



# 1 BOIRON, YOUR HEALTH DESERVES THE GREATEST RESPECT

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<b>1.1 KEY FIGURES</b>	<b>8</b>	1.3.4 A company open to the world	33
<b>1.2 LABORATOIRES BOIRON, A FAMILY LEGACY OF INNOVATION</b>	<b>9</b>	1.3.5 Laboratoires BOIRON's mission	35
1.2.1 The Laboratoires BOIRON story	9	<b>1.4 RESPECT: A CORE COMMITMENT</b>	<b>37</b>
1.2.2 Promoting more caring, more respectful, and more sustainable healthcare	10	1.4.1 Respect for patients	37
1.2.3 CSR: a focal point for Laboratoires BOIRON's strategy	10	1.4.2 Respect for healthcare providers	39
1.2.4 A different way to work for a living	11	1.4.3 Respect for the environment	39
<b>1.3 A MEDICAL OFFER FOR EVERYONE</b>	<b>24</b>	1.4.4 Respect for society	49
1.3.1 Homeopathy: a response to public health issues	24	1.4.5 Laboratoires BOIRON's CSR commitments	52
1.3.2 Unique high-quality production	28	<b>1.5 THIRD PARTY ASSURANCE REPORT</b>	<b>55</b>
1.3.3 A diverse product offer and an expanded BOIRON offer in 2020	30	<b>1.6 RISK FACTORS AND INTERNAL CONTROL</b>	<b>57</b>
		1.6.1 Risk factors	57
		1.6.2 Internal control procedures	63
		1.6.3 Insurance Policy	65

This chapter contains the extra-financial performance report of Laboratoires BOIRON, in compliance with article R225-105 of the French Commercial Code.

A concordance table is provided in paragraph 7.8.

The independent third party's report appears in paragraph 1.5.

## A brief introduction...

**In 2020, Laboratoires BOIRON were forced to undertake an unprecedented reorganization process in France – and to do so quickly, despite the ongoing COVID-19 pandemic.**

Laboratoires BOIRON had already faced the need to reorganize its operations, particularly its distribution network, in 2017, leading to an initial round of facility consolidations. The 2017 reorganization plan was intended to adjust medicine compounding volumes to reflect the decrease in demand, and offered all employees internal reclassification options that would not force them to relocate. The goal was to prepare for future changes in the market by investing in maintaining jobs.

In 2018, the French Ministry for Healthy tasked the Haute Autorité de Santé (HAS) with assessing the justification for reimbursement of homeopathic medicines.

The government decision of August 30, 2019, published as a decree in the official bulletin of October 8, 2019, eliminated partial reimbursement of homeopathic medicines by French public health insurance, effective January 1, 2021. The Minister for Health rejected the five-year moratorium proposed by all the affected businesses.

This decision has had a severe negative impact on Laboratoires BOIRON's distribution and production operations. The decline in homeopathic prescriptions and the use of homeopathic medicines due to their delisting and a campaign of denigration against homeopathy as a whole brought the group's plans for expansion to a halt.

These developments forced Laboratoires BOIRON to begin in-depth reorganization of its business in 2020 to enable its French organization to adapt to this new and extremely negative climate.

The reorganization plan aims to meet the company's urgent need to adapt while maintaining its ability to expand its business and continue marketing its products to prescribers, pharmacists, and physicians, whose practices have also undergone a radical shift with the delisting of homeopathic medicines.

**The reorganization plan is based on three pillars:**

- concentration of production on the Messimy site and the shutdown of the Montrichard site, leading to the elimination of sixty-three positions and the creation of thirty-two new positions on the Messimy production site,
- concentration of the distribution network, leading to the shutdown of twelve distribution sites across France (out of 27 existing sites), with 450 positions eliminated and 29 created,
- reorganization of the sales network, eliminating 53 positions and creating 48 new ones.

Given the scale of this reorganization plan, Laboratoires BOIRON initiated an employee representative body consultation process on March 11, 2020.

**Christine Place**, Deputy General Manager in charge of Human Resources, said on March 11, 2020:

*"We will make every effort to support all of our employees through the next steps in their career path. We are fully committed to alleviating our employees' individual difficulties in any way we can. We will be working with the unions to do two things. The first is defining the right support measures to help everyone who is affected find a new position in their region, since relocation is not always an option. The second is helping our many employees who are nearing retirement make the most of their skills and personal qualities. To do that, we will need to think outside the box and find ways to offer everyone the support and assistance they need."*

General Manager **Valérie Lorentz-Poinsot** added:

*"Respect for each and every employee has always been a part of who we are. So it is with heavy hearts that we present this unprecedented reorganization plan. With business dropping sharply in France, we have had to move quickly and make the hard decisions that will allow our group to weather this difficult time."*

**When France went into lockdown on March 17, 2020, the consultation process was paused until early June.**

The existence of an established consultation process at Laboratoires BOIRON made it possible to maintain a constructive and productive dialog between the employee representative bodies and general management during this process. A total of 860 strike days were logged (0.21% of the annual hours worked at the BOIRON parent company), mostly on September 16, 2020. Negotiations were based on the draft Job Protection Plan, with measures to support career transitions and support for voluntary departures,

**This negotiations led to a majority agreement with the company's top unions, which was signed on October 13, 2020.**

**The plan was modified during the bargaining process, going from 665 positions eliminated and 134 new positions created to 566 eliminated and 122 created.**

The key points of the agreement were:

- more than 148 positions offered for internal transfers (open jobs and new jobs) with compensation maintenance measures,
- targeted relocation, training, and entrepreneurship assistance,
- creation of a voluntary departure program with age-based or reclassification leave benefits,
- creation of a sixty-month early retirement leave to provide stability for employees who are close to retirement as they plan for their transition from work to retirement,
- creation of an expanded External Reclassification Leave for employees ages 50 and up; this expanded leave benefit can last up to 48 months at up to 80% of gross pay. Three additional months of External Reclassification Leave were added for employees with disabilities.

Of the 566 employees whose positions were eliminated, 10% accepted internal transfers that required relocation, 27% chose to take company-funded early retirement, and 51% will enter the external reclassification program. All of the remaining positions slated for elimination are already vacant.

**Serving employees and supporting reindustrialization.**

From the beginning of the reorganization process, Laboratoires BOIRON have done its utmost to find alternatives to site closures, making a massive effort to find solutions for all thirteen sites affected (twelve distribution sites and the Montrichard site).

Laboratoires BOIRON hired a reindustrialization consulting firm to run a large-scale prospecting campaign in France and worldwide, which included contacting over 1,100 companies that could potentially be interested in taking over one or more of the sites and retaining some or all of their employees. Thirty-three expressions of interest were assessed, leading to twelve serious proposals on which the teams are currently working.

To achieve a precise, objective understanding of how this reorganization will impact the communities around each site, Laboratoires BOIRON commissioned a nationwide social and territorial impact study. The study showed that the planned job cuts would have a limited impact on total local employment in each catchment area, as well as on industrial employment at the regional, employment zone, intermunicipal, and municipal levels.

**In short, 2020 was a year of change, and above all a year of paradoxes.**

Faced with a fast-changing and unpredictable situation, Laboratoires BOIRON showed its agility as it transitioned to remote work in a few hours and started hand sanitizer production in just a few days.

The group's sales decreased overall, yet it launched an array of new products and integrated ecodesign into its production.

**Despite the tremendous difficulties generated by the delisting of homeopathic medicines in France, the reorganization process, and a global pandemic, Laboratoires BOIRON have proven to be highly resilient, as each paragraph of this report will show.**

# 1.1 KEY FIGURES



\* Source IQVIA Top 10 - Top 100 OTC French Market 2020

**BOIRON®**  
Votre santé mérite le plus grand respect



## 1.2 LABORATOIRES BOIRON, A FAMILY LEGACY OF INNOVATION

### 1.2.1 The Laboratoires BOIRON story



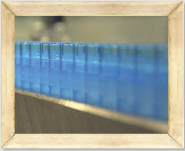







**Homeopathy, which has existed in France for 220 years, is rooted in science.**

It emerged from the *Materia Medica*, a late 18<sup>th</sup> century medical science that explored the “medicinal substances” used for treatments at the time.<sup>1</sup>

Laboratoires BOIRON, founded in 1932 by the pharmacists Jean and Henri Boiron, produces homeopathic medicines to meet the needs of physicians looking for effective, reliable, and non-toxic therapeutic solutions for their patients. For nearly eight decades, the Boiron family has continued their story and their efforts to develop homeopathy worldwide.

A few key dates in the Laboratoires BOIRON story:

**Boiron Laboratories**  
**A family driven by bold innovation**

				
<b>1932</b> Twins Jean and Henri Boiron establish with René Baudry, The Central Homeopathic Laboratory of France	<b>1967</b> Creation of Boiron Laboratories	<b>1969</b> Launch of the first production plant in Lyon	<b>1976</b> Christian Boiron takes the helm of the company	<b>1979</b> The first Boiron subsidiary opens in Italy
				
<b>1988</b> Merger with Les Laboratoires Homéopathiques de France (LHF)	<b>2005</b> Merger with Dolisos, Thierry Boiron takes the helm of the company	<b>2011</b> Christian Boiron becomes CEO and Thierry Boiron becomes the Chairman of the Board	<b>2019</b> Inauguration of an international, state-of-the-art logistics platform in Les Olmes	<b>2019</b> Valérie Lorentz-Poinsot is nominated CEO of the company



<sup>1</sup> Dobrescu, Dumitru, *Pharmacologie homéopathique générale (General Homeopathic Pharmacology)*, Paris: SIMILIA, 2011.

## 1.2.2 Promoting more caring, more respectful, and more sustainable healthcare

“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”  
(Preamble to the Constitution of the World Health Organization - July 22, 1946).

We all share the goal of living and aging in good health. In today's world, as public health challenges multiply (increase in chronic diseases including cancer, misuse of medications, drug iatrogenesis<sup>1</sup>, an aging population in poor health, etc.), our healthcare systems are showing their limitations, revealing the need to move toward a more holistic, more responsible approach in which patients' expectations matter. Patients are increasingly actively involved in their own health and want personalized care.

**These challenges lend fuller meaning to Laboratoires BOIRON's mission:**

- contributing to more caring, more respectful, and more sustainable healthcare with effective, risk-free, high-quality medications and healthcare products,
- offering a comprehensive, personalized, patient-centric approach focused on respectful care,
- seeing patients as active contributors to their own health,
- fostering cooperation among all disciplines to support their healthcare journey, with the ultimate goal of longer and better lives.

## 1.2.3 CSR: a focal point for Laboratoires BOIRON's strategy

**Jean-Christophe Bayssat, Deputy General Manager, Chief Pharmacist and Pharmaceutical Development Director, has been responsible for Laboratoires BOIRON's CSR strategy since January 1, 2019.**

- The **CSR steering committee**, created in late 2019, is tasked with developing the CSR approach and rolling out initiatives to support the key components of the group's strategy:
- strengthening homeopathy's credibility and building preference for the BOIRON brand,
- overcoming delisting in France,
- increasing international sales,
- developing its capacity to innovate.

The committee – intentionally multidisciplinary so all activities are represented – meets every six weeks. During the past year, it has organized a donation drive for the Red Cross, meetings with service providers to discuss supplier certifications, life cycle analyses, charity drives, and more. It also worked on defining BOIRON's CSR commitments and engaged in a dialog with employee representatives. And coming soon, a CSR section will be added to the company intranet. This year's CSR initiatives are described below.

The group also ran a campaign to **raise employee awareness of CSR issues**. The campaign was supported by:

- two networks formed in 2020: CSR contacts in France, representing all the activities, and one CSR contact for each subsidiary,
- an expanded Management Committee, made up of the forty-five BOIRON parent company department directors, which meets very frequently, as the situation requires.

Two subsidiaries' initiatives are excellent illustrations of the group approach:

- in Canada, a “green committee” educates employees about initiatives to reduce its environmental impact starting when they are hired,
- in Spain, a sustainable development suggestions box has been set up for employees.

<sup>1</sup> Iatrogenesis: harmful side effects caused by drugs or drug interactions.

Laboratoires BOIRON's proactive approach, which is integrated into its strategy, has been recognized three times:



"Every year, Gaïa Research, the Ethifinance ESG analysis agency, collects and analyzes ESG data on mid-sized French and European publicly traded companies. Based on this information, **the companies are rated on their transparency and performance**. Leading management companies use its research in their management and investment decision-making processes."<sup>1</sup>

This year, Laboratoires BOIRON made its debut on the Gaïa Rating index, which features the 70 best small and mid-sized French companies on Panel 230 of the index. An honor that highlights a CSR approach which continues to improve.



Laboratoires BOIRON are proud to be one of the "2021 socially responsible companies". This distinction, awarded by Le Point and Statista, **recognizes companies on the basis of social, environmental, and governance criteria**, based on data from their corporate reports and an independent survey of 5,000 French respondents.



Laboratoires BOIRON were the **winner of the 2020 Trophée Défis RSE in the mid-sized and family-owned business category**. The Trophée Défis RSE awards are sponsored by France's Ministry for the Economy and Finance, Ministry for the Ecological and Solidarity Transition, and Senate, and are supported by partners, networks of CSR and sustainable development experts, and the media.

**This award recognizes Laboratoires BOIRON's CSR initiatives and governance.**

## 1.2.4 A different way to work for a living

"Starting in the 1970s, Christian Boiron set out to prove that there was a different way to run a business, one that reconciles economic and social objectives. I share that ambition, which forms the basis for Laboratoires BOIRON's development and organizational models, and I am proud to carry it on today.

In the future, as we always have over the past eight decades, we will continue to do everything in our power to protect nature, which provides our raw materials; to treat our employees, who give us their best, with respect; and to satisfy our customers who, now more than ever before, need to protect their health."

Valérie Lorentz-Poinsot

Economic performance and social performance go hand in hand. Laboratoires BOIRON's corporate philosophy places the personal development of men and women at the heart of the company's economic success.

Laboratoires BOIRON, which are still majority-owned by the Boiron family, has maintained its independence and its humanist values and is proud to live out its commitments to responsibility.

It is in that spirit that Laboratoires BOIRON implement the changes it needs to grow, particularly in France. With its numerous agreements grounded in trust and respect and through striving for equity, profit-sharing, and diversity, the group strives to provide each and every employee with a good job, to reduce inequalities, to provide fair pay, to implement an appropriate training policy, and to support employees as they pursue their personal goals thanks to support for their aspirations both inside and outside the company.

**It is thanks to this employer policy that we enjoy a balanced employee-employer dialog today.**

Corporate figures are consolidated for all companies within the BOIRON group, unless expressly stated otherwise.

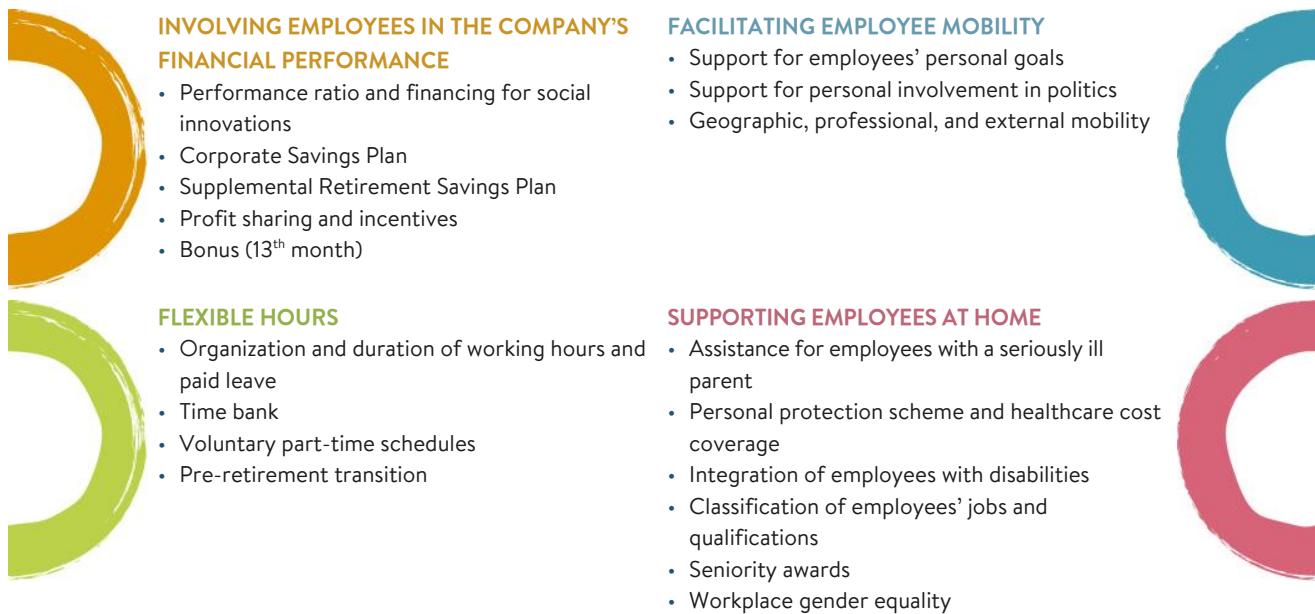
<sup>1</sup> Source: communiqué on the results of the 12<sup>th</sup> GAÏA RESEARCH campaign

### 1.2.4.1 Pioneering corporate agreements

“50 years ago, I changed the nature of hierarchical relationships. Here, it’s the managers who have to be available to the other employees, and not the other way around. This approach has led to thirty-two company agreements, all based on the premise that the company’s performance as an employer is key to its economic performance. The interests of our shareholders are not opposed to the interests of our employees: they are the same.”

Christian Boiron

In France, Laboratoires BOIRON’s employer policy are laid out in numerous **corporate agreements, which are renewed every three years. The details of their provisions are described later in this document:**



Laboratoires BOIRON’s employer dynamic actively contribute to achieving the United Nations Sustainable Development Goals:



### 1.2.4.2 Labor relations based on respect and cooperation



The BOIRON group is committed to compliance with all applicable employment regulations on all of its sites.



The company has incorporated personal development and workplace well-being into its philosophy. This inherently excludes forced or compulsory labor, child labor, and disregard for human rights.

**Respect for the individual, a centerpiece of the company’s mission,** is fundamental and underlies the group’s constant commitment to non-discrimination. Laboratoires BOIRON’s internal regulations prohibit all racist, xenophobic, sexist, or discriminatory behavior.

The company agreements that make up Laboratoires BOIRON’s employment policy are developed thanks to the involvement of employees, the Central Social and Economic Council (CSEC), labor unions, and Management.



A framework agreement in force in France since 2008 establishes a framework to simplify negotiations with a system of consultations at several levels. Under this agreement, working groups can be launched at the request of General Management, the Central Social and Economic Council, or a labor union. They are composed of employee representatives appointed by the CSEC and facilitators from the HR department. These groups are tasked with making recommendations on topics enabling innovative additions to or the maintenance or adaptation of the company's employee policies.

A General Pilot Group (GPG) made up of employee and management representatives then meets to review amendments or proposals for future agreements based on their recommendations.

This consultation process is also implemented less formally at other BOIRON group companies, in line with their size and/or the laws in effect, enabling faster and more direct dialog on employee issues.

**In the past year, six BOIRON parent company agreements were reviewed and three new ones were implemented to address the ongoing pandemic (implementation of the PEPA bonus) or the reorganization plan (agreement on methods and support measures).** The schedule for employee-employer dialog during the year was largely set by these two factors, with weekly meetings on the COVID-19 situation from March through May and twenty-five bargaining meetings and five CSEC meetings to work on the Job Protection Plan.

The key measures adopted address internal reclassification, external reclassification, and voluntary departures:

- employees were offered an internal reclassification process to make it easier to transfer to an open position within the company. The internal classification support measures include relocation support for employees as well as their spouses and families (moving, scouting visit, relocation service, etc.). Employees will have a three-month adjustment period to explore their new environment and confirm their decision to accept internal reclassification. Training will also be available to help them qualify for open positions,
- voluntary departure options are also available. There are two types of voluntary departures: direct voluntary departures and replacements,
  - a program to encourage direct voluntary early retirements, known as the "age-based program" has been developed to support senior employees as they leave the company. Eligible employees will be offered support that guarantees their income until they retire, for up to 60 months,
  - the "replacement" voluntary departure program is open to employees who are not affected by the reorganization plan but whose departure would enable reclassification of employees who are affected.
- employees who will be taking external reclassification leave can, if eligible, choose between external reclassification leave or the age-based early retirement program.



External classification leave gives employees time to find a new job in the best possible conditions. External reclassification includes financial incentives to support professional mobility: statutory severance pay and an additional flat-rate severance payment based on seniority.

**A Job Preservation Plan is a change that affects the entire company and all its stakeholders – not just the employees who are directly impacted.**

While it is obvious that employees who are directly affected experience the most severe psychological impact (stress, fear, anger, depression, anxiety about the future, etc.), its effects on

other employees should not be underestimated. Like any change, different people will process it differently.

The impact of a major reorganization plan on a tight-knit, committed group of people like the men and women who make up Laboratoires BOIRON require personalized support for employees:

- to help them process and overcome the situation, individually and collectively. To meet their needs, support has been provided in the form of:
  - a hotline and support service (by phone and in-person) where struggling employees can find help for personal or work-related problems when they need it,

- coaching and co-development workshops for facilitators throughout the procedure, a preparatory seminar for all site and network directors, a support seminar for the directors of the sites that will be closed, etc.
- support from a specialized external agency until they find a new job,
- practical measures to ensure support is easy to find: creation of a dedicated intranet page on the job preservation plan with

all the key information, a book on the support measures, and booklets with practical advice,

- ongoing support: the human resources teams are mobilizing to answer employees' questions and help them choose between the measures available.

**The reorganization plan will be carried out in 2021, representing a major challenge for Laboratoires BOIRON.**

### 1.2.4.3 A company on a human scale



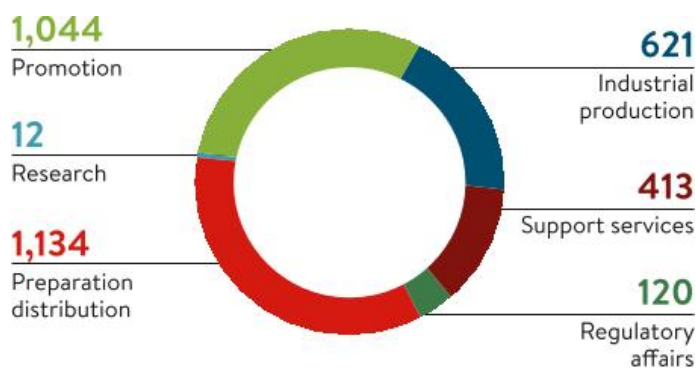
**3,344 employees work for the BOIRON group, and 97% of them have permanent employment contracts. Compared to the national average of 74.6%<sup>1</sup>, the company's use of short-term contracts is therefore very limited.**

**69% of employees work in France.**

	2020	2019
<b>GROUP TOTAL</b>	<b>3,344</b>	<b>3,502</b>
France*	2,311	2,396
Europe excluding France	735	818
North America	188	185
Other countries	110	103

\* Mainland and overseas departments and territories

**52% of employees work in production and preparation/distribution.**



The functions shown above are described in the glossary in paragraph 7.9.

As previously noted, the reorganization plan in France is focused on the preparation/distribution activity, with twelve sites to be closed.

<sup>1</sup> Insee, 2019 employment survey

## 1.2.4.4 Reducing inequality and promoting diversity



**Diversity is a source of collective intelligence.** Laboratoires BOIRON attache particular importance to diversity, which generates complementarity, creativity, social balance, and economic efficiency.

The group focuses solely on the skills and abilities of its candidates or employees when making decisions related to hiring, career management or sanctions/departures. This competence-based approach prevents biased judgment skewed by stereotypes which could lead to discrimination.



**71% of group employees are women.**

A specific corporate gender equality agreement is in force in France. It covers hiring conditions, work-life balance, compensation and job classification.

In 2020, Laboratoires BOIRON earned a score of 94/100 on the workplace gender equality index, above the national average of 87 for businesses with 1,000+ employees. The index covers indicators including the pay gap, promotions and raises, and the number of women among the top 10 earners.<sup>1</sup>

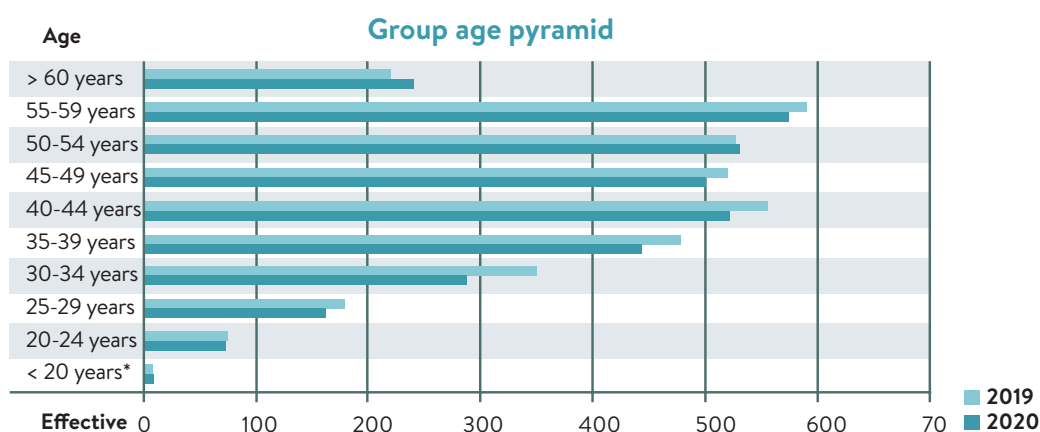
	2020	2019
<b>GROUP TOTAL</b>	<b>3,344</b>	<b>3,502</b>
Women	2,361	2,474
Men	983	1,028



In France, 57% of the 391 managers are women. The French and European average is 36%.<sup>2</sup> The company has achieved functional gender parity.



**16% of the group's workforce is under 35 years of age, 44% is between 35 and 49 years of age, and 40% is over 49 years of age.** These figures highlight the loyalty of Laboratoires BOIRON's employees. The average age of BOIRON parent company employees is 47 years and 1 month.



<sup>1</sup> Workplace gender equality index: 2020 global trends and leading companies' results

<sup>2</sup> Eurostat, press release 43/2019, 2019

**Every year, Laboratoires BOIRON support numerous students during their training.** These programs bring the group a fresh vision of the challenges of the future; the group's goal is to provide the best possible support for these future employees in order to build long-lasting, win-win relationships. The experience is rich and meaningful for both Laboratoires BOIRON and the students.



**The BOIRON parent company's disability employment rate was 5.9% as at December 31, 2019. The nationwide average in France is 4.2%<sup>1</sup>**

The data for 2020 will not be available before the end of the 1<sup>st</sup> half of 2021 due to regulatory changes to the beneficiary reporting process.

Since 1987, Laboratoires BOIRON have pursued an active policy in support of workplace integration for people with disabilities through the application of ten three-year agreements covering the period between 1989 and 2020, all of which were certified by DIRECCTE, a French governmental authority.<sup>2</sup>

All of these agreements are intended to promote the integration of people with disabilities. They are rooted in the group's philosophy of ensuring that disabled and non-disabled employees enjoy identical employment contracts, classification, compensation, training, and career opportunities.

Close to 50% of disabled BOIRON parent company employees have over twenty years of seniority.

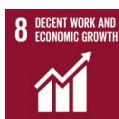
In 2020, the BOIRON parent company hosted a total of 95 students in initial training (interns and co-op students), down from 129 in 2019. The number of interns decreased 27% due to the pandemic, while the number of co-op students remained steady.

The disability service is coordinated by a full-time employee. She is assisted by disability representatives on all of the French sites. The purpose of the service is to facilitate the recognition of differences and individual fulfillment. Its objectives are centered on employees, their managers, and the recruitment team, through:

- involving all employees in implementation of the corporate agreement on integrating employees with disabilities,
- supporting new hires and enabling job retention,
- using training to encourage integration and long-term employment.

In 2020, Laboratoires BOIRON received an Emploi Humpact score<sup>3</sup> of 3.6/5, maintaining its 3<sup>rd</sup> place ranking among the 18 companies in the sector.

## 1.2.4.5 Involving employees in the company's financial performance



**Laboratoires BOIRON believe that the self-realization of each individual is key to strengthening collective performance, which is the source of social progress.**

The BOIRON parent company has defined a performance ratio to measure the financial surplus that can be distributed in order:

- to significantly improve the benefits awarded to employees (increased purchasing power, collective reduction in working time, retirement planning, employee savings plans and retirement savings, various benefits, etc.),

- all while enabling increased profitability, particularly through the management of total payroll expense in the income statement.

<sup>1</sup> LADAPT, 22<sup>nd</sup> European Disability Employment Week, 2018

<sup>2</sup> Regional Department of Enterprise, Competition, Consumer Affairs, Labor and Employment

<sup>3</sup> Emploi Humpact France is an extra-financial ratings agency that measures publicly traded companies' impact on employment in France



BOIRON parent company salary expenses can be broken down as follows and are derived in part from the definition of the performance ratio (used to determine the company-wide pay increase):

	2020	2019
Company-wide increase - France	1.2%	1.5%
Individual increase - France	0.49%	0.46%

The BOIRON parent company and seven of its subsidiaries apply a profit sharing formula. **84.3% of group employees benefited from profit sharing in 2020 (compared to 84.6% in 2019).**

For the entire group, profit sharing paid in 2020 represented 7.8% of total annual salaries in 2020, equivalent to approximately 1 month's salary, compared to 1.6 months in the previous year. This change was due to the BOIRON parent company's decreased profitability between 2018 and 2019.

Total group salary costs are presented in paragraph 26 in the notes to the consolidated financial statements.

In 2020, BOIRON group salary increase rates ranged from 1% to 6.7% (1% to 9% in 2019).

## 1.2.4.6 Facilitating employee mobility and skills development

Mobility is considered one of the primary success factors of Laboratoires BOIRON's human resources management policy and of the forward-looking management of jobs and skills. It contributes to:

- anticipating changing business needs regarding employment,
- simplifying career advancement and skills development,
- meeting employees' aspirations for their careers and, more broadly, their personal development.

In an industry characterized by intense change, the BOIRON group's human resources policy must continue to be proactive and support changes in employment and employability.

At the BOIRON parent company, under an agreement on mobility, measures have been taken to align new business needs with the available resources, particularly to take into account regulatory changes and their effects on the organization.

This approach results in individual recommendations regarding training, through the proposal of missions related to evolving professions or those lacking skilled workers, as well as a continuous review of organizational structures.

In 2020, 132 assignments, for periods ranging from five days to more than a year, were completed group-wide (116 in France).



**79% of group employees received training in 2020, up from 88% in 2019. The average length of training is estimated at a little over one day for the BOIRON parent company.**

**Training costs amounted to €1,380 thousand (€2,413 thousand in 2019), equivalent to 1.0% of group payroll before taxes, compared to 1.8% in 2019.**

	2020	2019
Number of employees who received training	2,642	3,091
Number of training hours	53,302	51,701

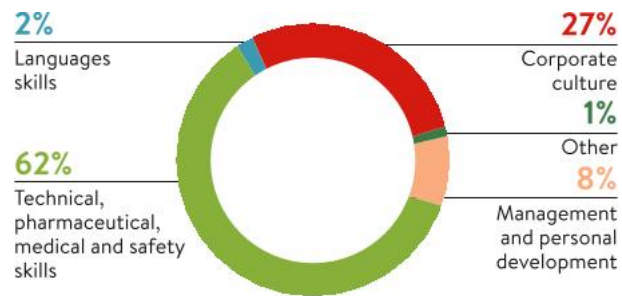
The number of training hours was up roughly 2% compared to 2019, but that average hides very different realities in the different subsidiaries.

While training hours at the BOIRON parent company were divided by 1.7, certain subsidiaries increased their training hours (Italy, Russia, Belgium) to enable implementation of new projects.

To enable employees to develop their professional skills, Laboratoires BOIRON's training policy is based on the following pillars:

- company culture: knowledge of homeopathy and an understanding of the company's business processes,
- strengthening of technical and pharmaceutical know-how, including training on health and safety,
- language skills (especially French, which is the group's working language), specifically for subsidiaries,
- management and personal development: enhancing management skills and realizing personal potential.



**Breakdown of training provided in 2020 by topic:**

In 2020, the BOIRON parent company focused on three key areas: centering business priorities, continuing to develop a culture of homeopathy, and above all energizing employees and managers by supporting them during these turbulent times.

**Impact of the pandemic:**

The COVID-19 pandemic and corporate reorganization led to major changes – in fact, a transformation – in training.

As soon as the lockdown was announced in March, planned trainings were canceled or postponed. Only a few mandatory internal pharmaceutical and safety trainings were maintained on the sites and in production facilities.

**A quick adjustment to digital learning:**

Laboratoires BOIRON adapted to these forced changes with agility, turning its trainings into virtual classes and e-learning courses. However, some of its external training providers were not prepared for the transition, so some of the trainings planned for 2020 could not be completed.

The pandemic pushed Laboratoires BOIRON to accelerate its transition from virtually 100% in-person training to digital learning, with a brand new approach:

- shorter course formats with webinars, micro-learning, and tutorials for ongoing, on-demand, highly targeted learning,
- hybrid in-person and e-learning content, MOOCs on topics related to current issues,

- remote support via Teams or remote classes (e.g. English, office software, etc.) to reduce travel, both because it represents a significant portion of the training budget and to keep employees learning during the pandemic. To support and uplift employees in this difficult situation, remote management and discussion workshops called “Simple, Direct Conversations” were held throughout the year.

**Working toward sustainable employee onboarding:**

The new employee onboarding process was maintained and even enhanced despite the pandemic: Keenly aware that successfully onboarding new employees can improve the company’s overall performance, Valérie Lorentz-Poinsot moved to create an 18-month new employee program aimed at achieving a comprehensive understanding of the company, its culture, and its philosophy as soon as she became General Manager of the BOIRON group in 2019. The program is focused on meetings with each member of General Management, an introduction to homeopathy, and training on simple, direct communication (Non Violent Communication). A dedicated course for managers completes the program.

In addition to this program, all managers are required to plan and organize all the meetings and training needed for each job for their individual team members.

On their first day or when they sign their contract, each new employee receives a welcome kit and a virtual guidebook.

## 1.2.4.7 An individualized approach to working hours

Schedule management is part of the trust-based relationship between employees and the company.

Laboratoires BOIRON applies the statutory working hours, in compliance with the legislation in force in all countries where it operates.



### In 2020, 15% of group employees worked part-time.

This level remained stable compared to 2019, at both the BOIRON parent company and the subsidiaries.

In 2020, at group level, 69% of part-time employees chose to work part-time and received support for their preferences and plans for managing their hours. The other part-time positions were related to medical needs (approximately 22%) or were designated as part-time by the group at the time of hiring (10%).

A company agreement on personalized working hours, which applies to the BOIRON parent company, sets out the rules for moving to a part-time schedule and broadens the range of possibilities offered by the current legislation (for health-related reasons or for parental leave).

#### Impact of the pandemic:

This year, as an exceptional response to the pandemic and the attendant need for lockdowns and social distancing and to protect employees, Laboratoires BOIRON implemented a series of targeted measures:

- **partial unemployment:** due to a steep drop in sales activities (pharmaceutical sales visits ended on March 17 and family medication sales staff transitioned to remote work, followed by partial unemployment), Laboratoires BOIRON used partial unemployment when necessary. 444 employees of the BOIRON parent company received partial unemployment benefits.

- however, before turning to partial unemployment and to minimize the impact on employees, the following measures were rolled out:
  - compensatory overtime,
  - mandatory use of planned leave,
  - use of banked leave,
  - voluntary use of compensatory time off (RTT days) and unused leave, etc.,
  - option to accept voluntary assignments to sites in need of workers.
- all employees whose jobs allow it were transitioned to **remote work** in just 48 hours. Some 600 BOIRON parent company employees transitioned to working from home overnight thanks to the agility and professionalism of the IT team. Since remote work did not previously exist at Laboratoires BOIRON, employee and manager support was implemented starting on March 25, with guides published on the company intranet and shared by managers, who passed on best practices and tips on working from home. Negotiations are under way for an agreement on remote work to create a framework for it as a regular practice. The group's subsidiaries also had their employees work from home (Poland, Slovakia, Bulgaria, Brazil, etc.).

50% of BOIRON parent company employees continued to work on-site, 26% worked from home, and 14% were absent due to COVID-19.



### In France in 2020, 315 employees (versus 278 in 2019) benefited from an agreement on retirement and preparing for retirement, the annual cost of which represented 3.73% of payroll.



This particular feature of work time organization was established in 1976. The program demonstrates the BOIRON parent company's commitment to easing the transition from employment to retirement through a gradual reduction in work time without any reduction in salary.

The number of overtime hours worked is immaterial.

## 1.2.4.8 Contributing to BOIRON employees' well-being



Laboratoires BOIRON's corporate philosophy place the personal development of men and women at the heart of the company's economic success. Employee well-being and performance are inseparable. Beyond homeopathic medicines and their benefits, people and their importance to the company have always been essential for BOIRON.

In that spirit, the "Hospitality" center operates on the Sainte-Foy-lès-Lyon and Messimy sites, where its role is to:

- provide a warm welcome and information for visitors and service providers,
- handle the logistics for all events held on both sites, using local suppliers and an eco-friendly approach,

- develop an inspiring work environment where employees and their guests feel at home,
- offer employees a listening ear and provide *feedback*: sharing information with its various contacts and General Management.

A few of the ways BOIRON supports workplace quality of life:

### FOSTERING COMMUNICATION

In 2019, the Messimy and Sainte-Foy-lès-Lyon sites opened the "Homéo Café," a space designed for relaxed conversations, where planned and unplanned meetings alike are facilitated by a central area open to all. A visit to the Homéo Café is a refreshing break that can re-energize employees and boost their well-being and productivity. Due to the pandemic, these spaces have been closed in compliance with the public health rules.

To keep employees informed and connected during the pandemic, Laboratoires BOIRON created a new intranet with dedicated pages (*COVID-19: the latest updates* and *Working from home at BOIRON*) as well as relevant news items and WebTV content on the benefits of homeopathy.

Remote breakfast gatherings are also held for new arrivals, to give them an opportunity to chat with other employees so they can feel like part of the team. An HR staffer also attends these virtual events to answer any questions.

Since taking over as General Manager of Laboratoires BOIRON, Valérie Lorentz-Poinsot has always kept her door open to all employees, to talk about anything and everything.

### HEALTHY EATING

Because employee well-being is essential and because food is key to good health, the BOIRON parent company continues to work with its catering provider to ensure that employees can enjoy home-cooked meals with as many fresh, seasonal products as possible.

In 2020, 100% of the beef, pork, and veal, 30% of the vegetables and 30% of the dairy products supplied by its catering provider were from local farms. And 100% of the eggs used were local, organic eggs from a farm just 6 km from group headquarters in Messimy!

On the Sainte-Foy-lès-Lyon site, employees also enjoyed an additional catering option, with a new smart fridge that offers six different meals each week featuring 100% fresh and local products. The meals are delivered in eco-friendly packaging, using eco-friendly transportation.

In Italy, local organic suppliers are used for meals and fair trade coffee is served.

### RESPONSIBLE ACTIVITIES

A wide range of activities are available at lunch. In line with the company's philosophy, they are selected to encourage physical activity (pilates, yoga, bungypump) and to educate employees about health-related topics, with lectures on subjects like sophrology, gynecology, and homeopathy. All these activities offer employees a chance to focus on wellness and contribute to improving their quality of life at work. Due to the pandemic, in-person events have been replaced by digital content in the new Intranet section #prendresoindenous (taking care of us). The content is a catalog of videos to help employees get moving, breathe, and relax. In a group or alone, on-site or from home, the goal is to take time to refresh the body and the mind.

And since five beehives were installed on the Messimy and Les Olmes sites, special workshops have introduced employees to the secrets of bees and their hives, and of course the best part of apiculture: harvesting honey! This year's harvest, the second, brought in 40 kg of honey, which all the site's employees had the opportunity to taste at the canteen.

The BOIRON parent company also has a very active Works Council. With a budget of €1,406 thousand in 2020, it was able to fund a broad range of social, cultural, and athletic activities for employees – all modified to fit the pandemic.

## CREATIVITY

Art in the workplace – boosting innovation An idea championed by Christian Boiron, and one that the company is proud to continue. Employees work in spaces enlivened with scenes drawn from life and from the imagination.

**“Art is the heart of life, life is an art, medicine is an art, and it is by art and through art that we can best communicate the things that really matter.”**

**Christian Boiron**

On most Laboratoires BOIRON sites, art is present through color, decoration, and works of art.

The Sainte-Foy-lès-Lyon site, home to the administrative and finance department:



**In addition to these examples of initiatives to support the well-being of BOIRON parent company employees, the subsidiaries have undertaken the following initiatives:**

- BOIRON USA is helping its employees stay healthy by providing sit-stand desks for all headquarters employees and all desks are in natural light, which is also the case at BOIRON Bulgaria. With the same goal in mind, BOIRON Russia's offices use hypoallergenic materials and acoustic partitions. Abundant flowers and a relaxation room featuring a massage chair are additional touches,
- BOIRON Romania has formed an ongoing partnership with a therapist, who is always available to provide emotional support for struggling employees,
- In 2019, BOIRON Belgium provided employees with yarn to knit sweaters and scarves for charity. A Saint Nicholas day event was held for sick and disabled children,
- BOIRON Tunisia brings all its employees together twice a year for half-day Team Building events that are both fun and relevant,
- BOIRON Poland has created a mini-library on its site. It includes books on health, nature, and the environment, as well as relationships and humanity's place in the modern world.

### Impact of the pandemic:

Laboratoires BOIRON had to very rapidly develop new organizational methods and ways to quickly share information with employees in March 2020, to respond to the COVID-19 pandemic. The group's pandemic response was immediate, with all regulations applied to the letter. In some cases, Laboratoires BOIRON even went beyond the required measures. The measures applied included:

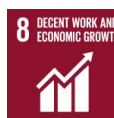
- daily Management Committee crisis cell meetings,
- weekly meetings with employee representatives to discuss the recommendations and employee feedback,
- a new dedicated, independent hotline to provide psychological support for struggling employees,
- distribution of memos with recommendations on stopping the spread and staying safe (social distancing, hand washing, etc.) and creation of an intranet page on management of the crisis,
- organizational changes:
  - social distancing rules,
  - massive use of remote work for jobs that allow it,
  - company-funded alternative transportation provided for public transit users.

## 1.2.4.9 Turnover and absenteeism under control



**The average seniority of employees of BOIRON parent company is eighteen years and six months.** That figure highlights employees' well-being and their long-term relationship with the company.

The average seniority at the subsidiaries varies from a few months (the brand new BOIRON subsidiary in Asia) to seventeen years (Caribbean). The variations in seniority in the subsidiaries are correlated with their date of creation.



**At the BOIRON group level, employee turnover<sup>1</sup> was 8.9%, down from 10.9% in 2019.**

Average employee turnover among French companies is 15%<sup>2</sup>.

The data below relates to permanent employment contracts, temporary employment contracts are immaterial:

	2020	2019
<b>Number of new hires</b>	<b>176</b>	<b>211</b>
<b>Number of departures</b>	<b>320</b>	<b>365</b>
Departures at the employer's initiative	112	109
Retirement	67	96
Other departures at the employee's initiative	134	125
Other reasons	7	35
<b>Staff Turnover</b>	<b>9.9 %</b>	<b>10.9 %</b>

"Other departures at the employee's initiative" include amicable contract terminations in France. All such requests are accepted as long as the employee has a serious and realistic career plan for which the company can provide support through its agreement on support for personal projects.

The decrease in turnover from 2019 to 2020 was generated by a decrease in hiring, largely due to the reorganization, and a decrease in voluntary departures and retirements, mainly in France.

Outside France, most departures were concentrated in two countries:

- In Russia, a downturn in activity forced the subsidiary to reorganize: headcount decreased from 202 to 156 after twenty-eight employees left voluntarily and twenty-two were laid off. BOIRON Russia has been committed to providing financial and career support to all employees.
- in Belgium, as part of the finalization of the sale of the UNDA subsidiary's site, thirty-four employees left the BOIRON group effective January 1, 2020 and are now employed by the site's new owner. No positions were eliminated.

**The BOIRON parent company supports employees throughout their time with the company:**

- the company is particularly attentive to how it welcomes job candidates during the hiring process,
- every effort is made to respond to all applications, whether they are submitted for a specific opening or are submitted spontaneously,
- the BOIRON parent company works with several charities and local structures to help job seekers find work (Solidarité Emploi, Passerelle Emploi, etc.),
- each person hired is provided with a personalized introductory program by their manager,
- an orientation and welcome event is organized for all new arrivals on the Messimy site as well as supervisors and managers from other sites,
- new hires undergo a formal review with their manager halfway through the trial period. A copy of this report is sent to the human resources team for their use. The new employee's report of their first impressions is a major feature of this review,
- in 2020, 69% of BOIRON parent company employees had an annual review as well as a career review. For the group as a whole, that figure is 60%,
- all employees can, at their request, meet with the human resources team to discuss their career aspirations.

Meetings with Human Resources are also organized for employees who decide to leave the company.

<sup>1</sup> Ratio of the total number of departures and physical headcount as at December 31.

<sup>2</sup> Centre for Economics and Business Research - 2018.





**The BOIRON group's absenteeism rate (excluding maternity leave)<sup>1</sup> was 7.7% in 2020, compared to 5.7% in 2019.**

3% of these absences were due to workplace accidents, occupational illnesses, and commuting accidents.

The BOIRON parent company recorded eleven cases of occupational illnesses in 2020. These occupational illnesses were mainly Musculoskeletal Disorders. While the number of cases of occupational illnesses is low, the employee health and safety bodies are particularly attentive to these issues.

The increase in absenteeism was caused by the COVID-19 pandemic. From March through May, approximately 14% of employees in France had absences due to COVID-19.

## 1.2.4.10 Guaranteeing safety and good working conditions



In France, issues related to Health, Safety and Working Conditions (HSWC) are managed by the Health, Safety, Environment and Safety function (HSES) (eight people), in close collaboration with the Employment Law and Occupational Health Center, whose staff includes two nurses.

Continuous improvement of security and working conditions is managed on a daily basis by safety coordinators at each production site, by specially appointed safety officers, or by members of the various CHSWCs (Committees for Health, Safety, and Working Conditions) and the Social and Economic Committee. This approach is based on regulations and on certain indicators such as workplace accidents and an assessment of the risks.

At the subsidiary level, health and safety issues are monitored either by specific committees which meet monthly or through designated interfaces or external service providers.

The Laboratoires BOIRON intranet includes a section dedicated to the HSE function, which provides targeted resources and information for all employees.

**Laboratoires BOIRON are actively involved in risk prevention initiatives:**

- “near accidents” and “risky situation reports” are leveraged in partnership with the CSSCT,
- safety inspections are also carried out; they are an opportunity to identify areas for improvement, in addition to the work done on assessing workstation risks,
- managers cover safety during department meetings.

Examples of major safety initiatives include:

- in 2019, the production and tube and dose packaging sectors replaced boxes with “big bags” to significantly reduce the loads carried,
- in the neutral pellet production sector, a multi-year project aims to make elevated access areas safer with new bridges and elevator columns. This project was delayed due to the pandemic: in 2020, one of the three planned turbines was fitted out,
- in 2020, a new production formula eliminated the use of titanium dioxide, a raw material composed of nanoparticles classified as “category 2 carcinogens” under the CLP regulations.

### • **Impact of the pandemic:**

- **The COVID-19 pandemic had a major impact on prevention and risk management in 2020.** Laboratoires BOIRON maintained its production and distribution operations throughout the year. That meant it was essential to keep the employees who had to continue working on-site safe and confident. The measures applied included:
  - providing surgical masks from the first days of the pandemic and distributing cloth masks to all employees,
  - reorganizing operations by transitioning administrative staff to working from home, a shift that entailed developing the necessary IT resources, staggering shifts to minimize crowding, holding meetings via videoconferencing software, stopping travel, postponing training, etc.,
  - providing hand sanitizer on all sites and distributing bottles to employees,
  - setting up plexiglass shields where necessary,
  - in Russia, the subsidiary launched a project to encourage employees to stay healthy during the difficult, unprecedented experience of strict lockdowns. The program featured different modules:
    - anti-crisis marathon (focused on nutrition): online tests, webinar series, online support program including daily push messages and weekly challenges,
    - step challenge (focused on physical activity): encouraged employees to log on to a pedometer application. 125 of the subsidiary's 156 employees took the challenge,
    - stress management (focus on mental and emotional health).

<sup>1</sup> Ratio of number of hours of absences due to illness and workplace accidents divided by the theoretical total number of hours worked (actual hours worked + total absences)

- employees in the Paris region, Brazil, and Romania had the option to use company-paid transportation alternatives (taxis and rental cars) for their commutes,
- several European subsidiaries held meetings to raise awareness of health issues and the importance of staying active and eating a healthy diet to support the immune system,
- several subsidiaries paid for employees' PCR tests (Romania, Tunisia, Brazil),
- during the first lockdown, employees working on the Lyon site who struggled to get to the grocery store received baskets of fruit and vegetables from local growers.

#### Health and safety indicators

	2020		2019	
	Group	BOIRON parent company	Group	BOIRON parent company
Number of workplace accidents <sup>(1)</sup>	50	42	67	50
Frequency rate <sup>(2)</sup>	11 %	14.5 %	13.3 %	15.9 %
Severity rate <sup>(3)</sup>	0.4	0.7	0.6	0.9

(1) Number of lost-time workplace accidents (at least one day).

(2) Number of lost-time workplace accidents (at least one day) over the past year per million hours worked.

(3) Number of calendar days lost due to workplace accidents, per thousand hours worked.

## 1.3 A MEDICAL OFFER FOR EVERYONE

### 1.3.1 Homeopathy: a response to public health issues

#### 1.3.1.1 What is homeopathy?

##### A MEDICAL SYSTEM

Homeopathy is recognized by the WHO (World Health Organization) as a medical system. **Homeopathy draws on medicines, healthcare professionals, and a medical philosophy.**

Beyond the therapeutic resource formed by the medicine-healthcare professional pairing, homeopathy is based on principles including:

- prevention,
- patients actively involved in their health,
- a holistic approach to treatment,
- an individual and personal approach,
- effectiveness and safety

##### Holistic patient care

Homeopathic therapy treats both the patient and their disease, not just the disease. This holistic approach enables practitioners to take into account the mental, emotional, functional, social, and community aspects of the patient<sup>1</sup>.

##### Individual and personal treatments

Homeopathy is an "individualized" therapy since it treats each individual as unique and takes their individual reactions to diseases into account. All treatments, even at the symptomatic level, can be individualized.

<sup>1</sup> NCCIH (National Center for Complementary and Integrative Health – USA).

## A THERAPY THAT IS PART OF BOTH CONVENTIONAL AND COMPLEMENTARY MEDICINE

Homeopathy is a form of conventional medicine because it relies on medicines and healthcare professionals.

### Medicines

Homeopathic medicines have been included in the French pharmacopoeia since 1965 and the European pharmacopoeia since 1995, and are therefore registered as medications by numerous countries' public health authorities.

Homeopathy is also used in complementary medicine.

It can combine conventional and complementary medicine in a single approach, in order to treat patients holistically.

### Cure

Curing pathologies and symptoms based on a holistic and/or symptomatic approach.

### and Healthcare providers

Physicians, midwives, and pharmacists manage patient care; they ensure that the treatment administered is appropriate and maintain patient safety.

### and Care

Preventing pathologies from emerging or recurring with maintenance treatments, improving patients' quality of life by treating harmful symptoms as supportive care for serious chronic diseases.

## TREATMENTS THAT RESPECT THE BODY

Homeopathic therapy is not "anti." It does not counteract physiological phenomena. Instead, it supports them to enable a faster recovery.

At the same time, it offers a response to patients' increasing preference for natural treatments that are in tune with human physiology and have no chemical molecules with weight-based posology and no toxic effects.

## Homeopathy by Boiron



For everyone



Kind to the human body



Many everyday illnesses



Generally side-effect free



Safe with other medication

Ask your doctor, pharmacist or midwife for advice.



Your health deserves the greatest respect

### 1.3.1.2 Research in homeopathy and at BOIRON

**Homeopathy is based on science. It was the first form of experimental pharmacology and represents a major step forward in the history of medicine and medication.**

Laboratoires BOIRON's research aim to expand existing programs and develop new ones to increase our knowledge of homeopathy and enhance its scientific credibility.

**The strategic focuses of BOIRON's research:**

- confirming the clinical effectiveness of the group's medications and products, both for their current indications and for new indications to meet the needs of healthcare providers and the regulatory requirements of the countries where the group operates<sup>1, 2</sup>,
- supporting the **development of new medications** for specialties like traumatology,
- Investigating the benefits of homeopathy as **supportive care for serious chronic diseases** (cancer, neurodegenerative diseases, etc.) to offer a supplemental therapeutic response and improve patients' quality of life<sup>3, 4</sup>,
- evaluating the utility and benefits of homeopathic therapeutics for **populations for which no conclusive data exists** children, pregnant women, seniors)<sup>5, 6</sup>,
- exploring the benefits of **homeopathic therapeutics for major international public health** issues (antibiotic resistance, benzodiazepine abuse, etc.)<sup>7</sup>,
- furthering our understanding of the action mechanisms of very small doses<sup>8, 9</sup>,
- studying and modifying the group's **different production processes** to further improve the quality and effectiveness of its products<sup>10</sup>.

1 Jean-Claude Colau, Stéphane Vincent, Philippe Marijnen, François-André Allaert. Efficacy of a Non-Hormonal Treatment, BRN-01, on Menopausal Hot Flashes. A Multicenter, Randomized, Double-Blind, Placebo-Controlled Trial. *Drugs R D* 2012; 12 (3): 107-119.

2 François-André Allaert, Stéphanie Villet, Stéphane Vincent, Laurent Sauve. Observational study on the dispensing of cough syrups to children with acute cough by community pharmacists in France. *Minerva pediatrica*. 2017.

3 Jean-Claude Karp, Carole Sanchez, Philippe Guilbert, William Mina, Antoine Demonceaux, Hervé Curé. Treatment with *Ruta graveolens* 5CH and *Rhus toxicodendron* 9CH may reduce joint pain and stiffness linked to aromatase inhibitors in women with early breast cancer: results of a pilot observational study. *Homeopathy* 2016.

4 Ludivine Vitet, Christine Patte-Mensah, Naoual Boujedaini, Ayikoé-Guy Mensah-Nyagan, Laurence Meyer. Beneficial effects of Gelsemium-based treatment against paclitaxel-induced painful symptoms. *Neurological Sciences*, 14 September 2018. <https://doi.org/10.1007/s10072-018-3575-z>

5 Jean Stagnara, Pascal Besse, Sohéla El Kebir, Marie-France Bordet. Symptoms associated with teething and response to three treatments, including homeopathic medicine: a multicenter prospective observational study among 190 French pediatricians. *Minerva Pediatrica* 2016.

6 Berrebi A, Parant O, Ferval F., Thene M., Ayoubi J.M., Connan L., Belon P. Traitement de la douleur de la montée laiteuse non souhaitée par homéopathie dans le post-partum immédiat. [Homeopathy as a treatment for immediate postpartum pain associated with undesired milk production] *Journal de Gynécologie Obstétrique et Biologie de la Reproduction* 2001, 30, p.353-357.

7 Stéphanie Villet, Véronique Vacher, Aurélie Colas, Karine Danno, Jean-Louis Masson, Philippe Marijnen, Marie-France Bordet. Open-label observational study of the homeopathic medicine *Passiflora Compose* for anxiety and sleep disorders. *Homeopathy*. 2015.

8 Camille Fuselier, Christine Terryn, Alexandre Berquand, Jean-Marc Crowet, Arnaud Bonnomet, Michael Molinari, Manuel Dauchez, Laurent Martiny, Christophe Schneider. Low-diluted Phenacetinum disrupted the melanoma cancer cell migration. *Scientific Reports*. 2019 Jun 24;9(1):9109. <https://doi.org/10.1038/s41598-019-45578-1>

9 Demangeat, J. L. (2018). "Towards a Rational Insight into the Paradox of Homeopathy." *Advances in Complementary & Alternative medicine* 2(2): 1-13.

10 Duval, E., S. Adichtchev, et al. (2012). Long-lived submicrometric bubbles in very diluted alkali halide water solutions." *Physical Chemistry Chemical Physics* 14(12): 4125-4132.

**Research players:**

Laboratoires BOIRON have an **in-house laboratory** dedicated to fundamental research, where researchers study the pharmacological and biochemical processes by which homeopathic medicines affect different cell culture models.

Most of this research is done in **partnership** with university, academic, and hospital-based research centers in France and worldwide. Laboratoires BOIRON support young researchers through the CIFRE doctoral funding program.

**Scientific and medical research and communications:**

Since its inception, homeopathy has been the subject of vast quantities of research and publications – proof that scientific research on homeopathy exists.

Laboratoires BOIRON have been involved in sharing that research with the general public to publicize its objective, factual content for several months.

One of the key themes is the biological activity of diluted, potentized solutions.



## 1.3.2 Unique high-quality production



**100% made in France**  
**30,000 inspections per year**



**At Laboratoires BOIRON, your health is more than just our job, it's our calling. That's why the group produces effective, risk-free, high-quality healthcare products, always made in France.**

**A commitment to excellence guided by a single focus: your health. Because your health deserves the greatest respect.**



The Laboratoires BOIRON have chosen to invest mainly in France to benefit the development of homeopathic medicines worldwide. The production of BOIRON medicines is split between three production sites located in France.

The reorganization begun in 2020 will lead to the closure of the Montrichard production site in late 2021.

The other group sites based in France and internationally at subsidiaries exclusively handle compounding of homeopathic medicines and medicine distribution.

### You expect stringent pharmaceutical standards

The BOIRON group, which is audited by regulatory authorities worldwide, including the ANSM in France and the FDA in the United States, complies with the toughest pharmaceutical standards.

### You expect impeccable quality

All raw materials are subjected to rigorous quality inspections as soon as they arrive. Organoleptic, botanical, and physico-chemical tests are carried out by qualified professionals. The stocks selected, as well as the air and water used, meet the toughest quality standards and are inspected by a qualified team.

### You expect complete safety

Close to 30,000 inspections per year are performed throughout the production process (chemistry, bacteriology, and botany labs). That's what it takes to ensure that the group's medicines are always fully reliable. To make those 30,000 inspections happen, Laboratoires BOIRON have 145 pharmacists in France as well as its own analytical chemistry, botany, and bacteriology laboratories.

## You are unique, so is our production process.

Laboratoires BOIRON have its own industrial equipment, designed for the unique process of producing homeopathic medicines. Its pellets and pills are developed right on the Messimy (Rhône) site, so they are truly 100% made in France. BOIRON uses unique impregnation and tube and dose packaging machines developed by its in-house engineers, in cooperation with partner companies.

## What about innovation?

Tech-assisted homeopathic dilution, automated potentization for outstanding reproducibility, triple impregnation, an innovation which has become the industry standard... Laboratoires BOIRON are constantly investing in cutting-edge equipment to ensure flawless quality in its products.



In 2020, BOIRON's Messimy site earned ISO 22716 certification, which covers application of Good Manufacturing Practices for Cosmetics.

The certification scope includes storage of raw materials and packaging material, as well as production and packaging of cosmetic products: pomades, gels, creams, and foams for application on the skin and toothpastes.

ISO certification highlights the outstanding quality of the Messimy site's production and will contribute to the expansion of its product range in France and worldwide.

## 1.3.3 A diverse product offer and an expanded BOIRON offer in 2020

Laboratoires BOIRON have a wide-ranging product portfolio, offering physicians, other healthcare professionals, and patients therapeutic solutions to treat and prevent many diseases with no risk of iatrogenesis.

There are two major families of health care solutions:

### Non-proprietary homeopathic medicines

#### (generic Latin name)

Generally presented in the form of tubes of pellets or doses of pills, usually with no therapeutic indication or dosage stated on the packaging because it is the healthcare professional who determines the medicine's indication and dosage for each individual patient. Any laboratory may sell non-proprietary homeopathic medicines.

Their names cannot be protected as trademarks since they are non-proprietary names.



### Proprietary, branded healthcare solutions (specialties)

#### (Homeopathic medicines, medical devices, dietary supplements, cosmetics)

These solutions are developed to treat or prevent a medical issue or maintain users' health. They generally have a therapeutic indication or allegation, as well as dosage instructions for over-the-counter use. These brand names can be protected since they are invented names.



## BOIRON's main specialties are:



### Oscillococcinum®

Traditionally used in the treatment of flu-like symptoms: fever, chills, headache, muscle aches.



### Stodal® and Stodoline®

Traditionally used in the treatment of coughs.



### Arnigel®

Traditionally used in the adjunctive local treatment of benign trauma in the absence of open wounds (bruising, contusions, muscle fatigue, etc.) for adults and children over one year of age.



### Camilia®

Drinkable solution in a single dose container. Traditionally used in the treatment of teething problems in babies.



### Sédatif PC®

Traditionally used in the treatment of anxiety and emotional disorders and minor sleep disorders.



### Coryzalia®

Orodispersible tablet or drinkable solution in single dose containers. Traditionally used in the treatment of cold symptoms and rhinitis.



### HoméoptiC®

Eye drops in single dose containers. Traditionally used in the treatment of adults and children over one year of age for eye discomfort and irritation due to various causes (eye strain, swimming in the sea or a pool, eye fatigue, smoky atmospheres, etc.)



### Homéovox®

Traditionally used in the treatment of vocal disorders: laryngitis, hoarseness, vocal cord fatigue.



### Arnigel Roll-on®

Traditionally used in the adjunctive local treatment of benign trauma in the absence of open wounds (bruising, contusions, muscle fatigue, etc.) for adults and children over one year of age.

In 2020, Laboratoires BOIRON launched products with different statuses – all of them in line with its commitment to respectful medical care.



#### Plant Extracts

A range of all-natural plant-based dietary supplements.



#### Cosmetics

**Dermoplasmine®:** lip balm stick with 99% natural ingredients including organic calendula which receives outstanding ratings on product scan applications.



**Reformulation of the Homéodent® line:** with over 95% natural ingredients.



#### Medical devices

**Physiological serum:** distributed in Asia, used to clean children's and babies' eyes and noses.



#### Dietary supplements

**Mag' Nuit®:** a unique formula with polyphenols, lemon balm, and magnesium to make it easier to fall asleep and promote high-quality sleep.



#### Probiotics

**Osmobiotic®:** a line of probiotics that combines 2 microbiotic stocks, developed using unique micro-encapsulation technology to protect them from gastric acid.





### Homeopathic medicines

**Bocéal®:** throat spray, a homeopathic medicine traditionally used for moderate sore throats with no fever, mouth sores, and small mouth lesions.



**Cocytal®:** a homeopathic medicine in single dose packaging traditionally used to treat colic in infants and newborns (abdominal pain intestinal gas, agitation).



### Hand sanitizer

BOIRON hand sanitizer, developed as a rapid response to a current public health need highlighted by the Directorate-General for Health, complies with the World Health Organization formula and meets BOIRON's pharmaceutical quality standards.

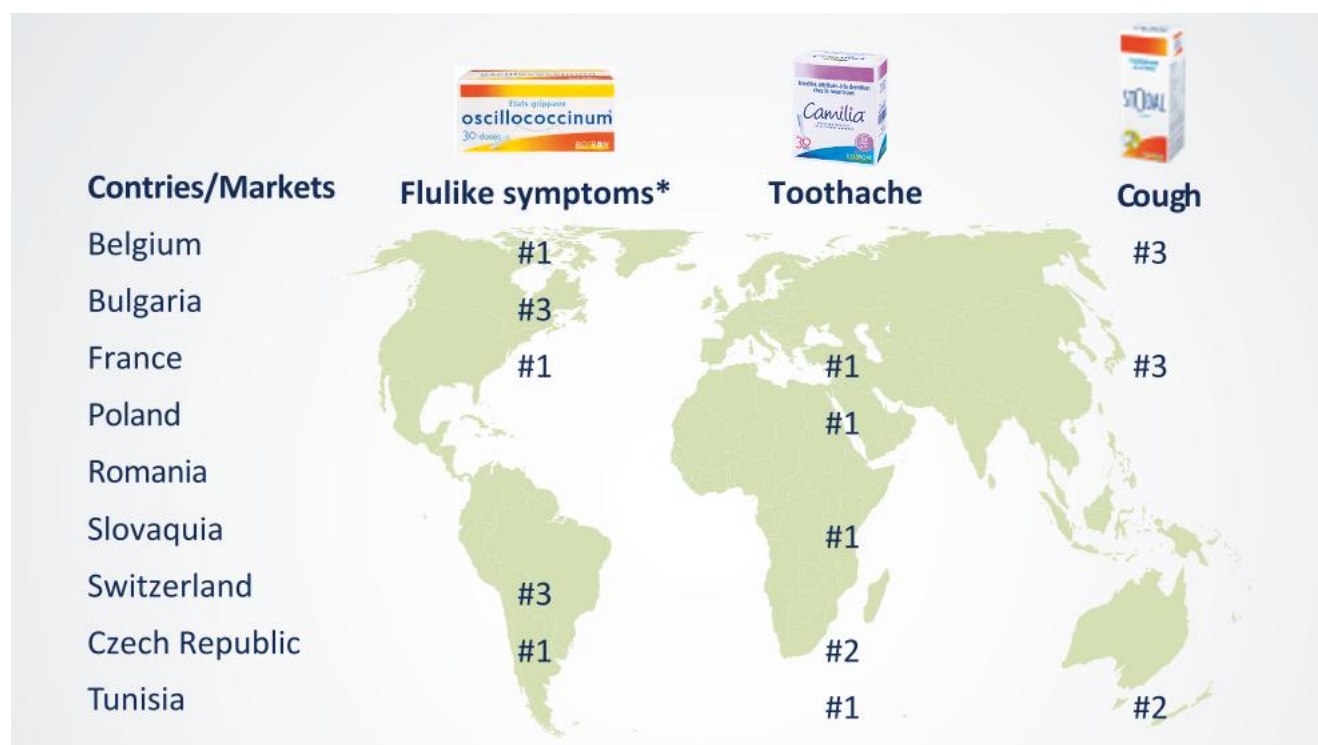
## 1.3.4 A company open to the world

### 1.3.4.1 Operations in over fifty countries



The BOIRON group is the global leader in homeopathy, with a presence in fifty countries through its network of twenty-three subsidiaries and close to thirty distributors. Over 45% of sales are generated outside France.

The European and Tunisian<sup>1</sup> market positions of BOIRON's top three specialties are as follows:



### 1.3.4.2 Different distribution models worldwide

**In France,** BOIRON products are distributed to some 21,000 pharmacies by twenty-seven local distribution centers located across the country. As part of the reorganization plan launched in 2020, twelve sites will be closed in 2021.

**In Western Europe,** BOIRON products are marketed directly by pharmacies, pharmacy chains and wholesalers. Wholesalers are the BOIRON group's main customers in Eastern Europe and Russia. The e-commerce channel is developing. In 2020, the distribution strategy in Belgium changed: the BOIRON parent company now ships a large share of its flows directly to wholesalers to optimize storage capacity.

**In North America,** a large share of sales comes from the Mass Market (grocery and drug stores), health food stores, and online retail, which has expanded fast in recent years, reaching close to 30% of US sales in 2020.

Sales are made by distributors in countries where the BOIRON group does not have a subsidiary, including the Netherlands, South Africa, etc.

In 2018 and 2019, the first BOIRON pharmacies, which serve the public directly, were opened in São Paulo, Brazil and Bogota, Colombia.

<sup>1</sup> Source: IQVIA country data, November or December 2020 (except Switzerland, March 2020, Poland, February 2020) – YTD value = brand position on the total market.  
\* Flu-like symptoms (curative) market, except Romania (flu defenses) Camilia® (baby teething) / Stodal® (cough drinking form) // France & Belgium: Stodal® + Stodaline®.

## 1.3.5 Laboratoires BOIRON's mission



Laboratoires BOIRON strive to advance more caring, more respectful, and more sustainable healthcare by making homeopathy available to everyone, worldwide.

It does so in compliance with the national regulations on registration and supervision by the healthcare authorities.

BOIRON has partnerships with NGOs (Solidarité Homéopathie, SURSO Service d'Urgence Sociale, Homeopaths Without Borders) to help underprivileged patients in France and developing countries access homeopathic medicines.

### 1.3.5.1 Different regulations worldwide



#### EUROPE

In the European Union, the regulatory status of homeopathic medicines is governed by European Directive 2001/83, which establishes a community code for medicinal products. This directive regulates the marketing, production, distribution, and promotion of all medicinal products for human use and uses the same terms as directive 92/73/EU of September 22, 1992, which exclusively covered homeopathic medicines in the past.

Under this regulation, homeopathic medicines can be authorized with two different statutes:

- the first allows them to obtain Marketing Authorizations (MA), with or without indications depending on whether the country's transposition of the directive was full or partial,

- the second leads to Homeopathic Registration (HR) without indications to enable individualized treatments.

This European directive has been transposed by most European countries and numerous homeopathic medicines are still undergoing regulatory review in certain countries.

In November 2020, largely in response to the COVID-19 crisis, the European Commission announced plans to review directive 2001/83, which regulates medicines for human use, including homeopathic medicines, in 2022.



#### RUSSIA

Russia's marketing authorization system is based on the submission of applications that lay out the medicine's benefits and risks. The Russian authorities require local clinical trials in order to maintain marketing authorization for specialties.

Since 2017, an inspection of the group's production sites by the Ministry of Industry of the Russian Federation has been a prerequisite for any application for a new marketing authorization or a modification of an existing MA. The Messimy site successfully passed an inspection in 2019, as did the Montévrain site in 2020.



## USA

The Food and Drug Administration (FDA) policy guidelines, "Conditions under which homeopathic drugs may be marketed," have applied since 1988.

These guidelines stipulate that products other than those intended for the treatment of serious diseases, dispensed under the responsibility of an approved practitioner, may be marketed with self-medication status, provided that the consumer is given a sufficient level of information.

Homeopathic medicines, both non-proprietary and specialty products, are therefore marketed as over the counter medications with indications, after notification of the authorities.



## CANADA

Homeopathic medicines fall under the category of health products governed by the regulations of the Department of Natural Health Products, which came into effect in

January 2004. Medicines consisting of a single stock may not bear a therapeutic indication, whereas those consisting of several stocks may do so.



## BRAZIL

Homeopathic medicines fall under the category of potentized medicines for which there are two procedures, notification and registration:

- medicines subject to notification may not carry a therapeutic indication. They are named in accordance with scientific nomenclature,
- medicines subject to registration may carry a therapeutic indication.

The regulatory system for homeopathic medicines was updated in 2018, leading to the end of prescription restrictions on Oscillococcinum® and allowing Laboratoires BOIRON to market new medicines (Coryzalia®, Cocyntal® and Camilia®).



## INDIA

In India, the importation, production, sale, and distribution of medicines is governed by the laws on drugs and cosmetics of 1940 and 1945. The Indian regulations are based on an ancient and well-established tradition of homeopathic medicines that must be prepared using techniques from the Indian or US

homeopathic pharmacopoeia. The European and French pharmacopoeias have been recognized by the Indian authorities. A publication is expected in 2021. This could facilitate the recognition of Laboratoires BOIRON's manufacturing processes.



## CHINA

Some of Laboratoires BOIRON's products are currently marketed through crossboarding (online sales of healthcare products). This authorization is reviewed annually. The process

of securing marketing authorizations for these products, based on their status and local possibilities, is currently under way.

### 1.3.5.2 Reimbursement by health authorities

In France, in July 2019, the government announced a revision of the reimbursement rate for non-proprietary homeopathic medicines from 30% to 15%, as of January 1, 2020. Delisting took effect on January 1, 2021.

Many supplemental health insurance providers offer coverage of homeopathic medicines, often with an annual limit; coverage usually requires obtaining a prescription and submitting a pharmacy receipt.

Of the other countries where BOIRON products are sold, public health insurers allow reimbursement in Belgium, Switzerland, and Luxembourg. Private health insurance providers which cover homeopathic medicines exist in many countries.

## 1.4 RESPECT: A CORE COMMITMENT

### 1.4.1 Respect for patients



Laboratoires BOIRON provide patients with high-quality medicines and all the information they need for risk-free treatment.

#### Committed to therapeutics that respect your body

Homeopathic therapeutics enable providers to treat patients as individuals. A homeopathic approach incorporates patients' mental, emotional, functional, and social life. It offers treatments, many of them personalized, that care for the whole patient and their disease. With this approach, homeopathy treats patients while also preserving their overall health.

Because homeopathy is in tune with human physiology and has no chemical molecules with weight-based posology and no toxic effects, it is a reliable, risk-free solution for patients.

It also offers a response to the major public health challenges defined by the WHO:

- it can be used to prevent many diseases,
- it contributes to efforts to prevent antibiotic resistance,
- it avoids the risk of drug interactions due to multiple prescriptions,
- it limits overuse of medications.

In France, 128,000 hospitalizations are caused by drug iatrogenesis (side effects or drug interactions) every year<sup>1</sup>, including 20% of hospitalizations for patients over age 80<sup>2</sup>.

<sup>1</sup> Ministry for Social Affairs and Health

<sup>2</sup> <https://www.leem.org/sites/default/files/DP-iatrogenie-2016-VF.pdf>.



### Committed to safe manufacturing

Laboratoires BOIRON control the entire design and manufacturing process for its medicines.

Frequent inspections are conducted throughout the manufacturing process to ensure that its products are reliable.

BOIRON medicines are subject to pharmaceutical Good Manufacturing Practices (GMP) and Marketing Authorization (MA) or Homeopathic Registration (HR) regulations, which entail frequent internal and external controls.

According to the most up-to-date scientific knowledge, homeopathic medicines are inherently non-toxic and, due to their formulation, do not pose any risk of iatrogenesis (dangerous effects due to the medicines themselves or drug interactions).

Nonetheless, despite the high levels of dilution of the stocks which are the active ingredients in homeopathic medicines, as with any medicine, the occurrence of currently unknown side effects cannot be excluded.

In light of these concerns, the pharmacovigilance process in place within the company, which is supervised by the pharmacovigilance manager, consists of:

- monitoring and reporting to healthcare authorities all adverse side effects which might occur during the administration of one of our medicines,
- updating product information,
- informing healthcare professionals and patients.

The company also has cosmetic-vigilance (cosmetics), nutri-vigilance (dietary supplements), and medical device vigilance functions and a pharmacovigilance function for veterinary homeopathic medicine under the same management responsibility, for products in these categories.

### Committed to full transparency

Laboratoires BOIRON are a patient-centric company. That means ensuring that patients can use their medicines appropriately and providing them with high-quality information on the benefits of homeopathic medicines are top priorities.

Providing information starts with healthcare professionals, particularly pharmacists, who offer advice along with the medicines and other healthcare products they sell. To help pharmacists in their advisory role, in 2020 Laboratoires BOIRON developed a full suite of communications resources for pharmacists that highlight case studies for using homeopathy and present its many benefits.

It also means offering dedicated services for patients, like Oméomémo, an application that helps patients keep up with their treatment.

Laboratoires BOIRON also provide the BOIRON Information Service (SIB, 0810 809 810) dedicated to pharmaceutical and medical information requests from healthcare professionals and patients. It receives over 30,000 phone and email inquiries per year.



## 1.4.2 Respect for healthcare providers

**Homeopathy has been used by trained physicians for over 200 years, and is based on their clinical practice and medical experience.** Physicians observe the success of the treatments they prescribe for their patients on a daily basis. These 200 years of experience highlight both the legitimacy and the effectiveness of homeopathic medicines.

Homeopathy is an approach that fits into modern medicine because it meets healthcare providers' needs when it comes to offering a holistic approach to treatment and how they practice medicine.

**Modern healthcare professionals are looking for cooperation.** Younger physicians want to avoid isolation in their practices, preferring to work with their fellow physicians and other healthcare providers. Homeopathy brings healthcare professionals together in a patient-centric approach, since it can be prescribed by specialists, general practitioners, and midwives, and recommended by pharmacists, thus fostering dialog among them.

According to an April 2015 study commissioned by Laboratoires BOIRON from an independent research institute, **general practitioner-homeopaths reported higher average happiness than their non-homeopath counterparts.** General practitioner-homeopaths who responded to the study mentioned and highlighted the personal benefits of practicing homeopathy:

- increased peace of mind,
- more freedom in their approach to practicing medicine,
- increased interest in their work.

The end result was significantly greater professional well-being.

Practicing homeopathy enabled them to achieve better clinical results with less iatrogenesis.

## 1.4.3 Respect for the environment

**One of the highlights of 2020 was the publication of the Environmental Manifesto signed and promoted by Laboratoires BOIRON's General Management.** The manifesto, which was addressed to all employees, supports a **zero-waste** approach that has much in common with the principles of the circular economy.

Initiatives taken include:

- installation of water fountains with purifier systems to replace plastic water bottles in many subsidiaries and on all BOIRON parent company sites and distribution of reusable water bottles to all employees in Italy,
- use of reusable dishes in the subsidiaries in Poland, Hungary, and Réunion. work on eliminating disposable cups is under way at the Italian subsidiary and on the BOIRON parent company's Lyon-area sites. In 2019, mugs were distributed to all employees on French sites to encourage them to avoid using disposable cups.



- reduced use of paper, leading to less waste:
  - at the BOIRON parent company, individual printers were eliminated, invoices are going paperless, and multi-function printers<sup>1</sup> that require a badge have been installed,
  - at BOIRON Romania: refusal of flyers and brochures,
  - at BOIRON Bulgaria: 30% reduction in advertising documents printed,

- shared office trash cans to reduce trash bag use on several group sites,
- use of reusable textile packaging (jute and linen) at BOIRON Romania:



- old equipment is donated or sold to employees, business, local artisans, and pharmacy schools to give it a new lease on life,
- donation of close to 1,300 tubes of Homéodent® to the Red Cross in Lyon; the tubes could no longer be sold since they were less than nine months from their expiration date,
- efforts to reduce the amount of advertising provided to pharmacists to reduce waste (50% reduction in cardboard displays in two years, saving forty-one metric tons of cardboard),
- an equipment reuse specialist will be brought in during the site closures planned for 2021 in France.

<sup>1</sup> A multi-function printer is a copy-printer that also serves as a scanner, fax machine, and e-mail device.

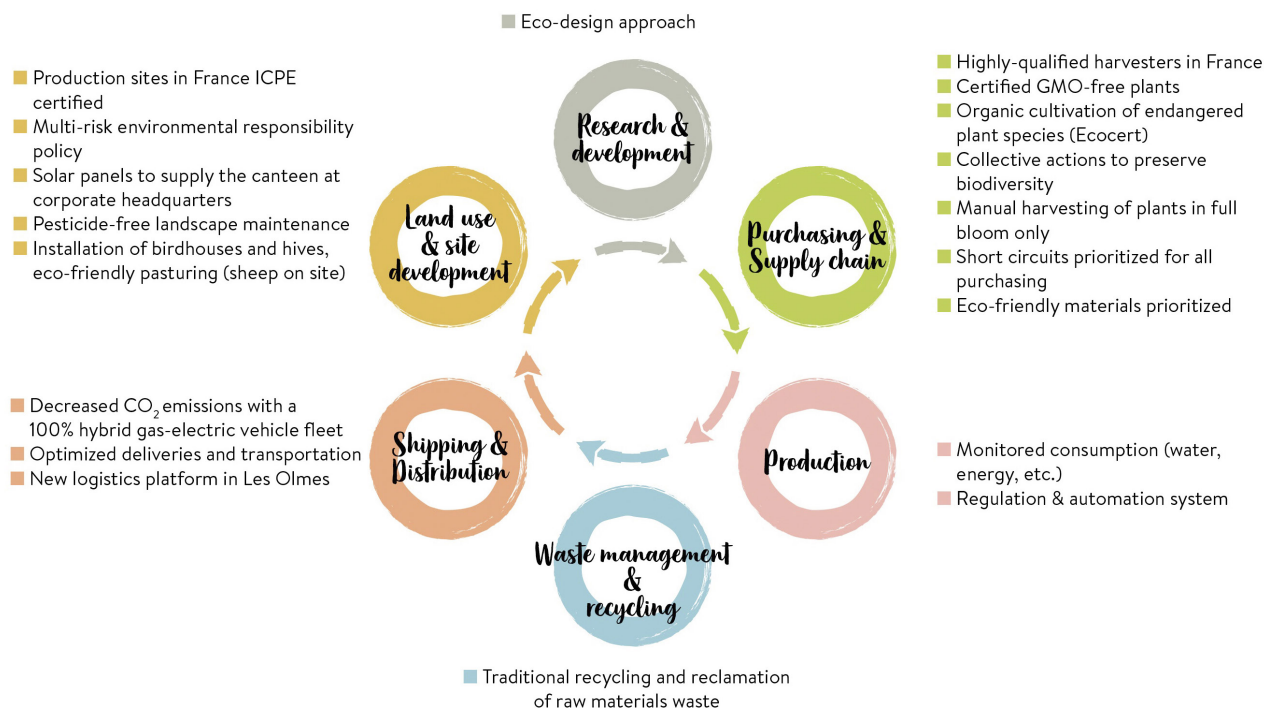
**Risks and environmental impact:**

Controlling risks and environmental impact is a key concern for Laboratoires BOIRON, particularly on its production sites. Compliance with the applicable regulations is the most basic requirement. A longstanding continuous improvement process completes this basic level of compliance.

This continuous improvement policy is applied in the production and use of homeopathic medicines. Their composition means that their production has a limited environmental impact.

Given the low environmental impact of its distribution sites, Laboratoires BOIRON have chosen to limit the consolidation scope of its environmental data to its three production sites in France, which account for the highest energy consumption.

The following paragraphs reflect Laboratoires BOIRON's environmental impact through the following primary activities:



BOIRON's environmental policy actively contributes to achieving the United Nations Sustainable Development Goals:



### 1.4.3.1 Land use and site development

Waterproofed surfaces are taken into account in construction and site development projects. To offset these surfaces and ensure rainwater can be drained off to return to the natural environment, Laboratoires BOIRON may need to dig retention basins, gutters or create stabilized parking areas.

On sites with several buildings, construction density is relatively low in order to reduce the domino effect in case of fire. On the Messimy site, for example, construction density is approximately 25%. Low-density sites also preserve green spaces.

Newly planted trees and bushes are naturally protected with straw, which may be sourced from late mowing on the site.

**The surface area and rural location of the Messimy and Les Olmes sites have enabled work on protecting biodiversity:** approximately 3,000 linear meters of hedges planted using species that promote local biodiversity, meadow planted and maintained with eco-pasturing, beehives installed.

Eco-pasturing was started on part of the site in April 2019. It creates a welcoming environment for certain bird and insect species, and achieved its full potential with the arrival of fifteen Solognots sheep, a heritage breed in need of preservation. The sheep have eliminated the need for mowing machines. Eco-pasturing was expanded to the Les Olmes site in 2020.

A retention basin<sup>1</sup> was also built on the Messimy site. This strategic addition could ultimately encourage amphibian and dragonfly reproduction.



All of these landscaping strategies promote local biodiversity. No pesticides or herbicides have been used since 2017. An annual environmental review will be carried out on the Messimy site starting in 2021.

BOIRON Russia launched its “BOIRON ECO Office” project in 2019. The project’s goals include creating a comfortable, healthy environment and educating employees about environmental issues (avoiding plastic in the office, saving resources, and encouraging an eco-friendly mindset).

BOIRON Poland earned “Green Office” environmental certification in 2018. It holds awareness-raising workshops on environmental issues and healthier eating for employees.

When it comes to energy savings:

- on the BOIRON Italy site, indoor lighting levels vary based on natural lighting, decreasing the electricity used for lighting by about 12%.
- BOIRON Indian Ocean does not use air conditioning.



The newly built BOIRON USA site in the Philadelphia suburb of Newtown Square received subsidies thanks to its eco-friendly features.



Solar panels installed on the roof of BOIRON's California site reduced its electricity consumption by 2/3.

<sup>1</sup> A wide, shallow, planted ditch with gently sloped sides that temporarily collects runoff for overflow evacuation or for evaporation, or for infiltration to restore the water tables.



### 1.4.3.2 Research and Development: ethics are Laboratoires BOIRON's lodestar

Laboratoires BOIRON work exclusively with laboratories that have been approved by its Ethics Committee. This authorization guarantees that they comply with the European regulations. These regulations take lab animals' living conditions into

account: their well-being and, to the extent possible, the minimization of pain. These laboratories are regularly inspected by personnel from the local community protection agencies (DDPP).



#### Ecodesign remains a priority for 2021

Laboratoires BOIRON's products are made from raw materials drawn in large part from the natural world. That makes preserving nature a core value for Laboratoires BOIRON: "Caring and producing with the utmost respect."

Laboratoires BOIRON aim to achieve "**zero waste**" through a process of continuous improvement (energy optimization and short supply chains) and is proactively integrating this approach into its new projects and existing lines, with active intelligence on:

- natural formulas (actives/excipients)
- recyclable packaging,
- process optimization,
- developing relationships with partners that share its values.

In 2020, Laboratoires BOIRON designed packaging with 80% recycled cardboard content for its new "Plant Extracts" line of dietary supplements.

### 1.4.3.3 Supply chain: raw materials that depend on biodiversity



Homeopathic medicine uses the healing properties of substances from the three kingdoms: chemical/mineral, animal and vegetable. It therefore depends on biodiversity for the availability and quality of fauna, flora, and mineral resources.

**That makes biodiversity a key concern for Laboratoires BOIRON.**

The raw materials, plants and stocks purchasing department and the galenics and production departments regularly work together to reduce Laboratoires BOIRON's impact on nature. Short supply chains are prioritized whenever possible.

Plant stocks account for the largest share of purchases. The supply of plants is a particularly delicate and sensitive area. Laboratoires BOIRON have therefore chosen to surround itself with highly qualified partners with whom it shares the same ethical standards in terms of environmental protection, sustainability, and traceability assurance. Its partners use highly qualified, certified harvesters.

To preserve plant species and support biodiversity, for the past several years Laboratoires BOIRON have had Ecocert-certified organic cultivation partnerships with farmers. This carefully selected network is made up of harvesters in France and farmers in different countries, mainly in Europe.

**The different harvesting sites undergo quality audits:** at least once every five years and more frequently if any anomalies are detected. Laboratoires BOIRON are working with farmers on preparatory studies to start organic cultivation of endangered plants (Ecocert certification), including Adonis Vernalis in Maine-et-Loire and Cyclamen Europaeum in the Rhône-Alpes region. Some plants have also been acclimatized to France, such as the US native Hamamelis (Witch Hazel), to enable local sourcing and thus significantly reduce pollution.



**Responsible gathering practices are used.** Applying these practices makes Laboratoires BOIRON part of collective efforts to preserve plants in their natural environment. In France, for example, it operates under the framework of the Markstein Agreement on the protection of Arnica with the Vosges Mountain Economic Association and the Vosges Natural Park, initially signed in 2007 and renewed in 2016. This agreement formalizes strict rules with which the various stakeholders (producers, harvesters, farmers, municipalities, pharmaceutical laboratories) must comply. Under this agreement:

- harvesting is performed manually and only plants in full bloom can be harvested,
- pesticide use is prohibited,
- harvesting authorization requests must be submitted to the municipalities.

**For the supply of Arnica Montana in particular, Laboratoires BOIRON have had partnership agreements with two farmers for several years** It has compiled dedicated specifications to preserve wild plants, protect biodiversity, and guarantee top quality Arnica Montana. These specifications lay out strict harvesting rules. Since 2018, BOIRON has also been involved in a regional trial of Arnica Montana cultivation in the Auvergne-Rhône-Alpes region. The Arnica plants are shipped in a refrigerated truck within seventy-two hours of harvesting and

undergo quality inspections as soon as they arrive at the plant to guarantee their purity.

Of the 1,175 plant stocks used, 70% are from Europe, mainly France. All of the plants used are GMO-free, some with registered certificates (soybean/corn), and they are systematically tested for the absence of radioactive contamination.

Only a few of the stocks used are covered by CITES, the Convention on International Trade in Endangered Species of Wild Fauna and Flora, also known as the Washington Convention. There are two possible supply scenarios for these stocks:

- when the plant is found growing in the wild in France in sufficient quantities, an authorization to harvest is requested or a partner search to start cultivation is undertaken,
- if the plant does not grow in France or cannot be acclimatized, an importation permit is requested or cultivation is started in its country of origin.

Purchases of animal and chemical/mineral stocks are not significant.

**The boxes used for packaging are produced from FSC- or PEFC-certified sustainably managed forests.**

Finally, the other primary raw materials used are of low risk to the environment and production staff. In terms of natural resources, these materials are not considered rare.

Annual consumption (in tons)	2020	2019	Change	
Saccharose syrup	1,213	1,581	-368	-23.3%
Sugar	739	772	-33	-4.3%
Ethanol	373	321	52	16.2%
Lactose	242	249	-7	-2.8%
Vaseline	155	194	-39	-20.1%
Maltitol	128	125	3	2.4%
Sorbitol	102	105	-3	-2.9%

The changes in the quantities of raw materials used are directly linked to the business: decreased production of syrups and pastes and production of hand sanitizer.

### 1.4.3.4 Production operations

**All three French production sites have ICPE status (Classified Installation for Environmental Protection).** Due to the June 2016 change to the ICPE nomenclature, the Messimy and Montrichard sites, which were formerly subject to authorization, now merely require registration. Their activities are, however, still governed by a prefectorial permit to operate in addition to the standard ministerial ordinances.

The Montévrain site's activities are supervised by standard ministerial ordinances that define construction, technical, and organizational requirements with the objective of managing the risks inherent in these activities.

The risks of pollution and other disturbances that could be caused by the group's production activities are controlled by:

- compliance with the regulatory requirements linked to ICPE status and incorporation of these elements into all new projects. Laboratoires BOIRON are in regular contact with the French Regional environment, planning and housing authorities (DREAL), particularly for construction projects or facility renovations. The purpose of these discussions is to define the best technical choices to limit the potential environmental risks generated by these projects. Impact studies may also be carried out, depending on the type of project,

- emergency plans, which incorporate input from the emergency services. Measures to address technical impacts are also identified,
- attention to the obsolescence of certain installations.

Laboratoires BOIRON also have a multi-risk policy for environmental liability which covers environmental damage that might arise from the use of its sites.



## Water consumption

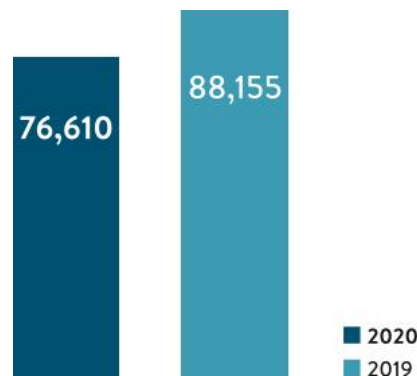
The water used on the sites comes from the drinking water network.

Most of the water consumed is for production of the purified water used in the production process.

Pharmaceutical standards impose certain water-intensive practices which can limit the possibilities of reducing consumption: use of purified water for the production process but also for cleaning, for example. However, any relevant solutions identified to reduce water consumption are implemented:

- consumption coordination and monitoring,
- process optimization: producing purified water is highly water-intensive. Operations other than production have been optimized to limit consumption,
- investments: the scrubber installed in 2015 to reduce Volatile Organic Compound emissions required 30 m<sup>3</sup> of water per day. Bio-percolators were installed at an additional cost of approximately €100 thousand for a 50% decrease in water use.

Annual water consumption (m<sup>3</sup>)



The change in water consumption is mainly due to the decrease in production and the stabilization of new equipment which had led to excess consumption in 2019.



## Energy consumption

Energy consumption is primarily for the treatment of air in buildings, which is required by good manufacturing practices. Gas is mainly used to heat the buildings.



To limit the environmental impact of its activities, the company factors energy savings into all construction projects and technical equipment replacements. The company increasingly asks its partners to propose technical solutions that are both economically and environmentally high-performing.

**Laboratoires BOIRON have made the choice to focus on reducing consumption.**

A few initiatives are listed below as examples:

- additional meters added to better control consumption,
- installation of heat pipes on some air handling systems,
- use of high energy-efficiency technologies: heat pumps, heat pump technology with energy recovery,
- activity-based temperature regulation (different settings for evenings and weekends), heat recovery on some compressors to preheat water,
- solar panels to preheat the water in the company cafeteria,
- installation of a central control station on a compressed air station,
- application of the RT2012 standard for office spaces in new buildings.
  - sensors on windows that cause heating or cooling to stop when opened,
  - motion detectors in offices to control lighting,
  - dimmer switches.

In 2020, for the Messimy site:

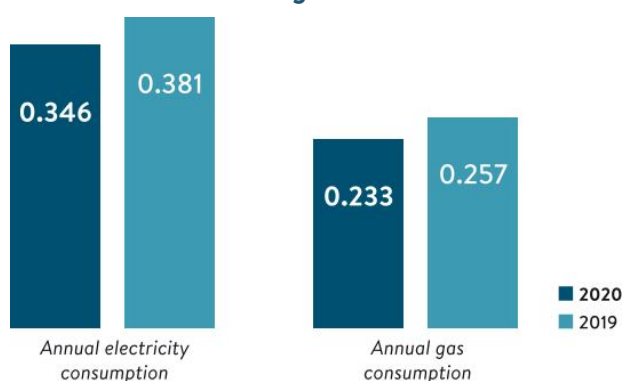
- Laboratoires BOIRON signed a five-year energy performance contract (CPE) with its industrial maintenance provider. The contract covers real-time consumption monitoring by usage and by building. The data will be correlated with the weather, providing a valuable resource for multi-year action plans to decrease consumption,
- when replacing an old chiller, optimizing energy consumption was a major criterion in the selection of a new solution

(variable speed drive to match the chiller's operations to current needs, energy recovery, water to water heat pump for temperature adjustment),

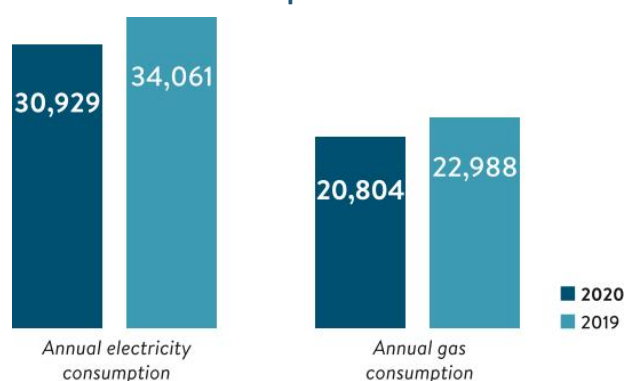
- Studies are also under way:
  - on heat and cold production to assess options for implementing energy recovery,
  - on installing solar panel parking lot canopies.

On the Sainte-Foy-lès-Lyon site, work is under way to adjust site's utility systems to the end of production on the site.

Changes in the "energy consumption per m<sup>2</sup> of buildings" (kWh/m<sup>2</sup>)



Change in the production sites' energy consumption (MWk)



A decrease was observed in the production sites' energy consumption. It was partly due to staff working from home, mild weather, and reduced operations on the Sainte-Foy-lès-Lyon site.



## Air pollution

On the production sites, the main air emissions are alcohol vapors from the mother tincture production process (Messimy site), boiler emissions, and potentially refrigerant fluids due to the presence of cooling units.

**Laboratoires BOIRON prioritize reduction at the source whenever technically possible.**

For alcohol vapors, given the volumes of ethanol used, the Messimy and Montrichard sites are required to draw up an annual solvent management plan and submit it to the Prefecture. In 2020, these emissions represented approximately twenty-four metric tons.

A scrubber and two bio-percolators have been installed on the Messimy site. This choice is in line with the Best Available Techniques (BAT) and was approved by the Regional Environment, Planning and Housing Authorities (DREAL).

Laboratoires BOIRON also work to reduce and improve its boiler emissions: maintenance of and upgrades to existing boilers, careful choice of technologies for the new boiler room

at Messimy – condensation boilers with low Nox gas burners (< 100 mg/m<sup>3</sup>).

The production plants are equipped with cooling units which operate with refrigerant fluids. R22 has not been used on any group sites for several years.

Preventive maintenance is regularly carried out by certified personnel. Losses of refrigerant fluid can still occur. For 2020, these losses are estimated at 300 kg at the production facilities.



## Water pollution

**“The unique nature of our homeopathic medicines sets us apart from the ‘mainstream’ pharmaceutical industry: our medicines do not produce water pollution due to the homeopathic dilution of their active ingredients.”**

**Jean-Christophe Bayssat** (Deputy General Manager and Chief Pharmacist)



The three French production sites are regulated by site-specific water pollution agreements. This agreement is a commitment between the producer, the municipality, and the treatment plant to remedy industrial pollution and ensure downstream management of discharges, which are routed to the nearest treatment plant.

The Messimy and Montrichard sites are subject to monitoring and have a measurement chain in place (sampling, retention, analysis, and use). Internal analyses are conducted on a weekly basis. In addition, these samples are sent to an accredited measurement laboratory on a monthly basis for the Messimy site and annually for the Montrichard site. Finally, all of these measurements are submitted to the relevant public authorities.

**The risk of water pollution on production sites is considered to be moderate due to the nature of the primary products used (sugar, ethanol, petroleum jelly).** The main measures taken include the installation of neutralization tanks, retention basins, oil separators, grease traps (when the type of waste warrants it) and facilities dedicated to the storage of hazardous materials. A new water pre-treatment station was commissioned in spring 2017 as part of the Messimy site extension project. The station is equipped with a protective tarp to retain any pollution. The treatments used are a filtering step then neutralization, followed by a biological treatment.

On all sites, the discovery of abnormal pollution triggers a search for its sources as well as suitable corrective solutions.

**A leak was observed in the Messimy sprinkler systems in May 2020** the leak released an A3F solution, a firefighting foam, into the municipal retention basin. A3F is biodegradable and is not considered an environmental hazard. The incident triggered several actions:

- immediate notification of the municipality and the DREAL,
- the pollutant was pumped out and the affected network cleaned,
- analyses were performed:
  - to assess the potential environmental impact: no impact was identified,
  - to authorize reopening of the network,
  - to implement an action plan: sprinkler trigger controlled by network blockages, modification of the instructions in the event of a product release, feedback shared with the other players in the emergency response chain.

The prefecture followed up on the incident and response with an official notification.



## Soil emissions

In general, hazardous products are stored under containment in retention systems (storage rooms, cabinets, hazardous waste bins). The buildings that house products which could pose a risk of pollution via run-off from fire extinguishers are contained.

New unloading areas are systematically equipped with an underground tank to recover the product in the case of leakage or escape.



## Noise pollution

**Given their ICPE status (Classified Installation for Environmental Protection) the production sites may not exceed certain limits on noise.** Measurements are taken regularly by a certified body and are submitted to the prefecture.

Any non-conformities identified or reports of disturbances in the neighborhood trigger the development and implementation of a corrective action plan: installation of acoustic insulation on roofs, application of acoustic insulation on chillers, etc.

Noise pollution concerns are integrated into all projects that could have an impact: the Messimy site extension project included acoustic studies and modeling in order to anticipate disruptions and adapt the technical solutions accordingly.

Work on improving the existing facilities has also been started.



### Light pollution

For safety and security reasons, the roads at certain production sites remain lit at night.

Technical measures have been identified to reduce this impact, so lighting levels can be significantly decreased while maintaining a satisfactory level of safety.

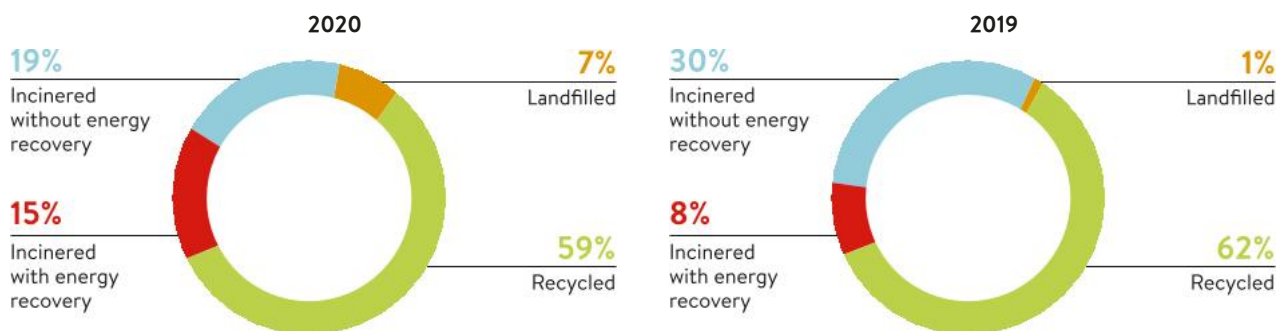
## 1.4.3.5 Waste management and recycling

In the spirit of its Environmental Manifesto (cf. paragraph 1.4.3), Laboratoires BOIRON are actively working to reduce waste.

Recycling the waste it generates has been a group priority for over two decades, with recycling processes for paper, plastic,

cardboard, palettes, metal, sugar, sugar water, big-bags, mandrels, label backings, plant waste, packages and information documents, alcohol regeneration, and used cartridges, which are sold to a specialized company that partners with the "Ligue contre le cancer".

The proportion of reclaimed production waste continues to increase:



Note that just 15% of BOIRON's waste are hazardous.

### Waste produced by the Messimy and Sainte-Foy-lès-Lyon site canteens:

The catering service provider on the Messimy and Sainte-Foy-lès-Lyon site applies a responsible food waste reduction policy. A 2018 study of the Messimy site canteen showed that its practices are aligned with its policy. Unused food is recycled

whenever allowed by public health standards. The food waste generated during cooking is sorted and used to produce methane.



### 1.4.3.6 Distribution and marketing

To date, over 95% of orders processed by the BOIRON parent company in France that leave the distribution facilities are destined for wholesale distributors, enabling incorporation into existing flows and optimization of shipping.

Furthermore, since 2020, the group's new logistics platform located in Les Olmes, within easy reach of the highway network, has optimized transportation flows, thus minimizing emissions. Every effort is made to ensure that all trucks are full when leaving the site.

**Finally, in France in 2020, the BOIRON parent company made the choice to make deliveries to pharmacies from its distribution sites once a day instead of twice to further reduce the carbon impact of its shipping flows.**

In 2019, Laboratoires BOIRON launched a Supply Chain process project to adjust its industrial capacity and logistics resources to constantly changing markets, with a policy of group stocks and more reliable sales forecasts.

In 2020, due to the COVID-19 crisis and a sharp increase in sales in the USA, the BOIRON parent company was forced to make significant use of air shipping rather than maritime shipping to supply its subsidiary. Shipments by road to Russia and Eastern Europe decreased significantly. Sales in Asia fell by more than 50%.

	2020		2019		Change	
	T	%	T	%	T	%
<b>Total</b>	<b>4,375</b>		<b>6,275</b>		<b>-1,900</b>	<b>-30%</b>
Land	1,902	43%	3,391	54%	-1,490	-44%
Sea	1,397	32%	2,479	40%	-1,082	-44%
Air	1,077	25%	405	6%	672	166%

**Starting in 2021, air shipping will be significantly reduced in favor of maritime shipping** thanks to improved planning since the group's US subsidiary has increased its stock level to limit the need for rapid shipping.



**After a multi-year project to overhaul its vehicle fleet, BOIRON has now replaced all its diesel vehicles with cleaner alternatives (hybrid, gas, or electric) in all the countries where it operates. That has enabled BOIRON, particularly in France, to achieve average CO2 emissions of 86 grams (correlated NEDC<sup>1</sup>), compared to the average of 110 grams across similar companies.**

In 2020, the BOIRON parent company approved an electric car sharing project on the Messimy site to further reduce the carbon impact of business travel. The solution will be implemented in early 2021.

More broadly, the subsidiaries are promoting eco-friendly transportation with initiatives like secure bike parking for employees.



<sup>1</sup> New European Driving Cycle

### 1.4.3.7 Climate change



Global warming will have an impact on the energy expenses incurred to maintain the temperature of the group's production, packaging, and storage facilities, as well as the availability of certain stocks.

**All the supply chain and energy consumption reduction initiatives described earlier in this document effectively reduce the potential short-term impact of climate change on BOIRON's operations and expenses.**

However, Laboratoires BOIRON are currently unable to measure the impact of the effects of climate change on its supply of raw materials and on its business.

Since 2012, its Bilan Carbone scope 1 and 2 emissions have been calculated every three years.

Action plans have been defined: The actions launched were those described as part of the energy savings plan, in addition to the work on the car fleet, and have had a positive impact on scopes 1 and 2 of the group's carbon footprint.

	2020	2017	2014	Change between 2020 and 2017	
T eq. CO <sub>2</sub> (scopes 1 & 2)	7,160	8,697	8,654	- 1,537	- 17.7%
TCO <sub>2</sub> (scopes 1 & 2)/ €millions	27	23	25	+ 4	+17.4%

### 1.4.4 Respect for society

Laboratoires BOIRON's strong commitment to medical care that treats people holistically using medicines that respect the body means the group is particularly attuned to all initiatives that can help preserve its ecosystem:

- its employees, its patients, healthcare professionals, and the environment, as previously discussed,
- and all other stakeholders: suppliers, local governments, public authorities, media, insurers, shareholders and investors, regulators, universities...

**BOIRON's actions are based on three pillars...**



**...and actively contribute to achieving the United Nations Sustainable Development Goals**



A "good governance" charter signed by all the subsidiary directors shares Laboratoires BOIRON's value with all group employees.

### 1.4.4.1 Contributing to economic development



Laboratoires BOIRON's core business are producing all its series of homeopathic medicines on its three production sites in France, to be marketed worldwide.



Laboratoires BOIRON have pharmaceutical sites throughout France which prepare and distribute medicines to dispensaries on a daily basis (almost 21,000).



The group's strong commitment to maintaining its operations in France is reflected in the expansion of its main production site in Messimy and large-scale investments in production equipment and the construction of a logistics platform in Les Olmes.

However, 2020 did mark a turning point in BOIRON's strategy, with a reorganization plan that includes the closure of twelve distribution sites across France as well as the Montrichard production site in 2021.

#### Laboratoires BOIRON are a driver for the French economy:

- its investments in its production/distribution sites (€39 million in 2018, €34 million in 2019 and €19 million in 2020) generate indirect job creation, social contributions, and VAT and local tax revenue,
- Laboratoires BOIRON's operating profits generate corporate income tax payments, with a group tax rate of 30% in 2020,
- the dividends BOIRON pays out (€25 million in 2019 and €18 million in 2020) are taxed and injected back into the economy,
- the BOIRON parent company's patronage, sponsorship, and charitable donations amounted to €459 thousand in 2020, compared to €474 thousand in 2019. Major beneficiaries included Institut Rafaël, the Strasbourg University Foundation,

the non-profit Courir pour Elles, the Fédération Française des Sociétés d'Homéopathie (FFSH) and the Homeopathic Research Institute (HRI). In addition to other initiatives, in July 2020, approximately 1,300 tubes of Homéodent® toothpaste were donated to the Red Cross in Lyon to be used in hygiene kits for shelters and for donation to homeless people in the street.

- In 2008, the BOIRON employee investment fund decided to allocate a part of its assets to the social economy, with a €500 thousand investment in two organizations: Habitat et Humanisme and France Active, organizations that support housing, integration, and a more just society.
- Laboratoires BOIRON group payroll amounted to €183 million in 2020, close to 35% of its consolidated sales.

### 1.4.4.2 Responsible Purchasing



The Purchasing departments are tasked with choosing suppliers, in compliance with the purchasing policy and in close collaboration with the other departments concerned.



**Laboratoires BOIRON's purchasing policy is based on five pillars. Two of these pillars incorporate its responsible purchasing philosophy:**

- a productive relationship with suppliers based on trust, transparency, and ethics,
- integrating a local, environmental, and social dimension into the purchasing process in a targeted manner.



An evaluation process to assess suppliers' and partners' ability to meet Laboratoires BOIRON's capacity needs and quality, logistics, regulatory, environmental, and economic requirements in the long term has been implemented and enhanced over the past few years.

Laboratoires BOIRON's purchases are mainly local, domestic, or European, with the vast majority originating in France.

A team consisting of representatives from purchasing, finance, and legal and regulatory affairs (including anti-corruption matters) is tasked with evaluating and monitoring all suppliers

and partners using dedicated tools and defining the steps to be taken if they do not meet these requirements.

Laboratoires BOIRON are committed to developing and preserving genuine partnerships with its suppliers.

These trust-based, transparent relationships aim to foster and deliver the emergence of innovative, high-performance, and optimal solutions. In 2020, the following actions were carried out:

- tough environmental requirements were included in a call to tender for cleaning services for all BOIRON parent company sites; the requirements included a significant reduction in the use of chemical products and the use of 100% natural, biodegradable products,
- an eco-friendly line was added to the office supply catalog,
- eco-friendly advertising materials were rolled out in Belgium: 75% recyclable cork and wheat straw pens and recycled cotton BOIRON bags,
- in line with existing purchasing practices, mainly French suppliers were used for the products needed to deal with the COVID-19 crisis; the majority of the group's masks were purchased from French companies and the canteens used short supply chains.

**In 2020, the BOIRON group partnered with ECOVADIS to enhance its supplier assessments.**

Thanks to this partnership, the Purchasing departments will be able to assess all strategic suppliers in France in 2021 and gradually expand assessments to the subsidiaries, for ever more responsible purchasing.

The assessments will be based on a rigorous set of twenty-one CSR criteria, divided into four categories:

- environment,
- social issues & human rights,
- ethics,
- responsible purchasing.

### 1.4.4.3 Fair business practices



**For Laboratoires BOIRON, transparency and ethics in its relationship with all the stakeholders who contribute to its project are of the utmost importance. That commitment binds all group employees, in the extremely regulated context of a publicly traded pharmaceutical group.**

In order to limit the risk of fraud and scams, the group has issued recommendations on internal control to all its subsidiaries and has strengthened its prevention and surveillance measures.

#### Relations with healthcare professionals

In France, the framework regulating commercial benefits for companies that produce or market healthcare products which had been in place since 1993 was replaced by a new, stricter framework effective October 1, 2020.

A working group has been tasked with applying these **new “anti-gift” measures**. New and/or updated procedures for relations with healthcare professionals have been drawn up, in compliance with the new regulations.

Laboratoires BOIRON applie the **certification framework on direct sales and canvassing** in pharmaceutical marketing published by the Haute Autorité de Santé in March 2016. This framework can be used to audit quality management systems in the following areas:

- the quality policy on promotional information,
- the training and assessment of the individuals doing this work by direct sales or canvassing,
- the ethical rules governing these people or their supervisors.

Under this framework, the group's promotional information has been certified by accredited bodies.

Laboratoires BOIRON also complie with the **“Transparent connections”** system by publishing all benefits given to healthcare professionals and other healthcare players on a single “Transparency” site.

#### Anti-corruption

At the direction of General Management, Laboratoires BOIRON applie measures to prevent and detect corruption and influence peddling, as required by the **Sapin II Law of December 9, 2016**, across the group, both in France and worldwide. To that end, BOIRON has drawn up a policy and a set of best practices on preventing corruption, as well as a whistleblowing procedure, which received a unanimous favorable reception from the Central Social and Economic Council. These documents are available on the websites [www.boiron.fr](http://www.boiron.fr) and [www.boironfinance.fr/en](http://www.boironfinance.fr/en).

A multi-disciplinary working group contributes to setting up and monitoring anti-corruption measures, with relays at each subsidiary. An **ethics committee** processes alerts and a **third party evaluation committee** is responsible for issuing opinions on relations with high-risk third parties.

Laboratoires BOIRON provide in-person or video conference training sessions to the group employees most exposed to the risk of corruption, and provides awareness-raising for other employees. An e-learning course translated into the languages of all the countries where the group's subsidiaries operate as well as several resources available on the Intranet have been developed to that end.

### Personal data protection

Laboratoires BOIRON are strongly committed to protecting personal data and privacy. It complies with all applicable regulations, including Regulation (EU) no. 2016/679 of April 27, 2016 on **personal data protection (GDPR)**. Personal data is processed with appropriate levels of security and confidentiality, including suitable technical and organizational measures and training.

To that end, the group has implemented a general policy that defines its commitments and guiding principles for responsible use of personal data. This policy covers all group entities, all subcontractors, and all natural persons whose personal data is collected and/or processed. A corporate personal data

protection officer has been appointed and GDPR deputies or contacts have also been designated within the group's subsidiaries.

Laboratoires BOIRON therefore apply the principle of responsibility defined by the GDPR, through:

- mechanisms (updated processing log, privacy protection by default and by design),
- internal procedures (in the event of a data breach, for exercising rights),
- contractual clauses that define the parties' respective personal data protection obligations,
- the European Commission's standard clauses for personal data transfers outside the European Union.

## 1.4.5 Laboratoires BOIRON's CSR commitments

### 1.4.5.1 Commitments and goals

This year, Laboratoires BOIRON's proactive CSR approach enabled it to develop three key commitments, inspired by the three pillars of Corporate Social Responsibility and connected to its purpose.



These core commitments are broken down into goals based on sector analysis and external interviews and approved by the CSR Steering Committee, General Management, and the Audit Committee.



## Preserving Biodiversity

SDG	Goal	Definition
	<b>Adopting the circular economy, improving waste management and limiting waste (zero waste method)</b>	Applying the “zero waste” method to all the company’s actions: Refuse, Reduce, Reuse, Recycle and Compost.
	<b>Using responsible, ethical sourcing.</b>	Maintaining balanced relationships with all suppliers.
  	<b>Ensuring that all raw materials from the natural world are sustainable.</b>	Avoiding overuse of natural resources, particularly in the form of raw materials.
 	<b>Accelerating the company’s energy transition, reducing its carbon footprint and energy consumption</b>	Producing, distributing, and consuming frugally.
	<b>Rolling out eco-design for products and packaging</b>	Replacing existing packaging with eco-responsible packaging (recyclable, compostable, etc.)

## Contributing to individual well being

SDG	Goal	Definition
	<b>Respecting human rights</b>	Respecting the fundamental human values that unite us.
 	<b>Contributing to the well-being of all employees and improving their working conditions</b>	Affirming the principle of continuously improving well-being in the workplace
 	<b>Supporting diversity and gender equality</b>	Contributing to inclusion for all.
	<b>Fostering employer-employee dialog.</b>	Listening to employees’ needs
 	<b>Advancing social innovation</b>	Monitoring new trends/approaches in human resources.

## Creating value responsibly

SDG	Goal	Definition
  	<b>Continuing to develop high-quality, risk-free products that meet the needs of patients, animals, and nature</b>	Continuing to produce solutions that serve public health first and foremost.
	<b>Maintaining sustainable, ethical, responsible governance</b>	Including sustainable development in the company’s strategy.
	<b>Making sustainable development a part of the company’s culture and mission</b>	Making sustainable development a core value for all members of the BOIRON community.
 	<b>Contributing to sustainable economic development, both locally and internationally</b>	Ensuring fair distribution of wealth within the company and its ecosystem.
	<b>Contributing to rural development</b>	Encouraging local development initiatives, in line with the group’s values.

## 1.4.5.2 Stakeholder dialog and the goals matrix

Laboratoires BOIRON was involved in a dialog with its stakeholders throughout 2020, with interviews throughout the year and a questionnaire in December 2020.

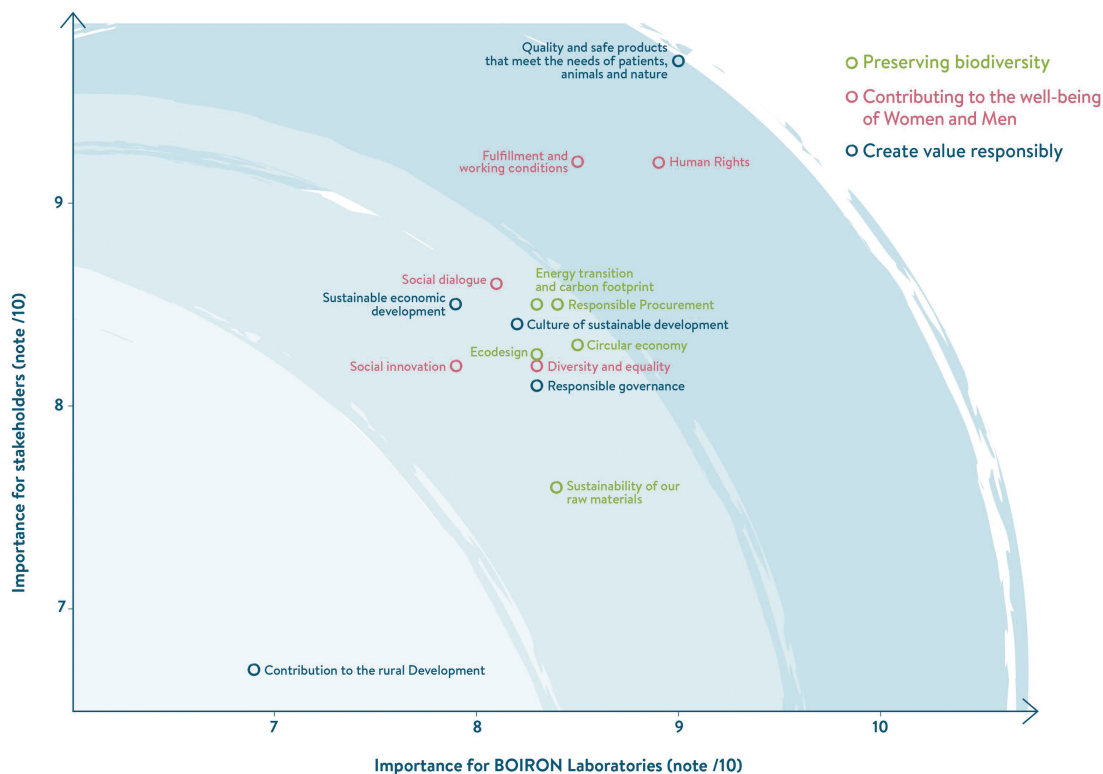
The questionnaire aimed to:

- test understanding of the CSR goals listed above,
- assess the importance of these goals,
- ensure that the goals identified matched stakeholders' expectations.

The following stakeholders were involved:

- patients: 1,069 men and women, representative of the French population (gender, age, region, and socio-economic status), including 366 homeopathy users,
- suppliers, financial analysts, and journalists: 39 responses were used,
- Laboratoires BOIRON employees: 458 employees representing the BOIRON parent company and seven subsidiaries.

The questionnaire led to the creation of the Laboratoires BOIRON goals matrix.



Respondents were asked to score each commitment. The graph above shows a scale of 6-10 on the x-axis and 6.5-10 on the y-axis.

The major goal that emerges on the matrix is: “Continuing to develop high-quality, risk-free products that meet the needs of patients, animals, and nature.” The fact that this goal stood out so strongly points to a clear alignment between the company’s strategy and stakeholders’ feelings about Laboratoires BOIRON’s commitment.



2020 saw the emergence of numerous initiatives and ideas. This first matrix provided a way to prioritize Laboratoires BOIRON’s goals. In 2021, it will serve as the basis for an analysis to:

- prioritize specific actions,
- define the objectives and tracking indicators for each goal.