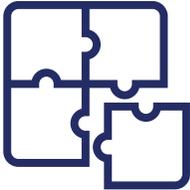




DIVERSITY AND INCLUSION CHARTER





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Why an Arkema Diversity and Inclusion Charter?

Because better integrating and valuing differences means capitalizing on the Group's assets in order to strengthen well-being at work, foster innovation and creativity, develop a business model that creates value over the long term for all stakeholders, and make Arkema an ever more efficient Group.

This Diversity and Inclusion (D&I) Group Charter provides a common framework for developing diversity and inclusion in the workplace. This policy applies to all Arkema employees, both globally and locally. It aims to encourage a culture of diversity and inclusion by supporting all employees. Arkema's successful development towards diversity and inclusion indeed relies heavily on the commitment of its employees. We must be able to create a change in mindset if we are to take advantage of the best of ourselves. The Charter also sets out how we will achieve these goals and measure the progress made.

Our D&I Charter is based on the five values that all Arkema employees around the world draw on:



Simplicity



Performance



Empowerment



Solidarity



Inclusion

What do Diversity and Inclusion mean for Arkema?



“ Diversity and inclusion represent real wealth for the Group and are a key pillar of its success. They are inseparable from our spirit of openness. This commitment supports our One Arkema joint project. Every one of us has to set an example. ”

Thierry Le Hénaff
Arkema Chairman and CEO

→ **Diversity in the workplace is everything that makes each of us different.** It encompasses a set of visible and invisible human differences. This concerns the personal dimensions of diversity related to gender, age, ethnic origin, nationality, culture, sexual orientation, religion, health, and physical and mental abilities, as well as additional dimensions such as, for example, parental and family situation, academic record, professional experience, social status and background, geographic location, organizational affiliation, ideas, etc.

→ **Inclusion** is one of our five fundamental values. It relates to the **process of engaging and mobilizing a diverse population, ensuring fair and equitable treatment, access and opportunities.** Inclusion encourages employees to be fully engaged in their workplace and respectfully express their diverse opinions, thus contributing to Arkema's sustainable success. Inclusion also reflects an open-minded attitude to difference.

Promoting an inclusive culture



→ To Employees

An inclusive culture promotes **employee well-being and mutual respect**. Employees feel freer to be themselves in a diverse and inclusive workplace. Practising inclusion develops their **confidence, commitment and loyalty to the Company**. This enhances the employer brand by making the Company more attractive to a diversity of people, while allowing the **recruitment of the best talent**. Encouraging our employees to fully express their talents also means improving Arkema's growth potential.

→ To Business Partners and Shareholders

With its presence in 55 countries, Arkema strives to reflect the diverse societies of the countries in which it operates.

Inclusion and diversity make it easier for employees to express their ideas and be listened to more readily.

A company with an inclusive culture **fosters the sharing of ideas, as well as innovation and sustainable development**, which are key elements in achieving long-term business performance. By including people from diverse backgrounds and giving everyone the opportunity to put their skills and perspectives to good use, we create shared value for Arkema and its stakeholders, customers, suppliers, partners, etc.

→ To Society at large

This is the right thing to do. As a responsible company, Arkema is mindful of its stakeholders' ideas. The Group promotes an inclusive culture not only for Arkema and its employees, but also to contribute to society as a whole in a more proactive and impactful way, and by promoting **respect, equity and fairness**.

Our Diversity and Inclusion action plans



Under this charter, we are committed to developing programs focused on achieving greater diversity as well as inclusion. Our roadmap focuses on 4 pillars of progress:

1. Measurable targets to achieve diversity in the Group.

- One of the priorities we have set ourselves is that of gender in order to raise professional equality, as we aim to become a benchmark employer for women. Accordingly, we are deploying a strategy that can guarantee them fair and respectful treatment, facilitate their integration and development in the Company, and increase their representation. By 2030, Arkema is looking to employ 30% of women in senior management and executive positions.
- Another priority concerns nationalities to bring us closer to our objectives of greater workforce diversity. We aim to achieve 50% of non-French personnel in senior management and executive positions by 2030.
- We will also strive to define key performance indicators on inclusion in the future.

2. Solid governance at Group level and within regional entities.

- Two Global Diversity and Inclusion Committees: one committee comprising BU Managing Directors and Functional Directors; the other comprising employees at less senior levels. These bodies ensure accountability and ownership at every level, draw up the Diversity and Inclusion corporate strategy, set out global initiatives, ensure internal and external communication on diversity and inclusion, and assess progress on the organization's diversity targets.

- Regional Committees, set up starting in 2022 in France, the United States and China. Each region is responsible for drawing up its own action plan in a manner consistent with the Group's Diversity and Inclusion global strategy, while taking into account specific geographic differences and socio-cultural contexts (reflecting, for example, different regulatory contexts).
- A network of Diversity and Inclusion champions to relay the voice of our employees on a broader scale. These champions are responsible for promoting, facilitating and supporting the implementation of diversity initiatives at regional level and/or plant or project level, adapted to local cultural and social perspectives. They will be *de facto* members of the regional D&I Committees.

3. HR processes that foster diversity and inclusion.

Arkema develops, for example, e-learning courses to raise employee awareness of inclusion, biases and stereotypes, and measures gender pay disparity in order to ensure fairness in compensation.

4. Promoting an inclusive culture by way of communication campaigns.

- Communicating internally and externally through testimonials and inspiring stories.
- Demonstrating our commitment and attracting more talents.
- Keeping all our stakeholders informed of our objectives and tangible results with a view to continuing improvement.



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