

ADISSEO COMPENSATION POLICY FOR EQUITY



For Adisseo, it is essential to take care of our employees, especially at key moments in their lives. We formalized the main principles of our Group policy on 'Compensation, Benefits, Care and Solidarity to confirm our commitments to our employees and their families.

The challenges we are facing in terms of sustainable development, climate change and its consequences, encourage us to offer our employees greater solidarity.

We are taking a more social, caring and supportive approach to our Group policy, including inclusiveness while respecting the individual needs of our employees.

Our Group policy also addresses our commitment to :

- Guarantee **fair remuneration** in line with the market,
- **Remunerate individual and collective performance** at its fair value,

We are committed to being a socially responsible company that cares about the well-being of its employees, and in this first edition we want to affirm our desire to move forward in this way.

BASIC RULES FOR FAIR COMPENSATION

The ADISSEO compensation policy is based on two key principles :

- the international dimension with the ambition to support the sustainable development of the business
- the willingness to attract, motivate and retain talents.

The ADISSEO compensation and benefits policy aims to :

- **ATTRACT** and **RETAIN** competent, committed and motivated employees within an international group,
- Valuing **PERFORMANCE** and **RESULTS ORIENTATION**, which creates value for Adisseo,
- Provide **COMPETITIVE** remuneration packages in different countries,
- Support **INTERNATIONAL MOBILITY** through accompanying measures,
- Guarantee a **MINIMUM SOCIAL BASE** for the Group.

1

SALARY COMPETITIVENESS

Guarantee to our employee a salary in line with market practice in their country and according to their level of responsibility

Adisseo wish to maintain a strong competitiveness thanks to salary survey on salary practices.

2

INTERNAL EQUITY

The remuneration awarded to each employee reflects the level of responsibility and the ability to do the job.
During the salary review, each HRBP ensures that internal equity is respected, based on local salary surveys.

3

PERFORMANCE & POTENTIAL

As part of its commitment to rewarding talent, ADISSEO encourages and financially recognizes individual and collective performance, through a mix of individual salary increases, variable compensation, or collective schemes specific to each country.

WHAT IS THE TOTAL COMPENSATION AT ADISSEO ?

DIRECT COMPENSATION

Fixed salary,
Annual bonus,
Benefits in kind
(e.g. company car)

1

DEFERRED COMPENSATION

Mid Term Incentive
scheme

3

INDIRECT COMPENSATION

Health and welfare
insurances
Pension Scheme

2

PERIPHERAL COMPENSATION

Training, working time
and working condition,
seminars, external
networking

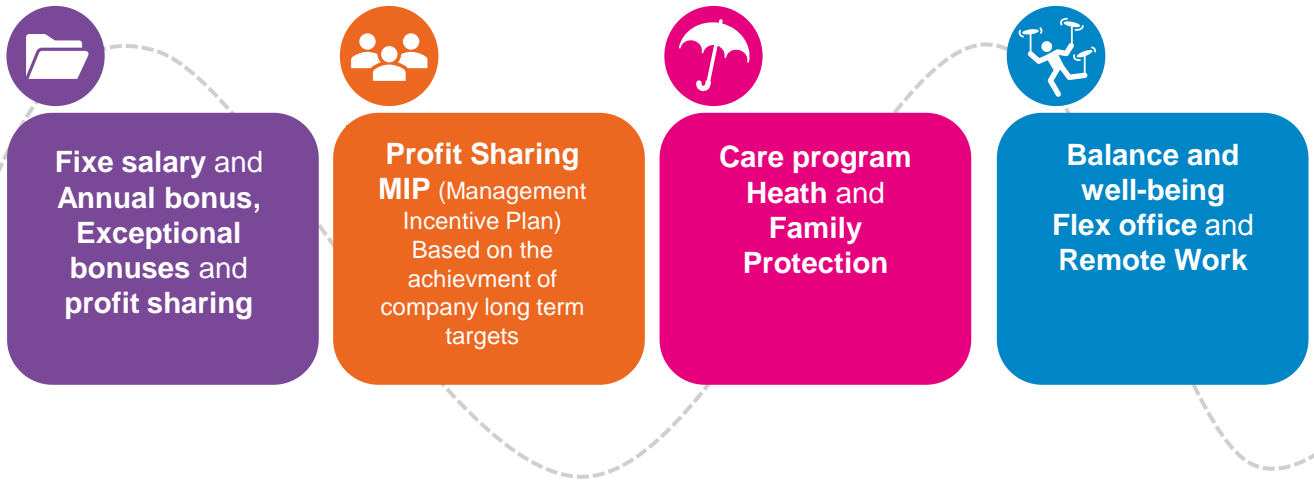
4

TOTAL COMPENSATION

BASIC RULES FOR FAIR COMPENSATION

The ADISSEO compensation policy is in line with the Group's development strategy. It takes the form of a total compensation package including both monetary and non-monetary components, based on themes common to all Group employees.

Based on **international ranking**, the components of our compensation policy are :



As part of our compensation policy, we aim to support growth and its long-term vision. Adisseo's ambition has always been to recognize the involvement and collective performance of its employees through recognition schemes (Profit Sharing, exceptional bonuses, etc.). So, whether in periods of growth or more difficult times, we want to maintain an attractive and motivating policy.

Our ambition is to develop a global compensation policy that positions the company in line with best practices in comparable sectors. It is deployed taking into account local legislation, practices of similar companies, applicable taxation and economic realities of the various of our Group's various SBUs.

Our Compensation policy must be in line with business ambitions and respect some basics principles to be efficient and performant :



The Group compensation policy is adapted to local contexts. However, the ambition of the global compensation policy is to describe the common guidelines to respect and define a minimum social core for the whole perimeter.