



# TOGETHER ACTING FOR A SUSTAINABLE FUTURE

## OUR 2025-2027 CSR ROADMAP

This document outlines Legrand's primary CSR commitments and gives details of the priorities for its 2025-2027 CSR Roadmap.

MEDIA KIT  
2025

# A continuous long-term commitment

**A**t Legrand, we have an important role to play in building a sustainable future.

Our expertise contributes to effectively mitigating the impact of buildings on climate change. It also enables us to meet the challenges of sustainability, digitalization, and decarbonization for our societies and our clients.

With this 6th CSR Roadmap 2025-2027, ambitious and fully integrated in our development strategy, we are going even further. We are stepping up our actions and mobilizing our partners, our suppliers and our whole ecosystem in a virtuous dynamic, for a more sustainable and responsible world.

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# Let's hear from...

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## Benoît COQUART

Chief Executive Officer



For over 20 years, Corporate Social Responsibility has been an integral part of Legrand's strategy. We are convinced that it is a key factor of success and competitiveness for our Group. Building on the progress made in our previous CSR Roadmaps, we are carrying on with our actions in an ever more sustainable and responsible way, while placing the customer at the heart of our efforts.

This strong and recognised commitment is in line with Legrand's vision: to offer innovative and sustainable solutions that accompany the digitalization of buildings and contribute to reducing their carbon footprint, especially by improving their energy efficiency. This commitment also allows us to create value for our more than 38,300 employees, for our shareholders, and more generally for society, in the 90-plus countries where we operate. It also translates into an ethical and transparent governance policy which guarantees compliance with the

principles of the United Nations Global Compact, to which we have been a signatory since 2006.

This press kit, showcases both our vision and the concrete actions we take on a daily basis to make CSR a lever for growth and differentiation. You will discover our objectives, our achievements, the impact of our actions, along with testimonials from our stakeholders.

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Fully integrated into the Group's performance and value creation strategy, our CSR approach constitutes a decisive competitive advantage.

# Let's hear from...

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## Virginie GATIN

Executive VP CSR



Fully aware of its responsibility, Legrand has chosen an ambitious CSR strategy, which translates in its new Roadmap into five areas of action: promoting diversity and inclusion; mitigating climate change; developing a more circular economy; serving our customers and being a responsible business.

Even though our CSR commitment is regularly praised by non-financial rating agencies and benchmarks, we know we still have a lot to do to meet the global challenges of sustainable development and the expectations of our stakeholders. This is why in our new CSR Roadmap, the Group's sixth, we have set ourselves even more ambitious targets for the next three years. Thus, we have put circular economy at the heart of our action, making eco-design a priority. We are also stepping up our efforts to listen to customers and improve customer experience. Not forgetting, of course, regularly reporting on our performance.

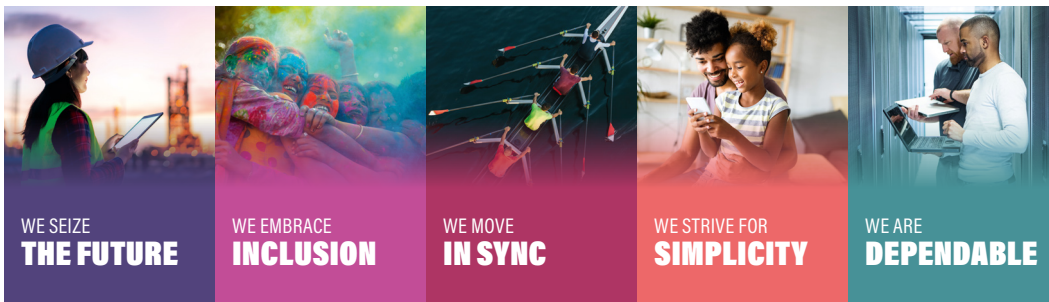
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With our new CSR Roadmap,  
we reaffirm our commitment to  
have a positive and sustainable  
impact on the world around us.

# Our CSR approach

## At the heart of our development

Addressing social and environmental challenges related to our activities has always been at the heart of Legrand's business model. Our Corporate Social Responsibility (CSR) commitments are thus a key component of our development. Perfectly aligned with our purpose - improving lives - these commitments influence the Group's processes, decision-making circuits and governance.



Integrated in Legrand's strategy, our CSR commitments also reflect our values.

## Mobilising our stakeholders

Our CSR commitments are based on regular discussions with our stakeholders. The impact materiality survey carried out periodically helps identify the most important and relevant CSR challenges for Legrand and its internal and external stakeholders.

As we did in 2018 and 2021 for the previous Roadmaps, we conducted an impact materiality survey in 2023 involving more than 4,500 stakeholders (employees, customers, suppliers, shareholders, the scientific, sectoral and educational community, the financial community, civil society, NGOs and associations) in 78 countries. This survey was used to rank and prioritise the CSR challenges facing the Group. To meet the expectations of the CSRD, a double materiality study was also conducted, which consolidates the impact of CSR topics on the company's performance, and the impact of the company's activities on the environment and society.

LEARN MORE ABOUT MATERIALITY ASSESSMENT:



## Organising, structuring and steering our approach

Reporting directly to Executive Management, Legrand's Corporate Social Responsibility Department is responsible for managing and rolling out the Group's CSR strategy. Demonstrating how integrated CSR is in our strategy, the CSR Director is a member of the Group's Executive Committee.

On a daily basis, all functional departments are mobilized around CSR. The Operations Department, the Group Purchasing Department, the Human Resources Department, and the Legal Department, in collaboration with the CSR Department, manage a network of over 300 correspondents responsible for deploying the CSR Roadmap in each subsidiary of the Group.

This new CSR Roadmap is based on the collective involvement of Legrand's CSR specialists, various functions, and country representatives.

Within the Board of Directors, the Commitments and CSR Committee ensures conformity between Legrand's CSR commitments and its strategy. Non-financial performance is also a significant component of the Group's directors' and managers' compensation.

# Our CSR approach

## International standards

Legrand applies the main international standards relating to CSR. Since 2006, the Group has been a member of the United Nations Global Compact. It complies with the principles of the Universal Declaration of Human Rights, the GRI and ISO 26000 frameworks. It meets 9 of the 17 Sustainable Development Goals (SDGs) published by the UN. Compliance with the CSRD directive also provides an opportunity to boost the transparency and comparability of the Group's sustainability reporting.



## Recognised CSR performance

Our non-financial performance has been recognised and rewarded in the main international indices and ESG (Environmental, Social and Governance) ratings.



CDP Climate Change  
"A" list



"Gold" rating  
[Top 5% - all companies]



"Prime" Statut  
since 2011



"Low risk"  
10 out of 300 companies  
in Electrical Equipment



"AA" rating  
since 2013



FTSE4Good

Constituent  
since 2007



Score: 67/100



DJSI World  
& DJSI Europe  
[ESG Score: 68]



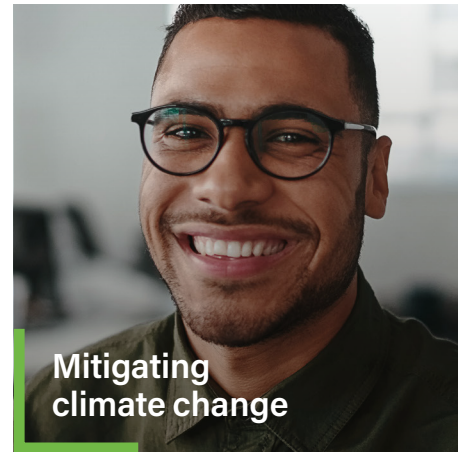
Euronext Eurozone 120  
Euronext Europe 120  
CAC 40 ESG  
CAC SBT 1.5

# Our 5 areas of action to improve lives

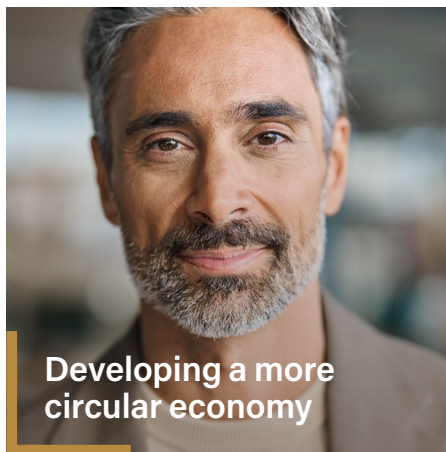
Integrated in our strategy, our CSR commitments are structured around five areas of action which include the most material challenges for the Group and its stakeholders.



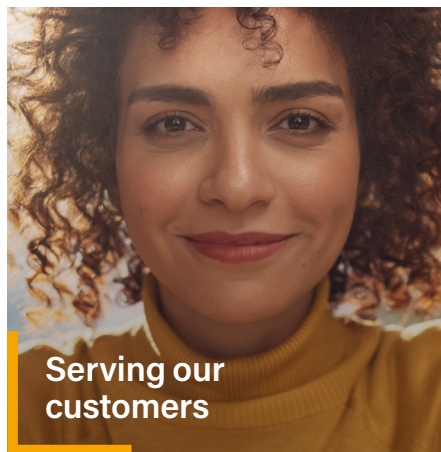
For Legrand, diversity and inclusion are a source of sustainable performance and prosperity.



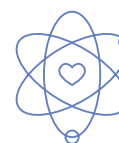
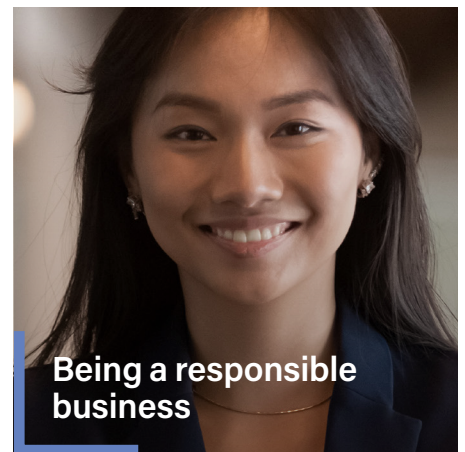
Reducing the Group's carbon footprint is a key priority in order to fight climate change.



Adopting the principles of a circular economy into Legrand's activities is at the heart of the Group's sustainable development approach.



Putting our customers at the heart of our concerns is essential if we are to meet their expectations.



Listening to and respecting stakeholders constitutes the foundation of Legrand's development model.

# Medium and long-term commitments

In order to contribute to a more sustainable future for all, Legrand has undertaken to achieve Net Zero by 2050, a commitment that has been validated by the SBTi (Science Based Targets initiative). In addition to these climate targets, the Group has set itself a number of targets for 2030.




**2050 TARGET**

TO BE NET ZERO BY 2050

This means a **90% reduction** in greenhouse gas emissions (Scopes 1, 2 and 3) across the Group's whole value chain compared to 2022

TARGET VALIDATED BY THE SBTi (Science Based Targets initiative)

At the launch of the 2025-2027 CSR Roadmap, Legrand strengthened its targets for 2030, with additional targets on key CSR topics.



**2030 TARGETS**

Promoting diversity and inclusion

- Having **1/3** key managerial positions (Hay Grade 20+) held by women

Mitigating climate change

- Reducing our GHG<sup>(1)</sup> emissions by **42%** (Scopes 1 & 2)
- And reducing our upstream and downstream GHG indirect emissions by **25%** (Scope 3)

(current scope basis compared to 2022)

Developing a more circular economy

- Phasing out single-use plastics in packaging: eliminating **100%** of the plastic in primary and secondary packaging for Legrand products

Serving our customers

- Enable our customers to avoid the emission of **70 Mt** of CO<sub>2</sub> emissions, with Legrand's energy efficiency products and services (Scope 4) between 2020 and 2030

Being a responsible business

- Reaching **80%** of our sales with eco-responsible solutions (through their use as part of our energy efficiency solutions, or covered by a Product Sustainability Profile - PSP<sup>(2)</sup>)

1. Greenhouse gas emissions  
 2. PSP: Product Sustainability Profile including PEP (Product Environmental Profile)



# From strategy to action: our 2025-2027 CSR Roadmap

In order to achieve its medium and long-term goals, Legrand relies, in the short term, on CSR Roadmaps which constitute the operational action plan for the Group's CSR approach.

## The stages in our CSR commitment

### ○ 2004-2006

- 2004 : Creation of the Sustainable Development function
- 2006 : Membership of the Global Compact

### ○ 2007-2010

- 1<sup>ST</sup> CSR ROADMAP
- 2007 : Partnership with Électriciens Sans Frontières for access to electricity for all

### ○ 2011-2013

- 2<sup>ND</sup> CSR ROADMAP
- 2012 : Legrand certified "Supplier Relations and Sustainable Procurement"
- 2012 : "Business ethics" program formally set up
- 2013 : Creation of the ellegrand gender diversity network

### ○ 2014-2018

- 3<sup>RD</sup> CSR ROADMAP
- 2014 : Creation of the Legrand Foundation
- 2017 : Launch of the "Serenity On" social protection program
- 2018 : Human Rights Charter

### ○

### 2019-2021

- 4<sup>TH</sup> CSR ROADMAP
- 2019 : Diversity & Inclusion Policy
- 2021 : Integration of the CSR Management within the Group Executive Committee

### ○

### 2022-2024

- 5<sup>TH</sup> CSR ROADMAP
- 2023 : Integration of "CDP Climate Change" at "Leadership" level
- 2024 : SBTi validation of the Net Zero 2050 commitment

### ○ 2025-2027

- 6<sup>TH</sup> CSR ROADMAP
- PROMOTING DIVERSITY AND INCLUSION
- MITIGATING CLIMATE CHANGE
- DEVELOPING A MORE CIRCULAR ECONOMY
- SERVING OUR CUSTOMERS
- BEING A RESPONSIBLE BUSINESS

### 2025-2027: accelerate and involve

Published in March 2025, the 2025-2027 CSR Roadmap is Legrand's sixth Roadmap. Structured around five areas, it specifies the targets and priorities the Group has set itself between now and 2027. It embodies Legrand's ambition on environmental, social, and societal issues and also testifies its desire to involve its customers, partners, and suppliers in its approach.

## Our contribution to the SDGs

The 16 priorities of our 2025-2027 CSR Roadmap contribute to 9 of the 17 SDGs defined by the UN for a better and more sustainable future for all. Their aim is to:

- Ensure healthy lives and promote well-being for all at all ages (SDG 3)
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (SDG 4)
- Achieve gender equality and empower all women and girls (SDG 5)
- Ensure access to affordable, reliable, sustainable and modern energy for all (SDG 7)
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (SDG 8)
- Reduce inequality within and among countries (SDG 10)
- Make cities inclusive, safe, resilient and sustainable (SDG 11)
- Ensure sustainable consumption and production patterns (SDG 12)
- Take urgent action to combat climate change and its impacts (SDG 13)



**SUSTAINABLE  
DEVELOPMENT  
GOALS**



# PROMOTING DIVERSITY & INCLUSION

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# Our ambition

## TO CULTIVATE AND ACCEPT ALL DIFFERENCES

Convinced that diversity drives innovation, performance, well-being and attractiveness, we have, for many years, focused on tools that promote inclusion. Our ambition is to create a working environment in which every Legrand employee, whatever their difference, feels recognised and valued, so they can bring their skills to the table.



**2030 TARGET**



Achieve **1/3** of key management positions (Hay Grade 20+) held by women



*"At Legrand, we work every day to promote inclusion, notably via training courses in inclusive leadership, delivering a broad range of candidates for open positions, mentoring initiatives, and promoting a strong internal dialogue on the importance of diverse perspectives to fuel innovative products and solutions. We strive to guarantee a fair and welcoming working environment for all. Our ambition is to ensure that every individual can reach their full potential in the Group."*

## A few 2024 results




Between 2018 and 2024, the proportion of women in key management positions increased from **15.2% to 27.8%**



**60 countries awarded** the Gender Equality European and International Standard (GEEIS) - Diversity (covering 94% of our workforce)



**12,323** This is the number of internship opportunities, apprenticeship contracts or entry-level jobs offered by Legrand since 2022

# Our approach

In order to offer everyone the same opportunities to grow, reach their potential and succeed within the Group, whatever their difference, we are building inclusive working environments, promoting all types of diversity including gender diversity.

## Building inclusive environments

We are creating an inclusive working environment for all Legrand employees to make sure that every individual is in their place and feels their skills are valued. We take action against all forms of discrimination, and are committed to promoting diversity in all its forms, whether respecting professional equality, ethnic representation, integrating people with disabilities, intergenerational collaboration, the inclusion of LGBT+ people or even the integration of social, cultural and ethno-racial diversity.

## Encouraging gender diversity in the workplace

We encourage gender diversity in every discipline. By offering men and women the same employment conditions, we aim to improve female representation throughout the company. We also undertake to guarantee professional equality in all our HR processes. We offer the same employment conditions upon hiring and are working to reduce salary gaps.

## Promoting a diverse range of profiles

We are also keen to diversify the profiles of the talents working within Legrand. To reflect better the diversity of the communities in which we live and work, we aim to increase the representation of under-represented populations. We are paying particular attention to the younger generations, especially in talent identification, and are trying to encourage experience-sharing with more experienced colleagues.

## Integrating our ecosystem in our approach

We share our CSR commitments with our stakeholders and make them aware of good practice regarding inclusion. Diversity is thus part of the criteria we take into account when selecting our suppliers.

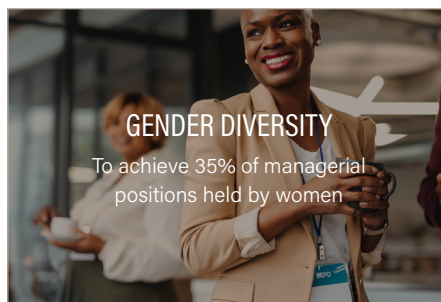
## WHAT'S CHANGING

IN OUR 2025-2027 CSR ROADMAP



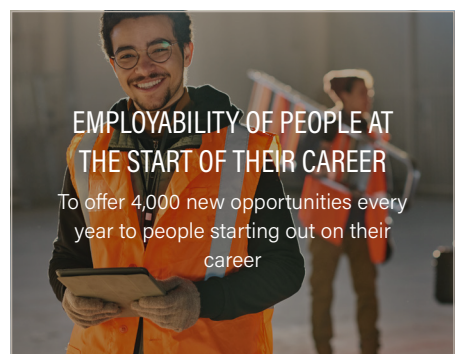
- We are strengthening our commitment to increasing the representation of women
- We are incorporating new criteria into the GEEIS Diversity labeling process for our subsidiaries.
- We are setting stricter criteria for the selection of suppliers considered committed to diversity and inclusion

## 2027 TARGETS



**SUPPLIER DIVERSITY & INCLUSION**  
To develop 100 extra business lines with suppliers committed to diversity and inclusion

**DIVERSITY & INCLUSION LABEL (GEEIS)**  
To have 100% of the workforce working in an entity that has been awarded the Diversity & Inclusion label



# Legrand in action

## Fighting against discrimination towards LGBT+ people

By signing up in 2022 to the UN's standards to fight against discrimination towards LGBT+ people (UN Standards of Conduct for Business), Legrand has restated its commitment to the human rights of LGBT+ employees, customers and suppliers, and also to preventing and eliminating all forms of discrimination towards them in the workplace.



## What is a supplier who is committed to diversity?

Since 2019, diversity has been part of the CSR criteria taken into account when selecting Legrand's suppliers. Since 2022, the Group has specifically targeted suppliers working to promote diversity and inclusion; those with recognised inclusive company status, a label, a public policy or concrete action in this area. Legrand aims to increase business conducted with suppliers committed to diversity and inclusion. It corresponds to the creation of a partnership with a new supplier meeting the established criteria or the expansion of business with an existing supplier.



## Networks to promote inclusion

Legrand relies on several internal inclusion networks. These networks include international networks such as Ellegrand or LegrandRainbow, as well as local networks like the Black Professional Network in the United States. All created at the initiative of Legrand employees, they cover a variety of diversity topics.



## GEEIS label – Diversity: 22 new entities awarded the label in 2024

In 2024, 22 new Legrand entities were awarded the GEEIS-Diversity (Gender Equality European & International Standard-Diversity) label, bringing to 60 the number of entities with the label worldwide. This distinction recognizes the progress made by the Group over the years in terms of diversity, professional equality and inclusion, which are at the heart of Legrand's HR and CSR strategies.



# MITIGATING CLIMATE CHANGE



# Our ambition

## TO CONTRIBUTE TO THE DEVELOPMENT OF A CARBON-NEUTRAL SOCIETY

Convinced that the fight against climate change affects the whole of society, especially businesses, our ambition is to accelerate our contribution to the development of a carbon-neutral society, by reducing our environmental footprint and mobilising our entire ecosystem.



**To be Net Zero by 2050**  
(commitment validated by the SBTi)

This means reducing our greenhouse gas emissions (GHG) by **90%** throughout our whole value chain (Scopes 1, 2 and 3) by 2050, compared to 2022



**To reduce greenhouse gas emissions by 42%** for our own activities (Scopes 1 & 2, compared to 2022)

**To reduce greenhouse gas emissions by 25%** throughout our value chain (Scope 3, compared to 2022)

To **use 100%** electricity from renewable sources (RE 100 membership)

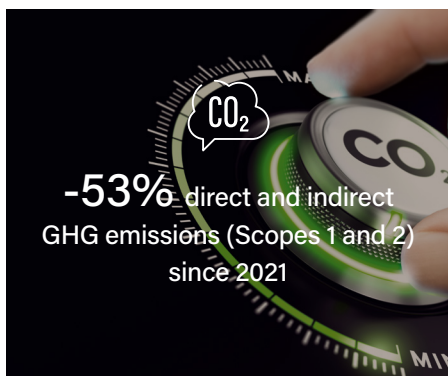


“**WHAT LEGRAND’S EXPERTS SAY**

Lola MENIGAUX, Group Climate Manager

*“Our Net Zero 2050 ambition, validated by the SBTi, and our commitment to RE100 are concrete proof of our determination to contribute to the fight against climate change. We are also proud to see our key suppliers are also taking similar steps, reinforcing our ecosystem’s commitment to a sustainable transformation.”*

## A few 2024 results



**83%** renewable electricity used by the Group



# Our approach

To reduce CO<sub>2</sub> emissions directly and indirectly linked to our activities and achieve our objectives, we are continuing and amplifying our actions.

## Reducing the impact of our own activities

Our ambition is to reduce our overall electricity consumption. We are installing solutions on every site which means we use less electricity but maintain industrial performance and comfort. We are promoting electrification, by replacing fossil fuel equipment with electrical equipment. Reducing our greenhouse gas emissions also involves using renewable electricity on our sites, via the gradual installation of photovoltaic panels and updating our electricity purchase contracts. We are also working to upgrade our vehicle fleet to hybrid or electric vehicles.

## Encouraging our key suppliers to reduce their greenhouse gas emissions

Commitment on the part of our suppliers is a key element in reducing our carbon footprint. Since 2022, the Group's "Sustainable Procurement" process has included identifying our suppliers representing the biggest share of our purchased goods and services GHG emissions and the support we offer to help them reduce their own emissions.

## Reducing indirect GHG emissions associated with the use of our products

We are committed to reducing GHG emissions from the use phase of our products, which represent more than 70% of our GHG emissions, through eco-design initiatives. We are also striving to minimize emissions related to transporting our goods, by opting for low-carbon transport methods and localizing our production as close as possible to our end markets.



**WHAT'S CHANGING**  
IN OUR 2025-2027 CSR ROADMAP

**We are accelerating the reduction of our CO<sub>2</sub> emissions:**


- We are raising our ambitions for 2030 and 2050, validated by the SBTi
- We are setting new targets for our vehicle fleet



**2027 TARGETS**

**DIRECT AND INDIRECT GHG EMISSIONS (SCOPES 1 & 2)**

To reduce the Group's Scope 1 and 2 emissions by 10% compared to 2024



**INDIRECT GHG EMISSIONS (SCOPE 3)**

To reduce CO<sub>2</sub> emissions from our suppliers' operations by an average of 30%, representing 70% of our Purchased Goods emissions



# Legrand in action

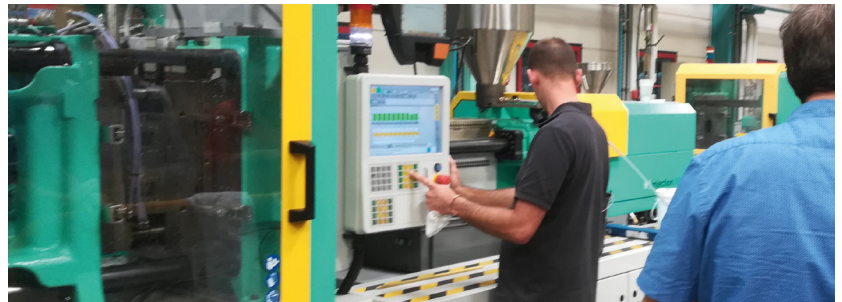
## 100% renewable electricity target

In 2024, Legrand announced its commitment to RE100, with the goal of achieving 100% renewable electricity for all its electrical consumption by 2030.

## CLIMATE GROUP RE100

## 6.4 GWh of electricity saved

Between 2022 and 2024, the replacement of injection molding machines with electric or hybrid models allowed the Group to save 6.4 GWh of electricity.



## 83% renewable electricity purchased or generated in 2024

In 2024, Legrand increased the share of renewable electricity generated or purchased by the Group, partly by rolling out photovoltaic panels on the Group's main sites. By the end of 2024, 38 Legrand sites are equipped with ground-mounted or rooftop panels and consume electricity produced on-site. And also by purchasing electricity from renewable sources. To date, purchased or generated renewable electricity covers 83% of the Group's electricity needs.



## Cutting our indirect emissions: the example of Céliane

In June 2024, Legrand renewed its iconic Céliane range in France. Its new design has reduced energy dissipation from the socket by nearly 44% compared to the previous model.



## Reducing our GHG emissions linked to logistics

Legrand is doing its utmost to reduce its CO<sub>2</sub> emissions linked to logistics: producing close to the customer in order to reduce transport times, minimising air freight and promoting multimodal transport. The Group is also focusing on biofuels and electric power.

## Training our suppliers

In 2024, Legrand organized training sessions for 150 of its key suppliers to help them adapt to climate challenges. Through roundtable discussions on topics such as decarbonization, value chain resilience, sharing CSR best practices, and conferences, including on CSRD, Legrand actively supports its partners.

## FOR ADDITIONAL INSIGHTS





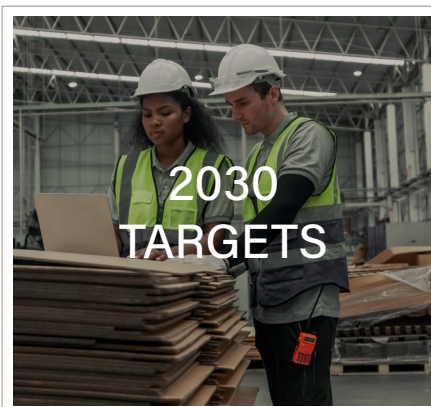
# DEVELOPPING A MORE CIRCULAR ECONOMY

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# Our ambition

## TO REDUCE THE ENVIRONMENTAL IMPACT OF OUR PRODUCTS

Our ambition is to minimise the environmental impact of our products by developing a more circular approach in the design, use, and end-of-life phases of our products.



**To eliminate 100%** of single-use plastic from our product packaging

**To achieve 80%** of our sales with eco-responsible solutions (energy-efficiency solutions or ones covered by a Product Sustainability Profile)

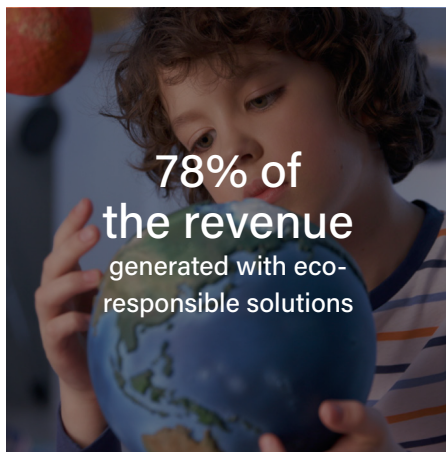


### WHAT LEGRAND'S EXPERTS SAY

Sarah LEVINE, Circular Economy Director - Legrand North America

*"From raw material extraction to end of life including waste treatment, recycling, or reuse, all stages in the lifecycle of our products are considered to reduce or eliminate the environmental impacts. Whether through the use of recycled content, careful design choices or business model innovations, our teams are fully aware of the challenges linked to integrating the principles of eco-design and the circular economy at every stage."*

## A few 2024 results



**78% of the revenue** generated with eco-responsible solutions



**84% of waste** sent to recovery processes



**44.4% recycled metals and 10% recycled plastics** in Legrand products

# Our approach

To minimize the environmental impact of our products, we have implemented an eco-design approach for all our offerings. This approach covers the entire life cycle of products, including criteria for durability, repairability, and recycling. The challenge is to take into account all aspects of the product, from raw materials to manufacturing, usage, and end-of-life, to optimize the lifespan and usefulness of the products, consume fewer natural resources, and reduce the amount of waste generated.

## Eco-designed products

From the outset when designing our products, we do all we can to minimise their impact on the environment. We are seeking to use more and more recycled materials. We are optimising our manufacturing methods. We are eliminating single-use plastic from our packaging.

## Introducing new business models for selling our products

Considering the entire life cycle during the design of our products also allows us to offer new ways of marketing them. We are experimenting with two models: on the one hand, the take-back and resale of our products, and on the other hand, new ways of marketing them such as rental. These approaches help extend the lifespan of our products and reduce their environmental impact by replacing sales with the use of the product as a service, while maintaining the quality standards that define Legrand.

## WHAT'S CHANGING

IN OUR 2025-2027 CSR ROADMAP



- We are implementing a new eco-design approach for all products developed by Legrand
- We are increasingly using recycled materials
- We are eliminating single-use plastic in new types of packaging

## 2027 TARGETS

### ECO-DESIGNED PRODUCTS

To reach 50% of new and redesigned projects compliant with Legrand's Eco-Design index criteria\*

### SUSTAINABLE MATERIALS

To use 37% sustainable materials in products manufactured by the Group

### SINGLE-USE PLASTIC

To remove 80% of primary plastic packaging in manufactured products by weight

\* Legrand's eco-design index is calculated according to the amount of single-use plastic used, compliance with environmental regulations, reduction of CO<sub>2</sub> emissions linked to eco-design or an improved repairability index.

# Legrand in action

## Uralife, a new range 100% eco-designed

Launched in 2022, the new Uralife emergency lighting range is fully eco-designed. It allows users to save 20% to 30% CO<sub>2</sub> emissions during the use phase. It has also been designed to extend the life of the emergency lighting unit as it can be reused or recycled.



## Datacenter: optimised packaging

To minimize the CO<sub>2</sub> footprint of datacenters, Minkels has completely redesigned the packaging of its cabinets to perfectly fit the shape of the product, thus avoiding the transportation of air. The result: a reduction of 20% to 50% in transported volumes, and plastic packaging replaced by reusable "covers".



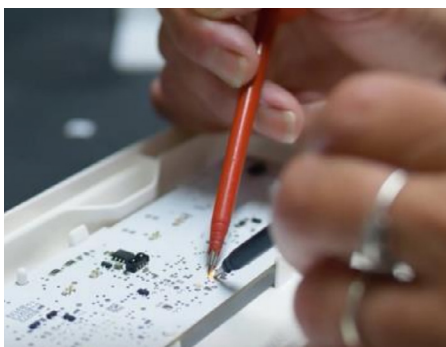
## With the eco-design index, measuring the environmental impact of our products throughout their entire life cycle

The eco-design index is calculated based on the rate of single-use plastic used, compliance with environmental regulations, reduction of CO<sub>2</sub> emissions related to eco-design, or improvement of the reparability index. It allows us to measure the environmental impact of our products throughout their entire life cycle.



## New Bticino cases

A new identity charter, embodied by new packaging, has been created, reflecting the circular economy values.



## A second life for Legrand's products

In France, in collaboration with Eiffage, Legrand has set up a "second-hand" operation for emergency lighting units that had initially been destined for recycling. The emergency lighting units have been checked, cleaned, and the batteries changed and tested. After being checked, the emergency lighting units are put back in their original box and then sent to Eiffage to be installed in new buildings.

Other "second-hand" operations have also been set up with reconditioned and resold Netatmo products. In Italy, power modules are recovered during maintenance operations and then repaired and reused. Some devices are also hired out for events on an ad hoc basis.

# SERVING OUR CUSTOMERS

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# Our ambition

## PUTTING OUR CUSTOMERS AT THE HEART OF OUR ACTION

It is essential to make our customers our primary concern if we are to meet their expectations. Regardless of the customer or user profile (distributor, installer, architect, panel builder or end user), our goal is to offer products that meet their needs and are sustainable and eco-friendly.



To enable our customers to **avoid the emission of 70 Mt of CO<sub>2</sub>** thanks to our energy-efficient products and services (Scope 4) between 2020 and 2030



“  
WHAT LEGRAND'S EXPERTS SAY

Jérôme BOISSOU, Global CX Program Leader

*“Listening to customers is part of Legrand's DNA. The major transformations affecting the building and construction sectors drive us to be even more attentive to their satisfaction. The challenge is to seek to improve their experience at every stage of their journey.”*

## A few 2024 results

**14.8 MT of CO<sub>2</sub>**  
emissions avoided between 2022 and 2024 thanks to the Group's energy-efficient offers



**94% of sales**  
made to satisfied customers (92% in 2023)



**75% of sales**  
made with products covered by PSP\*

\* PSP: Product Sustainability Profiles

# Our approach

To serve our customers, we monitor their satisfaction and strive daily to improve their experience. We also encourage every employee to embrace this customer-centric culture.

## Measuring, understanding, and following up on customer satisfaction

Customer satisfaction is our priority, and we measure it regularly. The CSAT (Customer Satisfaction score), which evaluates a customer's satisfaction and loyalty at a given moment, and the NPS (Net Promoter Score), which measures customer loyalty through their recommendations, allow us to track the evolution of their relationship with the brand. Additionally, we conduct relational surveys and satisfaction studies. Administered "on the spot", these surveys enable us to more accurately assess our customers' experience.

## Offering solutions that improve energy efficiency

We design equipment that improves the energy efficiency of buildings, allowing users to reduce their energy consumption, and thus avoid CO<sub>2</sub> emissions (Scope 4), for both residential and commercial buildings. For datacenters, whose environmental footprint is constantly increasing, we offer for example innovative cooling solutions that improve their energy efficiency.

## Providing environmental information on our products

Since a building's environmental footprint is closely linked to its design, we give as much information as possible to our customers or end users about the environmental impact of our offers, through Product Sustainability Profiles. A reliable and recognised tool, the PEP (Product Environmental Profile) is a standardised document providing detailed information about the environmental impact of a product throughout its life cycle.

### WHAT'S CHANGING

IN OUR 2025-2027 CSR ROADMAP



- We are strengthening our customer listening tool
- We are significantly increasing our targets for CO<sub>2</sub> emissions avoided by our customers (Scope 4)



## 2027 TARGETS



**CUSTOMER EXPERIENCE**  
To achieve a score of 80% of satisfied customers (CSAT) and an NPS of 50



# Legrand in action

## Legrand increasingly popular with its customers

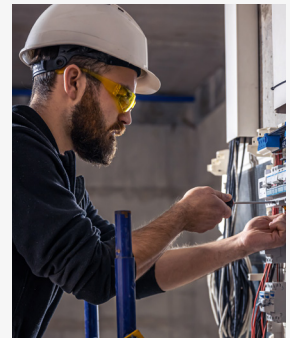
The customer satisfaction survey carried out in 2024 with 400,000 Legrand customers in 77 countries showed a 7-point increase in the NPS (Net Promoter Score). With a score of 51 in 2024 versus 44 in 2023, this index shows a very positive evolution of the relationship between customers and the Legrand brand.



## Excellence in customer service

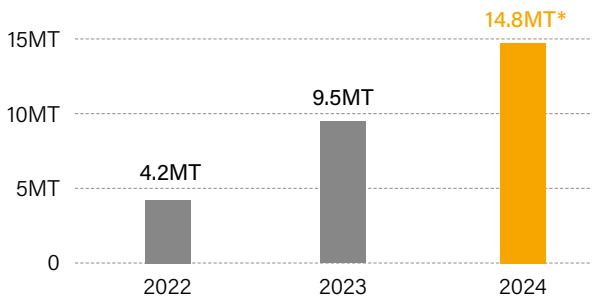


*I was impressed by the quality of the products and the diversity of the range, which perfectly meet the needs of our customers. The pre-sales support and assistance in choosing products are excellent. Legrand is a top-tier business partner, with exceptional customer service and commissioning team.*



John's testimonial  
Installer

## Due to Legrand's energy-efficient offers, millions of tonnes of CO<sub>2</sub> emissions have been avoided



**+143%**

of Group sales covered by a PEP (Product Environmental Profile) between 2011 and 2024

## With Best of Us, improving the customer experience

Convinced that customer satisfaction drives profitable and sustainable performance for the Group and boosts employee commitment, in 2018 Legrand launched a multi-annual programme aimed at improving customer experience. Best of Us consists of placing the customer at the heart of the business and at the forefront of our teams' concerns, to ensure we can offer the user a positive experience at every stage of their journey.



**BEST OF US**

\* Data accumulated over three years

# BEING A RESPONSIBLE BUSINESS

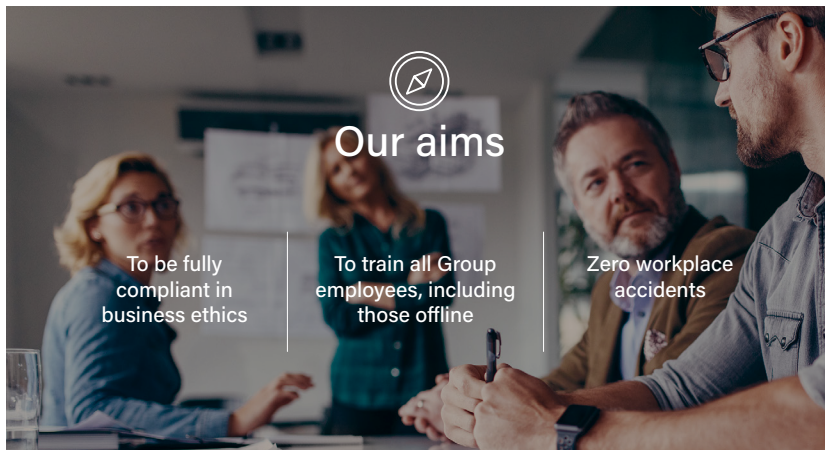


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# Our ambition

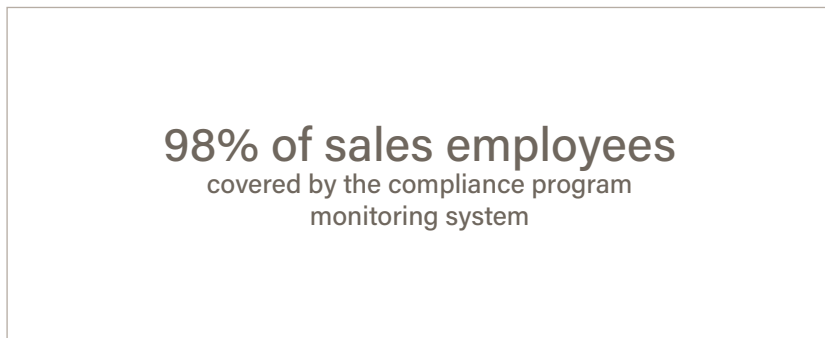
## TO ADOPT BEST PRACTICES

To ensure sustainable and responsible growth, we are adopting best practices and applying them to all our activities on a daily basis. We respect our employees and listen to all our stakeholders throughout our value chain.



*"The Group's Talents and Development team responds to Legrand's strategic vision by investing in employee training to prepare them for the future, offering targeted learning paths, promoting skill acquisition, and establishing a skills-focused culture."*

## A few 2024 results



**25.8% reduction**  
in the workplace accident frequency rate (FR2) between 2021 and 2024



# Our approach

As a responsible company, we act in an exemplary manner towards all our stakeholders, both internal and external, in accordance with a business ethics policy that applies to everyone. We promote a work culture that respects and values each employee and ensure that our suppliers adhere to the same standards as ours.

## Promoting a working culture that respects every employee

The health, safety and well-being at work of our teams are priority objectives for us. This includes managing occupational hazards, monitoring prevention and implementing a continuous improvement process. We also intend to guarantee every employee a minimum threshold of social protection. Finally, we listen to the needs of all our employees, particularly through engagement surveys.

## Valuing every employee

Because developing the skills of our teams and their employability are priorities, we are committed to training our employees every year and to help them improve their skills.

## Complying with business ethics

To ensure business ethics, we train employees who may encounter risky situations through our compliance program.

## Respecting Human rights

We are committed to respecting Human rights in all the countries where we operate, involving our value chain, including our key suppliers, into our approach.

### WHAT'S CHANGING

IN OUR 2025-2027 CSR ROADMAP



- We want all our key suppliers to commit to respecting human rights, as we do.
- Our safety goals also apply to temporary staff.
- We are raising our training objectives.

## 2027 TARGETS

**HUMAN RIGHTS**  
To achieve 100% of major suppliers engaged and conforming to the Ecovadis Human Rights score and 100% of at-risk suppliers engaged

**BUSINESS ETHICS AND CONFORMITY**  
To pursue Legrand's commitment to business ethics: framing, training and complying

**OCCUPATIONAL HEALTH & SAFETY**  
To introduce the FR2t (accident rate with and without lost time, also including temporary staff) and reduce it by 20% by 2027 compared to 2024

**EMPLOYABILITY AND SKILLS DEVELOPMENT**  
To train 90% of employees annually and achieve 10 hours of training for each employee in 2027

# Legrand in action

## Serenity On: employee well-being in the spotlight

As a responsible company, Legrand intends to guarantee minimum social protection for all Group employees. This is the aim of the Serenity On programme launched in 2017. Since 2021, the programme has also covered, in addition to health insurance and National Insurance, well-being at work. Every employee, regardless of the country they live in and their seniority, must be able to benefit from concrete actions related to physical and mental well-being. The challenge is to allow everyone to work in complete serenity.



## "Safety" dojos being deployed

Derived from the Japanese concept of immersive learning, Safety Dojos are rooms used for workplace health & safety actions. Legrand has already rolled these out in several countries, notably in Turkey, India, the Netherlands, Mexico, China and France.



## Suppliers committed to Human Rights

With the signing of the Supplier Code of Conduct, CSR evaluations, and the implementation of action plans and on-site audits, Legrand strongly encourages its suppliers to engage in a continuous improvement approach, thereby helping to mitigate the risks of non-compliance with local and/or international regulations regarding working hours, health and safety rules, and the risk of forced or child labor.



### 80%













This is the overall employee engagement rate of the Group in our latest engagement survey, to which 82% of employees responded. Among them, 87% of Legrand employees believe that the company cares about their health and safety. As for training, 82% of respondents consider it to be appropriate.

### 683,000 hours of training

delivered in 2024 across all domains

# 2025-2027 CSR Roadmap

## Our 16 priorities for 2027

	PRIORITIES	2027 OBJECTIVES
<b>Promoting Diversity and Inclusion</b>		
  	Gender diversity	Reach 35% of management positions (Hay Grade 14+) held by women
	Diversity beyond gender - "GEEIS" label	100% of headcount are working in a Diversity & Inclusion labelled organization
	Employability of early-in-careers	Offer 4,000 new opportunities to early-in-careers each year
	Supplier Diversity & Inclusion	Develop business with 100 additional suppliers considered as Diverse & Inclusive
<b>Mitigating climate change</b>		
 	Direct and indirect CO <sub>2</sub> emissions (Scopes 1&2)	Reduce the Group's Scope 1&2 emissions by 10% compared to 2024
	Indirect CO <sub>2</sub> emissions (Scope 3)	Reduce CO <sub>2</sub> emissions from our suppliers' operations, which represent 70% of emissions related to purchased goods, by an average of 30%
<b>Developing a more Circular Economy</b>		
 	Eco-Responsible products	50% of new and redesigned projects meet Legrand's Eco-Design Index Criteria
	Sustainable Materials	37% of sustainable materials used in products manufactured by the Group
	Single-Use Plastic	80% reduction in primary plastic packaging
<b>Serving our customers</b>		
  	Customer Experience	Reach 80% on CSAT and 50 on NPS
	CO <sub>2</sub> emissions avoided for our customers (Scope 4)	Reach 20 MtCO <sub>2</sub> emissions avoided over 3 years
	Product Sustainability Profiles	72% annual revenue covered by a Product Sustainability Profile
<b>Being a responsible business</b>		
 	Health & safety	Introduce and reduce the FR2t rate by 20% vs 2024
	Employability and skills development	Provide training to 90% of employees each year and attain 10 hours of annual training for each employee
	Business ethics	Pursue Legrand's commitment to business ethics: framing; training and ensuring compliance
	Human rights and our suppliers	100% of major suppliers engaged & compliant with Ecovadis HR score and 100% risky suppliers engaged

# Follow Legrand's CSR approach

Find Legrand's full CSR Strategy  
at [www.legrandgroup.com](http://www.legrandgroup.com):

- The section 'Our Responsibility' presents the Group's CSR strategy, all the actions implemented and the 2025-2027 Roadmap
- A resource centre is available to consult and download the main reference frameworks and charters related to the CSR strategy  
[www.legrandgroup.com/en/our-commitments/csr-resource-center](http://www.legrandgroup.com/en/our-commitments/csr-resource-center)

To find out more, you can also consult the website  
or ask to be sent by email the following:

- Legrand's Universal Registration Document  
(in particular chapters 1 and 4)
- Non-financial results
- Yearly tracking of the 2025-2027 CSR Roadmap
- Information related to the annual publication  
of the Group's results, including CSR elements.

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LEGRAND'S FULL CSR STRATEGY IS AVAILABLE

FOR ALL DIGITAL DEVICES

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