Group quarries across the world using the World Database of Protected Areas⁽²⁾. In addition, the French National Museum of Natural History has developed a multi-criteria tool to evaluate the sensitivity of Imerys' French sites at a territorial scale.

The Group continues to work to integrate prevention and control measures on Invasive Alien Species (IAS) and privilege the use of native species for revegetation. The management of IAS as well as efforts to reduce chemical inputs are integrated in the environmental management system protocols, guidelines and maturity matrix described above.

■ INITIATE AND CONDUCT STUDIES AND RESEARCH ON BIODIVERSITY AND ITS PRESERVATION

Contributions to scientific biodiversity research and development projects are key to addressing the global threats to biodiversity and Imerys is committed to supporting these efforts. Imerys deployed three pilot projects across sites in Brazil, Greece, and France to improve rehabilitation techniques in different ecological contexts. These pilot projects support the use of the Mitigation Hierarchy throughout the life cycle of a mine, provide support for existing initiatives and contribute to research on improving rehabilitation techniques.

The French National Museum of Natural History carried out "Évaluation de l'équivalence écologique" (ECOVAL) analysis on three Group sites. This project assessed the effectiveness of offset areas. Supported by its partner MNHN and local environmental experts, Imerys has begun to test an Ecologic Quality Index methodology on two sites in France.

■ RAISE AWARENESS, TRAIN AND INVOLVE INTERNAL AND EXTERNAL STAKEHOLDERS

Imerys has implemented numerous activities with internal and external stakeholders to initiate greater awareness of biodiversity. The Group developed a pedagogical film on biodiversity for Group employees to share details on the program and raise awareness on biodiversity. An internal environmental community has been created and the Group organized educational sessions on biodiversity with employees which shall support the dissemination of good practices and biodiversity knowledge across the Group.

To support the objective to avoid a net loss, prevent and avoid negative impacts, Imerys continues to train staff on the application of the mitigation hierarchy in the preservation of biodiversity. A new digital training course on biodiversity was launched within the Learning Hub. The course was mandatory for all Senior Managers as well as specific function and operational teams, and was also made openly available to all other employees. The main objective of the module is the understanding of the impacts of Imerys' activities on biodiversity and gain insight into the strategy and actions implemented.

In 2021, an interactive workshop focusing on biodiversity was integrated within the fourth edition of the Safety Connect Day across all Group sites, offices and laboratories. The attendees participated in dedicated workshops that explained the causes of biodiversity loss and consisted of collaborative sessions where all employees worked to identify actions and solutions to reduce potential impacts. Imerys continues to participate in numerous external forums dedicated to biodiversity together with other industrial actors and associations, including in 2021, where Imerys participated in the International Union for Conservation of Nature (IUCN) World Conservation Congress.

In parallel with the development of the Group biodiversity roadmap, sites across Imerys have continued to develop local initiatives aimed at supporting biodiversity and promoting innovative rehabilitation projects, both during and after mining activities. In 2021, the number of biodiversity initiatives in the SD Challenge competition has doubled compared to 2020, achieving 27 submissions. In addition, a special Arts for Biodiversity category was also added to the competition this year for the first time. The category highlighted the biological natural heritage of Imerys' surroundings and the importance of caring for our planet, which the employees, Imerys subcontractors and employee families highlighted through 250 photographs and 252 children drawings.

Furthermore, as a result of the scientific studies undertaken in collaboration with partners on Imerys sites, 1,935 data entries on biodiversity were published in The National Inventory of Natural Heritage⁽³⁾, thereby contributing to the dissemination of biodiversity data.

✓ For more information about the "Safety Connect Day", see chapter 6 of the present report.


(1) Mitigation hierarchy is a widely used scientific approach that aims to limit the negative impact on biodiversity based on a step methodology of avoiding, mitigating, rehabilitating and finally offsetting the impact.

(2) World Database on Protected Areas (WDPA) is the most comprehensive global database on terrestrial and marine protected areas. It is a joint project between the United Nations Environment Programme (UNEP) and the International Union for Conservation of Nature (IUCN), managed by UNEP World Conservation Monitoring Centre (UNEP-WCMC).

(3) The INPN is the reference information system for data related to Nature <https://inpn.mnhn.fr/accueil/donnees-referentiels>.



7.2 CLIMATE CHANGE

Imerys' Commitment	Mid-term sustainability objectives	UNGC Principles	UN SDGS
Reduce the impacts of climate change through the implementation of a long-term climate change strategy to support international commitments and global targets	<ul style="list-style-type: none"> Climate Change Strategy <ul style="list-style-type: none"> Reduce Group scope 1 & 2 greenhouse gas emissions by 36% relative to revenue ($tCO_2eq/M€$) by 2030 Engage 71% of suppliers by spend to have science based targets by 2023 	Principle 7 Principle 8 Principle 9	
	2021 Results achieved <ul style="list-style-type: none"> Climate Change Strategy <ul style="list-style-type: none"> ✓ Group scope 1 & 2 greenhouse gas emissions reduced by 23% relative to revenue ($tCO_2eq/M€$) compared to 2018 base year at the end of 2021 ✓ Group suppliers with science based targets represent 26% by spend at the end of 2021 		

Imerys recognizes that climate change is a global, systemic, and urgent challenge. In 2017, on the occasion of the international One Planet Summit, the Group became a signatory of the French Business Climate Pledge. In 2021 Imerys remains fully committed members of The [French Business Climate Pledge](#)⁽¹⁾. Through this Pledge, Imerys publicly affirms its engagement to contribute to the collective efforts, drawing up a roadmap compatible with the international commitments formulated in the Paris Agreement and work towards SDG 13 to take urgent action to combat climate change and its impacts.

Since the end of 2017, the Group has been working to address climate change as a priority theme within the SustainAgility program. The Group created a cross-functional working group to complete a comprehensive climate change benchmark, assess risks and opportunities as well as current CO₂ footprint of the Group, and define relevant KPI and targets. A second cross-functional working group was created in 2021 to focus specifically on an updated climate risk and opportunity scenario analysis. Imerys has likewise identified concrete levers for carbon reduction in the context of the long-term climate change strategy. The defined strategy will ultimately cover every domain: organization, equipment, methods, technology, supplies, transportation, and renewable energies. The Group has defined Scope 1⁽²⁾, 2⁽³⁾ and 3⁽⁴⁾ emissions reduction targets, which have all been approved by the SBTi.

The Group has aligned its 2021 climate disclosure with the Recommendations of the TCFD⁽⁵⁾. For the past 14 years, Imerys has participated in the CDP⁽⁶⁾. The Group 2021 CDP performance score is ranked as Level B, which places the Group in the second highest band, corresponding to management of climate issues in a concrete and systematic way. Imerys' comprehensive climate reporting through the CDP is publicly available.

✓ For more information on Imerys reporting alignment with the TCFD, [see chapter 9 of the present report](#).

✓ For more information on Imerys' climate specific reporting, [see Imerys' 2021 CDP report](#).

7.2.1 CLIMATE CHANGE STRATEGY

■ GOVERNANCE

Within its mission to promote long-term value creation, the Board of Directors, with the support from its Committees and the ESG Referent Director dedicated to sustainability-related issues, provides specific oversight with regards to climate risks and opportunities. The Group's climate strategy is validated and reviewed by the Board of Directors and progress towards established targets is included within the regular Board ESG updates. The Audit Committee has an oversight of climate-related risks through the review of the Group risk mapping exercise.

The Board oversight is complemented by the inputs of the Chief Executive Officer, the Executive Committee and the Sustainability Committee. The latter's mission is notably to establish the level of the Group's commitment, initiate and review climate-related risk and opportunity assessments, steer the climate change strategy development and monitor progress on implementation. Each member of the Executive Committee has oversight of the climate-related risks and opportunities under their responsibilities, including but not limited to the Chief Financial Officer, responsible for ensuring the integration of climate risks and opportunities within Group financial planning and monitoring, the Chief Industrial Officer, responsible for integrating climate-related considerations within operations and purchasing processes, and the Senior Vice Presidents, responsible for managing climate-related risks and opportunities within their Business Areas. To support the Group's shared decarbonization ambition, part of the individual variable compensation Executive Committee, senior managers and many functional and operational managers are linked to the Group performance against internal energy efficiency and CO₂ emission reduction KPIs.

(1) The [French Business Climate Pledge](#) is a public commitment made by French Companies to reduce greenhouse gas emissions.

(2) Scope 1: emissions are direct emissions from sources owned or controlled by the Group.

(3) Scope 2: emissions are indirect emissions from the consumption of purchased energy.

(4) Scope 3: emissions are all indirect emissions (not included in scope 2) that occur in the Group value chain, including both upstream and downstream emissions.

(5) The Financial Stability Board Task Force on Climate-related Financial Disclosures (TCFD) Recommendations published in 2017 are a widely adopted and accepted reference for disclosing clear, comparable and consistent information about the risks and opportunities presented by climate change.

(6) The CDP is a global environmental impact non-profit organization, providing a platform for all companies and cities to report information on their climate impacts.

■ STRATEGY

The principle climate-related risks and opportunities identified are associated with transitional risks linked to current or emerging regulatory requirements, increasing tax or carbon quotas, or costs of raw materials in the market, and shifting customer preference, which may lead to the growth of existing products and services with lower emissions options and/or opportunities for new products and services. The Group is likewise exposed

to physical risks due to climate change. The type and level of each risk determines the management method to mitigate, transfer, accept, adapt or control. These material risks and opportunities, their potential impacts as well as how they are taken into consideration within the business strategy and financial planning are described in the following sections.

Climate change opportunities

Primary climate-related opportunity driver	Impact of climate-related opportunities and resilience of Group strategy
Development and/or expansion of low emission goods and services	<p>An assessment of climate-related risks and opportunities of the Group's products and markets has been conducted covering more than 80% of Imerys revenue in order to identify and quantify the main risks and opportunities (increase of volumes, better sales point) in the perspective of a low-carbon economy.</p> <p>Based on the results of the study, the expansion of a low-carbon economy would have no or a very limited impact on many of the products manufactured by Imerys. Some products, which represent approximately 25% of consolidated revenue, serve markets which offer a significant opportunity and largely offset industries where potential climate-related risks on demand have been identified. Performance Minerals are relatively low carbon products as most of them require a limited energy processing before being delivered to the market. Their various physical properties enable them to compete with chemical-based products in many applications. Among the main markets addressed by Imerys, plastics for automotive and life sciences for agriculture present significant climate opportunities for Imerys products. The drive towards a more circular economy is also providing opportunities across markets for Imerys products that can favor recycling of applications. Imerys' graphite and carbon product offering is driven by the strong growth of the electric vehicle automotive market, mainly for Li-Ion batteries but also for thermoplastics that represent great climate opportunities, combined with other mobile energy opportunities in electricity and energy storage. The calcium aluminate cement products within the Group portfolio likewise contribute to improve the CO₂ performance of building materials during the 'use phase' in the construction market (doubling lifetime or requiring less material).</p> <p>The large diversity of the Group's markets and locations as well as its customer-centric and market-driven organization are considered strengths and decrease the dependency on specific markets and allows an easy adaptation to market evolutions.</p> <p>In addition, Imerys has launched its SustainAgility Solutions Assessment framework, which is embedded in all Group processes and has been designed in line with the World Business Council for Sustainable Development (WBCSD) guidelines for Portfolio Sustainability Assessments (PSA), so as to objectively measure the sustainability of Imerys current portfolio, identify their environmental and social impacts and help continue to steer the Group portfolio towards low-carbon solutions.</p>
Development of new products or services through R&D and innovation	<p>In addition to the opportunities for the development and expansion of existing low emission goods and services quantified above, the Group has identified opportunities linked to the innovation of new products beyond the current portfolio. These latter opportunities, while identified, have not yet been quantified.</p> <p>The Group has positioned innovation at the heart of its strategy and an effective way to address risks and opportunities for its operations and portfolio related to climate change. Imerys SustainAgility Solutions Assessment framework is embedded within the innovation process, thereby ensuring that all projects in the innovation pipeline are thoroughly reviewed against defined environmental criteria, including climate change prior to approval. The Group targets 50% of new product launches as 'SustainAgility Solutions' by the end of 2022, meaning a product in a given application that brings high social and environmental contribution to the downstream value chain and, at the same time, demonstrates a low environmental impact in its production phase. Innovation in this context includes Imerys' investment in adequate technology, development of new products to meet market needs and investment in industrial facilities using new manufacturing processes or new product lines. The Science & Technology (S&T) experts and specialists of the Group develop innovative solutions and products based on identifying the global megatrends, the expectations the customers need, including developing solutions that support the transition to a low-carbon economy.</p>
Use of more efficient production processes	<p>All initiatives linked to energy-efficiency are gathered together into the I-Nergize program, which aims to save energy and reduce carbon emissions on-site. A three years roadmap of various type actions is defined after an assessment for each site. The I-Nergize program includes on-site assessments and action plans (including 66 sites by 2023, representing 80% of consolidated energy consumption), a People Academy that helps develop the skills and competencies to support the assessment teams and standard reporting of results.</p> <p>The potential financial impact of the use of more efficient production and distribution processes has been taken into account as a mitigation lever in the net financial impact of the climate-related transitional risks linked to emerging regulations with carbon pricing mechanisms reported below.</p>



Climate change risks

Transitional risks & primary climate-related risk driver	Impact of climate-related risks and resilience of Group strategy
Industrial risk and emerging regulations with carbon pricing mechanisms	<p>Imerys has estimated that the negative net financial impact of the climate-related transitional risks on its current EBITDA in 2030 (after taking into account industrial mitigation actions, like energy efficiency and use of lower-emission sources of energy mentioned in the Opportunities section but before positive impact of commercial and marketing initiatives and increased demand for products and services) is between €15 million (for the Current Policies Scenario) and €83 million (for the Sustainable Development Scenario). This represents an estimated net financial impact range between 2% and 11% of the current EBITDA (2021) of the Group. It is important to note that this estimate does not take into account other mitigation levers such as proactive actions that the Group is already implementing and will accelerate for tackling climate change and adapting its commercial strategy, which are expected to offset this risk.</p> <p>To build resilience to climate change within the Group strategy, Imerys has defined its Scope 1 and 2 emission reduction target aligned with a 2°C trajectory, which have been validated as such by the SBTi. The Group has also launched a dedicated energy efficiency program “I-Nergize”. Imerys carries out a centralized monitoring to evaluate its CO₂ position in the EU-ETS. All of the Group EU ETS concerned sites are integrated into I-Nergize. For some of the sites under the EU ETS that generate process emissions, the Group is investigating carbon capture and storage of CO₂. A short-term milestone is a proven technology feasibility to reduce CO₂ emissions by working on a mineralization route that will allow the formation of stable minerals and a long-term solution is to trap the carbon. Furthermore, the Group applies an internal carbon price (set at €80/tCO₂eq) for all energy-related projects and capital expenditure (CAPEX) projects impacting CO₂ emissions by plus or minus 1,000 tons (for projects over €150,000). Likewise, an evaluation of the CO₂ impact is integrated into all merger, acquisition and divestiture activities of the Group.</p> <p>Additional details on the Group’s roadmap to achieve the targets set are provided within this chapter.</p>

Physical Risks & primary climate-related risk driver	Impact of climate-related risks and resilience of Group strategy
Chronic physical risk due to changes in precipitation patterns and extreme variability in weather patterns	<p>At the 2050 horizon under moderate (RCP 4.5 – 6) and high scenarios (RCP 8.5), the risk of water stress linked to the resource access will increase for 25 of the sites where actual risks of water stress have been mapped and 12 additional sites could have an increase of drought occurrence. The estimated impact of this risk is between 0 and €4 million.</p> <p>To respond to this risk, for the sites located in water scarcity area according to the assessment, Imerys has defined specific requirements including the establishment of a comprehensive Water Management Plan (WPA) which includes a description of current water use, water balance analysis, water accounting, water risk assessment and pertinent action planning to manage high priority water issues. In addition, various Imerys’ sites have implemented projects linked to water recycling or water efficiency, within the context of the Group’s continuous improvement program.</p>
Acute physical risk due to increased severity and frequency of extreme weather events such as cyclones and floods	<p>Flooding</p> <p>At the 2050 horizon under a moderate scenario (RCP 4.5 – 6) and a high scenario (RCP 8.5), the risk of flooding will increase for Group sites where a risk of flooding already exists. This increase, however, is only to a low to medium extent. The projected change in flood occurrence will significantly increase for one site located in China.</p> <p>Cyclones</p> <p>17 Imerys sites are exposed to a high risk of tropical cyclones. They are mostly located in South-East Asia, and in the US. In 2050 under a high scenario (RCP 8.5) the sites at risk remain the same but the risk level increases for wind and flood hazards, which may increase the financial impact.</p> <p>The estimated impact of these risks is between 0 and €2 million.</p> <p>Regarding the management of risks which can cause property damage and operating losses associated with extreme climatic events, a specific process has been put in place by the Industrial Risk and Insurance Departments with the support of an insurance company renowned for its expertise in loss prevention engineering. The process integrates a study of the vulnerability of industrial sites to extreme weather events and natural disasters. These Group industrial sites are regularly inspected. The risk prevention program is supplemented by an interdisciplinary working group tasked with identifying and prioritizing key industrial risks and defining risk prevention plans. In addition, Imerys conducts a Business Continuity Planning (BCP) exercise focusing on the most important Imerys assets in terms of contribution to the Group gross margin. Every year 3 to 5 sites are selected to perform a BCP in order to carry out a Business Impact Analysis that identifies and evaluates potential effects of events on operations which includes the implementation of appropriate recovery plans.</p>

✓ For more information on Imerys’ climate risk and scenario analysis, [see Imerys’ 2021 CDP report](#).

In 2021, Imerys reiterated its confidence in its decarbonization

roadmap by linking its financing strategy to its sustainability ambitions. Imerys became the first industrial minerals and mining company to include Sustainability-Linked Bonds (SLBs) in its financing strategy through the issuance of an SLB for €300 million. The Group published its sustainable finance strategy within its Sustainability-Linked Financing Framework. For its first Sustainability-Linked Bond, Imerys' used its SBTi approved target to reduce greenhouse gas emissions by 36% relative to revenue (tCO₂/M€) by 2030 from a 2018 base year as a Specific Performance Target (SPT) and likewise set an intermediate SPT to reduce its greenhouse gas emission intensity by 22.9% by the end of 2025. The Group's sustainability program, as well as KPIs and action plans to achieve them, were thoroughly reviewed by an independent third-party auditor, Cicero Shades of Green, who issued a Second Party Opinion (SPO) confirming alignment with the International Capital Market Association (ICMA) Sustainability-Linked Bond Principles (SLBP).

Within the Group financial statements a number of estimates and judgments relating to the recognition and valuation of Imerys' assets and liabilities are made. Within this context, the risks and opportunities related to climate change, together with other environmental consideration have been integrated within the estimates and judgements as described in [note 4 to the consolidated financial statements](#).

- ✓ For more information on Imerys' 2021 Sustainability-Linked Bond, [see www.imerys.com](http://www.imerys.com).
- ✓ For more information on climate risks and opportunities in Group financial planning, [see chapter 6, note 4 Estimates and Judgements of the Universal Registration Document](#).

■ RISK MANAGEMENT

A preliminary identification of climate change risks to which the Group is exposed was conducted in 2018 following a "stress-test" methodology. In 2021 this initial study was updated, including a stress test and scenario analysis based on the International Energy Agency's 2019 World Energy Outlook Report⁽¹⁾. The risk and opportunity scenario analysis covered transitional risks (industrial risks, market-related risks and opportunities) as well as physical risks. These studies assessed the financial exposure of the Group versus a combination of three time horizons (2030, 2040 and 2050) and three International Energy Agency's scenarios.

- Current policies scenario (RCP 8.5) – continuation of the present path, without any additional changes in policy (>4°C).
- Stated policies scenario (RCP 4.5 – 6) – a sector-by-sector look at what has been put in place to reach climate and other energy-related objectives (~3°C).
- Sustainable development scenarios (SDS) (RCP 2.6) – a well-below 2°C pathway, the SDS represents a scenario to the outcomes targeted by the Paris Agreement (<1.5°C).

Industrial risk assessment

Policies designed to limit climate change are likely to vary widely by sector and country as governments chart a course to implement their Nationally Determined Contributions (NDC) to reduce emissions. Imerys operates nearly 250 industrial sites across 40 different countries and as such is exposed to a range of climate change regulations such as carbon taxes, emissions trading schemes and other fossil fuel taxes, designed to increase the cost of greenhouse gas (GHG) emissions and stimulate action by the private sector to reduce emissions. Based on the energy intensity per energy source and carbon intensity per carbon scope associated with Group operations, the risk was quantified for 2030 and 2040 for each of the 3 IEA scenarios. The assessment presents the intrinsic risks as well as the net risks for the Group's EBITDA while considering i) the projected evolution over time of the energy and CO₂ prices and ii) the mitigation measures such as emission reduction towards the SBTi validated targets and increased energy efficiency.

Transitional market risk and opportunity assessment

An assessment of climate-related risks and opportunities of the Group's products and markets has been conducted covering more than 80% of Imerys revenue and based on: end-markets trends analysis in the perspective of a low carbon economy based on the International Energy Agency (IEA) World Energy Outlook report scenarios, assessment of the potential risks and opportunities in the application of Imerys products, calculation of the carbon footprint of Group products and estimation of their added-value in the final products. These studies have helped identify and quantify the main risks and opportunities (increase of volumes, better sales point) in the perspective of a low-carbon economy.

Physical risk assessment

Acute physical risks can impact Group operations, potentially resulting in costs, asset damages and operating losses. An assessment of Imerys' exposure to climate-related physical risks has been carried out for Group-owned assets and facilities across the globe. The inherent risk has been quantified against climate change hazard maps representing the relative level of risk for various acute physical indicators (hurricanes, flooding, heatwave, sea level rise, coldwave, water stress, wildfire). The study includes scenario analysis considering two time horizons (2020 and 2050) versus a moderate scenario (RCP 4.5 – 6) and a high scenario (RCP 8.5). The experts consider that the low scenario (RCP 2.6) is no longer achievable by 2050; therefore, it has not been taken into account in the assessment.

The results of the climate risk and opportunity scenario analysis were used as primary input information within the Group's overall risk management approaching, which was reviewed in 2021 and is presented in [chapter 2, sections 2.1.2 of the Universal Registration Document](#).

(1) The International Energy Agency is an autonomous intergovernmental organization established in the framework of the Organisation for Economic Co-operation and Development in 1974. The World Energy Report 2019 provides strategic insight on the future of energy and energy-related emissions, providing detailed scenarios that map out the consequences of different energy policy and investment choices.



■ METRICS AND TARGETS

Imerys signed up to the Science Based Targets initiative (SBTi)⁽¹⁾ in 2018 and in 2019 set greenhouse gas (GHG) emissions reduction targets, which were subsequently approved by the SBTi. **Imerys has aligned its climate change strategy to a 2° C trajectory scenario⁽²⁾ committing to reduce Scopes 1 and 2 emissions by 36% relative to revenue by 2030 (from a 2018 base year) and for Scope 3 indirect emissions engaging with its suppliers to align with a science-based low-carbon trajectory by 2023.** At the end of 2021, Scope 1 and 2 emissions relative to revenue decreased by 23% from the 2018 base year, while 26% of the Group suppliers have already confirmed science-based emission reduction targets based on the first phase of the Group's supplier project initiated mid-2020.

Scope 1 and 2 Emissions

The Group's Scope 1 emissions considered as direct emissions are generated from energy-related emissions such as fossil fuels, diesel and process related emissions, and the Scope 2 emissions considered as indirect emissions are mainly related to purchased electricity consumption. Combined Scope 1 and 2 emissions represent approximately 45% of the Group's total emissions. As such the strategy and action plans for both scopes are addressed principally through improving energy efficiency and increasing the use of renewable energy as well as investing in research to reduce process-related emissions.

Energy efficiency

Imerys has an operational energy demand, especially in its mineral transformation processes that use thermal technologies and its quarrying activities that use heavy equipment. Energy efficiency improvement makes it possible to use less energy to achieve the same level of productivity and consequently to contribute to climate change mitigation efforts. The Group energy efficiency strategy is based on three pillars from Group to plant level: management system, technical performance, and behavior. The management system structures the vision, objectives, performance tracking, policy and procedures. Technical performance is driven by asset optimization, operational performance as continuous improvement and technology change. Behavior is about awareness and the promotion of

energy efficiency, which is reinforced with training, seminars, knowledge base sharing and a dedicated energy efficiency community.

Initiatives are driven collaboratively between the different operational and functional groups at Corporate, Business Area and site levels, including operations, industrial management, environment, geology and mining. The Group Corporate energy team is responsible for supporting plants with a dedicated energy efficiency methodology, defining the analysis and reporting standards and providing the necessary training to ensure consistency and reliability of the reported results. Detailed energy efficiency analysis is disclosed in a quarterly energy report. This analysis, together with the improvement plans, is reviewed by the Group senior management.

In 2019, the Group launched the "I-Nergize" program to focus on evaluating sites energy performance and improve energy efficiency, with a particular focus on top 66 energy consuming sites representing 80% of Group consumption. This program is based on an assessment methodology covering six main items: vision, process, maintenance, purchasing, renewables, and Energy Management System. The outcome of this program is to define a three-year roadmap of energy actions for each plant in order to improve energy efficiency and reduce carbon emissions. While the possibility to complete the site energy assessments was impacted by Covid-19 travel restrictions, at the end of 2021, 19 sites have been assessed as of the end of 2021. These assessments have identified 60 kt of CO₂ that may potentially be saved.

Energy-related digital training modules are available within the Learning Hub to provide an overview of Imerys' energy strategy as well as knowledge and awareness on energy efficiency. In addition, internal knowledge databases have been created on Dryers, Rotary Kilns, Motors and Ball Mills to promote the best practice of industrial energy efficiency on key equipment used in Imerys. The Group has also conducted three virtual classes with more than 330 attendees on various specific energy-related topics such as Flash Dryers, Brainstorming methodology and Knowledge base.

A dedicated energy community on the Group intranet serves as a platform to share knowledge, good practices and events related to energy.

(1) The Science Based Targets initiative collaboration between CDP, World Resources Institute (WRI), the World Wide Fund for Nature (WWF), and the United Nations Global Compact (UNGC) supports companies to set targets consistent with limiting global warming to well below 2°C.

(2) The Paris Climate agreement in 2015 saw 195 of the world's governments commit to prevent the worst impacts of climate change by limiting global warming to below 2 degrees Celsius, often referred to as the 2° C scenario.

Total energy consumption and breakdown by energy source

	2021 ⁽²⁾	2020 ⁽³⁾	2019 ⁽³⁾	2018 ⁽³⁾
Total energy consumption⁽¹⁾ (MWh)	9,088,989	8,159,406	9,234,462	10,916,835
of which total renewable energy consumption (MWh)	436,940	-	-	-
Electricity	30.4%	29.5%	29.0%	27.7%
of which renewable electricity	2.3%	-	-	-
Steam	2.1%	1.8%	2.0%	1.7%
of which renewable steam	30.5%	-	-	-
Hot water	0%	<0.1%	<0.1%	<0.1%
Natural gas	38.4%	41.1%	39.0%	41.5%
Other fossil fuels	25.6%	24.6%	27.3%	26.7%
Biofuels ⁽⁴⁾	3.5%	3.0%	2.7%	2.4%

(1) Several Imerys sites use Combined Heat and Power (CHP) facilities. Excess electricity from these facilities is sometimes sold on the grid. The total energy consumption does not count the resold electricity.

(2) In 2021, a new energy and environmental reporting tool was deployed. This new tool was structured to facilitate the reporting of renewable energy indicators across the Group, as such 2021 is the first year that such data has been reported.

(3) Energy consumption from electricity and steam are reported separated, where previously they were combined.

(4) Biofuels consumption includes energy from vegetal material and residues, and biogases from anaerobic fermentation.

The overall change in energy consumption between 2020 and 2021 is linked to an increase in production, with a total volume increase of 12.4% year-on-year in 2021. While total energy consumption increased with increased production, the percentage of natural gas and other fossil fuel consumed within the Group's total energy consumption continued to decrease in line with the Group's decarbonization efforts.

Renewable energy

The Group continues to support the transition to renewable energy and cleaner fossil-fuel technology where feasible, either with power from low-carbon sources or biomass waste.

Through the Group's low carbon electricity purchasing strategy, Imerys systematically assesses the options to supply Imerys operations with low carbon or renewable energy sources including solar, hydropower and wind power. Different business models have been developed to promote low-carbon electricity such as on-site Power Purchase Agreements (PPA), off-site PPAs, certificates, lease agreement and direct investment for small scale projects. In 2021, 150 kt of CO₂ emissions were avoided in the eight different countries for Imerys sites that use low carbon power: United Kingdom, Brazil, United States, India, Australia, Belgium, Austria and Slovakia.

	2021	2020	2019
Total renewable energy consumption (MWh)	436,940	-	-
Renewable electricity	14.5%	-	-
Biofuels	72.1%	-	-
Renewable Steam	13.3%	-	-

In addition to the low-carbon power described above, the Group also has 15 renewable energy installations on-site that have been developed across Group sites: seven in the United Kingdom, seven in France, one in United States, accounting in total for 60 MW installed. These on-site installations provide renewable electricity to the local grid. The produced renewable energy from these installations is not reflected in the reported energy or CO₂ data consolidated.

✓ For additional details on Imerys energy reporting methodology, see [Sustainability Reporting Principles 2021](#) on www.imerys.com.

Biomass waste is promoted within the Group to replace fossil fuels when it is feasible. Currently, five plants are consuming biomass waste such as wood chips, sawdust, animal waste, olive seeds and peanut hulls. The most recent project ongoing in Andersonville in the US, is introducing waste ground peanut shells as an alternative energy source. The objective of the project is to adjust the installation to modify the energy mix by integrating biomass waste as an energy source and thus significantly reduce fossil carbon emissions linked to operations. At the end of the project, the fuel mix will be modified, moving from a historical 100% fossil fuel supply to a ratio of 56% biomass fuel to 44% fossil fuels, which is expected to reduce around 3% of the Group's total CO₂ emissions per year. Similar feasibility studies have been launched for other sites.



Greenhouse Gas emissions data

The majority of the Group greenhouse gas emissions are generated through the production of thermal energy from natural gas and fossil fuels. Alternatives to these energy sources, such as biomass and steam are increasingly investigated and used. Indirect emissions from the consumption of electricity are the second source of emissions. Some processes used in Imerys operations result in direct emissions of CO₂ (e.g. decarbonation of raw materials). Measures to monitor and reduce GHG emissions are one of the principal means through which the Group contributes to SDG 13 to take urgent action to combat climate change and its impacts.

In 2021, a new energy and environmental reporting tool was deployed. This new tool was structured to facilitate the reporting of market-based greenhouse gas emissions as well as location-based greenhouse gas emission reporting. The new tool was also structured to facilitate increased data reporting accuracy for renewable energy. With the design and

implementation of the new reporting system, all emission factors used for the calculation of greenhouse gases were updated. The updated emission factors are based on the updated Environmental Protection Agency (EPA), International Energy Agency (IEA) and Emissions and Generation Resource Integrated Database (eGRID) databases each year from 2018 onwards. As a result of this update, and in line with the [Group GHG Recalculation Policy](#), the change in calculation methodology triggered the recalculation of the 2018 base year. For 2018, 2019 and 2020, all the Scope 1 emissions for each year have been recalculated using the most recently available fuels emission factors from the EPA. The location-based Scope 2 emissions have been recalculated each year using the available emission factors at the start of that given year. For 2021 for the market-based reporting, the emission factor provided by the supplier has been used.

Historical data as reported within the 2020 Universal Registration Document and recalculated data are presented below for comparison.

Group Greenhouse Gas emissions

(thousands of tons CO ₂ equivalent, kt)	2021 ⁽¹⁾	2020 reported	2020 restated	2019 reported	2019 restated	2018 reported	2018 restated base year
Scope 1 CO ₂ emissions	1,597	1,510	1,492	1,740	1,738	2,207	2,186
Scope 2 CO ₂ emissions	851	984	849	1,103	983	1,214	1,135
Total CO₂ emissions (Scope 1 and Scope 2)	2,447	2,494	2,341	2,843	2,721	3,421	3,320
Energy	84.5%	86.7%	85.8%	87.3%	86.7%	84.1%	83.6%
Processes	15.5%	13.3%	14.2%	12.7%	13.3%	15.9%	16.4%
Revenue (M€)	4,383	3,799	3,799	4,354	4,354	4,590	4,590
CO₂ emission/revenue (ton CO₂e/M€)	558	657	616	653	625	745	723
Change relative to 2018 base year	-23%	-12%	-15%	-12%	-14%	-	-

(1) In 2021 a new environment and energy reporting tool was introduced, which resulted in calculation methodology changes. As per the Group GHG recalculation policy, the 2018 base year has been recalculated in line with the GHG Reporting Protocol Standard and Guidance. The recalculated 2018 base year and recalculated historical data are restated.

For 2021 the Group Scope 1 and 2 CO₂ emissions equaled 558 tCO₂e per million euros of revenue, which represents a 23% decrease since 2018 based on the recalculated base year. This decrease relative to previous years is the result of the increase in energy efficiency, the substitution of fossil fuels with biofuels as well as the improved accuracy of reporting of Scope 2 emissions in market based reporting and the integration of renewable electricity indicators.

✓ For additional details on the 2021 verification scope covering the base year recalculation, previous year emission reporting and CO₂ KPI, [see chapter 10 of the present report](#).

Scope 3 Emissions

Scope 3 is considered an indirect source of emissions, which based on Imerys' estimation as described below, represents about 57% of total Group emissions. Imerys is committed to address this challenge through science-based targets. The Group's main source of Scope 3 emissions is generated from the purchase of goods. **To mitigate this impact, Imerys defined a supplier engagement target to have 71% of suppliers (by spend) with science based targets by 2023**, covering Scope 3 categories such as purchased goods and services, fuel and energy related activities (not included in Scope 1 or 2), upstream transportation and distribution, waste generated in operations and downstream transportation and distribution. These categories are estimated to represent around 95% of the Group's total Scope 3 emissions. As of the end of 2021, 26% of the Group suppliers, representing approximately 450 suppliers, have science-based emission reduction targets.

Group value chain suppliers

Purchasing categories	Percentage of key purchases ⁽¹⁾	Upstream suppliers
Raw materials ⁽²⁾	30%	Principally, but not exclusively, bauxite, zircon sand, soda ash, silica sand
Mining, industrial services and equipment	23%	Mining subcontractors, service vendors for maintenance and repair
Transportation	20%	Freight by rail, truck and ship, and business travel
Energy	13%	See energy mix above, counted in Scope 1 & 2 emissions
Chemicals and other consumables	14%	Mainly chemicals and packaging materials

(1) The analysis was based upon the 2020 data; the total spend of above-mentioned categories represents approximately 86% of Group purchases.

(2) Imerys self-supplies approximately two-thirds of raw materials and purchases one-third externally.

Scope 3 Emission estimation

Reliable emission data from Group suppliers is not readily available; as such the estimation of Scope 3 emissions does not yet represent a full calculation of all Scope 3 emissions linked with Imerys operations. However, in order to continue to improve the quantification and to identify potential levers to reduce Scope 3 emission, in 2021, Imerys launched a dedicated project to quantify the CO₂ emitted for goods and services

purchased by the Group based on the [GHG Protocol's Corporate Value Chain \(Scope 3\) Accounting and Reporting Standard](#). This quantification methodology and exercise, which covered 86% of Group purchases of goods and services data, was subsequently audited by one of the Group Statutory Auditors as per the attestation provided in [chapter 10 of the present report](#).

Source of Scope 3 emissions	Metric tons CO ₂ equivalent, kt	Percent of Scope 3 emissions	Emissions calculation methodology Explanation
Purchased goods and services	1,221,000	37.2%	This category includes the purchased raw materials, mining services and contracts, chemicals, packaging, personal and IT services. For raw materials, chemicals, the calculation of the CO ₂ e emissions is based on the quantity of each raw material / chemical (in tons) purchased multiplied by the corresponding Emission Factor (EF) of the raw material or chemical (i.e. kgCO ₂ e/kg raw material or chemical). For mining services and contracts, packaging, and IT services the calculation is based on the spent for each subcategory using the Carnegie Mellon EIO-LCA methodology. For professional services, the data activity was based on cost spent in 2020 and the corresponding EF was determined through the financial report of the supplier company (interim, legal services, consulting...).
Downstream transportation and distribution	750,000	22.8%	The calculation of the CO ₂ e emissions is based on the tonnage, distance and type of transport with a corresponding EF.
Fuel-and-energy-related activities (not included in Scope 1 or 2)	422,000	12.8%	The EF of the grid losses were found in the International Energy Agency (IEA) 2017 report per country. Also a calculation of average power plant efficiency was realized in order to convert the thermal energy to thermal electricity.
Upstream transportation and distribution	405,000	12.3%	The calculation of the CO ₂ e emissions is based on the tonnage, distance and type of transport with a corresponding EF.
Capital goods	231,000	7.0%	This category includes the manufacturing, transportation, installation of equipment and services (waste is excluded and is reported in the Scope 3 waste generation category). The calculation is based on the cost of the different activities using the Carnegie Mellon EIO-LCA methodology.
Investments	205,000	6.2%	Based on the emissions of the Group's activity in two joint ventures (at 50%) and an associated company (at 25%) not accounted for in Scope 1 and 2 emissions. The GHG protocol average data method has been used. Calculations are based on Imerys' % on equity.
Waste generated in operations	28,000	0.9%	This category takes into account the industrial waste generated by Imerys
Employee Commuting	20,500	0.6%	This data is an estimate calculated using the Scope 3 Evaluator method based on the total number of Imerys' employees in 2020.
Business travel of several regional headquarters	3,900	0.1%	For the travel, the calculation of the CO ₂ e emissions is based on the distance traveled in km by Imerys employees.

Imerys is taking action to reduce Scope 3 emissions, focusing in particular on purchased goods and services, however, efforts also target other sources of Scope 3 emissions, for example the integration of an internal carbon price within capital expenditure (CAPEX) projects favors machines with greater fuel efficiency and the Group's Industry 4.0 project will help to monitor and reduce non-productive engine idling generating additional reductions in fuel consumption.

✓ For more information on Imerys' Scope 3 reporting, [see Imerys' 2021 CDP report](#).

7.2.2 CLIMATE SOLUTIONS

Imerys is committed not only to the management of emissions related to its operations but also to innovation of solutions at the service of a low-carbon economy and to support customers in this transition. The Group uses its market leading expertise, its rich history of innovation and its partnerships with customers and external institutions to create the sustainable mineral solutions and technologies of the future. These innovative solutions are in line with megatrends including climate change.

To this effect Imerys has focused on conducting studies of products within the Group portfolio to determine their carbon footprint. These studies serve a dual purpose as they provide complete and transparent information to customers and give the Group an improved visibility of the impacts linked to specific products or facilities. The availability of such information is essential to any eco-design approach, where the aim is to consider environmental aspects at all stages of the product development process and strive to develop products that have the lowest possible environmental impact throughout the product life cycle.




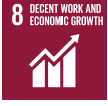




In 2021, the Group calculated 36 product carbon footprints, from cradle to gate, using the Life Cycle Assessment (LCA) approach described in [chapter 8 of the present report](#). Often these study results are shared with customers to help encourage downstream efforts to calculate product impacts and differentiate Imerys solutions from other competitors' higher carbon products.

✓ For more information on innovation in new products and technologies, [see chapter 1 of the present report](#).

✓ For more information on product Life Cycle Assessment, [see chapter 8 of the present report](#).

8 BUILDING FOR THE FUTURE

8.1 BUSINESS CONDUCT

Imerys' Commitment	Mid-term sustainability objectives	UNGC Principles	UN SDGs
Ensure exemplary Business Conduct by maintaining the highest standard of corporate governance, respecting and implementing fair operating practices, ensuring responsible purchasing and engaging with local community to create shared value in particular through education and skills development	<ul style="list-style-type: none"> Fair Operating Practices & Responsible Purchasing <ul style="list-style-type: none"> Improve the external sustainability rating of the Group Deploy a sustainability rating scheme covering at least 50% of Group suppliers (by spend) by the end of 2022 		
	2021 Results achieved <ul style="list-style-type: none"> Fair Operating Practices & Responsible Purchasing <ul style="list-style-type: none"> ✓ The external sustainability score by EcoVadis rated 70 out of 100 placing the Group in the top 5% of companies assessed ✓ The sustainability rating scheme covers 35% of Group suppliers (by spend) at the end of 2021 	Principle 1 Principle 6 Principle 8 Principle 9	       

Ethical business conduct is the foundation upon which Imerys' business is built. At its core, Imerys is building the future together with stakeholders through ethical behavior and fair operating and responsible purchasing practices, engaging with communities and promoting sustainable products and technologies. This solid foundation is also a guarantee and a source of confidence for Group employees, customers and

society at large, as exemplary conduct is proof of reliability and long-term sustainability. In addition to all the other SDGs referred to in this chapter, Imerys' commitment to responsible business conduct contributes to SDG 16 to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



8.1.1 CORPORATE GOVERNANCE

Imerys is committed to sound corporate governance as a means to ensure the Group continually improves its functioning and management, in an atmosphere of transparency, duly respecting the expectations of investors and other stakeholders. Regular dialogue between the Chief Executive Officer, the Executive Committee and the Board of Directors plays a decisive role in defining and implementing the Group's strategy, including with regards to the Group's sustainability ambition. Imerys follows the recommendations of the *AFEP-MEDEF Corporate Governance Code* applicable to French-listed companies.

✓ For more information regarding Corporate Governance, see chapter 4 of the *Universal Registration Document*.

8.1.2 FAIR OPERATING PRACTICES & RESPONSIBLE PURCHASING

■ VIGILANCE PLAN

In accordance with article L. 225-102-4 of the French Commercial Code, the vigilance plan (the "Vigilance Plan") aims to set out the reasonable measures of vigilance put in place within the Group to identify risks of and prevent severe impacts on human rights, fundamental freedoms, human health and safety and the environment resulting from the activities of the Group as well as those of Group subsidiaries as defined in point II of article L. 233-16 of the French Commercial Code, as well as the activities of subcontractors and suppliers (hereafter collectively referred to as Suppliers), in France and abroad with which Imerys has an established commercial relationship, where such activities are linked to this relationship.

Imerys is committed to exemplary business conduct, ensuring ethical behavior and fair operating practices throughout all Group activities. In the spirit of continuous improvement, Imerys assesses its sustainability policies, actions and results annually through a comprehensive EcoVadis⁽¹⁾ sustainability assessment, sharing these results openly with internal and external stakeholders. Imerys has been assessed annually by EcoVadis since 2014. **The mid-term target for the Group is to improve its sustainability rating based on the EcoVadis assessment and deploy a sustainability rating scheme covering at least 50% of Group Suppliers (by spend) by the end of 2022.** At the end of 2021, the Group's EcoVadis assessment results corresponded to 70 out of 100, placing Imerys in the top 5% of all companies assessed. In addition, the Group sustainability rating scheme for Suppliers based on EcoVadis was extended to cover 35% of Group suppliers (by spend) and is described in greater detail in the following sections of the present chapter.

The Group has a dedicated Ethics Committee, chaired by the Group General Counsel and composed of Executive Committee members and functional Senior Managers of the Group. The Ethics Committee sets out ethics-related priorities, monitors the achievement of the related objectives, ensures the adequacy, effective dissemination of and training on ethics-related codes, policies and procedures and ensures the adequacy of the systems in place for confirming compliance. The Ethics Committee is likewise responsible for monitoring ethics-related

misconduct, reported either *via* the alert system or other channels. The Ethics Committee meets regularly throughout the year, reviews the updated bribery and duty of care risk maps and Vigilance Plan at least annually and provides a report to the Board Audit Committee at least annually.

✓ For more information on the Audit Committee, see chapter 4 of the *Universal Registration Document*.

Imerys Code of Business Conduct and Ethics (the Code) summarizes the principles of ethical behavior the Group expects from all of its employees, suppliers, and other partners. The umbrella principles set forth in the Code are supported by a series of policies and protocols applying to both the general conduct of Imerys and the individual conduct of each employee. The subjects covered by the Code include compliance with laws and regulations, protection of environment and human rights, relations with local communities and trade unions, occupational Safety & Health, diversity and inclusion, confidentiality, prevention of fraud, prevention of corruption, prevention of insider trading and conflicts of interest, protection of the Group's assets, fair competition, transparency, and integrity.

The Code is a "living document", regularly reviewed and updated, under the supervision of the Ethics Committee, in order to take into account internal and external changes and developments in applicable international regulations. This Code, introduced by the Group CEO, and translated into 23 languages, applies to all Imerys employees, Imerys controlled joint ventures, and partners with whom Imerys does business.

Imerys believes that high standards in all environmental, social and governance areas are essential for all of its business operations across the globe. The Group expects its suppliers to adhere to the same principles as elaborated with the Group Code. In 2018, Imerys launched its Supplier Environmental, Social and Governance Standards (Supplier ESG Standards). These Supplier ESG Standards, based on the Group Code and sustainability Charter and aligned with Imerys' SustainAgility ambition, have been translated into 23 languages. The Supplier ESG Standards, which must be acknowledged and complied with, are applicable to all suppliers and form an important part of the Group Purchasing policy.

The Group works continuously to strengthen its compliance, duty of care and responsible purchasing programs. The purpose of these programs is to identify risks, implement preventive measures and detect non-compliance with local and international rules and regulations related to the fight against corruption and anti-competitive behaviors, the respect of international sanctions and embargoes, and the protection of data privacy, human rights, health, safety and environment in Group operations around the world as well as within the Group value chain.

The Group compliance programs are supported by numerous procedures linked with the Code of Business Conduct and Ethics, including but not limited to, the Group Anti-bribery policy, Antitrust policy, Data Privacy policy, Gifts and Hospitality, Conflict of Interest, Sponsorship and Charitable Donations and Stakeholder Management and Community Relations procedures. All the aforementioned policies as well as other policies and procedures clearly outline the process, reporting and necessary levels of control to ensure compliance with the procedures.

(1) EcoVadis is a recognized leader used across industries to assess sustainability performance based on 4 pillars: environment, labour and human rights, ethics and sustainable procurement.



The Group tax policy is fully in line with the best international standards with respect to anti-tax avoidance and tax evasion practices. The Group operates in countries chosen solely for industrial or commercial purposes and does not enter into artificial arrangements for tax planning purposes. It is committed to full compliance with its tax obligations, paying the right amount of tax in the right country at the right time.

Imerys fully supports the principle of open and accountable management of mineral resources. To this effect, and in accordance with the provisions of article L. 225-102-3 of the French Code of Commerce, Imerys reports on payments greater than or equal to €100,000 made in favor of governmental authorities by Group entities conducting activities in exploration, prospecting, discovery, development or extraction of minerals. This report is filed with the French Register of Commerce and available on the website of the Company as per the conditions prescribed by the Law.

✓ For more information on the Group Code of Business Conduct and Ethics and Imerys Supplier ESG Standards, see www.imerys.com.

✓ For more information regarding Imerys Report on payments to governments in 2021, see www.imerys.com.

■ ESG RISK MAPPING PROCESS

The Group operates in different geographies across the world, with its largest operational footprint in Europe (approximately 48%) and North America (approximately 20%). The Group has established a detailed process for mapping corruption, human rights, health, safety and environmental risks within its operations and those of its subsidiaries as well as those of its Suppliers in different geographical areas. The bribery and duty of care risk mapping exercise is conducted specifically to identify and assess corruption, human rights, health, safety and environmental risk scenarios, the results of which are integrated as appropriate with the Group risk mapping process presented in [chapter 2, section 2.2.3 of the Universal Registration Document](#).

A series of dedicated interviews with key representatives of both businesses and support functions were conducted starting in 2017 to design the initial version of the compliance risk framework, including potential risk scenarios. These interviews were complemented by additional consultations with external agencies and non-governmental organizations to collect feedback on the framework and process. The consolidated risk framework was presented to the Executive Committee and validated, and on this basis a first list of potential corruption and human rights, health, safety and environmental risk scenarios was developed.

The initial Group risk assessments for two first pilot geographic areas were conducted in 2018. These workshops brought together experts representing diverse functions, including but

not limited to legal, operations, sales, purchasing, logistics, human resources, sustainability, and finance within the geographic area being assessed. These first assessments confirmed the validity of the risk assessment framework in addition to generating the assessment's results. The second phase of geographic assessments were conducted in 2018 through questionnaires and interviews with business leaders from each of the remaining geographic areas where the Group operates. Between 2019 and 2020 additional risk assessment workshops were conducted to continue to reinforce the level of assessment done in the geographic areas initially covered by the expert reviews, thereby completing the full cycle of risk mapping for the five geographic areas (Europe, North America, Asia-Pacific, South America, and Middle East & Africa). In 2021 the risk assessment was updated for South America.

The purpose of these workshops is to review and update, if needed, the list of risk scenarios, assess the criticality (inherent impact and probability) of each risk scenario, assess the effectiveness of current mitigation measures and, in addition, for human rights, health, safety and environmental scenarios, identify the highest risks per purchasing categories (criticality). The risk assessment workshops systematically include a review and eventual update of the risk scenarios to ensure that the list is comprehensive. As of 2021, the corruption risk register includes a total of 25 potential risk scenarios, while the human rights, health, safety and environmental risk register includes 15 potential risk scenarios.

■ EVALUATION OF ESG RISKS

The Group risk assessment workshops of human rights, health and safety and environmental risks described above are covered in two parts: first, the assessment of mitigation effectiveness of Group operations and second, an assessment of criticality of human rights, health, safety and environmental risks for each main purchasing category.

Evaluation of environmental, social and governance risks within Group operations, including identification, analysis and ranking processes are presented in [chapter 2 of the Universal Registration Document](#). The evaluation of climate-related risks related to Group operations are presented in [chapter 7 of the present report](#). The results of the review of mitigation effectiveness are presented in the designated section below.

In order to prioritize actions with regards to Imerys' Suppliers, the criticality risk of each human rights, health, safety and environmental scenario was ranked by taking into account a "composite country index" based on the EcoVadis Country risk score, which combines a range of indices including but not limited to the [Corruption Perceptions Index^{\(1\)}](#), [Human Freedom Index^{\(2\)}](#) and [Environmental Performance Index^{\(3\)}](#). These country risks are then assessed together with the economic weight of purchases to assess the final risk impact and exposure.

(1) The Corruption Perceptions Index is published annually by Transparency International and ranks 180 countries and territories by their perceived levels of public sector corruption according to experts and business people, uses a scale of 0 to 100, where 0 is highly corrupt and 100 is very clean.

(2) The Human Freedom Index is published by the Fraser Institute in conjunction with the Economic Freedom Network, a group of independent research and educational institutes in 90 nations and territories worldwide. It presents human freedom based on a broad measure that encompasses personal, civil, and economic freedom.

(3) The Environmental Performance Index is produced jointly by Yale University and Columbia University in collaboration with the World Economic Forum and ranks 180 countries on 24 performance indicators across ten issue categories covering environmental health and ecosystem vitality.



Based on the assessment of human rights, health, safety and environmental scenarios associated with Suppliers, and the country risk index, the Group has identified potential salient human risks within its value chain. The four salient risks identified include potential:

- impacts on Supplier workers exposed to occupational health or safety risks;
- impacts on Supplier workers related to labor practices, including wages, working time, general work conditions;
- increases in air or land pollution due to Supplier operations; and
- impacts on Supplier workers due to discriminatory practices.

Following the assessment of each purchasing category, for all the human rights, health, safety and environmental scenarios assessed, the risks evaluated as being highest are those related to the raw material Supplier category. The final Supplier risk ranking of low, medium or high determines the control measures to be put in place to eliminate or mitigate the potential risk.

■ Control measures

Imerys operations and Group subsidiaries

The Group management systems and processes are articulated through a series of policies, protocols and procedures based upon the ambitions and commitments expressed in The Code and the Sustainability Charter. This framework, covering human rights, health, safety and environment, amongst other themes, defines clear requirements for all Group operations. Implementation of Group policies, protocols and procedures are the responsibility of all business and support Functions. Details on the management of human rights risks and occupational Safety and Health risks are presented in [chapter 6 of the present report](#) and management of environmental risks are presented in [chapter 7](#).

Imerys Suppliers

Based on The Code, Group requirements for all Suppliers are clearly defined within the Supplier ESG Standards. The Group Purchasing policy clearly defines the roles and responsibilities, requirements, reporting and necessary approvals of the purchasing processes. The policy requirements in terms of Supplier Environmental Social and Governance performance are based on the following principles:

1. Supplier Environmental, Social and Governance Standards

The Group is committed to build strong transparent relationships and mutual trust with its Suppliers. All Suppliers must acknowledge and accept to comply with the Supplier ESG Standards. The roll-out of these Standards shall continue over the next few years. In 2021, the purchasing organization verified over 385 suppliers to ensure the effective cascade of the Supplier ESG Standards across all purchasing categories and geographies.

2. Supplier risk identification and assessment

The assessment of ESG performance of Suppliers starts during Supplier qualification and onboarding. Purchasing teams are responsible for carrying out reasonable controls

before considering and accepting a Supplier, including in particular any Supplier that may be classified as higher risk (due to a country or category-related risk classification) during the Supplier onboarding process in order to make sure that Suppliers are able to demonstrate compliance with the Supplier ESG Standards.

In 2021, the Group redefined the process to qualify, screen and monitor Suppliers environmental, social and governance performance. The newly revisited process will be rolled out progressively based on risk level and will require Suppliers to pass through a series of validations and third-party screening prior to being accepted as Suppliers for the Group. The new onboarding process has been designed to ensure that Suppliers are aware of and commit to comply with the Supplier ESG Standards, but also to support Suppliers development and continuous improvement in ESG performance.

From mid-2020, within the responsible purchasing program the Group launched the deployment of a sustainability rating scheme for Suppliers conducted together with EcoVadis. This comprehensive assessment covers environment, labor and human rights, ethics and sustainable procurement, with customized assessments based on the size of the company and type of activity. Purchasing teams have the responsibility to contribute to the identification and prioritization of Suppliers to review within the responsible purchasing program. The role of the program was launched as a priority for Suppliers regions and categories that had been assessed as higher risk during the risk mapping process described above. At the end of 2021, 35% of Group Suppliers by spend have been assessed. These assessments cover over 800 suppliers and represent all categories of suppliers, including over 40% of raw material suppliers by spend and over 30% of suppliers within priority countries.

3. Risk reduction

Risk reduction includes awareness and training. Awareness of and training on the requirements of the Group Code are provided to help managers and employees to understand and respect the Code. Employees are trained through digital learning courses, as well as through in-class training and internal expert presentations, which ensures the strong protection of all employees through the awareness of ethical issues.

In addition to the aforementioned e-learning, Imerys also punctually conducts training and workshops with the purchasing organization focused on the UN Guiding Principles on Business and Human Rights and their application within Imerys. The purpose of these workshop sessions is to train the purchasing teams on the fundamental elements of the Guiding Principles, helping them to recognize signs of potential violations and based on their knowledge of the Supplier panel, prioritize the Suppliers where additional risk reduction measures may be required. In 2019, the Group organized dedicated purchasing workshops that included approximately 62% of purchasing teams from across the different geographic areas. Unfortunately additional training could not be held in 2021 as a result of Covid-19 restrictions, thus a new digital course developed by the UN Global Compact Academy focusing on "How Procurement Decisions can Advance Decent Work in Supply Chains" was made available in the Learning Hub.



The Supplier assessments conducted through EcoVadis likewise support risk management and reduction as the assessment results provide a detailed view on the specific areas where improvements are needed.

4. Supplier ESG audits

While Imerys is fully committed to support Supplier development and continuous improvement, Suppliers must be able to demonstrate that they can meet the minimum ESG criteria and where any gaps are identified, through formal or informal assessments or audits, Suppliers must be willing to develop a corrective action plan within an agreed timeframe.

Imerys verifies alignment to the Supplier ESG Standards through the use of Supplier self-declaration, self-assessments, and assessments by Imerys teams as appropriate to the situation. In designated high-risk countries third-party audits may be conducted. The Group developed an ESG Supplier assessment checklist to monitor the existing Supplier's operations and identify their performance according to the Group Environmental Social and Governance Standards.

For example, in India, the Group has focused on raw material suppliers, launching a Strategic Supplier Relationship (SSR) project aimed at improving operations of a set of strategic Suppliers. The project started with a study to categorize the suppliers based on the needs and resources for the strategic relationship of the Group. Based on the categorization criteria, critical suppliers have been selected to implement necessary strategic projects such as reducing the raw material consumption, increasing recycling, providing additional safety training and improving the work conditions of employees. The Group has likewise conducted a series of inspections and audits of other raw material suppliers in specific regions to verify compliance with the Supplier ESG Standards and develop improvement plans where gaps have been identified.

The Group focuses in particular on assessments and audits of Suppliers ranked as "high risk" based on the Group risk mapping and evaluation process described above. In specific cases the Group may conduct additional due diligence or specialized external third-party audits prior to or after contract award.

■ ALERT MECHANISM

Enabling stakeholders, internal and external, to safely voice concerns and having the infrastructure and support in place to hear and deal with those concerns is a cornerstone of good governance and is the core of Imerys' Code. The Group's 'Speak up!' system enables reporting via internal channels, be it via the employee's manager, HR, or other functions, or directly via a dedicated digital platform at www.speak-up.imerys.com. The Group digital alerts system, operated by an independent qualified third party and open to all employees and external parties, enables the reporting of any suspected violations of the Group Code. Reports can be made either by telephone or via the Speak up! platform. Both telephone and web platform reporting are available in all main Imerys languages 24 hours per day, seven days per week. This platform safeguards confidentiality throughout the entire process.

Based on the facts presented in all preliminary reports, the Group assigns an investigative team of trained, in-house professionals in the relevant fields to conduct the investigation. The investigative team collects and reviews documents, conducts interviews, and performs any other tasks necessary to come to a conclusion about the allegations in the report. Imerys encourages its employees and stakeholders to share any information believed to represent a threat to the ethical conduct of its business. Communication and awareness raising campaigns are conducted to ensure information on Speak up! is well known and the information is visible externally on the Group website. Accordingly, Imerys and its employees shall take no action in retaliation against any person for making a good faith report or participating in an investigation under the alert system policy.

✓ For more information on the Group Alert mechanism Speak up!, see www.imerys.com.

Imerys' Ethics Committee, chaired by the Group General Counsel with the Antitrust & Compliance General Counsel acting as Secretary, has the principal mission to validate the Group Compliance programs, including specific annual objectives and priorities. The Ethics Committee is responsible for the alert system and establishes a periodic assessment of all reported cases in a Compliance Report that is presented to the Audit Committee.

■ MONITORING AND EVALUATION OF THE EFFECTIVENESS OF CONTROL MEASURES

In 2021, 21 cases of suspected violations of the Group Code were reported through Speak up! Five of these cases were reported by external stakeholders. The reported cases were thoroughly reviewed and investigated as per the Group policy. Following investigation, only four of the reported cases were confirmed to be cases of violations of the Group Code. The confirmed violations related to suspicions of fraud, safety, moral harassment, and a case of non-compliance with internal policies. Once the reported cases are confirmed, appropriate remedial actions are defined, implemented and are monitored by the Internal Audit and Control department.

Every year, the Group Internal Control Function conducts Internal Control Self-Assessment (ICSA) campaigns. These campaigns are conducted in order to identify any key missing controls and define action plans where any missing internal controls are identified. In 2021, the ICSA campaigns focused on the integration of newly acquired entities to ensure that Group control requirements were properly deployed as per Imerys requirements.

During the risk assessment workshops annually, workshop participants review the mitigation effectiveness of existing control measures for each of the human rights, health, safety and environmental risk scenarios. The consolidated review of internal mitigation effectiveness assessed the level of current control as "adequate" for nearly all scenarios and in some cases as "requires minor improvements". For scenarios where minor improvements are required, specific actions have been identified and are monitored by the Ethics Committee as well as by the functional teams responsible for each action.



The verification of compliance with the Group Code and other Group policies and protocols is conducted through different internal assessment processes at both local and Group level. Such processes are led by different functions within the Group organization, including but not limited to Legal, sustainability, Health and Safety, Mining and Resources Planning and Internal Control as described in [chapter 2, section 2.2 of the Universal Registration Document](#).

✓ For more information with regards to the requirements of the “Duty of Care” law, [see the correlation table included in chapter 9, section 9.5.5.2 of the Universal Registration Document](#).

8.1.3 COMMUNITY ENGAGEMENT

Working around the world, Imerys’ operations and employees are part of the local communities that surround Group sites and are seen as representatives of the Group. As such, the Group actively encourages sites and employees to contribute to the socio-economic development of their respective communities by not only identifying and understanding stakeholders’ needs and expectations, but also by actively contributing talents and skills and supporting initiatives that create shared value. Working in a collaborative and constructive manner with local partners, communities, associations and other stakeholders helps the Group contribute to numerous SDGs through its operations.

The Group Stakeholder Management and Community Relations procedure, through clear processes and by defining the roles and responsibilities of all parties involved, provides an efficient and dynamic set of rules to guide operations in their relations with local stakeholders, including ensuring a local grievance process is in place in addition to the Group alert mechanism described in [chapter 8 of the present report](#). Furthermore, the Group’s Charity and Sponsorship procedure ensures appropriate reporting, accounting and approval processes to avoid the risks of improper conduct.

Since its creation, the SD Challenge has helped develop and share best practices in stakeholder and local community engagement. In 2021, the SD Challenge initiatives linked to community engagement projects broke a historic record of participation with 55 initiatives submitted across 23 countries. Community engagement initiatives take many forms across the Group based on the local context and Imerys employees are empowered to build strong community relations. For this reason, Imerys’ employees often volunteer in events and provide essential support to vulnerable members of their local communities.

For example in 2021, Imerys contributed under a green electrification project to provide electricity by utilizing a nearby waterfall in an Indian tribal village composed of 52 families. In France, 65,000 m² of Imerys land was made available for the local community to use for collective gardening, involving 100 local residents. In Brazil, the reuse of pallets as raw material for the production of handicrafts generated an income for 25 women in local communities. In Thailand, Imerys provides knowledge, seeds and support for the tree nursery planted by communities and purchases trees back to plant in a rehabilitated area. This generates additional income for local

residents without having to work outside the community. In Carrara, Italy, a local school’s walls were restored after acts of vandalism and replaced with murales made by 40 students with the theme of “Bullying awareness”. Finally, charitable donations have been made to children’s cancer charities, hospices, museums, and local fire brigades in Germany, Austria, France and the UK.

Imerys employees continued to unite to support healthcare workers, neighboring organizations and members of their local communities during the Covid-19 crisis. In Katni, India, vaccination drives for more than 15,000 beneficiaries including employees, their families and local community members were organized.

Through its community engagement efforts, Imerys’ priority is to support education within neighboring communities, promote equal opportunities and focus its actions towards young adults, women and girls, and people in socially fragile situations in the areas surrounding the Group operations. As children spend most of their time in school as students, school infrastructure constitutes a major factor impacting on their academic performance. In Brazil, a partnership between Imerys and City Hall enabled the creation of a space inside a school area specifically for plantation. Around 400 students and professionals were involved in the cultivation of vegetables to be consumed within the school. In Barcarena, 45 children from the mentoring program participated in a day of joy in 2021 to encourage friendship and companionship in a Children’s Day celebration. The installation of a computer laboratory to community members in the area surrounding the Imerys Rio Capim Kaolin (IRCC) operation serves 52 young people and teenagers by classes for digital inclusion.

In addition to the direct efforts made locally through the Group operations across the world, Imerys continues to sponsor and collaborate with education partners operating in France and internationally. At Group level, partnerships have been established with [Alliance pour l’éducation – United Way](#)⁽¹⁾. Imerys is a member of the Alliance pour l’Éducation – United Way Coordination Committee together with other large French companies. In September 2017, Alliance pour l’éducation – United Way launched a new program: “Défi Jeunesse”. Built upon the framework established by the French Ministry of National Education, the program aims to support young people in secondary school through personalized training, internships, orientation sessions and discovery of the professional world. Since 2020, Imerys has collaborated with Alliance pour l’éducation – United Way to offers high school students from disadvantaged backgrounds the possibility to complete the mandatory program Stages de 3^{ème}, a work experience created by the Ministry of Education of France to provide students with the opportunity to discover the professional world, to confront the concrete realities of work, and to discover their vocational orientation. In 2021 this stage was developed virtually with the support of Imerys employees and the association Crée Ton Avenir allowing 25 students from a high-school in the Paris France area to gain insights and expertise related to professional fields linked to industrial minerals.

(1) Alliance pour l’éducation – United Way is a non-profit organization whose mission is to co-build programs through which private, public and solidarity actors commit to collectively address education, health, economic stability issues across France.



Imerys has likewise supported the *Fonds Dan Germiquet* since its creation in 2014. The Dan Germiquet Foundation provides financial scholarships to international students from university partners who have chosen to integrate l'École Nationale Supérieure de Géologie de Nancy (ENSG). Since 2013, 28

students have graduated as a result of the scholarship provided through the Dan Germiquet Foundation. Imerys also supports the *Chaire Industrie Minérale et Territoires*, which supports scientific research related to mining and geology in four leading French universities.

8.2 PORTFOLIO MANAGEMENT

Imerys' Commitment	Mid-term sustainability objectives	UNGC Principles	UN SDGS
Innovate through our product portfolio by assessing the sustainability of our products, processes and services to contribute solutions for society	<ul style="list-style-type: none"> Product Sustainability <ul style="list-style-type: none"> Assess Imerys Products in Application Combinations (PAC) according to sustainability criteria to cover at least 40% of Imerys product portfolio (by revenue) by the end of 2022 Ensure at least 50% of Group New Product Developments are scored as SustainAgility Solutions⁽¹⁾ by the end of 2022 	Principle 7	
	2021 Results achieved	Principle 8	
	<ul style="list-style-type: none"> Product Sustainability <ul style="list-style-type: none"> ✓ Assessment of Imerys Products in Application Combinations (PAC) according to sustainability criteria has been completed for 21% of Imerys product portfolio (by revenue) at the end of 2021 ✓ 70% of assessed projects in the innovation pipeline are SustainAgility Solutions (a score of A+/A) at the end of 2021 	Principle 9	

Imerys is committed to providing high-quality products to its customers, and indirectly, to end-users through sound, responsible and sustainable product management. By identifying and understanding the implications and opportunities linked to the global market trends presented in *chapter 1 of the present report*, the Group is able to maximize the positive impacts linked to its business and satisfy current and future market and customers' needs. The Group's commitment to sustainable product management and the development of technologies is a means to contribute to SDG 12 to ensure sustainable consumption and production patterns and to SDG 13 to take urgent action to combat climate change and its impacts.

8.2.1 PRODUCT SUSTAINABILITY

The overarching goal of Imerys' portfolio management is to identify and minimize the health, safety, environmental, and social impacts of all of Group products throughout their lifecycle, while maximizing their economic benefits and positive impacts to customers and their end consumers. Imerys is committed to the safety of its products in their intended applications and to meeting the regulatory requirements of the markets in which the Group operates, which is achieved through the Group product stewardship organization and program. Overall product stewardship governance is the responsibility of the Product Stewardship Governance Committee. The committee,

which meets on a quarterly basis, is chaired by Imerys' CEO and is composed of members of the Executive Committee as well as the Global Product Stewardship VP and functional leaders. Imerys' Product Stewardship program is delivered through a dedicated product stewardship organization.

The Group employs state-of-the-art analytical methods, equipment, and testing to ensure that product regulatory assessments and associated decisions are driven first and foremost by sound science. The Group continually evaluates testing protocols and invests in innovation in health, safety, and sustainability across product ranges, locations, and production processes to ensure continuous improvement. These measures enable the Group to produce high-quality products, meet customers' expectations and operate in a stringent, dynamic regulatory environment.

For certain minerals, the Group applies the Mine to Market Mineral Management (M4) program, both for owned and external deposits. Owned deposits are those the Group operates itself. Those deposits are thoroughly vetted for geological properties and employ careful mine planning. The Group may also source from a select number of high-quality external deposits. During the vetting stage, thorough preliminary testing is conducted to ensure the site meets the M4 program standards. Thorough ongoing testing is then conducted before any material from these sites is accepted and materials that do not meet quality standards at any point are rejected.

(1) A "SustainAgility Solution" is a product in an application that has scored within the two highest categories in the SustainAgility Solutions Assessment framework.



Going beyond compliance, Imerys is committed to developing materials and expertise to deliver relevant and innovative market-driven solutions to support the growth of the Group while at the same time delivering sustainable solutions to society. The capacity to quantify the environmental and social impacts and steer the Group's product portfolio to ensure long-term product sustainability is a key theme within the Group SustainAgility program. **The mid-term target is to assess Imerys Products in Application Combinations (PACs) against sustainability criteria, covering at least 40% of Imerys product portfolio (by revenue), and to ensure at least 50% of Group New Product Developments are scored as "SustainAgility Solutions" by the end of 2022.** As of the end of 2021, 21% of the Group portfolio by revenue has been assessed. Within the innovation portfolio, 89% of the launched projects (in 2021) have been assessed as per the methodology and 70% have been rated as SustainAgility Solutions, in the top 2 categories ranked A+ and A. As such progress towards the mid-term targets is well on-track.

Imerys launched its SustainAgility Solutions Assessment framework, which has been designed in line with the World Business Council for Sustainable Development (WBCSD)⁽¹⁾ guidelines for Portfolio Sustainability Assessments (PSA)⁽²⁾, so as to objectively measure the sustainability of Imerys products and identify their environmental and social impacts. The SustainAgility Solutions Assessment (SSA) framework provides a systematic, high quality, scientifically robust and transparent

approach to review products and services based on several criteria, ultimately scored on two factors: **Sustainable Value Creation** – the balance between the economic value created and the environmental impact and **Market Alignment** – the level of sustainability-related benefits or challenges (based on an evaluation of public data and thorough review from key stakeholders).

Within the SustainAgility Solutions Assessment framework, the Sustainable Value Creation is based on the quantification of the products' environmental footprints or eco-profiles from "cradle-to-gate", using a LCA methodology following the requirements of ISO 14040 & ISO 14044⁽³⁾. In 2021, the Group assessed 36 products, bringing the total number of product eco-profiles completed since 2018 to 113. A wide range of mineral and product families have been covered by such eco-profile assessments, including Kaolin, Refractory minerals, Talc, Perlite, Diatomaceous Earth, Mica, Carbonate, Wollastonite, Bentonite, Calcium aluminates, Tap hole clay, Refractory castables, steel casting fluxes.

For both the Sustainable Value Creation and the Market Alignment assessments, each Product in Application Combination (PAC) is given a rating, ranging from A+, indicating a PAC that demonstrates an extremely positive result or strong sustainability-related benefits, to C, indicating a PAC that requires improvement or presents sustainability-related risks. The ratings of the two factors are combined and determine which of four categories they belong to:

PIONEER (A+)	The highest rating, for products and services with an outstanding sustainability performance compared to the reference on the market	SustainAgility Solutions Products ranked in both A and A+ categories (PIONEER and ENABLER) are considered as SustainAgility Solutions
ENABLER (A)	A sustainable product or service aligned with sustainability market trends	
TRANSITIONER (B)	A product or service that is neutral from a sustainability perspective, and creates value in the market it serves	
LEARNER (C)	A product or service with an existing or potential sustainability challenge in one or both factors, and that requires improvement	

The Group aims to help drive sustainable innovation in the specialty minerals industry, pushing the boundaries of Group products to meet customers' needs while at the same time offering sustainable solutions that meet global environmental and social challenges. In 2021, Imerys introduced a **Pioneer** ranking, facilitating the identification of sustainable solutions by Imerys customers and stakeholders. The Pioneer ranking aims to provide quantitative and qualitative information about the environmental and social footprint of solutions with outstanding sustainability performance, helping customers to straightforwardly consider such criteria in their purchasing decisions.

Whether it's supporting carbon-free mobile energy or sustainable construction, developing alternative packaging or more sustainable food production, or designing longer-lasting solutions to reduce materials consumption across a range of industries, the Group is continually advancing its product portfolio and assessing it against sustainability criteria to adapt

to changing customer needs. Within the context of the 2021 SD Challenge, the focus on this ambition continued to increase. A total of 32 initiatives were submitted across the Group covering a wide range of markets and final applications including bioplastics, board packaging, paint, agriculture, cosmetics, water filtration, refractories and animal feed. As an example, the winner of the product sustainability category is the recent innovation Imerloop designed for Paper & Board filler applications, which combines a mix of Post Industrial Recycled Material (PIRM) and standard ground calcium carbonates (GCC). This Pioneer SustainAgility Solution has a significantly lower carbon footprint compared to standard calcium carbonate products, providing a channel for re-using waste generated during pulp manufacturing in the form of recycled minerals.

✓ For more information on the Group strategy and growth drivers, see [chapter 1 of the present report](#).

(1) The WBCSD is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world by making more sustainable businesses more successful.
(2) https://docs.wbcsd.org/2017/10/Framework4Port_Sustainability.pdf
(3) ISO 14040: 2006 describes the principles and framework for life cycle assessment and ISO 14044: 2006 specifies requirements and provides guidelines for life cycle assessment.



8.3 EU SUSTAINABLE FINANCE TAXONOMY ELIGIBLE ACTIVITIES

European Regulation 2020/852 of June 18, 2020 on the establishment of a framework to facilitate sustainable investment within the European Union (EU Taxonomy), and the Delegated Act supplementing Article 8 of the Taxonomy Regulation currently cover two activities of the Group: the Manufacture of carbon black (NACE CODE C20.13) and the Manufacture of cement clinker, cement or alternative binder (NACE CODE C23.51). As per Article 10 (2) of Regulation (EU) 2020/852, these activities are classified as transitional activities, in so far as they are activities for which there are no technologically and economically feasible low-carbon alternatives, but that support the transition to a climate-neutral economy in a manner that is consistent with a pathway to limit the temperature increase to 1.5 degrees Celsius above pre-industrial levels. In accordance with Article 8, Imerys' 2021 disclosure covers the taxonomy eligibility of the aforementioned activities with respect to two of the six environmental criteria: climate change mitigation and climate change adaptation. For these eligible activities, the revenue, capital expenditure (CapEx) and operating expenditure (OpEx) resulting from products or services associated with eligible economic activities have been determined as per the

definitions of Annex I of the Delegated Act supplementing Article 8 of the Taxonomy Regulation ("the Disclosures Delegated Act").

Mining and quarrying (NACE CODE 07, 08, 09) and Manufacture of non-metallic mineral products (NACE CODE 23), which represent most of Imerys' activities, are not within the current scope of eligible activities addressed by the EU taxonomy. These activities are, however, within the prioritized sectors covered within ongoing work of the [Platform on Sustainable Finance](#) as they are enabling other activities to make a substantial contribution to one or more of the six objectives. Technical screening criteria for these activities do not yet exist for the environmental objectives to which these activities contribute. As such the Group's mining-related economic activity are not reflected within the financial figure presented below. These figures are likely to evolve as a function of the evolution of the eligibility scope in subsequent reporting periods. For additional details on the sustainable environmental and social performance associated with all Group activities see [chapter 6 and 7 of the present report](#).

OBJECTIVE 1 & 2 – SUBSTANTIAL CONTRIBUTION TO CLIMATE CHANGE MITIGATION AND ADAPTATION

(€ millions)	Revenue ⁽¹⁾	CapEx ⁽²⁾	OpEx ⁽³⁾
Taxonomy-non-eligible economic activity (2021)	3858.8 (88%)	341.2 (85%)	159.2 (90%)
Taxonomy-eligible economic activity (2021)	524.1 (12%)	60.3 (15%)	16.7 (10%)
All Activities	4,382.9	401.4	175.9

(1) Revenue recognized in accordance with IFRS standard (IAS 1).

(2) CapEx constituting expenses related to eligible activities calculated based on the increases in tangible and intangible assets for the year before revaluation, Depreciation and Amortization and excluding changes in fair value and increases related to business combinations (IAS 16, IAS 38, IAS 40, IAS 41, IFRS 16).

(3) Non-capitalized direct costs related to research and development, building renovation measures, short-term leases, maintenance and repair and any other direct expenditures related to the day-to-day servicing of items of property, plant and equipment that are necessary to ensure the continued and effective functioning of such assets.

Revenue, capital expenditure and operating expenditure presented in the table above have been retrieved directly from financial statements, without statistical estimations. Revenue and capital expenditures are reported as per [section 6.1 of the Consolidated financial statements](#). The capital expenditure

reported is related to assets or processes that are associated with Taxonomy-eligible economic activities. No individual capital expenditure other than those associated with the Taxonomy-eligible economic activity reported above have been identified as of December 31, 2021.



9 REPORTING METHODOLOGIES

9.1 ESG REPORTING METHODOLOGIES AND PROTOCOLS

Imerys group reporting complies with the French “*Déclaration de Performance Extra-Financière*” (DPEF) law⁽¹⁾ and other applicable French reporting obligations. The Group sustainability program and reporting approach is based on frameworks such as the Financial Stability Board Task Force on Climate-related Financial Disclosures (TCFD) recommendations, the Sustainability Accounting Standards Board (SASB) standards for Metals and Mining, the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (“Core” option), the UN Global Compact, the UN Guiding Principles on Business and Human Rights, Organisation for Economic Co-operation and Development (OECD) Guidelines, International Organization for Standardization (ISO) 26000 and the ILO Fundamental Conventions.

The Group’s sustainability reporting covers all of the activities over which it exerts operational control. Protocols and guidelines exist at the Group level to regulate the collection and collation of human resources, health and safety, environmental and energy data from the Group’s operations.

The mineral reserves and mineral resources data published in this Universal Registration Document have been prepared in accordance with the Pan-European Standard for reporting of Exploration Results, Minerals Resources and Reserves 2017 (PERC Reporting Standard) which is an internationally recognized reporting standard for mineral assets and member of the CRIRSCO group of codes⁽³⁾. In accordance with company procedures, the Group’s mineral reserves and resources are regularly audited by internal and external auditors.

9.1.1 MINERAL REPORTING PRINCIPLES

■ MINERAL ASSET REPORTING

Mineral Reserves correspond to the portions of a deposit that are demonstrably economic to extract given the prevailing or reasonably forecast economic climate at the time of estimation. Reserves are subdivided into Proven or Probable to reflect the level of certainty in the geological understanding of the deposit, Proven being the higher level. Mineral Resources include deposits or portions of deposits for which extraction has yet to be demonstrated as economically profitable, but it is reasonable to

The Group has also structured the processes for data consolidation and quality control to ensure the reliability and auditability of the reporting, including several layers of internal verifications. Under the regulatory obligations stemming from the “DPEF” law, the Group retains a third party to verify its sustainability reporting and compliance status. Deloitte provided the verification services for the 2020 reporting and issued the report *in chapter 4 of the present report*.

A correlation table with regards to the reporting requirements of the “DPEF” is presented in *chapter 9, section 9.5.5.1 of the 2021 Universal Registration Document*.

A correlation table with regards to the requirements of the “Duty of Care” law⁽²⁾ is presented in *chapter 9, section 9.5.5.2 of the 2021 Universal Registration Document*.

A correlation table with regards to the recommendations of the TCFD and SASB industry standard are presented in the Group Sustainability Reporting Principles.

✓ For detailed information on the reporting items, frequency, scope and collection systems within the Group, see *Sustainability Reporting Principles 2021 on www.imerys.com*.

expect that extraction will be viable in the future. These assets typically lack the detailed (mining, processing, marketing and/or legal) technical studies required to demonstrate their economic viability. Mineral Resources are classified in ascending order of geological confidence as Inferred, Indicated or Measured.

The Group’s production operations consume its mineral reserves. Imerys continuously undertakes initiatives to compensate for the consumption of these reserves in order to maintain the equivalent of around 20 years’ worth of production. On existing sites, this involves the exploration and detailed modeling of already identified mineral resources to confirm the potential for exploitation based on quality, quantity, mining parameters and associated costs. Where exploratory work leads to a positive conclusion, Imerys seeks to obtain the necessary exploitation rights (outright ownership, long-term lease or concession), permits and official authorizations. If these elements can be obtained, the resources are converted into reserves. Group mineral reserves can also be replaced or increased through acquisitions from third parties or acquisitions of companies as part of the Group’s external growth operations.

(1) Decree n° 2017-1265 of August 9, 2017 taken for the application of the ordinance n° 2017-1180 of July 19, 2017 relating to the publication of non-financial information by some large companies and certain groups of companies.

(2) Law no. 2017-399 of March 27, 2017 related to the “duty of vigilance for parent and instructing companies”.

(3) CRIRSCO: Committee for Mineral Reserves International Reporting Standards.



■ MINERAL ASSET AUDITS

To ensure consistent reporting across all Group entities and full compliance with all relevant standards, internal and external audits are conducted on a three to five-year cycle. Internal audits are conducted by a group of eight experienced geologists and mining engineers who are independent of the sites they audit. Each audit is conducted by two people from this team using assessment matrices. Audit results are published in a report setting out any comments and improvement requirements, the implementation of which is then tracked. These audits are an opportunity to share best practices and drive continuous improvement in mineral resource management and exploitation. The results of mineral reserves and resources reporting and auditing are assessed by the Audit Committee.

■ RISKS AND UNCERTAINTIES

Mineral reserves and resources are estimates of the size and quality of deposits based on the technical, regulatory and economic parameters available at a given point in time. Due to unpredictable changes in these parameters and the natural uncertainty associated with such assessments, estimates of Group mineral reserves and resources presented in the following table may vary over time. Over the course of geological exploration and assessment, mineral reserves and resources may change significantly, either positively or negatively. At this point in time, Imerys has no knowledge of any environmental, legal, political or other factors that may adversely affect the estimates presented in these tables in any material way.

✓ For further details, [see chapter 4, paragraph 4.1.1 of the Registration Document](#).

9.1.2 KEY MINERALS

Ball clays are very fine-grained sedimentary clays with high plasticity. Once extracted, clays are selected, processed and blended to achieve the desired properties, such as rheological stability, high resistance and mechanical strength.

Bentonite is an aluminosilicate clay formed from altered volcanic rocks, it has high rheological and absorbent properties.

Calcium carbonates include marble, limestone and chalk. Processed carbonates are used in different forms. Ground natural calcium carbonate (GCC) is used for its whiteness and alkaline properties. Precipitated calcium carbonate (PCC) is a synthetic product obtained from natural limestone that contributes excellent optical properties to finished products.

Diatomite is a sedimentary mineral composed of the silicon-rich skeletons of diatoms – unicellular algae present in marine and lake environments. It is known for its low density, high surface area, high porosity and mattifying properties.

Feldspars are naturally occurring aluminosilicate minerals containing varying concentrations of potassium, sodium, calcium and/or lithium, and are used for their fusing properties at high and low temperatures.

Kaolin is composed predominantly of kaolinite, a white hydrated aluminosilicate clay produced by the geologic alteration of granite and similar types of rock. The high temperature (700-1,200°C) to which it is subjected during the calcination process

transforms kaolin into a whiter and more inert mineral. The kaolin family of minerals also includes halloysite, prized in fine porcelain manufacture for its whiteness and translucence.

Moler is a very lightweight sedimentary rock formed from a natural blend of diatoms and clays with highly absorbent properties.

Perlite is a very specific type of volcanic rock with a natural water content of between 2% and 5%. Perlite is a low-density, high-porosity mineral. Processed and subsequently heated, perlite expands up to 20 times its original volume, creating a multi-cellular material with a large specific surface area at low density.

Refractory minerals are valued for their resistance to extreme temperatures, mechanical stresses and corrosion. They include refractory clays (transformed by calcination to chamotte), bauxite and andalusite.

Talc is a very soft hydrated magnesium silicate with properties unique to the deposit from which it is extracted.

Imerys extracts many other minerals, including bauxite, graphite (one of the crystalline forms of carbon), mica, wollastonite and zeolite. Imerys also produces the high-quality quartz minerals required to produce silicon and ferro-silicon, both of which are used in special steel alloys. Imerys produces a range of high-quality synthetic graphites and talcs as well as the highest quality of fused magnesia, carbon black and zirconia.

The Group also sources and processes certain raw materials from external suppliers to create its specialty products. These materials include bauxite, alumina and zirconia, which are processed to produce synthetic corundums. Tabular alumina is used in refractory applications.



9.2 SUMMARY OF KEY PERFORMANCE INDICATORS

The Group's SustainAgility Key Performance Indicators (KPIs) have been defined and gradually evolved in accordance with pertinent international standards and regulatory framework mentioned above. The following table summarizes the KPI results of three consecutive years (2019-2021). The perimeter of each category is Group level unless explicitly indicated otherwise.

Category	KPIs	Unit	2021	2020	2019	GRI
Empowering our people						
Safety & Health						
Mid-term 2022 objectives	Safety Culture Maturity Level	#	2.89	2.65	-	403-2
	Occupational health baseline assessment improvement	%	19.3	baseline completed	-	403-2
Fatalities	Fatalities – Imerys Employees	#	1	0	1	403-2
	Fatalities – Contractor Employees ⁽¹⁾	#	0	0	1	403-2
Life-changing injuries ⁽²⁾	Life-changing injuries – Imerys Employees	#	0	2	0	403-2
	Life-changing injuries – Contractor Employees	#	2	1	2	403-2
Lost-Time Accident rates ⁽³⁾	Imerys employees	/	1.04	1.21	1.03	403-2
	Contractor employees	/	1.30	1.12	1.34	403-2
	Combined rate (Imerys employees and Contractor employees)	/	1.12	1.18	1.14	403-2
Total Recordable Incident rates ⁽⁴⁾	Imerys employees	/	2.55	2.84	2.98	403-2
	Contractor employees	/	2.81	2.24	3.71	403-2
	Combined rate (Imerys employees and Contractor employees)	/	2.63	2.66	3.22	403-2
Severity rates ⁽⁵⁾	Imerys employees	/	0.04	0.08	0.05	403-2
	Contractor employees	/	0.04	0.05	0.06	403-2
	Combined rate (Imerys employees and other employees)	/	0.04	0.07	0.05	403-2
Occupational illnesses	Occupational illnesses with lost time	#	0	0	1	403-2
	Occupational illnesses without lost time	#	0	1	1	403-2
Human Capital						
Mid-term 2022 objectives	Females in senior management	%	26	26	-	102-8
	Diversity and Inclusion 3-year program completion	%	65	40	-	102-8
Employees	Year-to-end total headcount on payroll	#	16,908	16,437	16,305	102-8
	Full-time employees	#	16,665	16,168	16,109	102-8
	Female employees	#	2,870	2,668	2,751	102-8
	Male employees	#	13,791	13,500	13,358	102-8
	Part-time employees	#	287	269	373	102-8
	Female employees	#	186	185	209	102-8
	Male employees	#	101	84	164	102-8
	Permanent employees	#	15,572	15,270	15,023	102-8
	Female employees	#	2,671	2,602	2,559	102-8
	Male employees	#	12,901	12,668	12,464	102-8
	Fixed-term contract	#	1,336	1,167	1,282	102-8
	Female employees	#	293	251	262	102-8
	Male employees	#	1,043	916	1,020	102-8
	External employees (Full-Time Equivalent)	#	5,958	4,790	6,205	102-8



Category	KPIs	Unit	2021	2020	2019	GRI
Employees by region	Europe	#	8,142	7,481	7,781	102-8
	Permanent employees	#	7,536	7,051	7,272	102-8
	Fixed-term contract	#	606	430	209	102-8
	Of which France	#	2,106	2,008	2,080	102-8
	Permanent employees	#	1,967	1,923	1,980	102-8
	Fixed-term contract	#	138	85	100	102-8
	Americas	#	4,343	4,211	4,213	102-8
	Permanent employees	#	4,326	4,208	4,186	102-8
	Fixed-term contract	#	17	3	27	102-8
	Asia-Pacific	#	3,740	3,740	3,543	102-8
	Permanent employees	#	3,163	3,164	2,969	102-8
	Fixed-term contract	#	577	576	574	102-8
	Africa & Middle East	#	683	1,005	768	102-8
	Permanent employees	#	547	847	59	102-8
	Fixed-term contract	#	136	158	172	102-8
Employees by function	Administration & Support	#	589	599	645	102-8
	Business Planning & Supply Chain ⁽⁶⁾	#	1,085	1,077	1,022	102-8
	Finance	#	908	893	853	102-8
	General Management	#	63	30	33	102-8
	Human Resources	#	353	329	323	102-8
	Innovation / S&T	#	372	394	350	102-8
	IT & Business Process	#	311	285	269	102-8
	Legal	#	49	56	71	102-8
	Operations	#	11,815	11,458	11,349	102-8
	Sales & Marketing	#	1,363	1,281	1,372	102-8
	Strategy / Business Development ⁽⁷⁾	#	-	35	18	102-8
Employees by Business Segment	Performance Minerals	#	7,964	7,630	7,696	102-8
	Americas	#	3,178	3,020	3,081	102-8
	Asia-Pacific	#	1,526	1,518	1,504	102-8
	Europe Middle East and Africa	#	3,256	3,092	3,111	102-8
	High Temperature Materials and Solutions	#	6,980	6,893	6,764	102-8
	High Temperature Solutions	#	2,815	2,837	2,633	102-8
	Refractory, Abrasives & Construction	#	4,165	4,056	4,131	102-8
	Ventures & Partnership	#	12	7	37	102-8
	Group ⁽⁸⁾	#	1,956	1,907	1,808	102-8
Employee moves	Net variation of permanent employees (excluding acquisitions and divestitures)	#	315	(258)	(828)	401-1
	External recruitments	#	2015	1,157	1,003	401-1
	Mutual agreements	#	(180)	(282)	(133)	401-1
	Redundancies (economical & non-economical)	#	(496)	(499)	(753)	401-1
	Retirements	#	(280)	(238)	(301)	401-1
	Voluntary terminations & others	#	(908)	(592)	(928)	401-1
	Turnover	%	5.8	3.9	5.9	401-1
	Net variation of temporary employees (excluding acquisitions and divestitures)	#	169	(171)	(207)	401-1
	Acquisitions – Divestiture	#	(13)	561	(361)	401-1



Category	KPIs	Unit	2021	2020	2019	GRI
Absenteeism	Total absenteeism rate	%	3.2	3.1	3.0	403-2
	Absenteeism rate by geographical region					
	Europe	%	4.8	4.9	4.4	403-2
	Americas	%	1.8	1.7	1.4	403-2
	Asia-Pacific	%	1.4	1.1	1.6	403-2
	Africa & Middle East	%	3.0	1.9	2.0	403-2
Human rights and Labor Practices	Employees under collective bargaining agreement	%	73 ⁽⁹⁾	73	68 ⁽⁹⁾	
Talent and Skills Management	Employees with regular performance and career development reviews	%	36	36	35	404-3
	Employees who received training at least once in the reporting year	#	15,747	13,042	15,958	
	Training hours	Hours	257,873	212,640	367,453	404-1
	Hours by category of program					
	Environment, Health & Safety	Hours	123,565	103,152	200,935	404-2
	Technical skills	Hours	114,915	90,024	127,092	404-2
	Management	Hours	19,393	19,464	39,426	404-2
Social Dialogue	Working hours lost due to strikes	Hours	2,723	1,962	3,127	
	Employee Engagement Survey Results					
	Employee Engagement	%	68	-	70 ⁽¹⁰⁾	
	Employee Enablement	%	73	-	73 ⁽¹⁰⁾	
Age	Less than 30 years	%	12	11 ⁽¹¹⁾	14 ⁽¹¹⁾	405-1
	From 30 to 39 years	%	26	26 ⁽¹¹⁾	25 ⁽¹¹⁾	405-1
	From 40 to 49 years	%	28	29 ⁽¹¹⁾	28 ⁽¹¹⁾	405-1
	From 50 to 54 years	%	14	14 ⁽¹¹⁾	14 ⁽¹¹⁾	405-1
	More than 55 years	%	20	20 ⁽¹¹⁾	20 ⁽¹¹⁾	405-1
New registered hiring by age bracket	Less than 30	%	36	37 ⁽¹¹⁾	38 ⁽¹¹⁾	401-1
	More than 55	%	8	5 ⁽¹¹⁾	5 ⁽¹¹⁾	401-1
Seniority	Less than 10 years	%	56	54 ⁽¹¹⁾	54 ⁽¹¹⁾	405-1
	More than 10 years	%	44	46 ⁽¹¹⁾	46 ⁽¹¹⁾	405-1
	of which more than 20 years	%	19	20 ⁽¹¹⁾	19 ⁽¹¹⁾	405-1
Gender balance	Female Board members	%	40	40	46	405-1
	Female Executive Committee members	%	9	9	9	405-1
	Females in Senior management	%	26	26	22	405-1
	Females in Manager/Expert/Professional roles	%	27	26	26	405-1
	Females in Paraprofessional roles	%	13	13	12	405-1
	Total female employees	%	18	17	17	405-1
Disability	Employees with disability	#	240	232 ⁽¹²⁾	167	405-1
	Employees with disability	%	1	1 ⁽¹²⁾	1	405-1



Category	KPIs	Unit	2021	2020	2019	GRI
Caring for our planet						
Environmental Stewardship						
Mid-term 2022 objectives	Environmental audits using the environmental maturity matrix	%	90	60	-	103
	Group act4nature biodiversity commitment completion	%	100	93	-	304-3
Environmental Management	ISO 14001 or EMAS ⁽¹³⁾ certified operations	#	122	93	99	103
	Operations with Imerys 8-pillar EMS	#	125	152	125	103
	Environmental incidents	#	7	28	14	307
	Environmental prosecutions	#	0	7	8	307
	Amount of fines	€	-	62,260	54,571	307
	Waste					
Waste	Total industrial waste produced	Tons	166,173	147,471	155,815	306-1
	<i>Hazardous industrial waste</i>	Tons	3,717	2,141	1,952	306-2
	<i>Recycled hazardous industrial waste</i>	Tons	1,849	891	1,175	306-2
	<i>Non-hazardous industrial waste</i>	Tons	99,675	83,901	92,262	306-2
	<i>Recycled non-hazardous industrial waste</i>	Tons	60,930	60,539	60,425	306-2
	Industrial waste generation / Revenue	Kg/€	0.04	0.04	0.05	
Air emissions produced	Sulfur dioxide (SO ₂)	Tons	3,357	2,509	3,853	305-7
	Sulfur dioxide generation/revenue	tons/M€	0.77	0.66	0.88	305-7
	Nitrogen oxide (NO _x)	Tons	5,800	5,126	5,945	305-7
	Nitrogen oxide generation/revenue	tons/M€	1.32	1.35	1.37	305-7
Water consumption	Total water withdrawals	M liters	57,253	37,472	40,796	303-1
	<i>Water obtained from water groundwater</i>	%	45.1	53.1	52.2	303-1
	<i>Water withdrawn from suppliers</i>	%	7.4	9.5	11.4	303-1
	<i>Water withdrawn from surface water</i>	%	42.7	29.1	29.1	303-1
	<i>Water obtained from other sources⁽¹⁴⁾</i>	%	4.7	8.3	7.3	303-1
	Total water recycled	M liters	37,869	34,937	42,271	303-3
	Sites with recycled water reported	#	64	54	57	303-3
Climate Change						
Mid-term objectives (2030 and 2023)	Scope 1 & 2 greenhouse gas emissions reduction relative to revenue (tCO ₂ eq/M€) (by 2030) relative to 2018 base year (reported)	%	-23	-12	-12	305-1 305-2
	Scope 1 & 2 greenhouse gas emissions reduction relative to revenue (tCO ₂ eq/M€) (by 2030) relative to 2018 base year (restated)	%	-	-15	-14	305-1 305-2
	Suppliers with science based targets (by 2023)	%	26	-	-	305-3



Annual Sustainability Report

REPORTING METHODOLOGIES

Category	KPIs	Unit	2021	2020	2019	GRI
Energy	Total energy consumption	MWh	9,088,989	8,159,406	9,234,462	302-1
	<i>of which total renewable energy consumption</i>	MWh	436,940	-	-	
	electricity		30.4%	29.5%	29.0%	302
	<i>of which renewable electricity</i>		2.3%	-	-	
	Steam		2.1%	1.8%	2.0%	302
	<i>of which renewable steam</i>		30.5%	-	-	
	Hot water	%	0%	<0.1%	<0.1%	302
	Natural gas	%	38.4	41.1	39.0	302
	Other fossil fuels	%	25.6	24.6	27.3	302
	Biofuels	%	3.5	3.0	2.7	302
CO ₂ emissions	Total CO ₂ emissions (reported)	kt CO ₂ e	2,447	2,494	2,843	305
	Total CO ₂ emissions (restated)	kt CO ₂ e	-	2,341	2,271	305
	<i>Scope 1 CO₂ emissions (reported)</i>	kt CO ₂ e	1,597	1,510	1,740	305-1
	<i>Scope 1 CO₂ emissions (restated)</i>	kt CO ₂ e	-	1,492	1,738	305-1
	<i>Scope 2 CO₂ emissions (reported)</i>	kt CO ₂ e	851	984	1,103	305-2
	<i>Scope 2 CO₂ emissions (restated)</i>	kt CO ₂ e	-	849	983	305-2
	Emissions by source					
	<i>CO₂ emissions from Energy</i>	%	84.5	86.7	87.3	305-1
	<i>CO₂ emissions from Processes</i>	%	15.5	13.3	12.7	305-1
	CO ₂ emissions / Revenue (reported)	tCO ₂ eq/ M€	558	657	653	
	CO ₂ emissions / Revenue (restated)	tCO ₂ eq/ M€	-	616	625	
	Scope 3 emission estimation	% of total emissions	57	55	55	305-3
	Product carbon footprints calculated	#	36	30	20	305-3
Building for the future						
Business Conduct						
Mid-term 2022 objectives	Sustainability rating by EcoVadis	#	70	74	64	-
	Supplier sustainability rating scheme coverage (by spend)	%	35	14	-	308-1
Corporate Governance	Independent Board members	%	50	50	54	405-1
Fair Operating practices	Reported violations of the Group Code of Business Conduct and Ethics	#	21	11	13	412-1
	Confirmed cases of violation of the Group Code of Business Conduct and Ethics	#	4	4	7	412-1
Supplier sustainability engagement	Trainings on responsible purchasing	#	Not possible due to Covid	0	4	412-1
	Suppliers assessed	#	819	200	228	308-1 414-1



Category	KPIs	Unit	2021	2020	2019	GRI
Community Engagement	Sites with a formal action plan managing the impacts of operations on communities	%	52 ⁽¹⁶⁾	90	90	413-1
	New community engagement initiatives launched	#	55	42	56	413-1
	Reported external grievances (confirmed)	#	1	0	1	413-2
Portfolio Management						
Mid-term 2022 objective	Products in Application Combinations (PAC) assessed according to sustainability criteria (by revenue)	%	21	6	-	
	New Product Developments scored as "SustainAgility Solutions"	%	70	-	-	
Product Sustainability	Number of Life Cycle Assessments calculated for Group products	#	36	49	28	301-1
Taxonomy						
EU Sustainable finance Taxonomy non-eligible economic activity	Revenue	M€	3,858.8	-	-	
	CapEx	M€	341.2	-	-	
	OpEx	M€	159.2	-	-	
EU Sustainable finance Taxonomy eligible economic activity	Revenue	M€	524.1	-	-	
	CapEx	M€	60.3	-	-	
	OpEx	M€	16.7	-	-	

(1) Employees of a company under contract with Imerys, in charge of a specific operation on site or providing a service.

(2) A "life-changing injury" refers to a serious injury with permanent impact to the victim, such as amputation and disability.

(3) Lost-Time Accident (LTA) rate: (number of lost time accidents x 1,000,000)/number of hours worked.

(4) Total Recordable Incident Rate (TRIR): (number of lost time accidents and non-lost time accidents x 1,000,000)/number of hours worked.

(5) Severity rate: (number of lost days x 1,000)/number of hours worked.

(6) The Supply Chain category has been renamed Business Planning & Supply Chain in 2021.

(7) The Strategy / Business Development has been included in the General Management Function in 2021.

(8) Support Functions (finance, HR, IT & purchasing) as part of the Group segment have been introduced in 2019.

(9) The survey on collective bargaining coverage is conducted every two years. The 2021 result refers to the 2020 survey. The 2019 result refers to the 2017 survey.

(10) The Your Voice employee engagement and employee enablement scores for 2018 refer to the results of the 2017 survey, which included only digital workers.

(11) 2020 and 2019 data have been restated to include all Group Registered headcount in order to ensure a consistent reporting perimeter across main human capital KPI.

(12) Data from 2020 has been restated following a data correction error identified in 2021.

(13) EMAS: Eco Management and Audit Scheme (European Standard).

(14) Water obtained from sources other than water suppliers, groundwater or surface water (i.e. collection of rainwater or water obtained from customers).

(15) The two land use indicators are only applied to the open mining operations in Western Europe.

(16) The 2021 figure reflects the percentage of Group sites with stakeholder mapping and community relations plans based on the Group procedure launched mid 2020.



10 ATTESTATION OF COMPLETENESS AND LIMITED ASSURANCE REPORT OF ONE OF THE STATUTORY AUDITORS

REPORT OF ONE OF THE STATUTORY AUDITORS, APPOINTED AS INDEPENDENT THIRD PARTY, ON THE VERIFICATION OF THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

This is a free English translation of the report by one of the Statutory Auditors issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

Year ended December 31, 2021

To the Shareholders' Meeting,

In our capacity as Statutory Auditor of Imerys SA (hereinafter the "Company"), appointed as independent third party ("Third party") and accredited by the French Accreditation Committee (Cofrac), under number 3-1048 (Cofrac Inspection Accreditation, n°. 3-1048, scope available at www.cofrac.fr) and currently adapting our management system as required by the Cofrac for this accreditation (from ISO17020 to ISO 17029), we have conducted procedures to express a limited assurance conclusion on the historical information (observed or extrapolated) in the consolidated non-financial performance statement, prepared in accordance with the Company's procedures (hereinafter the "Guidelines"), for the year ended December 31, 2021 (hereinafter the "Information" and the "Statement", respectively), presented in the Group management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*code de commerce*).

■ CONCLUSION

Based on our procedures as described in the section "Nature and scope of procedures" and the evidence we have obtained, no material misstatements have come to our attention that cause us to believe that the non-financial performance statement does not comply with the applicable regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines.

■ PREPARATION OF THE NON-FINANCIAL PERFORMANCE STATEMENT

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of the Information enables the use of different but acceptable measurement techniques that may impact comparability between entities and over time.

Accordingly, the Information must be read and interpreted with reference to the Guidelines, summarised in the Statement and available on the Company's website or on request from its headquarters.

■ LIMITS INHERENT IN THE PREPARATION OF THE INFORMATION RELATING TO THE STATEMENT

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

■ RESPONSIBILITY OF THE COMPANY

The Board of Directors is responsible for:

- selecting or determining the appropriate criteria for the preparation of the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented with respect to these risks as well as the outcomes of these policies, including key performance indicators and the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- implementing such internal control as it determines is necessary to enable the preparation of Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by applying the Company's Guidelines as referred to above.

■ RESPONSIBILITY OF THE STATUTORY AUDITOR APPOINTED AS INDEPENDENT THIRD PARTY

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, *i.e.* the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."



As it is our responsibility to issue an independent conclusion on the information prepared by management, we are not authorised to participate in the preparation of the Information, as this could compromise our independence.

It is not our responsibility to provide a conclusion on:

- the Company's compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the duty of vigilance and the fight against corruption and tax evasion);
- the fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- the compliance of products and services with the applicable regulations.

■ APPLICABLE REGULATORY PROVISIONS AND PROFESSIONAL GUIDANCE

We performed the work described below in accordance with Articles A. 225-1 *et seq.* of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement and acting as the verification programme and with the international standard ISAE 3000 (revised).

■ INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by Article L. 822-11-3 of the French Commercial Code and French Code of Ethics for Statutory Auditors (*Code de déontologie*). In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

■ MEANS AND RESOURCES

Our work engaged the skills of six people between October 2021 and March 2022.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around twenty interviews with people responsible for preparing the Statement.

■ NATURE AND SCOPE OF PROCEDURES

We planned and performed our work taking account of the risk of material misstatement of the Information.

We consider that the procedures conducted in exercising our professional judgement enable us to express a limited assurance conclusion:

- We familiarized ourselves with the activities of all companies in the consolidation scope and the description of the principal risks.
- We assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, neutrality and clarity, taking into account, where appropriate, best practices within the sector.
- We verified that the Statement covers each category of information stipulated in section III of Article L. 225-102-1 governing social and environmental affairs, respect for human rights and the fight against corruption and tax evasion.
- We verified that the Statement provides the information required under Article R.225-105 II of the French Commercial Code where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under Article L.225-102-1 III, paragraph 2 of the French Commercial Code.
- We verified that the Statement presents the business model and a description of the principal risks associated with the activities of all the consolidated entities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures, and the outcomes thereof, including key performance indicators associated to the principal risks.
- We referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented; and
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important⁽¹⁾; for certain information (including product sustainability and business conduct), our work was carried out on the consolidating entity, while for other risks, our work was carried out on the consolidating entity and on a selection of entities.
- We verified that the Statement covers the consolidated scope, *i.e.* all companies within the consolidation scope in accordance with Article L. 233-16.
- We obtained an understanding of internal control and risk management procedures implemented by the Company and assessed the data collection process aimed at ensuring the completeness and fairness of the Information.

(1) *Qualitative information*: "Visible Felt Leadership" safety approach; Eligibility of Imerys Group activities under the European taxonomy; Implementation of the Ecologic Quality Index methodology; Update of the stress test to climate change risks; Results of the 2021 EcoVadis assessment; Environmental footprints of products calculated in 2021.



Annual Sustainability Report

ATTESTATION OF COMPLETENESS AND LIMITED ASSURANCE REPORT OF ONE OF THE STATUTORY AUDITORS

- For the key performance indicators and other quantitative outcomes⁽¹⁾ that we considered to be the most important, we implemented:
 - analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto;
 - substantive tests, on a sample basis and using other selection methods, that consisted in verifying the proper application of definitions and procedures and reconciling data with supporting documents. These procedures were conducted for a selection of contributing entities⁽²⁾ and covered between 10% and 52% of the consolidated data selected for these tests.
- We assessed the overall consistency of the Statement in relation to our knowledge of the entire Company.

The procedures conducted in a limited assurance review are substantially less in scope than those required to issue a reasonable assurance opinion in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*); a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, March 17, 2022

One of the Statutory Auditors,

Deloitte & Associés

Olivier Broissand

Partner, Audit

Catherine Saire

Partner, Sustainability Services

(1) *Environmental quantitative information: Total industrial waste generated (hazardous and non-hazardous); Total industrial waste recycled (hazardous and non-hazardous); Total water withdrawals; Total energy consumption; Total CO₂ emissions (scopes 1 and 2); CO₂ emissions/revenue; Recalculation of the 2018 base year of scope 1 and 2 emissions; Variation of CO₂ emissions/revenue compared to 2018 base year; Estimated scope 3 CO₂ emissions; Total SO₂ and NO_x emissions.*

Social quantitative information: Total headcount as of December 31, 2021; External recruitments; Leavings (including mutual agreements, redundancies, retirements, voluntary terminations & others); Lost-time accident rate (Imerys and contractor employees); Accident severity rate (Imerys and contractor employees); Total number of occupational illnesses.

(2) *Selected entities: Barcarena – Performance Minerals Americas (Brazil); Beyrède – Refractory, Abrasives, Construction (France); Cachoeiro Plant – Performance Minerals Americas (Brazil); Clérac – Refractory, Abrasives, Construction (France); Dunkerque – Refractory, Abrasives, Construction (France); Fos-sur-Mer – Refractory, Abrasives, Construction (France); Lixhe – Performance Minerals EMEA (Belgium); Katni – High Temperature Solutions (India); PT Indoporlen – High Temperature Solutions (Indonesia); Sandersville Calcine Plant – Performance Minerals Americas (USA); Sylacauga – Performance Minerals Americas (USA); Thabazimbi – Refractory, Abrasives, Construction (South Africa); Zacoalco Plant, Almeria - Performance Minerals Americas (Mexico).*

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Imerys – French Limited Liability Company (*Société Anonyme*)
with a share capital of euros 169,881,910
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IMERYS