

2023 CSR REPORT

M-extend





Make fair decisions & act on them coherently

M-EXTEND GROUP

STRENGTHENING OUR COMMITMENT IN INDIA AND BRAZIL



M-EXTEND FRANCE

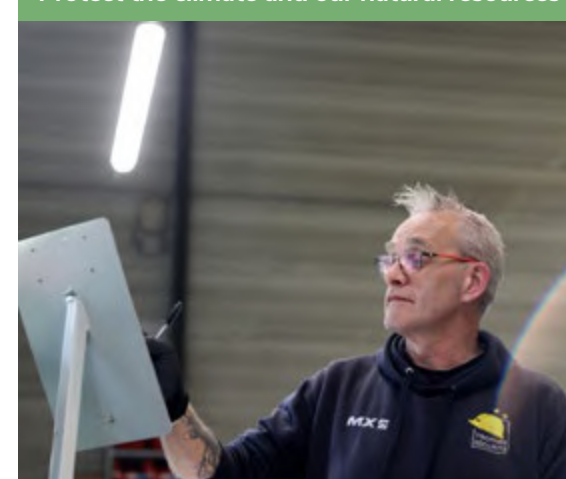
FARMANIP, THE RESULT OF A UNIQUE PARTNERSHIP



Innovation through partnership



Protect the climate and our natural resources



M-EXTEND GROUP

LED LIGHTING IN ALL OUR FACTORIES

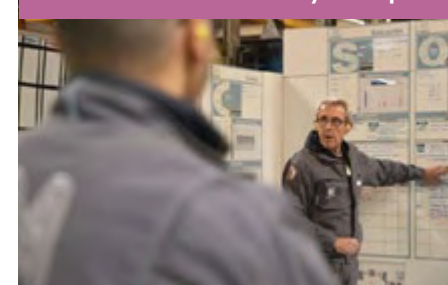


M-EXTEND GROUP

SAFETY KNOWS NO BOUNDS



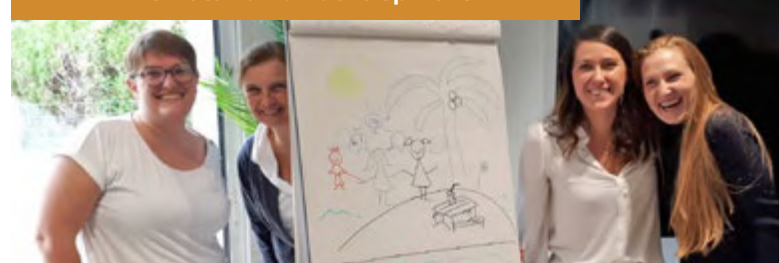
Take action for a healthy workplace



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Promote human development



M-EXTEND FRANCE

ON TRACK FOR MANAGERIAL TRANSFORMATION





M-extend is:

- France's leading tractor loader manufacturer;
- Europe's second largest;
- a family-owned, independent group, founded in France in 1951
- operating on 4 continents and in 64 countries.

M-extend's mission:



Making handling
work easier
for farmers



Our promise is to make farmers' lives better and easier by developing innovative agricultural handling systems. With them, we strive to reduce the burden of routine tasks.

Editorial

STEADFAST RESILIENCE

2023 was a difficult year, both in terms of the climate, with significant events in Europe (droughts, fires, floods), in terms of the economy, with a sharply contracting market in the second half of the year, and internally, with the cyber attack that forced us to cut our Internet connection from 7 September.

In this context, mid-year, the M-extend group had to prioritise certain projects, while pursuing those deemed essential, namely our structural and exploratory projects:

- the governance change was announced at the end of 2023 and became effective in January 2024;
- Managerial transformation continued in Europe and India;
- stakeholder feedback sessions were organised and held;
- projects contributing to our low-carbon trajectory were established and will continue in 2024;
- the industrial and commercial launch of the U500 loader range took place in October;
- a new factory in Pune, India, was opened in May 2023;
- exploratory projects, such as product innovation (connected loader) or the new commercial distribution method (FARMANIP) were completed.

Here, at the start of 2024, I am proud of the progress achieved over the last 15 years by all group employees and I am confident that the new teams taking over the company's governance from me will continue its bold, harmonious, and responsible development in support of our mission: 'Making handling work easier for farmers'.



Frédéric Martin, CEO of the M-extend Group.

about us

THE M-EXTEND GROUP

Three values that guide our day-to-day activities:



1,189
employees (including temporary staff)



€141 m
turnover



4
production sites

3 DRIVERS

Building on our mission, in 2017 we described our vision for 2027: to be firmly rooted in our strong industrial business foundations and to forge further success and development via our three drivers.



THE OPERATOR: OUR PRIORITY

In the agricultural tractor handling market, M-extend has made the relationship with its product and service users its fundamental method of achieving development and innovation in all sectors.

SIMPLIFIED DIGITISATION

At M-extend, we have successfully leveraged digitisation to simplify, automate, and optimise all our processes.

CSR AT THE HEART OF WHAT WE DO

CSR is central to our strategy and underpins all M-extend Group approaches and decisions.

About us

OVER 70 YEARS OF HISTORY

Our company was founded over 70 years ago in Acigné, France. From entrepreneurship to industrialisation and internationalisation, discover the history of M-extend in pictures!



Discover our history

REPORT SCOPE

Our CSR report provides environmental, social, and governance information on all of the Group's companies: M-extend France, M-extend India, M-extend do Brasil, and ManuRob.

M-EXTEND, AN INTERNATIONAL GROUP

M-extend France

Registered office and production sites in Acigné (35) and Loudun (86).

 **754**  **118**

ManuRob

Premises in Cesson-Sévigné (35), France.

 **9**  **0**

M-extend do Brasil

Production site in Curitiba (Brazil).

 **83**  **9**

M-extend India

Production site in Pune (India).

 **307**  **9**

 Employees (including temporary staff)/annual average

 Turnover (€m)

Governance

The Board of Directors and the Supervisory Board provide governance of the M-extend Group. A new organisation was established in 2022, to ensure the operational excellence of each of our businesses, to place our products and services truly at the heart of the group, and to continue our transformation towards our 2027 vision. The core of this organisation comprises the new product management, financial management, and industrial transformation management teams, all cross-functional throughout the Group.

The M-extend Group's Board of Directors comprises three members, each of whom is responsible for a Group strategic area or 'driver' for 2027: CSR, User Experience, and Digitisation:

- ① **Frédéric Martin**, CEO and sponsor of the 'CSR' driver;
- ② **Franck Mailleux**, Managing Director, Business Units in Construction and sponsor of the 'User Experience' driver;
- ③ **Yannick Rouaud**, Managing Director, Finance and Information Systems, and sponsor of the 'Digitisation' driver.

The Board of Directors is responsible for managing the Group, developing the company's strategic plan, in conjunction with the Supervisory Board, and implementing this plan.



“M-extend is an independent, family-owned group. We are committed to living and embodying our values on a daily basis, namely responsibility, cooperation, and boldness. We say what we do, and, above all, we do what we say we will.”

Frédéric Martin
CEO of the M-extend Group

The M-extend Group's Supervisory Board comprises four members:

- ① **Loïc Mailleux**, Chairman of the Supervisory Board ;
- ② **Faustine Mailleux**;
- ③ **Damien Graton**;
- ④ **Delphine Regnault**, who joined the M-extend Supervisory Board in 2023.

The Supervisory Board's role is to ensure the proper operation of the company and to oversee its management.



CSR strategy

Corporate Social Responsibility (CSR) is at the heart of our business strategy. Since 2014, we have been committed to a voluntary and pragmatic CSR approach, initially at the Acigné site in France (Ille-et-Vilaine) and, since 2018, across the whole Group. CSR is now one of the M-extend Group's three strategic drivers for 2027, alongside User Experience and Digitisation.

Our CSR strategy is based on three key components:

- our guiding vision for 2027;
- the five pillars structuring our approach;
- our 2023 goals, with quantifiable objectives, for each of the three businesses: M-extend do Brasil, M-extend France, and M-extend India. As the [ManuRob](#) offering is still to be confirmed, the CSR goals for the robotics start-up have yet to be defined.

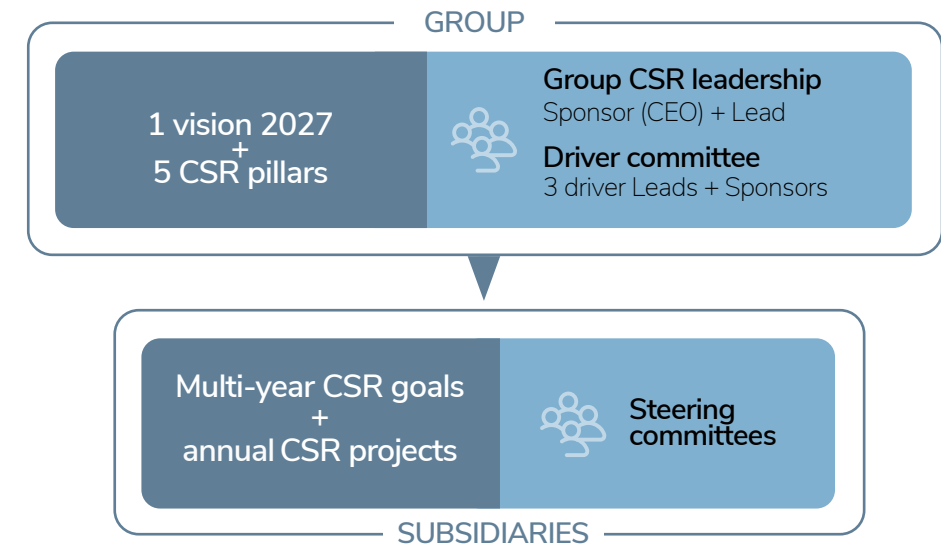
OUR CSR VISION

To prepare ourselves for the future, we have set out our vision of a responsible company:

- in 2027, CSR will be an intrinsic part of the company's strategy and will underpin every approach and decision taken by the M-extend Group;
- the CO₂ emissions reduction trajectories will be maintained;
- M-extend's products and services, organisations, workplaces, processes, means of production, transport means, and the partner panel will be substantially transformed;
- societal and environmental awareness will unite all of our employees;
- collective intelligence will drive M-extend's development.



Discover our CSR vision for 2027



5 PILLARS

To provide structure for our CSR approach, we have set out five pillars (our goals for 2023 are presented at the beginning of each pillar, on the following pages):

Make fair decisions & act on them coherently

We want to ensure M-extend's sustainability by tackling social and environmental issues. We run the company in a spirit of transparency and responsibility, encouraging cooperation between each and every one of us.

Innovation through partnership

We want to develop partnerships with our stakeholders in order to accelerate innovation and transformation in all areas.

Protect the climate and our natural resources

We are aiming to reduce our carbon footprint, limit our consumption of resources and preserve biodiversity by factoring environmental issues into all of our business initiatives.

Take action for a healthy workplace

We will continue to focus on improving the health of our employees and our customers.

Promote human development

We want to offer our employees enriching and fulfilling careers and to improve the working environment within both M-extend and our wider ecosystem.

CSR strategy

CSR ORGANISATION

HISTORY

M-extend Group's CSR activities began in 2014 at the Acigné site, France (Ille-et-Vilaine). From the outset, the company has been supported by **Cécile Vacher** from the CSR consultancy firm [Vertuel](#). Initially, the approach was led by a CSR committee made up of ten volunteer employees, each representing different professions.

CSR SPONSOR AND LEAD

In 2018, the company took the bold decision to create the role of Group Head of Sustainability, reporting directly to the chairperson of the Board of Directors; this position is currently held by **Déborah Gohard**. The CEO is the Sponsor of the CSR driver, and Déborah Gohard is the Lead.

DRIVER COMMITTEE

The strategic drivers committee (for CSR, User Experience, and Digitisation), comprising the Board of Directors and the three Leads, meets every two months. This committee ensures the proper implementation of the 2027 vision, defines the annual project budget, and decides on the allocation of resources between the drivers.

CSR GOALS AND PROJECTS

Each company within the Group has CSR goals for 2023, which translate into annual CSR projects, validated by the CSR Lead and Sponsor.

STEERING COMMITTEE

Throughout the year, a steering committee, specific to each company, ensures that projects are progressing satisfactorily, addresses any potential obstacles, and decides on priorities. The number of participants varies depending on the company: either just the industrial and sales directors or including department heads.

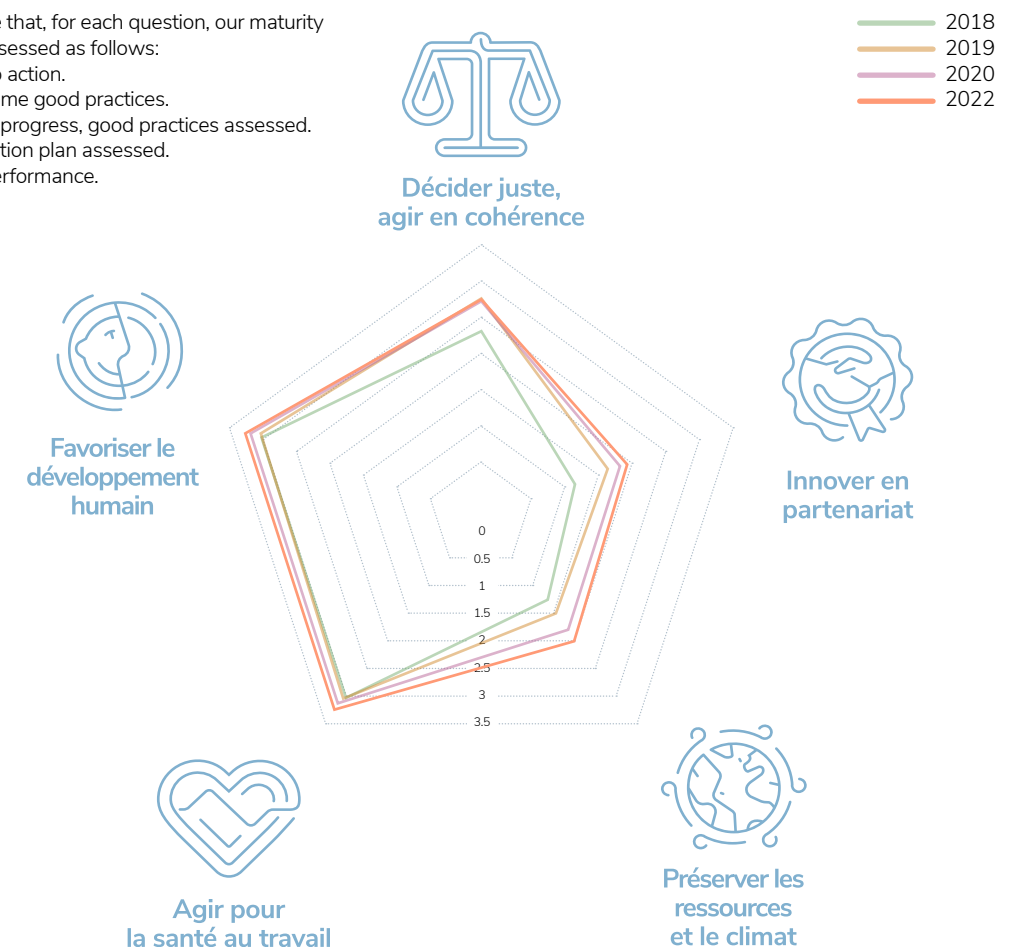
PROJECT TEAM

For each CSR project, in each company, project teams comprising the relevant department experts are put together. For example, a group of ten employees, led by our HRD **Florence Valeau**, supports our managerial transformation: this major project has provided over 3,500 hours of training since its inception in 2019. Another example is the team of five who worked on the carbon-free freight project in 2023.

CSR SELF-ASSESSMENT

To measure the progress of our CSR approach, we use a self-assessment grid based on the [International Labour Organization \(ILO\)](#) fundamental conventions; social, environmental and purchasing management norms; and some ISO 26000 best practices. This grid, which includes 260 questions, was developed by [Vertuel](#). Until 2020, the Acigné site in France was assessed every year. The exercise was also carried out for all Group sites. In 2021, we decided to update it every two years.

Note that, for each question, our maturity is assessed as follows:
0: no action.
1: some good practices.
2: in progress, good practices assessed.
3: action plan assessed.
4: performance.



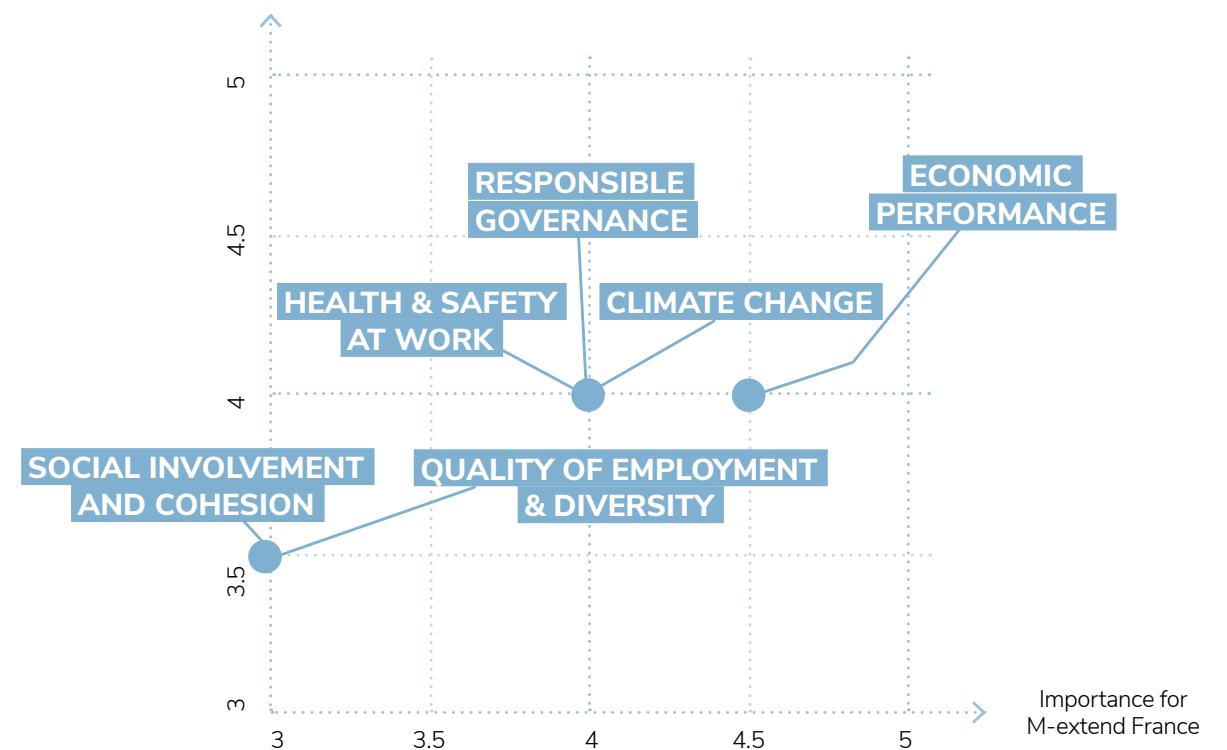
Our stakeholders and their expectations

2023 MATERIALITY MATRIX

We maintain regular dialogue with all our stakeholders: customers, employees, suppliers, Supervisory Board members, and institutions. Every year, we dedicate time to discussing sustainable development issues with them. In 2023, we organised a round table with stakeholder representatives in Acigné, France (Ille-et-Vilaine), and held a CSR day for our committed dealers. On both occasions, we presented our CSR strategy, including our climate strategy, and listened to attendees' reactions.

This dialogue allows us to reassess our stakeholders' expectations regarding our sustainable development issues. This allows us to improve our understanding of the most relevant issues and to adapt our strategy.

Stakeholder expectations





Make fair decisions
& act on them
coherently

We run M-extend in a spirit of transparency and responsibility, encouraging cooperation between each and every one of us. Our economic development must preserve the world in which we live and that of future generations.

It is therefore our responsibility to make the fairest and most balanced decisions possible with regard to our mission of 'Making handling work easier for farmers', our company's economic development, as well as social and environmental issues and the interests of our stakeholders.

It is also our job to ensure the collective ownership and application of these decisions by all company employees.



Make fair decisions
& act on them coherently

Our 2023 goals



M-EXTEND GROUP



- 1 - Creation of a Group CSR report
- 2 - Development of a code of ethics, including managerial practices

0 % **ACHIEVED** 100 %



M-EXTEND DO BRASIL



- 3 - End-user satisfaction survey

0 % **ACHIEVED** 100 %

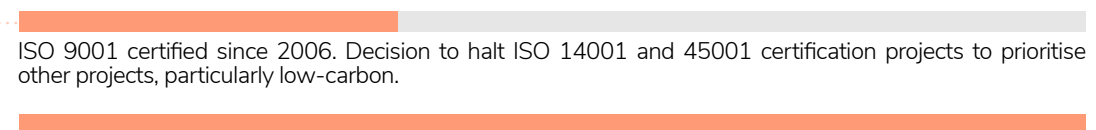


M-EXTEND FRANCE



- 3 - Implementation of a certified, integrated Quality Safety and Environment (QSE) management system
- 4 - Creation of a CSR committee, meeting once a year in Acigné, bringing together representatives of all our stakeholders (farmers' unions, employees, dealers, local authorities, environmental groups, etc.)

0 % **ACHIEVED** 100 %



ISO 9001 certified since 2006. Decision to halt ISO 14001 and 45001 certification projects to prioritise other projects, particularly low-carbon.

M-EXTEND INDIA



- 3 - ISO 9001 certification
- 4 - Assessment of strategic suppliers, including CSR as a criterion

0 % **ACHIEVED** 100 %





M-EXTEND GROUP

STRENGTHENING OUR COMMITMENT IN INDIA AND BRAZIL

In 2023, we consolidated a strategic plan for M-extend India and M-extend do Brasil. This plan sets out our approaches, investments, and projects for the next five years for these two entities. More specifically, the common strategic approaches for these two countries involve:

- 1- developing our commercial presence in the local market by continuing our work on brand awareness and reputation;
- 2- finding a balance between our own brand MX products and products intended for local manufacturers or for export;
- 3- for India: also being a finished product factory for the Group, if the transport carbon footprint is improved. For Brazil: developing our range of products, front linkages and implements, and being recognised in the market as a provider of tractor handling solutions.

In short, these are exciting development projects for the coming years!

M-EXTEND GROUP

OUR SUBSIDIARIES ARE WORKING TOGETHER

In 2022, we transformed our organisation from an SME to a mid-tier company. One particular challenge was the creation of an organisation ensuring operational excellence in each of our businesses, in which teamwork plays a leading role. This organisation was implemented in 2023.

THE CREATION OF A 'BUSINESS UNDER CONSTRUCTION' TEAM

While M-extend France is the flagship of our M-extend group, M-extend India, M-extend do Brasil, and ManuRob are still in the development phase. In 2023 **Franck Maillieux**, a member of the M-extend Board of Directors, set up a team comprising all the sales and industrial directors of these subsidiaries, in order to foster their collective strategic thinking. In September 2023, they came to Acigné, France, to work for a week. It was an opportunity for everyone to draw inspiration from each other's experiences, strategies, and issues, and to work together as a group.

STRUCTURING THE GROUP PRODUCTS DIVISION

The Group Products Division was created in 2022. The aim of this was to place our products and services offering at the heart of M-extend.

In 2023, we drew up the Group Products strategy, a 2024-2028 product plan, and a development plan, and cross-functionality between our various markets was worked on.

These important changes mark a key milestone in the M-extend group's development.

M-EXTEND FRANCE

THE CSR ROUND TABLE IS BACK!



Does our sustainable development strategy meet our stakeholders' expectations? To ensure that it does, nine of our stakeholder representatives were invited to a CSR morning, held at our Acigné site, on 17 October 2023. Taking part in these discussions were a farmer, a dealer, a supplier, a tractor operator, an elected employee, a representative from the [Chambre d'agriculture](#), one from [France Travail](#), and another from [ADEME](#), along with the mayor of Acigné.

Our CSR approach's maturity and the clarity of our CSR report were mentioned by several participants. They also encouraged us to go further in our commitment to apprenticeships, as dealers have done, to opt for the most advanced energy-saving technologies available, and to work on our climate strategy for as far ahead as 2050. Participants in this round table also discussed new CSR topics, such as boosting the attractiveness of our business sector in general and to women, the

preservation of farmland, and training to enhance the employability of our employees.

These discussions confirmed our CSR choices and informed our strategic thinking. Once again, we would like to express our heartfelt thanks to these nine people for their availability and enthusiastic participation.

TESTIMONIAL

'Global warming is already being widely felt by everyone, but especially by farmers. To limit its effects, the big challenge we face together is to drastically reduce our greenhouse gas emissions, while continuing to develop in such a manner as to guarantee our children and grandchildren a quality of life equal to that which we enjoy ourselves.'

Olivier Dehaese, Vice-President for Energy and Climate, Rennes Métropole, and Mayor of Acigné.



M-EXTEND FRANCE

A VAN THAT BRINGS US TO OUR CUSTOMERS' DOORSTEPS

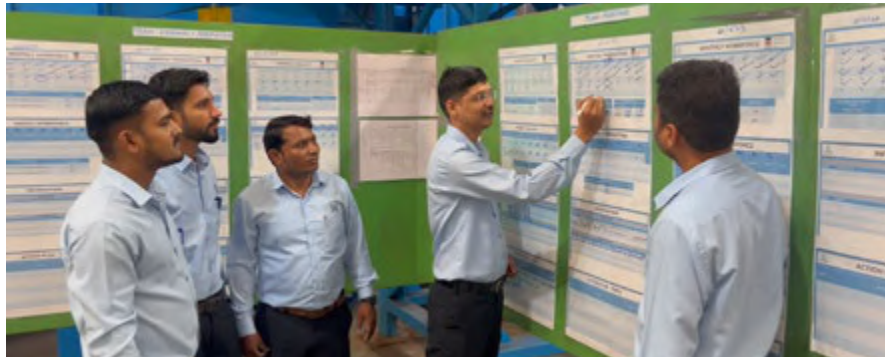
Our desire to get closer to our customers was reflected in the creation of an exhibition vehicle in 2023. This van allows us to head out and meet farmers, dealers, and agricultural students throughout France and Europe. In total, more than 40 days at exhibitions in four countries fostering contact with our customers.

'We bring a bit of ourselves to their doorstep,' said **Damien Beaudouin**, a sales consultant based in Acigné.

M-extend France's sales teams are very enthusiastic about this original experiment, which raises the company's profile and sets it apart from the competition. It allows them to receive direct, qualitative feedback from customers on the company's strengths and constructive criticism.

M-EXTEND INDIA

PUSHING BACK THE WALLS!



For more information, visit: [in](#)

To support business growth following a contract with tractor manufacturer [Mahindra](#) in February 2022, M-extend India continued its move to the new Chakan factory, which is twice the size of the old one.

120 jobs were created in six months, with 50% of management positions being filled through internal promotion. In September 2023, buses to pick up employees and a canteen were introduced. Technological advances have also been unveiled, such as pulsed welding stations, or the no-bake paint line, with mechanical shot blasting and a paint-waste filtration system. A wastewater treatment facility has also been installed. Regarding safety, the accident frequency rate has been reduced, from ten in 2022 to three in 2023. Well done to you all!



AND ...

M-extend India is making progress with its ISO 9001 quality certification process. The first internal audit took place in late 2023.

The identified areas for improvement will be taken into account before certification, which is scheduled for February 2024.

INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Turnover (€m) *	9.13	10.7	9.05	118	124.1	110.1	8.9	5.6	4.1
Loaders delivered *	650	832	1193	9303	11915	11864	1881	324	251
Number of minor accidents (monthly average)	/	/	/	71	76	87	/	/	/

* Strong growth for M-extend India in 2023.



Innovation through partnership

We need to join forces and work together if we are to innovate and respond to current social and environmental issues!

It is therefore our responsibility to bring together all internal and external skills to find technical and product innovations that are more respectful of human beings and the environment. This applies to the entire life cycle of our products: from extraction of raw materials to their manufacture and recycling.

Our design office is constantly on the lookout for ways to develop our products and imagine those of tomorrow. To do this, we work closely with our suppliers, users, and local higher education institutions.



Innovation through partnership

Our 2023 goals



M-EXTEND DO BRASIL



0 %

ACHIEVED

100 %

4 - Partnership with [SENAI](#) to develop Lean Manufacturing expertise



M-EXTEND FRANCE

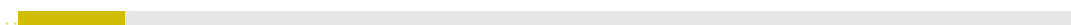


0 %

ACHIEVED

100 %

5 - CSR partnerships formed with 20% of our suppliers



6 - Development of a new and better CSR offering
(products and services: ecodesign, reconditioned spare parts, etc.)



7 - Development of R&D partnerships

SIX PARTNERSHIPS IN 2023

M-EXTEND INDIA



0 %

ACHIEVED

100 %

5 - Development of a new and better CSR offering

CANCELLED

Priority project: new production site, following the signing of a contract with a tractor manufacturer.

6 - Development of an R&D partnership

CANCELLED



M-EXTEND FRANCE

FARMANIP, THE RESULT OF AN UNIQUE PARTNERSHIP

'Making handling work easier for farmers also involves facilitating their farming equipment purchases', explained **Claire Mineau**, Business Development Project Manager, based in Acigné. As such, the partnership with [SCAR*](#), a cooperative for the purchase and servicing of farming and green spaces equipment, was formed in 2023. Thanks to this partnership, a new distribution channel has been developed, tailored to the expectations and requirements expressed by the farmers themselves. This new service has been available online since April 2024. Using an online configurator, the farmer can directly select their loader and the various options available for their tractor. Following a call to the customer from a technician, to confirm its feasibility, the order is then validated. The SCAR distribution network, with its 450 points of sale in France, enables timely delivery to the farmer. An optional assembly service is also available.

* Created in 1975, SCAR is short for Société Coopérative de l'Artisanat Rural (Cooperative Society for Rural Crafts).

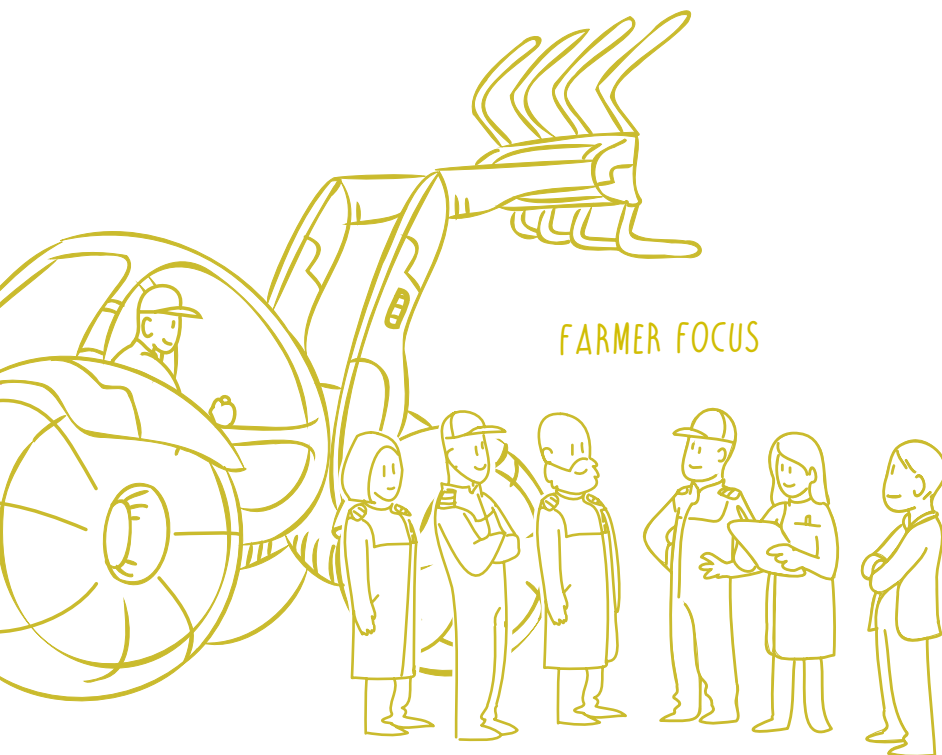
M-EXTEND FRANCE

THE COLLABORATIVE LOADER

Launched in lare 2023, the [new U500 loader](#) is the result of a joint effort. The dedicated 12-strong project team, based in Acigné, was formed around a designer from the design office and a production team member, in order to factor in both design and series production requirements. Working together in a single location greatly facilitated communication and improved responsiveness. The result: in just two years, 16 loaders from

the [U500 range](#) were developed and then trialled, both in-house and with test customers. What's new: in order to come up with a design that breaks with that of previous ranges, the team worked with a designer. This way of working, more common in the automotive sector, was a valuable experience, providing inspiration for future developments.





M-EXTEND FRANCE

INVOLVING FARMERS IN THE DEVELOPMENT OF OUR PRODUCTS

In February 2023, we welcomed around fifty farmers from [GDS Bretagne](#) (an animal health protection group) to our Acigné site. This visit was an opportunity to introduce them to our company, demonstrate our expertise, and then offer them a one-hour workshop, in sub-groups, focused on their handling needs. This workshop was led by three employees: **Hugo Guesdon**, an electronics engineer, **Apolline Collet**, a market manager, and **Miguel Bouhour**, a product manager. The aim was to understand farmers' needs, with a view to prioritising them. This active listening still informs our product development choices today.

M-EXTEND FRANCE

DESIGN THINKING: A FIRST!

In May 2023, we trialled design thinking in a creative session. This innovation-oriented design method is user-centric. The session therefore focused on the practices and requirements of farmers, as well as the challenges of innovation in the agricultural world. Ten employees from various departments took part (innovation, after-sales service, production, HR, sales, etc.). The session took place over two days, with the first day spent with customers, dealers, and farmers where we listened to them and observed them closely. On the second day, we prioritised the points to be addressed, looked for solutions, and tested concepts.



TESTIMONIAL

'One of the objectives was to show the teams how effective this design thinking approach is, particularly when it comes to stimulating creativity. The many ideas and concepts expressed will be very useful to us when developing our innovation road map. This approach will be used in future projects.'

Jean-Yves Augé, Group Product Director.



M-EXTEND FRANCE

WHAT OUR DEALERS HAVE TO SAY

On 30 November 2023, we invited four of our dealers to Acigné to explore with them various perspectives related to sustainable transport, measures to reduce packaging, and packing. 'We came away with about a dozen concrete actions to study', said **Déborah Gohard**, CSR Manager at M-extend. It is now our task to implement the recommended actions and then find out what farmers think.

TESTIMONIAL

'Thanks and congratulations to M-extend for this approach of actively including stakeholders'
Richard Le Brech, Managing Director of [AMAX Holding](#) of the Blanchard Group.

AND ...

○ On 11 April 2023, a 'Gemb' Action' (continuous improvement) workshop was held at our U3 site in Acigné. For the whole day, our production teams, supported by continuous improvement specialists, set about tackling a workplace problem. In partnership with [INSA Rennes \(National Institute of Applied Sciences\)](#) and [Sens&Co](#), a Rennes-based consulting and training firm specialising in supporting transformation and change, twelve participants from other industrial businesses came to lend us a hand. Following the field analysis, many ideas for improvement were put forward and subsequently implemented by the M-extend teams.

○ In 2023, in Brazil, our partnership with [SENAI](#) (National Service for Industrial Learning) continued, with training in quality tools. Six employees were trained, for a total of 40 hours, from 14 August to 13 September.

INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Number of R&D partnerships	1	1	1	6	6	5	0	0	1
Number of CSR partnerships with suppliers	0	0	0	1	1	1	0	0	1
Number of employees enrolled in a career club	2	2	2	30	15	15	1	0	0
Number in training/reskilling	4	4	3	18	17	14	0	0	0



Protect the climate and our natural resources

It is our responsibility to contribute to combating climate change as well as to preserving biodiversity and the limited resources of our planet.

Faced with the scarcity of natural resources and the environmental impact of their depletion, we must optimise the use of resources related to our activities, reduce waste at the source, sort it better and recover it better so that it becomes a new resource.



Protect the climate
and our natural resources

Our 2023 goals



M-EXTEND DO BRASIL



5 - 3% reduction in steel scrap (compared to 2022)

0 %

ACHIEVED

100 %

6 - 10% energy savings (compared to 2022)



Only electricity counted; gas data not comparable.

M-EXTEND FRANCE



8 - 20% energy savings compared to 2014

0 %

ACHIEVED

100 %

9 - 10% reduction in greenhouse gas emissions linked to freight and employee travel, compared to our 2018 carbon footprint **

ACIGNÉ

Reversal of the positive trend of recent years, linked to the drop in activity.

**2022 carbon footprint data

10 - Ecodesign approach applied to new product ranges



11 - 10% reduction in non-hazardous waste, compared to 2019

ACIGNÉ

Increase in wood packaging waste, linked to the increase in subcontracting.

12 - 20% reduction in hazardous waste, compared to 2019

ACIGNÉ

13 - 100% of waste (excluding steel) recovered

ACIGNÉ



M-EXTEND INDIA



7 - 30% reduction in paint consumption based on 2019 volumes

0 %

ACHIEVED

100 %



The implementation of a process optimising paint consumption was postponed until 2024; corrosion resistance was significantly improved.



M-EXTEND GROUP

LED LIGHTING IN ALL OUR FACTORIES

Switching to LED lighting significantly reduces electricity consumption; we have installed it in all our production sites.

ACIGNÉ SITE, FRANCE

-66%
electricity consumption
(reduction from 330kW to 100kW).

U1, U2, and U3 production factories: **LED lighting and automatic detection.**

Upgrade from 1,028 lights to **650 LED panels.**

Annual saving of 127 t CO₂ emissions and €205k.

LOUDUN SITE, FRANCE

-50%
electricity consumption
(reduction from 37kW to 19kW).

Upgrade from 201 lights to **188 LED panels.**

Significant improvement in lighting (uniformity and light output).

BRAZIL

-66%
electricity consumption
(reduction from 22 to 7kWh).

Upgrade from 172 lights to 125 **LED modules.**

Brightness quadrupled (135 to 500 lux).

INDIA

Replacement of 52 faulty LED lights in the new factory.

Replacement of 2x32W neon tubes in offices with 91 15W LED panels.

M-EXTEND FRANCE

2021-2030 CLIMATE TRAJECTORIES

It is both our duty and our responsibility to play our part in limiting global warming to 1.5°C. In 2022, we were guided by the Science-Based Targets method when setting our three main targets for reducing our CO₂ emissions between now and 2030 (compared to 2021):

* Loader equivalent = T412 loader + MultiService bucket implement + weight + bracket + control = 2,500 kg (2018 LCA study).

TARGET 1

38% reduction of CO₂ emissions generated by our **energy consumption.**

Categories 1 and 2

ANNUAL TARGET: -4.2%

2023 RESULT: -10.1%

Analysis:

drop in activity and the switch to LED lighting in plants, resulting in a reduction in gas consumption by 10% and electricity by 17%.

TARGET 2

48% reduction, per loader equivalent* of CO₂ emissions generated **off site.**

Categories 3 and 4 (excluding purchase of goods)

ANNUAL TARGET: -7%

2023 RESULT: +6 %

Analysis:

increase in fixed assets combined with a fall activity, resulting in an increase per equivalent loader. Reduction in freight emissions beyond the decline in activity.

TARGET 3

48% reduction per loader equivalent* of CO₂ emissions generated by the **raw materials for our products.**

Cat. 4 and 5 (purchase of goods/product end of life)

ANNUAL TARGET: -7%

2023 RESULT: -11%

Analysis:

fall in activity coupled with a fall in internal stock of steel, resulting in lower emissions per equivalent loader.



M-EXTEND FRANCE

DID YOU SAY 'CONNECTED'?

Between our Acigné and Loudun sites, a total of 31 electric charging stations had been installed as of 1 December 2023. Using a smartphone app, any employee can charge their vehicle and pay online at a preferential rate. By the end of December, thirteen employees had already used these charging stations. This facility makes access to electric vehicles easier for employees and improves the carbon footprint of commuting mobility. M-extend France has also preempted the [French Mobility Orientation Law \(LOM\)](#): coming into force in 2020, it requires the installation of one electric charging station for every 20 vehicle spaces by 2025.

TESTIMONIAL

'Registering and getting started with the app is simple. With just a few clicks, you select the charging station you are plugged into... and you're done! At the end of the day, you simply unplug and you are then sent an email detailing the charging costs. It's really practical! I think the service is really good!'

Sébastien Hériault, a paint team manager at the Acigné site, and owner of an electric car, has been using these charging stations since mid-December.

M-EXTEND FRANCE

CLIMATE FRESKS TO RAISE EMPLOYEE AWARENESS



The [Climate Fresk](#) is a collective intelligence workshop, open to all, that helps us to better understand the issues surrounding climate change. This fun, educational workshop requires between 7 and 14 participants and takes three hours to complete. On 1 September 2023, eight volunteer employees were trained to lead this workshop. Between September and December, they put on seven Climate Fresks to raise employee awareness of the climate emergency and to encourage them to contribute, at their level, to M-extend France's low-carbon strategy. 48 employees have taken part so far; will you be next?



M-EXTEND FRANCE

PRODUCING RENEWABLE ENERGY

This is a key part of M-extend France's energy strategy. Several studies were carried out in 2023, in order to identify the solutions best suited to our business and our sites. As early as 2024, a first solar panel system could be installed on the roof of the U3 factory at the Acigné site:

- 1,200 solar panels
- 2,500 m² of roof area covered
- 500 kWp of solar panel power
- 520 MWh of low-carbon electricity generated per year
- i.e. 10 % of the combined annual consumption of our U2 and U3 factories.

Alongside this major project, other solutions including photovoltaic trackers (rotating panels), free-standing systems, and solar car park shade structures have been looked at, for implementation in the future.

Projects involving other renewable energies (biomass, biogas, wind, etc.) will also be considered and potentially implemented, depending on future opportunities.



M-EXTEND FRANCE

POOR SORTING? RETURN TO SENDER!

To improve waste recovery at the Acigné site, the collection method was reviewed in 2023. Our in-house waste disposal facility manager now checks all 'non-hazardous industrial waste', 'plastic', and 'cardboard' containers coming in. This is to ensure that sorting complies with the rules. If this is not the case, the container is sent back to the sector from which it came. In 2023, of the 1,622 containers checked, 1,046 were declared compliant, i.e. 64% over the year. Education is already paying off, and we can see a significant improvement in results: 77% in December, compared to 54% in January! **'Overall, I am happy with the result, although I would have liked it to be implemented faster. Some sectors have been less receptive than others, but there is improvement'**, said **Emmanuel Bordier**, manager of the in-house waste disposal facility.



INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Scope 1 and 2 carbon emissions (t CO ₂ e)	/	/	/	3220	3549	3662	/	/	/
Scope 3 carbon emissions, excluding use of products (t CO ₂ e)	/	/	/	51708	64115	71,307	/	/	/
Annual gas consumption (GWh)	0.21	0.16	0.24	11.26	12.47	13.21	0	0	0
Gas consumption per loader (kWh)	245 ^a	188	198	1,210	1,047	1,114	0	0	0
Annual electricity consumption (GWh)	0.56	0.78	1.05	7.11	8.57	8.2	1.04	1.79	0.838
Electricity consumption per loader (KWh)	820	918	866	763.9	719	691	345 ^b	1,255 ^b	240
Energy consumption per loader (kWh)	1,130	1,106	1,081	1,974	1,766	1,805	345 ^b	1,255 ^b	3,339
Steel scrap (recycled or reused) (t)	226	322	407	2,507	2,872	3,388	823	778	549
Steel scrap per loader (kg)	333	379	341	269	241	286	274 ^b	543 ^b	370
Tonnage of non-hazardous waste, excluding steel (t)	52 ^c	40 ^c	56 ^c	287	301	316	9.9 ^e	1.55	0.24
Non-hazardous waste, excluding steel, per loader (kg)	/	/	/	31	25	27	/	/	/
Tonnage of hazardous waste (t)	35	35	31	77	89	114	6.3	5.4	3.1
Hazardous waste per loader (kg)	51	42	26	8	7	10	/	/	/
Steel scrap reused in our products	0	0	0	15 %	12 %	8 %	0	0	/
Waste, excluding recovered steel (material or energy)	/	/	/	100 % ^d	96 % ^d	0.87 %	/	/	/
Water consumption (m ³)	/	/	/	2,923 ^d	3,767 ^d	2200	609	370	250
Number of regular or occasional teleworkers	0	0	0	137	178	153	22	45	10

^a Following a breakdown in 2021-2022, a change of process led to a decrease in gas consumption in 2022 (2023 saw a return to 2020 levels).

^b Loader equivalent = overall turnover/sales price of one loader (note that one part of the activity is loader production for the local market, the other being the subcontracting of implements for M-extend France).

^c The data in tonnes is unavailable: the figure given is the number of non-hazardous waste skips collected by the waste service provider.

^d Data for the Acigné site.

^e The improvement in sorting and counting explains the sharp increase.



Take action for a healthy workplace

We have two responsibilities:

1. provide healthy and safe working conditions for our employees. This is our priority. Fundamentally, our accident risk prevention approach is based on a participatory approach that puts employees at the heart of preventive initiatives. It is carried out on a daily basis by our operational managers. In parallel, other operations are carried out each year to adapt workstations and improve working conditions;
2. market ergonomic products for users, in line with our mission: 'Making handling work easier for farmers'. This is achieved through research into the ergonomics of our products, improving their functionality, and simplifying their use.



Take action for a
healthy workplace

Our 2023 goals



M-EXTEND DO BRASIL



0 %

ACHIEVED

100 %

7 - Annual health and safety at work campaign (ergonomics, road safety, etc.)

8 - 60% reduction in the frequency of workplace accidents, compared to 2022

M-EXTEND FRANCE



0 %

ACHIEVED

100 %

14 - Creation of an ergonomics and safe use scale for loaders

GOAL POSTPONED TO 2025

15 - Decrease in physical demands and optimisation of the ergonomics of workstations being renewed or refurbished during the industrial transformation (90% of workstations)

INDICATOR UNDER CONSTRUCTION

16 - 30% reduction in the frequency of workplace accidents (with and without lost time, temporary and permanent staff), compared to 2019

M-EXTEND INDIA



0 %

ACHIEVED

100 %

8 - Annual medical check-up for employees

80% of employees with at least six months of service had a medical examination in 2023.

9 - Accidents: halve the accident frequency compared to 2019

M-EXTEND GROUP

SAFETY WITHOUT BORDERS



The commitment of M-extend's teams to safety does not recognise international borders: on three continents, whether in Pune (India), Curitiba (Brazil), or Loudun and Acigné (France), safety is an absolute priority for the Group.

In 2023, the number of technical initiatives (equipment, processes, etc.) to reduce the risk of accidents increased at all sites, illustrating the positive momentum in place:

- positioners to help with the posture of welders, and the ergonomic design of workstations in Pune;
- new welding hoods in Pune and Loudun, and new fume extraction torches in Acigné;
- secured racks and containers in Curitiba;
- Kaizen^A workshops for workstations in Acigné and Curitiba;
- numerous 'Top risk' actions in Acigné and Loudun.

TOWARDS A SHARED SAFETY CULTURE

However, in order to make progress over the longer term and achieve a safety culture shared by everyone, in which each employee would actively participate in both their own safety and that of their colleagues, we needed to go further. On-site activities, training, and awareness-raising actions, mainly focusing on people and behaviour, have been conducted at each of the Group's sites:

- in France, for example, the ritual activities used to promote safety (dialogues, ¼ hour sessions, awards, and committees) and the complementary, health-related actions carried out have broadened the scope of risk prevention;
- in Brazil, there was a SIPAT safety week for employees in October. Various topics were discussed, including the testimony of a disabled person, presentations about harassment and the risks linked to addiction;
- in India, training on ergonomics and handling was provided, medical monitoring has been introduced for all staff, and management through empowerment and autonomy has been rolled out.

EXCELLENT RESULTS

At several sites in 2023, remarkable results were achieved through these initiatives. For example, in Brazil, the frequency rate dropped ninefold^B compared to 2022, to a total of nine, with only two accidents.

And in India, the frequency rate in 2023 fell to just 3^B, a record low, with only one accident over the entire year. In France, however, although the majority of sectors are making progress, the number of accidents was still high (52), with the overall frequency rate increasing to 35^B.

Changing behaviours does take time, but everyone's commitment is evident.

(A) A Japanese approach, kaizen is a continuous improvement process based on concrete, simple, and inexpensive actions. Above all, it is a mindset that requires the involvement of everyone.

(B) The bases for frequency rate calculation are harmonised across all M-extend Group entities. However, local specificities concerning regulations and the handling of workplace accidents mean that these entities cannot be compared with one another.

M-EXTEND FRANCE

IN ACIGNÉ, EVERYONE IS INVOLVED IN SAFETY!

The safety approach was reinforced in 2019, with a seven-year road map. The first stages were devoted to operational safety management in the factories and to the training of managers. The approach was then rolled out to team members, temporary staff, leaders, and members of the Social and Economic Committee (SEC), until all employees were involved. 2023 marked a key milestone in this safety approach, with two major events:

- **30 production team leaders were trained** in June and September. This invaluable day of training focused on exemplary behaviour, visible commitment, and high standards;
- **the 'Vigilance Attitude' working group was launched** in November: this multidisciplinary group, comprising representatives from all trades and all sectors, is aimed at preparing for the roll-out of the safety programme, which will empower all employees to take responsibility for their own safety.

M-EXTEND FRANCE

IMPROVING SAFETY FOR FARMERS



The [new U500 loader](#), unveiled at the Sommet de l'Élevage in Clermont-Ferrand in early October 2023, was very well received by farmers. It improves safety by providing a better view of the bucket (or other working implement) from the tractor's driving position. Optional work lights, pointed towards the loader implement, improve illumination in dark or night-time environments. Finally, the ['easy-plug' option](#) makes it easier to unhitch an implement, by decreasing the hydraulic pressure.

M-EXTEND FRANCE

PREVENTION IS UP AND RUNNING IN LOUDUN

Like the Acigné site, employee safety is an absolute priority at the Loudon factory.

In 2023, despite results that are still inadequate, the site made significant steps on the road to progress.

Preventive tools and routines have been implemented. The first Safety Committees have been set up, and three of the site's sectors were commended at the Safety Awards. New means of handling powder paint boxes, stacking tables for assembly work, safe pedestrian walkways, new ventilated welding hoods, and new lifting accessories are among the numerous actions carried out. There is still a long way to go before we achieve a shared safety culture, but the road map is clear and the goal remains strong.

M-EXTEND FRANCE

ONGOING ASSESSMENT OF WORKSTATION ERGONOMICS

One of our health and safety goals is to reduce the physical strain imposed on operators at their workstations, in order to minimise issues, such as musculoskeletal disorders (MSDs). In September 2022, we engaged the services of an ergonomics company, [Moovency](#) (based in Cesson-Sévigné), for the first time and tasked them with a study on an assembly station in Acigné. This study was extended, in July and September 2023, to 24 workstations at our Acigné and Loudun sites. Led by **Benoit Texier**, Methods Manager, this project has gone through several stages. An in-house multidisciplinary team first identified the workstations to be assessed, on the basis of perceived risk, and also to cover the various types of existing workstation: cutting, bending, welding, assembly, etc. Moovency then produced ergonomic ratings* for each one and correlated them with production cycle times in order to identify the most demanding operations. A review of the ratings revealed that the overall average is satisfactory. These studies highlighted those operations requiring action; this is the next stage in the work to be carried out with our teams. We need to think more about ergonomics in our production projects.

* Using the RULA (Rapid Upper Limb Assessment) grids and with the KIMEA solution proposed by Moovency.

ALSO IN 2023

M-EXTEND DO BRASIL

○ A 'Gym Pass' was launched in July: employees now benefit from a preferential rate to enrol at gyms located anywhere in the country. Sales personnel can also benefit from this when they are working away from home. 18 employees have already signed up.

M-EXTEND FRANCE

○ At the Acigné site, 'Pick to Light' was launched in January. This light device tells the operator from which box to pick the components to prepare their order: this reduces the risk of error and the cognitive load on team members.



○ 8th annual tobacco-free month in October, with four months of follow-up by a tobacco addiction specialist nurse: Three people took advantage of this opportunity.

○ In October, in Acigné, and, in December, in Loudun, our nurse **Catherine Mayeur** ran a breast cancer awareness and prevention workshop for women. A total of 71 employees took part.

○ A new flu vaccination campaign was offered in November: 15 employees in Loudun and 27 in Acigné took advantage of this.

○ At the Acigné site, continued deployment of the 'stretching' workshops: Seven or eight teams, a total of 66 employees, now do this every morning.

INDICATORS

Frequency of accidents with and without lost time (employees and temporary staff)

Severity rate for employees

Number of occupational illnesses identified during the year

Number of hours of mandatory safety training provided

Number of hours of non-mandatory safety training provided

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Frequency of accidents with and without lost time (employees and temporary staff)	9	83	39	36	32	40	3	10	17
Severity rate for employees	0	1	1	0.55	0.44	0.51	0	0	0.13
Number of occupational illnesses identified during the year	0	0	0	4	1	1	0	0	0
Number of hours of mandatory safety training provided	/	/	24	4216	5684	2463	/	/	/
Number of hours of non-mandatory safety training provided	966	1226	776	1443	1091	618	600	348	0

M-extend India and M-extend do Brasil achieved excellent safety results in 2023, with a very low frequency rate.



Promote human development

Our responsibility is to invest in the development of our employees and regions. We favour permanent employment to enable employees to better plan their lives in the medium and long term, while maintaining flexibility to deal with market fluctuations. We develop their skills through training or internal mobility to support the company's growth and transition and to control the entire chain, from design to delivery. This improves employee employability.

Finally, we act on the various factors that determine quality of life at work, namely management, company culture, working environment, work-life balance, and equal opportunities because this is a source of engagement and wellbeing for our employees.



Promote human development

Our 2023 goals



M-EXTEND DO BRASIL



0 %

ACHIEVED

100 %

9 - Individual performance review for managerial staff, at least every two years **GOAL POSTPONED TO 2024**

10 - All staff to have taken part in at least one training course in the last two years 

M-EXTEND FRANCE



0 %

ACHIEVED

100 %

17 - 70% of staff enjoy coming to work 

18 - Percentage of temporary workers limited to 20% in production **GOAL CANCELLED**

19 - Individual performance review for all staff, at least every two years 

20 - All employees to have taken part in at least one training course in the last three years 

21 - Definition of a Group social policy:
complementary health, life insurance, holidays, maternity leave, etc. 

22 - Definition of a sponsorship policy 

23 - Onboarding of 19 apprentices (16 in Acigné and 3 in Loudun) 

M-EXTEND INDIA



0 %

ACHIEVED

100 %

10 - Individual performance review for all staff, at least every two years 

11 - A preventive health and safety campaign every year (ergonomics, road safety, etc.) 

12 - Definition of a social policy 

13 - Develop the employability of at least four people each year,
including two with no work experience 

M-EXTEND FRANCE

ON TRACK FOR MANAGERIAL TRANSFORMATION

Our company's management transformation approach, launched in 2019, aims to turn each manager into both a leader and a coach for their team. It places cooperation at the heart of our corporate culture. The Déclic team, comprising 13 volunteer managers, guides and facilitates this approach.

ASSESSMENT AND TRAINING

In 2023, several actions were taken to help managers develop their skills:

- **teams assessing their managers:** for the first time, during their individual reviews at the beginning of the year, employees were asked for their opinion on the support provided by their manager: an unprecedented reversal of perspective that caused a little discomfort, but a genuine opportunity for improvement for everyone.
- **six two-hour workshops** for managers on mediation, problem solving, coach positioning, non-violent communication, etc. were also organised throughout the year. **'Every time, I came away from these workshops energised and better equipped to lead my team on a daily basis! It was a great opportunity, as these two-hour sessions were all about practical exercises in twos or fours, using realistic scenarios. In 2024, these will be available regularly, without a prescription! Many thanks to the Déclic team for running them.'**, said **Frédéric Martin**, CEO of M-extend.

- **two days of training** were provided by Sens Collectif consulting firm, in groups of around ten managers, during the first half of the year. What was the purpose of these days? To discuss, practise, and learn to identify your management strengths.

COOPERATION AND MUTUAL ASSISTANCE

- In 2023, the Déclic team organised three **plenary meetings** on targeted topics for all managers. These meetings were valuable opportunities for sharing, discussions, and mutual aid.
- During the year, each manager was also able to participate in **co-development sessions** (maximum of four), to facilitate peer-to-peer resolution of management issues.
- The Déclic team also led **collective workshops** with the teams, when required: for example, in May 2023, a workshop for feedback on the new sales organisation was developed jointly with the relevant managers.



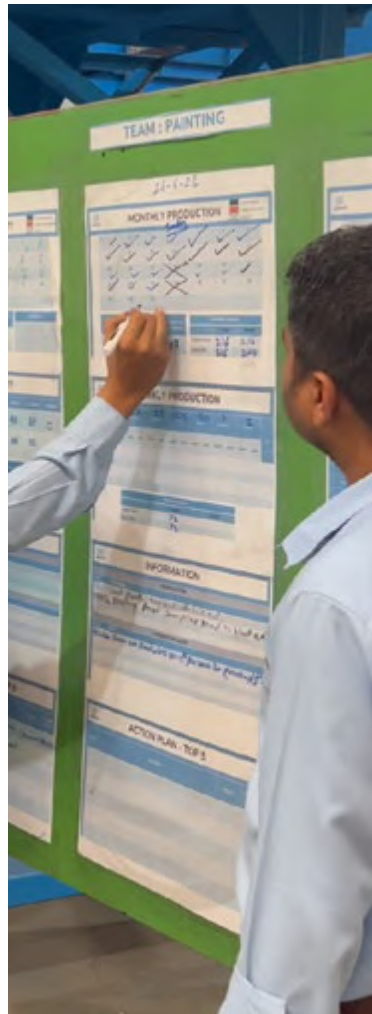
LOOKING FOR INSPIRATION

In 2023, two visits to other companies were offered, to discover and draw inspiration from other best practices. A dozen managers signed up for each visit: one to [Talendi](#) (Bretagne Ateliers), focusing on industrial practices, and the other to [Neotoa](#), a social housing operator, focusing on managerial transformation and the design of new premises using a participatory approach.

CLARIFYING RESPONSIBILITIES

In 2023, each department ran a major participatory project on the division of responsibilities within its department, in cooperation with the Déclic team. Who is best placed to make and take responsibility for each type of decision? How can we best encourage delegation as close to the field as possible? This fundamental work has shed light on everyone's contributions and commitments. It should also bring more efficiency and agility to internal processes.





M-EXTEND INDIA

DECENTRALISING DECISION-MAKING

Pascal Mazella, Industrial Director of M-extend India, took advantage of the move to the new Chakan factory (Maharashtra state), which took place between September 2022 and September 2023, to introduce changes to management practices.

Six production management rituals, called N1 to N6, have been implemented. Each ritual has its own meeting schedule, a clearly defined lead and responsibilities, from managing production problems to planning the industrial strategy for the next five years. For example, the N4 ritual, overseen by Supply Chain Manager **Nikhil Khanderao**, manages the balance between sales forecasts and available resources (teams and production capacity). In 2023, this ritual improved the customer service rate by 5%.

Furthermore, thanks to work on each person's roles and responsibilities, welding boxes are now managed by production leaders, rather than the team manager.

These new practices improve the operational performance of our teams and also bring them greater satisfaction. **Rakesh Kadaskar**, Welding Team Manager, said: **'These meetings allow me and my teams to prepare for the day and the week. Everyone knows what's expected of them. It's much easier to work in these conditions!'**

M-EXTEND INDIA AND M-EXTEND FRANCE

AWARENESS AND ACTION ON HARASSMENT

For **M-extend India**, in accordance with regulations, an anti-harassment committee was set up in June 2023, consisting of the HR director and their team, and met three times. Since then, we have seen more cohesion between the female teams and fewer inappropriate jokes: a much-needed wake-up call!

For **M-extend France**, two anti-harassment officers were appointed in 2021: **Adeline Meynier**, for HR, and **Guillaume Desnoël**, for the Social and Economic Committee (SEC). Their mission is to raise awareness among employees, respond to their requests, and conduct investigations, where necessary. In 2022, they organised an awareness workshop specifically for the sales team. In 2023, 62 employees at Loudun and the members of the new SEC also received awareness raising. The participants, who were often very interested in the topic, asked questions and cited examples.

In 2024, points of contact will be trained in the prevention of psychological harassment, and a conference on inclusion is due to be offered to employees.

M-EXTEND FRANCE

NEW JOB CLASSIFICATIONS: A COLLABORATIVE WORK FROM START TO FINISH!

On 7 February 2022, the IUMM* and several employee unions signed a new national collective bargaining agreement for metallurgical companies. The agreement includes a reclassification of jobs, using a method developed jointly with the sector's social partners. M-extend France has chosen to apply this collaborative approach internally, by creating a new rating committee, a multidisciplinary working group comprising eleven employees from different backgrounds and trades, including two elected members of the Social and Economic Committee (SEC).

The rating committee has assigned a rating to each job, based on a grid of six criteria, with ten degrees per criterion. A new jobs classification was therefore provided to employees and applied from 1 January 2024. It has taken more than ten months of work, 50 rating sessions, and a total of 1,000 hours to complete this mission!

* Union of Industries and Trades in Metallurgy.

TESTIMONIALS

'The group work, based on discussions and complementary points of view, enabled us to take a detailed look at all the dimensions of the positions listed, so as to produce a neutral result that was as robust as possible'

Florence Valeau, Human Resources Director, based in Acigné.

'I wanted to be part of this project to get to know all the jobs available in the company. Working with colleagues from other departments has given me a better understanding of the different job descriptions'

Estelle Dumast, assembler-preparer at the U3 factory at the Acigné site.

'This work gave me the opportunity to escape my usual environment and meet new colleagues'

Sébastien Heriault, Acigné Paint Team Manager.



M-EXTEND FRANCE

HEADING SOUTH TO STAY ON THE RIGHT TRACK!

Pierre Hédan, Industrial Innovation Engineer, loves challenges. In 2021, he created the [Polheim Expedition](#) association, to go to the South Pole: a 650-km journey, self-supported and with limited resources. This project, a great collective adventure, brought together a team of 13 volunteers and 14 sponsors, including M-extend. Why did the young engineer want to do this? He wanted to raise awareness about energy efficiency among the public, including schools.

'Our world is limited and we need to take concrete actions to preserve it', he explained.

In a nod to this extraordinary project, at the employee gathering in July 2023, staff took on three challenges: ski racing on grass, a tyre relay, and a quiz on the Polheim expedition. A little taste of the adventure!

Congratulations to Pierre, who, after four years of preparation, reached the South Pole on 13 January 2024, on his own, after 48 days on foot. A new record, since he is the youngest person in the world to have achieved this!

ALSO IN 2023

MANUROB

Following the recruitment in May of **Richard Swift**, Global Sales & Marketing Director at [ManuRob](#), the team decided to speak English one day a week, both to help Richard settle in and to develop the language skills of the other team members. Bravo*!

* Well done!

M-EXTEND FRANCE

- From 19 to 21 June 2023, the company organised its first [Quality of Life at Work Week](#), focusing on well-being and sport. Self-massage, micro-naps, tai chi, Nordic walking, reflexology and yoga: many workshops, led by professionals, were organised during the week. On the last day, a picnic, music concert, and games brought the event to a close.
- The [collective operational employment preparation](#) (POEC) schemes continue! In 2023, we supported a group of eight unemployed welders. This scheme offers a twelve-month fixed-term contract on completion of the training.

- In April 2023, '[L'atelier M](#)' (The M Workshop) opened on the ground floor of a house next to the Acigné site. This space has been organised into several spaces to accommodate employee training sessions: a meeting corner with large tables and a screen, a break corner complete with sofas, a kitchen corner, and a patio, with tables and chairs, where staff can enjoy the outdoors in good weather.
- For staff taking part in the English-language training programme in Acigné, the HR team organised two '[English coffee](#)' events, in June and December, to promote skills development and conviviality. These sessions respectively attracted seven and nine employees.

INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Contract workforce as of 31/12	78	86	96	665	677	629	/	/	/
Total workforce (including temporary staff)	78	86	96	754	806	773	329	241	172
Net job creation (fixed-term and permanent)	-8	0	23	-6	41	38	88	15	9
Temporary workers in production	0	0	0	18 %	28 %	32 %	55 % ^a	77 %	55 %
Rate of access to training (including mandatory training)	94 %	100 %	47 %	88 %	90 %	83 %	41%	36 %	3 %
Number of employees trained	78	86	45	585	607	522	136	80	5
Employees having had at least one training course in the last three years (excluding mandatory training)	/	/	/	97 %	92 %	94 %	/	/	/
Number of apprenticeship contracts and reskilling	4	4	3	18	17	14	0	0	0
Employment rate of people with disabilities	/	/	/	3.7 %	4.4 %	5.6 %	/	/	/
Professional equality index	/	/	/	93 %	88 %	82 %	/	/	/
Rate of women in the workforce	5 %	6 %	5 %	13 %	12 %	11 %	2 %	2 %	1%
Number of trainees	0	0	0	36	67	26 ^b	0	2	2

^a Higher rate of temporary staff due to an increase in activity and a desire for greater flexibility.

^b Data for the Acigné site.

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DESIGN

Optimisation of the dialogue between the designer, author, and customer through the use of a shared file in order to limit data transit (1 MB sent by email = 19g eqCO₂ [source ADEME](#))



MATERIALS AND ENERGY

Choice of a non-physical material (annual obsolescence of the contents) in order to limit the consumption of resources (wood, water, etc.) and energy.



PRODUCTION

Produced by a team committed to and trained in ecodesign (by [Agir pour la transition écologique/ADEME](#)): ecografik.fr, using [electricity guaranteed 100% renewable](#) and [VertVolt-certified](#)



DISTRIBUTION

As anticipated in the design phase, particular attention was paid to the number of copies of this document sent out, as its weight accounted for the bulk of its environmental impact. Vector illustrations, precise framing and processing of photographs, and external links for enriched content, have all helped to reduce the document's weight.

- 2020 CSR report / 31 pages: 2.8 MB/53.2g eqCO₂
- 2021 CSR report / 45 pages: 2.6 MB/49.4g eqCO₂
- 2022 CSR report / 37 pages: 2.3 MB/43.7g eqCO₂
- 2023 CSR report / 38 pages: 2.3 MB/43.7g eqCO₂



USE

Graphics work on ergonomics: clean design, well-spaced layout, coloured segmentation, navigation banner, and external links for enriched content to enhance user experience.

Access via URL preferable to sending attachments by email, in order to reduce data transfer and related GHG emissions, limited in time in order to reduce energy consumption related to server storage.

More information is on this 626 KB pdf: [Ademe: The hidden face of digital technology](#)



ASSESSMENT

For the purposes of continuous improvement, your feedback is important to us. Please share it with us via this short online survey:



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Making handling work
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