

# SUSTAINABILITY PROGRESS REPORT 2020

 GARNIER



# GARNIER COMMITS TO GREEN BEAUTY

OUR END-TO-END JOURNEY TOWARDS SUSTAINABILITY

**MORE SOLIDARITY SOURCING**



**GREENER SCIENCES & FORMULAS**



**MORE RECYCLED & RECYCLABLE MATERIALS**



**APPROVED BY Cruelty Free INTERNATIONAL** NEW  
under the Leaping Bunny Program



**MORE RENEWABLE ENERGY**



## **G** A MESSAGE FROM GARNIER'S GLOBAL BRAND PRESIDENT

### ACCELERATING TOWARDS GREEN BEAUTY FOR ALL

Amid the turmoil of the past year, our brand purpose and commitment to addressing our impact, transforming our business and tackling the world's great social and environmental challenges have remained stronger than ever. As one of the world's leading beauty brands, we have long taken action on sustainable beauty. And with 73%\* of consumers wanting to be more sustainable, we have the determination and ability to answer their call. Our ambitious Green Beauty sustainability strategy and commitments are leading the way in the beauty industry and contributing to the global push for a fairer, more sustainable world.

Launched in 2020, Green Beauty is our roadmap to creating a positive future. It represents a holistic commitment, galvanising every part of our company in a shared journey of transformation. Importantly, it's enabling us to embed respect for people, the environment and natural resources within every business decision and across our value chain.

As the pandemic struck, our first priority was to protect our employees, and help support our communities. We reacted quickly to the global health crisis, providing free hand sanitiser to thousands of vital retail workers worldwide, later offered to consumers at affordable prices. But we never relented on our vision, and indeed, we accelerated our Green Beauty progress throughout the year, supported by clear KPIs, building momentum towards our 2025 goals. Transparency remains at the heart of our efforts, and that's why every achievement in this report has been verified by a respected independent auditor.

Our drive for transparency extends to our communication with consumers, too. In June 2020, we became the first beauty brand to launch a pioneering 'product environmental and social impact labelling' scheme, allowing consumers to make more sustainable choices. Already available in France and Germany for haircare products, it will soon expand to other countries and other categories.

I am also pleased to share that since March 2021 Garnier has the stamp of approval from the Cruelty Free International Leaping Bunny Program, the leading organisation working to end animal testing, and the cruelty-free gold standard.



**Adrien KOSKAS**  
Garnier Global Brand President

We have made progress throughout our circle of Green Beauty commitments, from the sourcing of raw materials to optimising packaging and striving for cleaner manufacturing, while lowering the impact of our products on the environment.

Increasingly, our focus on circular design is transforming the way we plan for the future life of product ingredients and packaging materials.

In particular, we have continued to collaborate with valued partners through Solidarity Sourcing programs, empowering 787 communities to improve their livelihoods. We have also worked on introducing more sustainable ingredients for our products. Based on life cycle analysis, 97% of our new or renovated products had an improved environmental or social profile in 2020, and thanks to the use of recycled plastic, we saved 9,019 tons of virgin plastic. We also made further progress on our 2025 carbon neutrality goal, with a 69% reduction in carbon emissions at our industrial sites.

Through this report, we share our 2020 sustainability progress openly and transparently. We acknowledge the challenges and celebrate the opportunities. We know there is still more to do, but we remain determined to transform our value chain and engage all those touched by our business in our journey, as we move ever closer towards sustainable beauty.

I hope you enjoy discovering our progress and look forward to your thoughts on our Green Beauty journey.

\*From research carried out by Opinion Matters for Garnier on a panel of 2001 UK adults

# HIGHLIGHTS

## ALL GARNIER US HAIRCARE PRODUCTS ARE NOW CRADLE TO CRADLE CERTIFIED™



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The Cradle to Cradle Certified™ Product Standard is one of the world's most advanced standard for circular and responsible materials and products. We have now taken our sustainability journey to the next level, achieving Cradle to Cradle Silver certification for all our US haircare products.

## GARNIER IS OFFICIALLY APPROVED BY CRUELTY FREE INTERNATIONAL



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The brand has been given the stamp of approval by the Cruelty Free International Leaping Bunny Program, the leading organisation working to end animal testing and the cruelty-free gold standard.

## INTRODUCING PRODUCT ENVIRONMENTAL AND SOCIAL IMPACT LABELLING



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Launched in June 2020 in France, our Product Impact Labelling gives each haircare product a sustainability score to help consumers make more responsible choices. We rolled it out to Germany in early 2021, with more countries to follow.



## MORE SUSTAINABLE INNOVATIONS

Through our Green Beauty initiative, we've launched a wave of more new sustainable innovations. Zero plastic packaging, refillable bottles, packaging made with 100% recycled plastic, home compostable tissue masks, formulas of 96% natural origin, reusable cleansing ecopads and so much more to discover here.

Transparency is vital to our sustainability efforts. That's why this Progress Report has been audited by an external auditor, DELOITTE. The figures and activities related to each focus area are shared in detail through these pages.

## PROGRESS REPORT AUDITED BY A THIRD PARTY

**Deloitte.**

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SINCE MARCH 2021

GARNIER IS OFFICIALLY APPROVED BY **CRUELTY FREE INTERNATIONAL** UNDER THE LEAPING BUNNY PROGRAM

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**GREENER SCIENCES AND FORMULAS**

IN 2019

**91%** of our new or renovated products had an **IMPROVED ENVIRONMENTAL OR SOCIAL PROFILE**

**91%** **BIODEGRADABILITY\*** for our new and renovated haircare formulas (average score, and at least 67% and up to 99%)

IN 2020

**97%** of our new or renovated products had **AN IMPROVED ENVIRONMENTAL OR SOCIAL PROFILE**

**85%** of our biobased ingredients are **SUSTAINABLY SOURCED**

**65%** **BIOBASED INGREDIENTS** in our new formulas

**90%** **BIODEGRADABILITY\*** for our new or renovated haircare formulas

**99%** of our ingredients are **VEGAN**  
No animal derived ingredients

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BY 2025

**75%** of our ingredients in our new and renovated skincare and haircare will be

**BIOBASED, DERIVED FROM ABUNDANT MINERALS OR FROM CIRCULAR PROCESSES**

**MORE SOLIDARITY SOURCING**

IN 2019

**670 COMMUNITIES** were empowered worldwide as part of our Solidarity Sourcing program for ingredients

IN 2020

**787 COMMUNITIES** were empowered worldwide as part of our Solidarity Sourcing program for ingredients

BY 2025

**1,000 COMMUNITIES** will be empowered worldwide as part of our solidarity programs

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**MORE RECYCLED AND RECYCLABLE MATERIALS**

IN 2019

**3,670 TONS** of virgin plastic saved thanks to the use of recycled plastic, 9.8% of our annual plastic consumption

Since 2019, **100%** of the paper and cardboard used for our product leaflets and folding boxes have been made with material from sustainably managed forests like **FSC**, or recycled material

IN 2020

**9,019 TONS\*\*** of virgin plastic saved thanks to the use of recycled plastic, 21.1% of our annual plastic consumption

**54%** of our PET plastic comes from **RECYCLED MATERIALS**

BY 2025

We will use **ZERO VIRGIN PLASTIC** in our products and packaging, saving more than 40,000 tons of virgin plastic per year

All our plastic packaging will be **REUSABLE, RECYCLABLE OR COMPOSTABLE**

P26

**MORE RENEWABLE ENERGY**

IN 2020

**-69%** reduction in **CO<sub>2</sub> EMISSIONS** at our industrial sites, in absolute terms compared to 2005 (17,980 tons CO<sub>2</sub>eq in 2020)

**49%** of industrial sites involved in Garnier production are **CARBON NEUTRAL**  
This is 7 more sites in 2020 vs 2019

**61%** of the **ENERGY** used at our industrial sites comes from **RENEWABLE** sources

**18%** of factories involved in Garnier production are **WATERLOOP FACTORIES**  
This is 1 more site in 2020 vs 2019

**-53%** **WATER CONSUMPTION** at our industrial sites compared to 2005 (0.37 litre per finished product in 2020)

BY 2025

**100%** of our industrial sites will be **CARBON NEUTRAL** and only use **RENEWABLE ENERGY**

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Information audited, see details p.54.  
\*As per OECD 301 or equivalent tests.  
\*\*Based on our 2020 plastic consumption.  
For more details on those figures, please see p54.

# ALL GARNIER US SHAMPOOS & CONDITIONERS ARE NOW CRADLE TO CRADLE CERTIFIED®



**In 2021, we took another step in our journey towards more sustainability with our Fructis and Whole Blends shampoo and conditioners, by achieving Cradle to Cradle Certified® (Version 3.1) SILVER level. Garnier is the first mass market brand to achieve this certification for this volume of products.**

The Cradle to Cradle Certified® Product Standard is one of the most highly trusted, multi-attribute, science-based standards for sustainable products. In 2018, Garnier USA made important progress on its sustainability journey, becoming the first mass market skincare brand to achieve Cradle to Cradle certification for five of its SkinActive products. Now, its entire Garnier US shampoo and conditioner portfolio is certified by the Cradle to Cradle Products Innovation Institute. This represents more than 100 products. By setting globally recognised, science-based requirements for packaging, ingredients, product circularity, clean air and climate protection, water and soil stewardship and social fairness, Cradle to Cradle

Certified is well aligned with Garnier's approach towards more sustainable product development.

*"Garnier's achievement in scaling up Cradle to Cradle certification makes it an industry leader in delivering beauty products that are circular and responsibly made and, equally important, accessible to consumers at large."*

**Dr Christina Raab,**  
Vice President, Strategy & Development - Cradle to Cradle Products Innovation Institute



**Dr Christina Raab,**  
Vice President, Strategy & Development, Cradle to Cradle Products Innovation Institute

## A VIEW FROM THE CRADLE TO CRADLE PRODUCTS INNOVATION INSTITUTE

### WHAT DOES SILVER LEVEL MEAN?

As Cradle to Cradle certification incorporates the concept of continuous improvement, each of the five standard categories is assigned an achievement level, including Bronze, Silver, Gold and Platinum. The minimum level of achievement in any of the five categories ultimately determines the final certification level. The standard encourages measurable improvement over time by awarding certification on the basis of ascending levels of achievement and renewed certification every two years.

### WHAT ARE YOUR REFLECTIONS ON THE GARNIER CERTIFICATION JOURNEY?

Garnier's certification journey stands out for its systematic and large-scale approach. The brand is successfully leveraging the Cradle to Cradle Certified Product Standard as a comprehensive single-standard solution that is aligned with its Green Beauty commitments and approach in a holistic way, and demonstrates verified progress to consumers. Garnier's scaling of the certification from individual SkinActive products to its entire range of Fructis & Whole Blends Shampoo & Conditioners is especially significant. To accomplish this, Garnier has engaged all relevant internal stakeholders from Research & Innovation, operations, marketing, and external suppliers to optimise product development and manufacturing operations.

## THE 5 CATEGORIES OF CRADLE TO CRADLE CERTIFICATION

To achieve Cradle to Cradle certification, a product must meet the criteria of the Cradle to Cradle Certified Product Standard, which requires that products are assessed for environmental and social performance across five critical sustainability performance categories:



### Material Health

The material health category helps to ensure products are made using ingredients and packaging materials that are safe for the environment by leading designers and product developers through a process of inventorying, assessing and optimising materials.



### Product Circularity

(formerly **Material Reutilization**)

The product circularity category aims to eliminate the concept of waste by helping to ensure products remain in perpetual cycles of use and reuse from one cycle to the next. Our products have a Material Reutilisation Score of ≥ 50.



### Clean Air & Climate Protection

(formerly **Renewable energy & Carbon Management**)

This category helps to ensure products are manufactured using renewable energy, so that the volume of climate-changing greenhouse gases related to product manufacturing is reduced.



### Water & Soil Stewardship

(formerly **Water Stewardship**)

The water stewardship category helps ensure water is recognised as a valuable resource, watersheds are protected, and clean water is available to people and all other organisms.



### Social Fairness

The aim of this category is to design business operations that respect all people and natural systems affected by the manufacture of a product.

# OUR PRODUCT ENVIRONMENTAL AND SOCIAL IMPACT LABELLING WILL HELP CONSUMERS MAKE MORE RESPONSIBLE CHOICES

Launched in June 2020 in France and in February 2021 in Germany, our product environmental and social impact labelling gives each haircare product a sustainability score to help consumers make more sustainable choices. We will roll it out to more countries in the coming months.

Garnier pioneered transparency in 2017 when, for the first time, it listed the origin of its ingredients on product labelling. Building on this initiative, Garnier launched a product environmental and social impact labelling in June 2020.

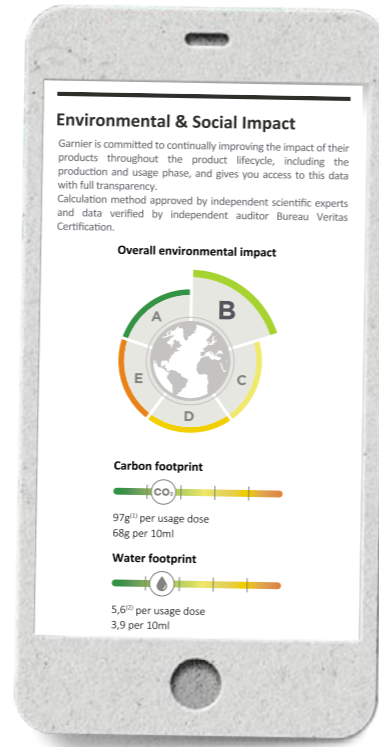
In this way, we aim to **help consumers to make more sustainable consumption choices**. The new labelling provides full and transparent information on the environmental and social impact of our products.

Based on its overall impact value, every product is classified in comparison to other L'Oréal Group products in the same category, **on a scale from A to E**, where A is the most favourable profile for the planet.

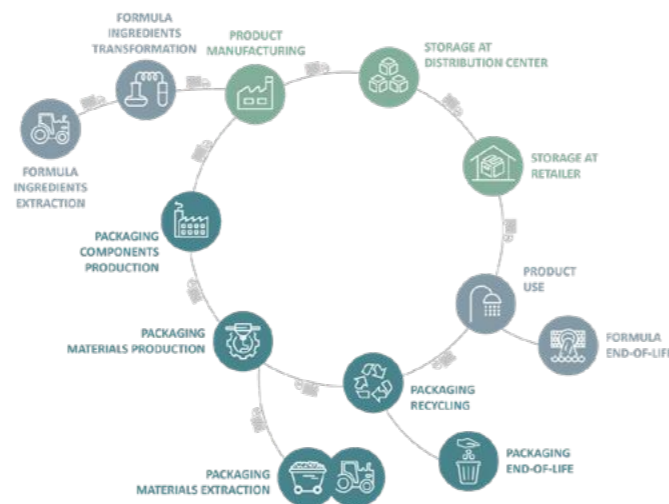
Developed in close partnership with independent scientists and experts, this impact assessment methodology is **unique in the beauty industry**. It is aligned with both the European Product Environmental Footprint standards and the planetary boundaries concept, which define the climate and environmental conditions that must be maintained in order for humanity to thrive in the future.

In recent years, the impacts of **thousands of beauty products** have been assessed **throughout their life cycle**. This includes **ingredient sourcing, packaging and product manufacturing, as well as the impact during product use and recycling**.

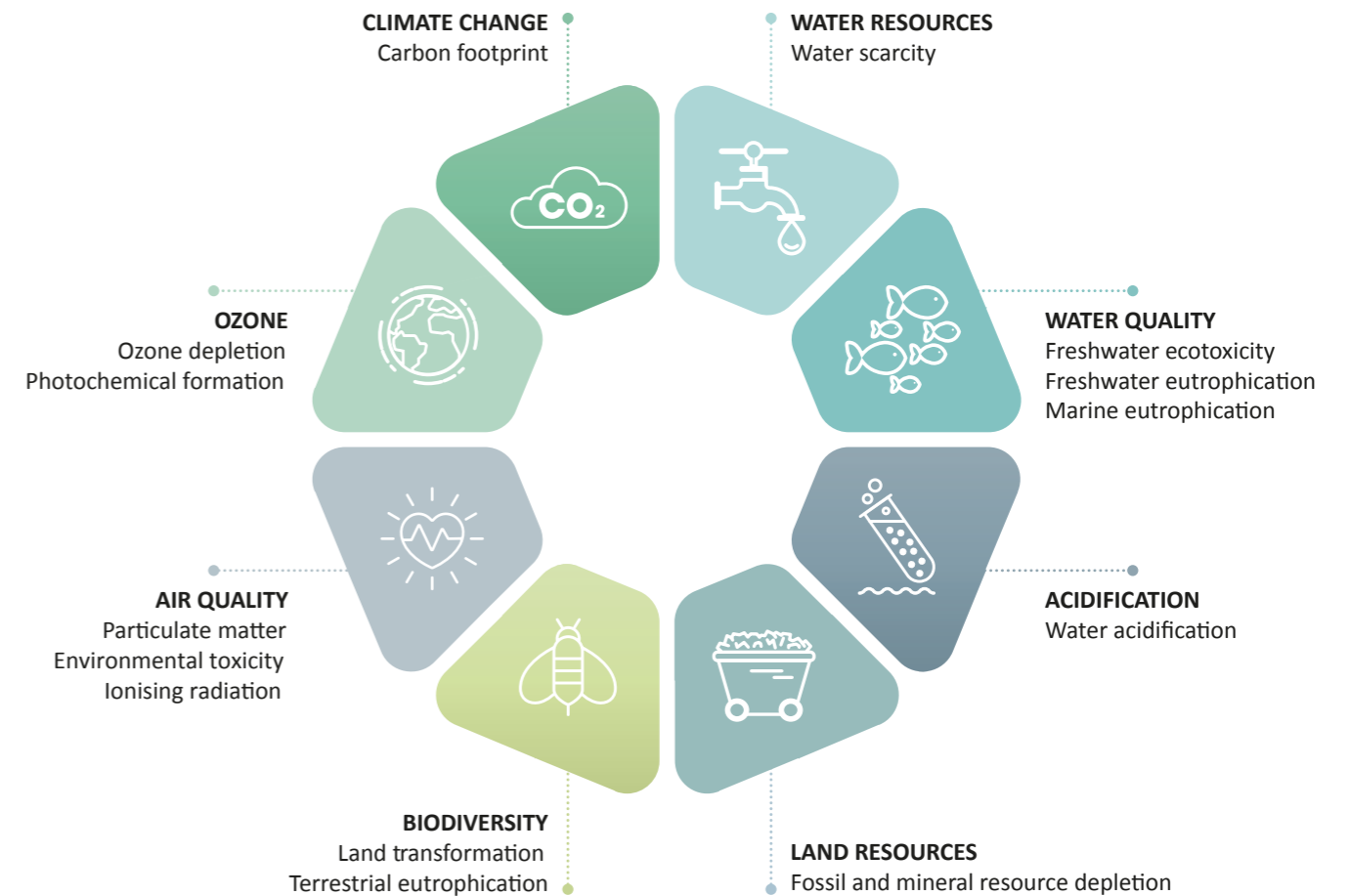
Launched in June 2020 in France and in February in Germany for haircare products, we have seen strong user engagement: consumers who engaged with the product environmental and social impact labelling on our Garnier product pages spent 34% more time there, compared to the average time spent before the launch. We are now rolling it out to more countries and product categories.



> «Environmental & social impact» available online in each haircare product pages (France and Germany)



> The score covers all aspects of a product's lifecycle, including sourcing, manufacture, transportation and use.



> The score takes into account 14 environmental factors.



## AN INDEPENDANT AND OBJECTIVE METHOD

The methodology behind this labelling system was co-developed by the L'Oréal Group **with 11 international and independent scientists and experts** (between 2014 and 2016). Additionally, the methodology and labelling **were peer-reviewed in January 2020 by four independent experts**.

The application of the **methodology and accuracy of the data are verified by the independent auditor Bureau Veritas**, which issued a positive audit report on our calculation methods and the accompanying labelling policy.

Our **methodology respects the European Commission's recommendations** on Product Environmental Performance (PEF).

 APPROVED BY CRUELTY FREE INTERNATIONAL

## GARNIER IS OFFICIALLY APPROVED BY CRUELTY FREE INTERNATIONAL

For all Garnier products, globally, the brand has been given the stamp of approval by the Cruelty Free International Leaping Bunny Program, the leading organisation working to end testing globally and the cruelty-free gold standard.

APPROVED BY  
CRUELTY FREE  
INTERNATIONAL  
UNDER THE LEAPING BUNNY PROGRAM



Garnier is one of the largest, most global brand Cruelty Free International has ever approved under the Leaping Bunny program. This is a significant step, not only for Garnier, but for the beauty industry as a whole.



*“Garnier is a global brand familiar to us all. To work with them to help end animal testing for cosmetics and declare them officially approved under the Cruelty Free International Leaping Bunny Program is a real milestone.”*

**Michelle Thew,**  
Cruelty Free International CEO

Leaping Bunny requires brands to forensically investigate their entire supply chain, including all raw materials and individual ingredients, for any cases of animal testing. Approval must be given to all of a brand's finished products - individual products or items cannot be approved in isolation.

For Garnier, this was a case of securing a declaration from more than 500 suppliers, who source more than 3,000 different ingredients, worldwide. For many months, Garnier and Cruelty Free International worked together to secure this evidence and ensure every product within Garnier's global portfolio could officially display the Cruelty Free International Leaping Bunny logo - the universally recognised cruelty-free mark. This stringent process ensures that consumers

can buy Garnier products with complete confidence, knowing that they meet Leaping Bunny's strict criteria.

*“Garnier has been committed to a world against animal testing since 1989. To be officially approved by Cruelty Free International under the Leaping Bunny Program is a major achievement, and was always an important part of our Green Beauty mission. For Garnier, this is a further step towards becoming a truly sustainable, transparent brand that delivers Green Beauty for all.”*

**Adrien Koskas,**  
Garnier Global Brand President



**Aurélie WEINLING**  
Garnier International  
Scientific & Sustainability  
Director

## INTERVIEW WITH AURÉLIE WEINLING

### WHY IS GARNIER APPROVED BY CRUELTY FREE INTERNATIONAL ONLY NOW?

Garnier has been committed to a world against animal testing since 1989, but we know that today we must go further.

That's why we have worked closely with Cruelty Free International to achieve the gold standard approval and reassure our consumers across the world that we're compliant with their Leaping Bunny Program.

Garnier is a brand undergoing a real transformation, from improving our environmental impact to now being officially Leaping Bunny-approved.

We want to take every step it takes to become a truly sustainable brand.

### HOW HAVE YOU GAINED APPROVAL?

In order to achieve Leaping Bunny status, a brand must secure evidence from each supplier, which will then be audited regularly.

So we engaged with our more than 500 suppliers to obtain a declaration covering over 3,000 ingredients worldwide.

We began the process two years ago, and worked closely with Cruelty Free International for months to gather this information, so that every product in Garnier's global portfolio could officially display the universally recognisable Cruelty Free International Leaping Bunny logo.

### HOW DO YOU KNOW THAT YOUR SUPPLIERS DON'T TEST ON ANIMALS?

Each supplier has to provide us with detailed information related to every single ingredient and raw material. Then, with the support of Cruelty Free International, we ensure everything is compliant with its Leaping Bunny program.

### IS THIS FOREVER - WILL THERE BE MORE AUDITS TO COME?

Retaining the Leaping Bunny logo is a demanding process, with regular audits taking place every two to three years. We'll contact all our suppliers every year to make sure they're still compliant.

### WHAT DOES IT MEAN FOR GARNIER?

Being committed to a world without animal testing is part of Garnier's DNA, and a longstanding commitment for the brand.

We have a strong commitment to animal welfare. And now this work with Cruelty Free International is a huge step, taking us even further on animal welfare. We have included and engaged all our suppliers in this journey, and given the number of cosmetic ingredients that we source worldwide, this will create a major impact on the beauty industry.



# GREENER SCIENCES AND FORMULAS



## GREENER SCIENCES AND FORMULAS

IN 2019

**91%** ✓  
of our new or renovated products had an **IMPROVED ENVIRONMENTAL OR SOCIAL PROFILE**

**91%** ✓  
**BIODEGRADABILITY\*** for our new and renovated haircare formulas (average score, and at least 67% and up to 99%)

IN 2020

**97%** ✓  
of our new or renovated products had an **IMPROVED ENVIRONMENTAL OR SOCIAL PROFILE**

**85%** ✓  
of our biobased ingredients are **SUSTAINABLY SOURCED**

**65%** ✓  
**BIOBASED INGREDIENTS** in our new formulas

**90%** ✓  
**BIODEGRADABILITY\*** for our new or renovated haircare formulas

**99%** ✓  
of our ingredients are **VEGAN**  
No animal derived ingredients

BY 2025

**75%** of our ingredients in our new and renovated skincare and haircare will be **BIOBASED, DERIVED FROM ABUNDANT MINERALS OR FROM CIRCULAR PROCESSES**

## TOWARDS GREENER SCIENCES AND FORMULAS

Garnier is deeply rooted in nature and believes strongly in Green Sciences: the highest performance from nature powered by science, while respecting the environment.

### How we're taking action on our five focus areas



#### MORE ACTIVE INGREDIENTS FROM GREEN SCIENCES

Garnier favours active ingredients derived from green science to create high performing formulas for hair and skin that are also respectful of the environment. Within our 2020 product launches, we integrated two major ingredients - Vitamin Cg and Hyaluronic Acid - powered by biotechnologies.



#### MORE RESPECTFUL OF THE ENVIRONMENT

Garnier laboratories focus on improving the environmental profile of our products by improving the biodegradability of our formulas. We also test our suncare formulas in a controlled laboratory environment to help ensure they are not harmful to marine life.



#### MORE BIOBASED AND NATURAL ORIGIN INGREDIENTS

Garnier prioritises biobased and natural origin ingredients in new product launches. Since 2016, Garnier has been committed to continuously improving its portfolio, with more and more formulas containing at least 96% natural origin ingredients, such as the entire Fructis HairFood Range. To help conserve natural resources, all our biobased ingredients will be sustainably sourced by 2022.



#### MORE INNOVATION TO REDUCE WATER USE

Garnier favours products that contribute to reducing water use, either by avoiding the need for rinsing, as well as by developing dry formulas.



#### MORE VEGAN FORMULAS

Garnier is committed to developing vegan formulas that are free from animal derived ingredients or by-products.

✓ information audited, see details p.54  
\*as per OECD 301 or equivalent tests

## MORE ACTIVE INGREDIENTS FROM GREEN SCIENCES



Green sciences offer a holistic approach to improving product profiles, covering everything from growing crops (Green Cultivation)... to innovative, environmentally-conscious ways to process raw materials (Green Transformation) to the formulation of high performing, safe and sustainable products (Green Formulation). Hyaluronic acid and vitamin Cg are major ingredients of our new 2020 products, and two great examples of the power of GREEN SCIENCES.

### OUR HYALURONIC ACID AND VITAMIN Cg, POWERED BY GREEN SCIENCES

Hyaluronic acid is a polymer naturally present in the human body. For skin, it is known for being able to retain up to 1000x its weight in water and helps improve skin hydration and plumpness.

Vitamin Cg is a vitamin C protected by a glucose molecule, which adds stability in the presence of external factors such as the weather. For skin, it is known for its illuminating and antioxidant properties.

### GREEN CULTIVATION

Hyaluronic acid and Vitamin Cg are derived from natural origins, and sourced from renewable, sustainably grown plants.

### GREEN TRANSFORMATION

Both ingredients are obtained through a green process powered by biotechnology. Using bio-fermentation, we transform wheat glucose into hyaluronic acid, using a certain type of bacteria.

Vitamin Cg is obtained from potato or corn through a biotransformation process using enzymes. The process includes chemical synthesis respecting the principles of Green Chemistry.



#### WHAT DOES BIOTECHNOLOGY MEAN?

Biotechnology is defined as the use of biological systems, or living organisms to develop or create different products. Bread making is a good example of processes that fall within the concept of biotechnology (as it uses yeast, a living organism, to produce the end product).

#### WHAT DOES GREEN CHEMISTRY MEAN?

Green Chemistry harnesses science to design products and processes that reduce or eliminate the use or generation of substances hazardous to humans, animals, plants or the environment.

### DID YOU KNOW?

The chemical structure of hyaluronic acid produced through biotechnology is strictly identical to the endogenous one produced by skin cells. Additionally, the hyaluronic acid process mimics a natural phenomenon. Certain types of bacteria are able to produce hyaluronic acid as a natural defence mechanism that occurs under conditions of stress.

Once on the skin, Vitamin Cg is bio-converted into pure vitamin C through hydrolysis activated by an enzyme present in the skin.

IN 2020

**65%** **BIOBASED INGREDIENTS**  
in our new formulas

**80%** **BIOBASED INGREDIENTS**  
in our new rinse Haircare formulas

## MORE BIOBASED AND NATURAL ORIGIN INGREDIENTS



As part of our commitment to prioritise the use of green formulation and green transformation, we continue to develop more formulas with a high level of renewable, biobased or natural origin ingredients. Since 2016, Garnier has continually improved the number of new products with at least 96% natural origin ingredients, and committed to continue improving its portfolio, harnessing natural innovations and technological advances that meet hair or skin needs.



### ULTRA DOUX SOLID SHAMPOOS

In 2020, Garnier launched its first solid shampoos made with 94% biobased ingredients.



### PURE ACTIVE CHARCOAL BAR

To continue pioneering sustainable innovations, Garnier has launched its first Charcoal Bar, a solid wash formulated to treat imperfections on both face and body and with the lowest possible environmental impact.

- Made with 96% natural origin ingredients;
- Small and concentrated format to save transport-related CO<sub>2</sub> emissions: 1 Charcoal Bar can be used for up to 42 washes.\*



### FRUCTIS HAIR FOOD / HAIR TREATS\*\*

We launched of a full range of shampoos and conditioners in 2020 based on formulas with up to 98% naturally derived ingredients.

In addition, a new module dedicated to fine hair has completed the range, featuring watermelon and made with at least 96% naturally derived ingredients.

#### WHAT IS A BIOBASED INGREDIENT?

Our biobased raw materials are renewable ingredients that regenerate constantly in relatively short cycles (from a few days to a few decades).

#### WHAT IS A NATURAL ORIGIN INGREDIENT?

A natural origin ingredient comes from plants, mineral or micro-organisms and has undergone no or slight transformations, using eco-friendly processes, complying with the principles of Green Chemistry.

\*Based on one face/neck/upper back and shoulders application per day.

\*\*HAIR TREATS in USA.

**IN 2020**

**85%** of our biobased ingredients are **SUSTAINABLY SOURCED**

**BY 2022**

**All** our biobased ingredients will be **SUSTAINABLY SOURCED**

## TOWARDS 100% SUSTAINABLE SOURCING OF OUR BIOBASED INGREDIENTS

Garnier has been committed to our sustainable sourcing program since 2008, and aims to continue sourcing more renewable ingredients.

**To strengthen our sustainable sourcing efforts, we continued to implement a sustainable sourcing policy for biobased raw materials, with the expertise and advisory services of the NGO Rainforest Alliance.**

Our approach relies firstly on knowing the origin of the plant and the country in which it is produced and in this way, helping to ensure the traceability of raw materials.

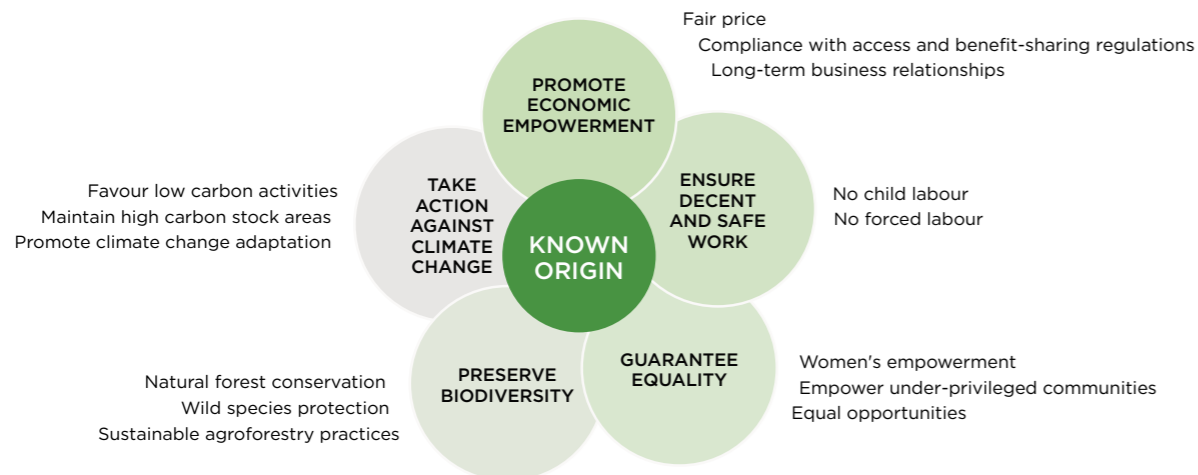
We then assess the social and environmental risks potentially linked to their production and focus our sustainable sourcing efforts to address them.

When potential risks are identified, we assess whether these five key aspects are respected and take action to drive improvements, where necessary:

- Labour conditions must be decent and safe, in line with human rights and the principles prescribed by the International Labour Organization, across the whole supply chain;

- Equal opportunities and zero discrimination between producers are verified, and women's empowerment is encouraged;
- The sourcing program must contribute to improving producers' livelihoods by promoting economic empowerment through fair commercial relationships;
- Biodiversity is preserved through sustainable agricultural and harvesting practices that protect ecosystem services, notably those linked to the soil, water and forests;
- We take action to build climate resilience and protect crops, while also reducing the greenhouse gas emissions related to agriculture;
- This entire process is verified by an independent third party, in order to measure the positive impact of the programs on people and the environment.

### OUR 5 SUSTAINABLE SOURCING PILLARS



## SUSTAINABLY SOURCED AVOCADO FROM TANZANIA

Avocado oil is extremely rich in oleic acid and monounsaturated fats, making it one of few oils that can penetrate the hair shaft and moisturise the hair, rather than simply coating it. Garnier has adopted a sustainable supply of avocado oil from Tanzania for our haircare and hair colour.

Avocado farming has expanded significantly in recent years, which has led to environmental and social difficulties such as poor soil health, deforestation and water scarcity. That's why we turned to Fair for Life-certified avocados grown in Tanzania. In total, 3,000 farmers are working with our supplier, and they own 15 to 800 avocado trees per farm. Avocados are collected between July and September, and each tree produces 50 to 300 kg of fruit. Our supplier only uses avocados that aren't sold for food. The avocados are cleaned, softened, separated and decanted to obtain a high quality oil.

By choosing to work directly with a committed and local supplier, and purchasing Fair for Life-certified avocado oil, Garnier is supporting sustainable agricultural practices and fair prices for farmers, by:

- Avoiding wastage and providing a new source of income, as farmers did not sell their avocados before, feeding them instead to their livestock;
- Long-term commitment to the volumes we purchase, which also helps families to pay for school fees and healthcare. We also pay in advance of picking, in order to help families meet their needs;
- Promotion of agroforestry practices, through upskilling sessions on pruning and manure management. Our supplier also provides specific varieties of trees to farmers that are more disease-resistant and deliver better yields.

### COMMITTED TO SUSTAINABLE CULTIVATION PRACTICE

**No irrigation needed**

**Organic certified**

**No use of pesticides or herbicides**

**Pruning once a year (after collection)**

**Mix of lime and manure once a year (in August)**

**Addition of compost**

**Upcycled avocados**

### DID YOU KNOW?

Fair for Life is a certification program for fair trade in agriculture, manufacturing and trade. It was created in 2006 by the Swiss Bio-Foundation in cooperation with the IMO Group, and taken over by the Ecocert Group in 2014. The label encourages resilience at every stage of the supply chain through responsible business, social and environmental practices and long-term trading relationships.



**IN 2019**

**91% BIODEGRADABILITY\***  
for our new and renovated haircare  
formulas  
(on average, at least 67% and up to 99%)

**IN 2020**

**98% BIODEGRADABILITY\*** for all our face cleansers  
**90% BIODEGRADABILITY\*** for our new or renovated haircare formulas

## MORE ENVIRONMENTALLY-CONSCIOUS FORMULAS



Garnier laboratories focus on improving the environmental profile of our products by improving the biodegradability of our formulas, i.e. the capacity of organic molecules to be rapidly and entirely broken down through micro-organisms.



### WHOLE BLENDS SULPHATE-FREE REMEDIES AT LEAST 96% BIODEGRADABLE

Biodegradability is especially a top priority in the development of our rinsed off formulas. For example, new Whole Blends sulphate and silicon-free shampoo formulas present a level of biodegradability from 96% to 97%.\*

### OUR TISSUE MASKS ARE NOW HOME COMPOSTABLE\*\*

As part of our commitments, We stepped into compostable beauty in 2020 by offering tissue masks that can be composted at home. Conventional tissue masks are not recyclable, and are typically sent to landfill or incinerated after use, polluting the environment. Our new compostable masks therefore offer a more environmentally-conscious alternative, and today, more people than ever compost waste in their homes.



**HYDRA BOMB and PURE CHARCOAL Sheet Masks** were certified **as home compostable\*\*** by TÜV AUSTRIA, a respected body for the international accreditation of biodegradable products, based on ten tests completed by OWS, a waste management expert.



### AMBRE SOLAIRE ECODESIGNED MILKS

Garnier has been committed for more than 15 years to evaluating the impact of our formulas on the environment, and we are also working continuously to reduce the impact of our products on the aquatic environment.

Today, we're going further with the launch of eco-designed, high protection SPF30 and SPF50 milks, our first co-created and co-branded products with the Ocean Conservancy. Ecodesigned milks have a 94%\* biodegradable base and are also proven to be more respectful of marine life, according to laboratory tests.

## DID YOU KNOW?

Home composting is a way of enabling waste biodegradable materials to break down and become compost at home. The materials are transformed into compost through microorganisms with the right levels of temperature, humidity, light and air.

\*As per OECD 301 or equivalent tests.

\*\*Related products are compostable under home compost conditions only. Otherwise, they have to be discarded in the general waste bin.

SPF 30: 94% biodegradable base without UV filters/80% biodegradable with UV filters.

SPF 50: 94% biodegradable base without UV filters/71% biodegradable with UV filters.

## MORE INNOVATIONS TO HELP REDUCE WATER USE



Garnier proposes an increasing number of alternative innovations to reduce the use of water, one of the main environmental impacts of our products. In 2020, we launched initiatives that contribute to reducing water use throughout their life cycle.



### ULTRA DOUX SOLID SHAMPOOS

These shampoos have been ecodesigned to create a lower environmental impact. In particular, they have a dry formula, and a fast rinsing time, which shortens the washing time compared to conventional shampoo, a compact format and plastic-free packaging.

We compared the environmental impacts of a solid 60g shampoo to a standard 250ml liquid shampoo, using life cycle analysis. In particular, the results highlighted a water footprint reduction of 25%.\* This means a reduction in the volume of water used at every stage (from the cultivation of raw materials or extraction to manufacturing, use and end-of life), helping to conserve water resources in the regions concerned.



### MICELLAR REUSABLE CLEANSING ECO PADS

Each use of micellar water requires two or three cotton pads to remove make-up. One of the main environmental impacts related to the use of cotton pads comes from water intensive cotton production.

To reduce the environmental impact of this daily gesture used by many women, Garnier has launched Micellar reusable cleansing eco-pads. They are designed to be combined with Garnier cleansing micellar water to remove any make-up efficiently.

Using life cycle analysis, it was clear that one or two Garnier Eco pads were sustainable than three single use cotton pads. Each single use cotton pad needs far more water for cotton cultivation than the water needed for one Garnier Eco Pad laundry wash. Overall, Garnier Eco Pads use 95% less water and create 85% less impact on fresh water quality.

\*PEF Single Score methodology published by the European Commission.

**Water scarcity is a rapidly evolving global issue that will affect ever more people. Scientists estimate that 3.5 billion people could experience water scarcity by 2025.\* We must consider the issues linked to this issue and innovate to develop lasting solutions.**

**Daily use of rinsed off products require water and energy to heat water. Reducing the impacts of the use phase is vital to improving the overall footprint of our products. Therefore, it is important to investigate how to measure and track the volume of water used during the rinsing phase.**



**Rima RAKSHIT**  
L'Oréal Research & Innovation India, Head of Hair Instrumental Science, Product Performance Evaluation



## INTERVIEW WITH RIMA RAKSHIT

### HOW DO YOU EVALUATE THE VOLUME OF WATER USED?

We are investigating different methodologies across hubs based on instrumental and sensory evaluations to measure water consumption objectively and link it to consumer perceptions and behaviour. This will help us assess the rinsability of our rinse-off formulas (for haircare and hair colour, for example) so we can understand how best to optimise formulas to improve rinsability. We'll also be able to measure the volume of water used during the rinsing phase.

### WHY IS IT A ROBUST EVALUATION PROCESS?

The protocol was developed with consumer habits in mind. For example, some consumers check the colour or clarity of the rinsed off water. The method developed is an objective measurement whereby the water is collected post product application during the rinsing stage, under a controlled flow rate and time.

For hair coloring, we measure the absorbance levels of the water collected using a UV Spectrophotometer to quantify the level of product left behind in the liquor (rinsed-off water). The clearer the water, the faster the rinsing of the product.

### WHAT ARE THE MAIN CHALLENGES?

Our main challenge is to build a correlation between the in vitro instrumental analysis and sensory experts experts on consumers' sensory experience and adapt the methodology in terms of flow rate / time / quantity of water for uniform measurement.

### WHY IS IT IMPORTANT FOR GARNIER?

Thanks to these methodologies, Garnier will be able to assess the rinsability of our formulas and evaluate the reduction of water used during the rinsing phase, in order to improve the water impact of using our products.

\*World Bank 2019 report

**IN 2020**

**99%** ✓  
of our ingredients are **VEGAN**  
No animal derived ingredients

## OUR COMMITMENT TO VEGAN FORMULAS

**VEGAN FORMULA**  
no animal-derived ingredients

Garnier vegan formulas are vegan because they do not contain any animal-derived ingredients or by-products. To be considered vegan, our formulas go through a rigorous approval process that also involves the suppliers who produce our ingredients.



Garnier is fully committed to animal welfare, and that's why we trace the composition of every ingredient we use, in order to ensure that it does not contain any animal-derived ingredients.

Most of our formulas are now vegan and we have a dedicated program for our bee-derived ingredients to make sure to respect bees and biodiversity (see p.51)

# MORE RECYCLED AND RECYCLABLE MATERIALS



## G MORE RECYCLED AND RECYCLABLE MATERIALS

IN 2019	IN 2020	BY 2025
<p><b>3,670 TONS</b> ✓ of virgin plastic saved thanks to the use of recycled plastic, 9.8% of our annual plastic consumption</p> <p>Since 2019, <b>100%</b> ✓ of the paper and cardboard used for our product leaflets and folding boxes have been made with material from sustainably managed forests like <b>FSC</b>, or recycled materials</p>	<p><b>9,019 TONS**</b> ✓ of virgin plastic saved thanks to the use of recycled plastic, 21.1% of our annual plastic consumption</p> <p><b>54%</b> ✓ of our PET plastic comes from <b>RECYCLED MATERIALS</b></p>	<p>We will use <b>ZERO VIRGIN PLASTIC</b> in our products and packaging, saving more than 40,000 tons of virgin plastic per year</p> <p>All our plastic packaging will be <b>REUSABLE, RECYCLABLE OR COMPOSTABLE</b></p>

## TOWARDS A CIRCULAR MODEL FOR PACKAGING

Garnier is committed to an innovative policy of packaging optimisation to promote the circular economy. We also look beyond our own products to fight plastic pollution, including by collecting waste plastic. Our Plastic Stewardship program has four key focus areas, and is entirely science-based.



✓ Information audited, see details p.54.  
\*As per OECD 301 or equivalent tests.

In 2013, we began measuring the environmental footprint of all our products using an internal life cycle analysis tool. Since then, we have taken some important steps to improve our sustainability performance. Our efforts accelerated in 2020 thanks to our Green Beauty strategy, which has a strong focus on sustainable packaging.



**WE REDUCE PLASTIC PACKAGING WHENEVER POSSIBLE**



Reducing the weight and size of packaging, innovating to identify plastic-free packaging and proposing reusable options to replace single-use formats.

**REPLACE**

JOIN THE SOLID REVOLUTION WITH ZERO PLASTIC PACKAGING



**ZERO PLASTIC WASTE SOLID SHAMPOO**

Launched in 2020 in Europe, our first range of solid shampoo offering the same performance as a liquid shampoo, is a perfect example of replacing plastic packaging with a more sustainable alternative.

**SOLID CHARCOAL BODY BAR**

In 2021 in Europe, we will innovate with our first charcoal bar wrapped in a paper pouch. This solid format is recyclable and key to reaching zero plastic waste.\*

\* Except the glue that is necessary to seal the paper.



# REDESIGN

THE FIRST MASS MARKET TUBES INTEGRATING CARDBOARD



In 2020, we launched the first generation of tube integrating cardboard on Garnier Bio Hemp as part of a new partnership between the L'Oréal Group and Albéa. By using less plastic and replacing some plastic with FSC®-certified cardboard, these tube contain 49% less plastic than the previous plastic tube. We have performed comparative LCA (Life Cycle Assessment) and the results show an improved environmental footprint and CO<sub>2</sub> emissions reduction compared to our former Garnier BIO tube 50ml tube.

In 2021, we will extend this innovation to new categories and formats, in Europe and in the US: a restorative leave-in product for Whole Blends, a SPF50+ tube for Ambre Solaire, and all our BB creams. We are also redesigning the tube to make it fully recyclable by the end of 2021.... Stay tuned!

# REUSE

WHEN EFFICACY MEETS SUSTAINABILITY WITH ECO PADS



We are introducing in 2021 in Europe our first reusable eco-pads, a new tool to push micellar efficacy and sustainability. Each application of micellar water requires the use of two or three cotton pads. That's an average of 1,000 pads a year per person. With our packs of three reusable eco pads in responsibly sourced cardboard, we are delivering on our commitment to encourage positive beauty habits and reduce the impact of single-use products.

These pads last up to 1,000 cold washes and create zero daily waste,\* while removing up to 100% of visible make-up. We are also encouraging more sustainable lifestyles by promoting more efficient washing, including by washing hands with cold water and a minimum of soap, and doing the laundry once a week.

\*Compared to using single-use cotton pads daily.

# REFILL

REFILL, REUSE AND REPEAT AGAIN

Starting in 2020, we renewed our ambition to encourage less single-use plastic packaging waste in the bathroom by launching our 500ml Ultra Doux and Whole Blends shampoo eco-packs. Using 80% less plastic than two single-use bottles (of 250ml), it significantly lowers the environmental footprint linked to packaging and transportation. We are highlighting this gesture on our iconic Whole Blends bottles to encourage people to reuse them several times. In 2021, our eco-pack will also be recyclable. Additionally, in 2021 we will launch a desirable and sustainable aluminium bottle in Europe, in partnership with Plastic for Change. We hope that this will help to embed these new refill habits in consumers' lifestyles.



*“At Garnier, we are deeply committed to transforming the way the beauty industry operates and leading the change for all of us. With this new refill initiative, we are not only changing the face of haircare but also encouraging millions of consumers across Europe to change their habits and take #OneGreenStep towards a more sustainable planet. This is all part of Garnier’s commitment to Green Beauty for all.”*

**Adrien Koskas,**  
Global Brand President



# REDUCE

**IN 2019**

by lightweighting our packaging, we saved more than **592 TONS OF VIRGIN PLASTIC**

**IN 2020**

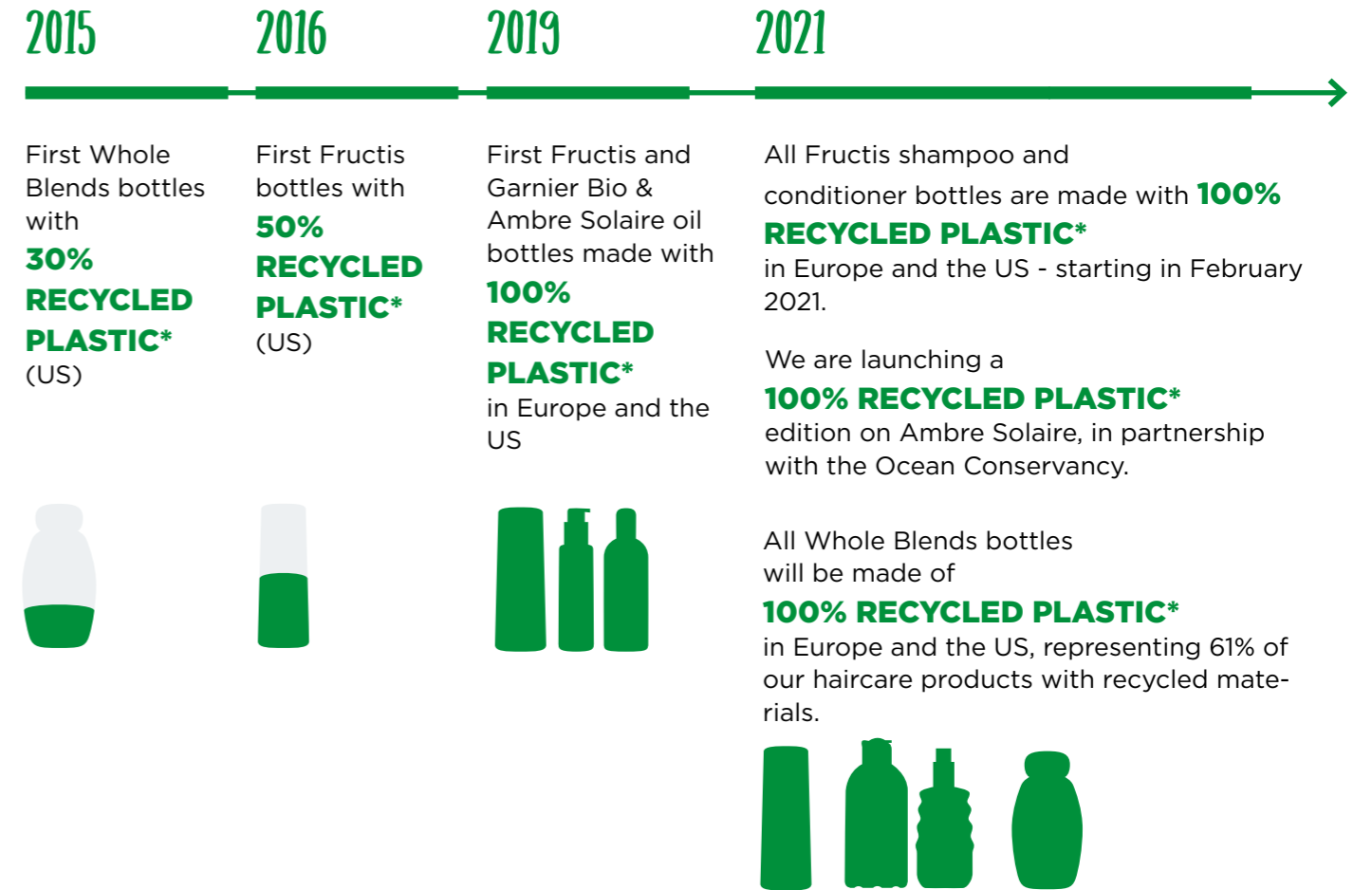
by lightweighting our packaging, we saved more than **486 TONS OF VIRGIN PLASTIC**



# REPLACING VIRGIN PLASTIC WITH RECYCLED MATERIALS



We are moving towards using 100% post-consumption recycled (PCR) materials and only sustainably sourced or biobased plastics.



## WHICH PLASTICS ARE USED IN PACKAGING?

Today, most of the plastics we use for packaging are PET (Polyethylene Terephthalate), PP (Polypropylene) and PE (Polyethylene). Each one has different physicochemicals properties. These materials can be recycled and reused several times, and are the most commonly recycled plastic materials in the world. Today, they represent 96.7% of the plastic we use.

\* Excluding cap, labels, colorants and dyes.

# FOCUS: FRUCTIS SHAMPOO AND CONDITIONER BOTTLES GO 100% RECYCLED PLASTIC FROM FEBRUARY 2021

As part of our Green Beauty commitment to reach zero virgin plastic by 2025, Fructis is leading the way towards more sustainable packaging, becoming the first Garnier brand to integrate 100% PET recycled plastic within all its haircare bottles.



**Nicol Sobczyk**  
US Sustainable Packaging Director



## INTERVIEW WITH NICOL SOBczyk

### WHAT ARE THE CHALLENGES WITH REACHING ZERO VIRGIN PLASTIC BY 2025?

By 2025, Garnier will aim to use Zero Virgin Plastic in all packaging, saving 40,000 tons of plastic each year. This is of course a challenging objective: one of the biggest challenges is to develop local sources of sustainable materials. We want to be able to buy these materials near our markets, in order to reduce our carbon footprint, and ensure sufficient availability and quality of recycled material. For example, it is a real challenge to source recycled PCR PP - the material we need for all our plastic caps.

### HOW ARE YOU DOING THIS?

We are working in close partnership with our packaging suppliers and plastic manufacturers, developing robust sources of supply for recycled plastics to reach 100% by 2025. There is an economic challenge too. Sustainable materials cost far more than conventional materials, with recycled plastic significantly more expensive than virgin plastic.

### WHAT IS THE PROCESS TO REPLACE VIRGIN PLASTIC WITH RECYCLED PLASTIC?

We must check brand quality standards. And all technical aspects such as compatibility with the formula, stability over time etc. Our goal is to use 100% recycled plastic without compromising on food grade requirements. Beyond quality, we are working to improve the appearance of PCR, which can have an impact on the colour and transparency of packaging.

### DID YOU KNOW?

This commitment will help us save **4,400 tons** of virgin plastic every year\*  
More than **1,000 elephants**\*\*

\*For all Fructis shampoos & conditioners in EU & US.  
\*\*The average weight of an elephant is 4 tonnes (World Wildlife Fund).

IN 2020

**43%** of our plastic packaging is **RECYCLABLE**

BY 2025

all our plastic packaging will be **REUSABLE, RECYCLABLE OR COMPOSTABLE**

## WE BUILD AND SUPPORT CIRCULAR MODELS TO KEEP PLASTICS IN THE LOOP



Garnier is committed to make all our packaging 100% recyclable and encouraging consumers to recycle plastic waste to help avoid plastic pollution and promote circular packaging model.

Our packaging teams are actively involved in working on making our packaging recyclable by changing the materials used, and removing any obstacles to recycling. We are also sharing recycling instructions on our product packaging to help encourage consumers to recycle.

### PRODUCTS DESIGNED FOR RECYCLABILITY

In 2020, at least 43% of our global portfolio was recyclable. All our teams have been trained to fully understand the recyclability of our products, including through an in-depth visit of our recycling centres. Recyclability is now at the heart of the way we design our products.

We are now actively working on removing any obstacles to recycling, improving the recyclability of pumps, labels, tubes, sachets and jars. For instance, we removed the metal-based label of our Fructis Aloe shampoo to help ensure that its packaging was fully recyclable.

### HELPING CONSUMERS TO IMPROVE THEIR RECYCLING HABITS

The circular economy will only become a reality if we can close the loop on waste. Education is the key to driving transformation and promoting sustainable habits on a daily basis. That is why we believe it is our responsibility to raise awareness of good recycling habits by providing useful information on how to recycle packaging. We add this information to our packaging and product web pages, and those connected to our Product Impact Labelling. The information is also adapted by each country to ensure it responds to local recycling requirements.

Information audited, see details p.54



As part of the L'Oréal Group, our packaging teams have been working with the Ellen MacArthur Foundation (EMF) and other members of its «New Plastic Economy» group, supporting its plastic reduction ambitions and actively taking part in work on plastic use.

## MORE ECO-DESIGNED MERCHANDISING

As one of the first touchpoints in store for our consumers, displays and merchandising materials are key to bringing our Green Beauty vision to life and contributing to our “More Recycled and Recyclable Materials” pillar.

For years now, we have been improving the way we design our packaging and retail materials. And by 2025, we aim for 100% of our new displays to be ecodesigned, so the materials can be given a new lease of life. Our ecodesign principles are based on five key pillars.

### OPTIMISE TOTAL WEIGHT

Optimising materials helps to reduce the total weight of point of sale displays and CO<sub>2</sub> emissions during transport.



### RESPONSIBLY MANAGED CARDBOARD

We use certified materials sourced from sustainably managed forest resources such as FSC®



### MORE RECYCLED AND RENEWABLE MATERIALS

We reduce the use of virgin plastic by using more recycled or renewable materials in our merchandising displays.



### BAN ELECTRONIC COMPONENTS

All Garnier temporary displays are made without electronic components so they can be recycled easily.

### REUSE, SEPARATION AND RECYCLING

All materials can have a second life by being reusable or recyclable. All parts of our merchandising can be separated and recycled easily thanks to recycling instructions, or made from one type of material which is easier to recycle (for example: 100% cardboard).



## A FEW OF MANY SUSTAINABLE DISPLAYS EXAMPLES AMONG MANY OTHERS



### France

We have developed point of sale shelves with recycled and recyclable plastics, and recycled and kraft papers for our Garnier Skincare Bio and Ultra Doux Solid shampoo product launches.



### Argentina

Our Hair Food launch was displayed on eco-designed shelves made of 100% recycled cardboard.



### RESPONSIBLY MANAGED CARDBOARD

All the displays in Norway, Sweden, Finland and Denmark are now FSC®-certified.

By using FSC®-certified cardboard for this display, Garnier supports forest management that respects people and nature.



### OPTIMISE TOTAL WEIGHT



### India

We have developed new trays for the Light Complete launch, with FSC®-certified cardboard in place of plastic, optimising weight and halving the pack size.



### REUSE, SEPARATION AND RECYCLING



### Italy

We have created our first displays with 100% cardboard, including the pallet. This allows us to improve the recyclability of the stand, reducing the weight by 20%, while retaining the same technical properties.

## GARNIER SUPPORTS PLASTICS FOR CHANGE® TO CREATE POSITIVE SOCIAL IMPACT AND HELP FIGHT PLASTIC POLLUTION



We partnered with Plastics for Change® to collect and recycle 97.5 tons of plastic and enable 569 informal waste collectors, waste entrepreneurs and their families to earn a stable income and gain access to social services in India.

Over 3 billion people around the world live without access to organised waste collection. That's almost half the planet's population. Some of the world's poorest people collect this waste to make a living. The informal waste collectors, many of them women, often live below the poverty line and work in difficult conditions. Through Plastics for Change, Garnier is supporting the holistic development of waste collector communities in India. Plastics For Change supports education for children, healthcare, nutrition, financial literacy and empowerment for girls and women - the basic foundations of a healthy and happy community. The Plastics for Change project has already helped to lift waste workers in the Hubli and Dharwad community out of poverty.



### THE IMPACT OUR PARTNERSHIP HAS HAD SO FAR

1. Human Rights Advocacy Support helped 84 individuals to access Health Insurance, Food security, Pension.
2. Financial Inclusion programs supported 153 individuals through access to banking services and financial literacy awareness.
3. Health camps supported 650 individuals to access to general health check-up, eyecare services, mental health support, pediatric care, gynac support for women.
4. Health awareness programs supported 58 adolescent girls (awareness on health, hygiene, reproductive health and safety).
5. Nutrition program supported 144 children and teenage girls through nutritional assessment and the deployment of a nutritional kit to children and girls struggling with malnutrition.
6. Education programs support 144 children in Maths, Science and English, including tutoring through quality teachers and teaching aids and providing access to online educational services during the Covid-19 pandemic.
7. Creche program supports 15 infants, offering a safe space for physical, emotional and nutritional care. Services include providing care to single parents with no support system to care for their infants.



### PLASTICS FOR CHANGE IS NOW AN OCEAN BOUND PLASTIC CERTIFIED ORGANISATION

This means that the plastic collected is certified as Ocean Bound Plastic (OBP), meaning plastic that would otherwise end up polluting our environment and oceans.

The certification program was created in 2020 by the NGO Zero Plastic Ocean in collaboration with Control Union certifications to encourage the capture of OBP by giving it an additional value and recognition in the market. It guarantees that Plastics For Change collects a material that truly is, or originates from OBP, and adheres to fair trade guidelines.

## GARNIER CONTINUES TO PARTNER WITH OCEAN CONSERVANCY® TO FIGHT OCEAN PLASTIC



In 2020, Garnier continued working with Ocean Conservancy to fight ocean plastic, preserve marine ecosystems and encourage consumers and employees worldwide to collect plastic from the world's beaches.

In 2020, despite the pandemic, our teams remained committed to celebrating the annual International Coastal Clean-up in different ways:

- by communicating on social media to raise awareness among our consumers of the environmental issues of plastic pollution and our partnership with Ocean Conservancy;
- by taking action in small groups. Where possible, some teams gathered waste plastic in the safest way possible, collecting plastic from beaches, riverbanks and streams.

For Ocean Conservancy International Coastal Clean-up, Garnier mobilised 92 employees to collect 825 kg of waste to help fight plastic pollution.

*“Everyone has a role to play in fighting ocean plastic pollution, and that includes beauty industry leaders like Garnier. We are grateful that Garnier is joining us to raise awareness and push for the range of solutions needed to solve the ocean plastic crisis, from partnering in beach clean-ups to committing to reducing their own plastic footprint.”*

**Nick MALLOS,**  
Director of the Trash Free Seas® Program  
of Ocean Conservancy's



At Garnier, we are committed to bringing our partnership with Ocean Conservancy to life. So, we decided to co-create new sustainable products together, our first Ambre Solaire eco-designed high protection SPF30 and SPF50 milks. The formulas are more respectful of marine life and packaged in ecodesigned bottles (see page 22).



# MORE RENEWABLE ENERGY



## G MORE RENEWABLE ENERGY

### IN 2020

**-69%** ✓  
reduction in **CO<sub>2</sub> EMISSIONS** at our industrial sites, in absolute terms compared to 2005 (17,980 tons CO<sub>2</sub>eq in 2020)

**49%\*** ✓  
of industrial sites involved in Garnier production are **CARBON NEUTRAL**. This is 7 more sites in 2020 vs 2019

**61%** ✓  
of the **ENERGY** used at our industrial sites comes from **RENEWABLE** sources

**18%** ✓  
of factories involved in Garnier production are **WATERLOOP FACTORIES**. This is 1 more site in 2020 vs 2019

**-53%** ✓  
**WATER CONSUMPTION** at our industrial sites compared to 2005 (0.37 litre per finished product in 2020)

### BY 2025

**100%**  
of our industrial sites will be **CARBON NEUTRAL** and only use **RENEWABLE ENERGY**

## TOWARDS CARBON NEUTRAL INDUSTRIAL SITES & WATERLOOP FACTORIES

With a goal for all our industrial sites to be carbon neutral by 2025, Garnier is committed to achieving a low carbon business model to fight climate change.

### TODAY, A SIGNIFICANT REDUCTION OF CO<sub>2</sub> EMISSIONS

Garnier is firmly committed to making the best quality products at our 22 factories, while reducing our impact on the environment.

For many years, every plant worldwide has worked to lower carbon emissions by increasing energy efficiency through better building design and insulation, as well as using energy efficient technologies for industrial processes and sourcing more renewable energy locally.

Thanks to these efforts, Garnier has continuously reduced its total carbon emissions (Scopes 1 and 2), and in 2020, had lowered its carbon footprint by 69%, in absolute terms, compared to 2005.

### IN THE FUTURE, CARBON NEUTRAL INDUSTRIAL SITES WILL ONLY USE RENEWABLE ENERGY

Our ambition now is to make all our industrial sites, from plant to distribution centres carbon neutral by 2025. We developed our renewable energy strategy based on the best local technologies available in the countries where we operate. For most of our carbon reduction projects, we use locally produced renewable energy, or create our own renewable energy using biomass, biomethanisation, solar panels, for example.

This is an important step to reduce our products' environmental footprint during the manufacturing phase and preparation of customer orders. As part of the L'Oréal Group, which has set greenhouse gas emissions reduction targets approved by the Science-based Targets Initiative, Garnier is strongly contributing the Group's roadmap which is aligned with the +1.5°C scenario.

## THE SCIENCE-BASED TARGETS

Founded by CDP, the United Nations Global Compact, the World Resources Institute (WRI) and the NGO WWF, the Science-based Targets (SBT) initiative seeks to encourage businesses to commit to a voluntary transition towards a low carbon economy, in line with the Paris Agreement.

✓ Information audited, see details p.54.

\* Includes carbon neutral sites that already comply and continue to comply during the full reporting year to the carbon neutral criteria and new carbon neutral sites that comply with the criteria for at least the full month of December.

## 24 CARBON NEUTRAL INDUSTRIAL SITES



### OUR FLORENCE FACTORY IN THE US BECAME CARBON NEUTRAL IN 2020

Our haircare factory in Florence, US, achieved carbon neutrality in 2020 through a portfolio of renewable energy including a roof-mounted 1.4MW solar farm, locally sourced renewable energy certificates from hydroelectricity, and renewable natural gas sourced in Kentucky and Texas.

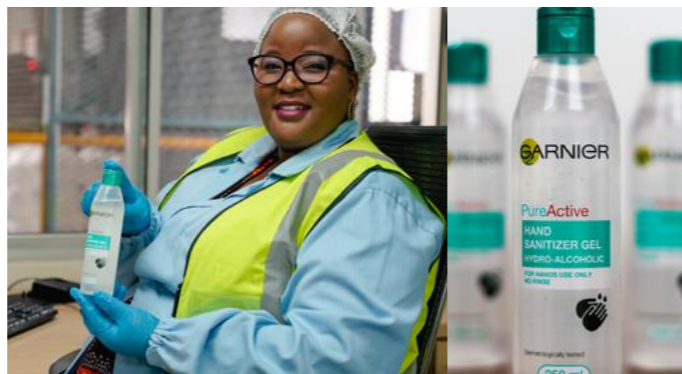


### OUR LIBRAMONT FACTORY IN BELGIUM WAS THE FIRST TO GO CARBON NEUTRAL IN 2009

With a longstanding commitment to environmental protection and renewable energy, our hair dye factory in Libramont, Belgium first achieved carbon neutrality in 2009. It runs on 100% clean energy, thanks to biomethanisation. The factory has also undertaken initiatives to reduce its water consumption and prevent waste.

## SOLIDARITY MANUFACTURING DURING THE COVID CRISIS

To play our part in responding to the Covid-19 crisis, we halted production and mobilised our factories to produce large quantities of essential hand sanitiser. This was only possible with the incredible responsiveness and commitment of our teams working in the plants. In all regions, we provided millions of units, for free, to retail workers, helping to protect those who are keeping food and other essentials on our shelves. The sanitiser has been also made available to the public, at an accessible price. Additionally, we have contributed €1 million to support the International Federation of the Red Cross and Red Crescent Societies (IFRC) in their efforts to support the most vulnerable in society during this difficult time.



## OUR MEXICAN PLANT DEMONSTRATES BEST PRACTICE IN WATER MANAGEMENT

We are following a clear road map to significantly reduce our industrial water consumption and re-thinking water use across our sites. At our “Waterloop” factories, 100% of industrial water use, for cleaning and cooling, for example, is covered by on-site retreated, recycled and reused water. So we no longer need fresh water for these processes. We aim to have 100% Waterloop factories by 2030.

### Our Mexico plant has become the latest to become a Waterloop factory, joining our plants in Burgos, Spain, Settimo, Italy, Vorsino, Russia and Libramont, Belgium.

The 20 million residents of Mexico City face serious water scarcity challenges. The city’s underground aquifer is being drained at a faster rate than it can be replenished, with demand for fresh water exceeding available water resources.

The consequence is water restrictions. We are currently implementing new solutions at our manufacturing site in Mexico City to significantly reduce our water consumption.

With our innovative Waterloop factory concept, we have an important opportunity to help make a difference, and reduce pressure on the city’s water supplies. This is one element that illustrates our leadership in water management.

Water is an essential component in creating and using our products, and central to our business. One of our targets is to make sure that by 2030, 100% of the water used in our industrial processes will be recycled and reused in a loop.



**ON OCTOBER 21<sup>ST</sup> 2020, NETFLIX LAUNCHED A NEW DOCUMENTARY, “BRAVE BLUE WORLD”, TO RAISE AWARENESS ON THE DEGRADATION OF OUR MOST VALUABLE RESOURCE: WATER.**

Our Mexico factory was showcased as an example of good practice in a country where there is a pressing need to save water.

# REDUCING CO<sub>2</sub> EMISSIONS FROM TRANSPORTATION: FOCUS ON AIR FREIGHT

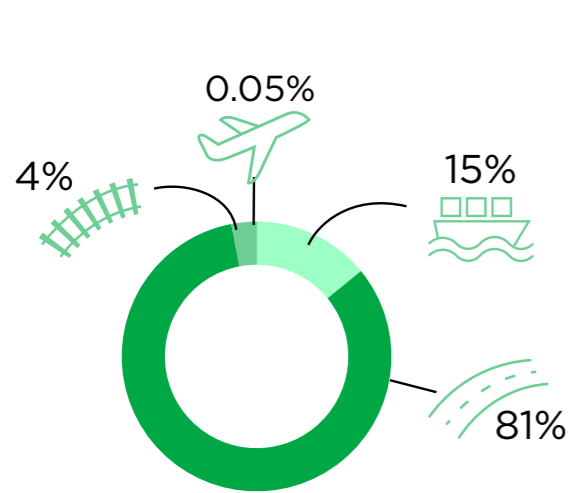
At a global level, transportation is today accountable for 15%\* of global CO<sub>2</sub> emissions. In comparison, it represents less than 5% of Garnier's global CO<sub>2</sub> emissions. Nevertheless, we are committing to reduce the greenhouse gases emissions linked to product transportation by 50% per product by 2030.

Air transportation accounts for 0.05% of a typical product's carbon footprint from our factories to our distribution centres, and represents 10% of its CO<sub>2</sub> emissions.

To significantly reduce our airfreight impact, we have worked on four major focus areas:

- Raising awareness among all our employees;
- Developing an internal process to make sure that any airfreight is an exception, rather than the norm;
- Monitoring progress using digital tools, enabling our teams to control and track all the modes of transport we use on a weekly basis;
- Manufacturing products locally, close to our markets.

\*Source : IPCC Report  
\*\* % of the tons of our L'Oréal mass-market products sent by airfreight.



- Raising awareness among all our employees.
- Developing an internal process to make sure that any airfreight is an exception, rather than the norm.
- Monitoring progress using digital tools, enabling our teams to control and track all the modes of transport we use on a weekly basis.
- Manufacturing products locally, close to our markets.

## BY THE END OF 2021, ALL OUR DISTRIBUTION CENTRES WILL BE FREE FROM SINGLE-USE PLASTIC\*

In 2020, 83% of our distribution centres were free from single-use plastic. In particular, we replaced plastic tape and void fill with plastic-free or reusable alternatives.

For example:

- In Argentina, cartons used for factory deliveries are shredded and reused as void fill, eliminating the use of plastic-based packaging fillers
- At our distribution centre in Egypt, we have replaced our plastic tape with paper tape, using a renewable material, and plastic-free glue.



\*On tape and void fill.



**Francisco GARCIA FORNARO**  
Chief Supply Chain Officer

## INTERVIEW WITH FRANCISCO GARCIA FORNARO

Changes in consumption, the rise of e-commerce and the expectations of consumers who are ever more concerned about sustainability: these are just some of the trends we are experiencing. The solutions all lie in the supply chain. We have begun a transformation process that will take us into the era of outstanding performance.

### WHAT IS THE ROLE OF THE SUPPLY CHAIN?

We are the vital link between our plants and our consumers. Every year, we distribute billions of products to all the countries we operate in. We are despatching orders around the world through different types of distribution channels such as mass market, e-commerce, travel and retail. So, we are directly connected to the market - and to consumers' expectations.

### PEOPLE'S EXPECTATIONS CAN CHANGE QUICKLY. WHAT ARE THE CURRENT CONSUMER TRENDS?

Consumer habits are changing all the time, and for us that is both a challenge and an incredible source of motivation. We are selling everywhere, all the time, in shops and online with e-commerce. In fact, the proportion of e-commerce sales is constantly increasing. And the recent health crisis has only accelerated that trend. Consumers also have new expectations. For example, when it comes to online sales, people expect a perfect delivery service, with an increasingly shorter delivery time, packaging quality as good as if they bought it in store, and all this respecting the environment. As a result, we're continuing to find agile solutions while staying sustainable.

In response to this paradigm shift, we are accelerating our transformation, and moving into an era of outstanding performance. Our aim today is to build the supply chain of tomorrow, one that really makes a difference in the eyes of consumers.

### HOW DOES THIS TRANSFORMATION FIT WITH GARNIER'S SUSTAINABILITY COMMITMENTS?

Being at the heart of our organisation's interactions with its various stakeholders, the supply chain has an important role to play in delivering these commitments. One of our key ambitions is to reduce the greenhouse gas emissions linked to the transport of our products. How can we reach our goal? First of all, we are closely monitoring and controlling our air freight transportation and aim to reduce it substantially by manufacturing more of our products locally, among other initiatives. Another focus is our development of green delivery solutions by using low carbon transport alternatives for long haul routes and finding new ways of depolluting urban areas through last mile initiatives. We are also targetting zero single-use plastic by the end of 2021 at all our distribution centres. These are commitments that we are making at every level of our supply chain. We are accelerating this process, not only to meet the needs of a constantly changing world, but also to respond to the major human and environmental challenges we all face.



## MORE SOLIDARITY SOURCING

IN 2019

**670 COMMUNITIES** ✓

were empowered worldwide as part of our Solidarity Sourcing program for ingredients

IN 2020

**787 COMMUNITIES** ✓

were empowered worldwide as part of our Solidarity Sourcing program for ingredients

BY 2025

**1,000 COMMUNITIES**

will be empowered worldwide as part of our solidarity programs

# MORE SOLIDARITY SOURCING

## GREATER INCLUSION

Garnier has been committed to Solidarity Sourcing programs since 2008 and aims to continue sourcing more ingredients that create a positive social impact. We aim to empower 1,000 communities by 2025.

**The Solidarity Sourcing program gives people who are excluded from the job market access to work and a sustainable income.**

This includes companies who employ people from economically vulnerable communities, including small companies and those who have difficulty in gaining access to multinational companies.

The Solidarity Sourcing program is active across all the regions where Garnier operates and covers all types of purchases, including raw materials, contract manufacturing and promotional items.

For our star ingredients, with the support of NGOs, Garnier and our suppliers are committed to implementing fair trade practices across the supply chain.

We seek to support and empower smallholders (including farmers and workers) to help them improve their revenues and livelihoods.

We provide training to improve their skills in sustainable agriculture or in some cases, to facilitate access to health services or welfare protection mechanisms.

In 2020, this enabled 787 communities facing social or financial challenges to gain access to or retain a job and a fair income.

Let's take a look at some of the actions we implemented in 2020.

✓ Information audited, see details p.54.

Solidarity Sourcing communities: Communities involved in supplying Garnier ingredients and whose members benefit from the L'Oréal Group Solidarity Sourcing program. The number of communities refers to the most recent reports available (2019 or 2020).



## ALOE VERA FROM MEXICO

Aloe Vera is known for its hydrating properties, and used in our haircare and skincare products. Our Solidarity Sourcing project implemented in 2019, in collaboration with Pronatura and MexiAloe, is expected to reach 30 families producing aloe in five villages by 2022. The producers all live locally, and rely on small scale farming and seasonal work for their living.

Growing aloe is helping to diversify and increase participating families' incomes. Men and women work together in the maintenance of aloe fields, however, we focus on empowering women to lead. Importantly, we are also raising awareness among local communities of the need to protect forests and conserve natural resources.

The objectives of the project are:

- **Introducing organic aloe cultivation:** the farmers will receive training on organic aloe cultivation, drip irrigation systems and aloe sprouts, so they can begin growing aloe on their plots.
- **Implementing fair trade principles** to help create value from aloe production and encourage farmers to join the project by fixing a minimum and fair price and grouping producers into cooperatives.
- **Raising awareness among the community to preserve the surrounding forest and natural areas through workshops.** The training will be supplemented with information about sustainability programs managed by Mexican government institutions on the benefits of preserving the forest. These include better temperature regulation, more regular rainy seasons and more flowers for the bees, among others.



### SUPPORTING COMMUNITIES DURING THE COVID CRISIS

Garnier provided financial support to the NGO Pronatura in July 2020 to help communities in overcoming the dual impacts of the Covid 19 crisis and the tropical storm "Cristobal". The whole community - 255 families - benefitted from the initiative, with food baskets for the families most in need, medicine and hygiene kits for the local dispensary, and workers paid to clean the village and restore the streets after the storm.

## COCOA BUTTER FROM IVORY COAST



Cocoa butter is well known in cosmetics for its emollient and moisturising properties, and used in many of our products.

There are many risks linked to cocoa plantations, including deforestation, the use of agrochemicals and respect for human rights. Taking a proactive approach, we took part in 2020 in a sustainable sourcing project in Ivory Coast for our cocoa butter. The country is one of the world's largest cocoa butter producers. We have worked together with cooperatives and suppliers to deliver a fair trade cosmetic grade of cocoa butter made from organic cocoa beans.

ECOOKIM, our supplier based in Abidjan, is a union of more than 20 cooperatives, Fairtrade-certified since 2010 and organic since 2018. It is composed of thousands cocoa farmers in the country's southern Divo region. But ECOOKIM is far more than just a cocoa bean exporter. It is also firmly committed to support cocoa farmers and is part of the "OXFAM Magasins du Monde" program that's helping producers in the food, crafts and beauty sectors to adopt more sustainable practices. The farmers benefit from ECOOKIM's support and expertise in sustainable cocoa plantation management.

The farmers are largely smallholders, managing cocoa tree plantations following organic practices that help to preserve soil quality and the surrounding biodiversity. Agroforestry is highly encouraged and training is regularly provided to encourage crop association and rotation, like adding plants providing shade, fertilising the soil (glycemia) and storing water (banana trees) to sustain cocoa cultivation. No fertilisers are used as the farmers make their own compost to fertilise the soil under cocoa trees.

This project is promoting fair trade principles while supporting the sustainable cocoa sector in Ivory Coast. This means minimum order quantities, fair prices for farmers and direct partnerships with committed Ivorian cocoa players. The participating farmers are committed to sustainable development and implementing good practices to promote decent work and protect the environment.

## OUR NEW SOLIDARITY SOURCING PROGRAM ON AFRICAN BEESWAX TO EMPOWERED MORE THAN 300 COMMUNITIES IN 2020



The “Bees of Africa” Solidarity Sourcing beeswax project began in 2017 and was extended in 2019 to reach 10,000 beekeepers and support more than 300 communities in 2020 in Burkina Faso, Nigeria, Togo, Benin and Mali.

As an example, this new sourcing project enables shea butter producers in Burkina Faso to diversify their activities and gain an additional revenue stream, helping to fight poverty and promote sustainable development, while preserving shea trees through pollination. This responsible sourcing initiative evolved in 2020 to become a Solidarity Sourcing project, in order to strengthen and measure its positive impact. A formal partnership was signed between the partners of the program in 2020 to consolidate and train a network of responsible beekeepers.

### DID YOU KNOW?

**Conscious of the importance of preserving biodiversity, Garnier has committed to sustainably source all its ingredients derived from bees through a network of responsible beekeepers and suppliers.**

**For our Ultra Doux Honey Treasures range, we have also selected Hungarian acacia honey, which is produced in the protected areas of the country’s natural acacia forests.**

For all our bee-derived ingredients (notably honey and beeswax), we support beekeepers in respecting a Sustainable Beekeeping Charter, helping them to follow sustainable beekeeping methods that respect bee welfare. In exchange, we pay a premium for beeswax and honey and to help improve beekeepers’ livelihoods.

## GARNIER WHOLE BLENDS SUPPORTS THE BEE CONSERVANCY, AN NGO PROTECTING 10 MILLION BEES\*



### SPONSOR A HIVE

As part of our Bee Welfare Program, Garnier has partnered with the Bee Conservancy, a not-for-profit organisation protecting 10 million bees in the US and Canada. This new collaboration will help to deliver our aim to respect bee welfare in all our regions, while restoring and promoting local biodiversity.

Through this partnership we will launch our first ‘Sponsor a Native Bee Hive’ initiative in these countries in 2021, with 300 native bee houses placed across North America, providing homes for up to 154,800 bees.

When most people think of bees, they think of honeybees. However, honeybees are only truly native to Europe, Africa, and Asia. There are more than 20,000\* native bee species in the world, and 2 in 5 bee species are at risk of extinction.\* Native bees are ‘super pollinators’ that co-evolved with local crops at the heart of Garnier products, like berries (blueberry bee), avocado (stingless bee) or cucumber (squash bee).

The Bee Conservancy will host an open application process designed to reach diverse audiences and ecosystems. Grantees receive all the supplies and instructions necessary to maintain a successful native bee home.



The bee homes will be made using FSC®-certified wood by a Brooklyn-based organisation that trains unemployed and under-skilled individuals in carpentry, helping to create inclusive jobs in the communities served by the the Sponsor-a-Hive program.

\*300 bee houses x 86 nesting tubes x 6 eggs per tube = 154,800 bees, University of Minnesota Bee School. Pollinators in Peril: A systematic status review of North American and Hawaiian native bees, Center for Biological Diversity 2017.

# BEYOND INGREDIENTS, THE POSITIVE IMPACT OF SOLIDARITY SOURCING

Our Solidarity Sourcing program is a catalyst for positive social impact across all the regions where Garnier operates, and also covers our contract manufacturing and promotional items. This includes companies that employ people from underprivileged communities, firms that may not typically be able to access major international calls for tenders, and micro-enterprises. Solidarity Sourcing reflects our core values and seeks

to promote equality, diversity and inclusion across our supply chain, particularly among the suppliers who provide our product ingredients and packaging materials, in order to create an inclusive business ecosystem. Some of these projects are showcased below, from supporting employment in vulnerable areas, to empowering minority-owned and small businesses, and people with disabilities.

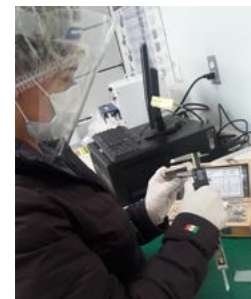


## UNITED STATES

ALPLA is a bottle supplier, working in-house at the L'Oréal Florence factory, where we make haircare products.

The company supports people in a vulnerable situation on the job market. In particular, it provides job opportunities to **senior**

**workers** by hiring them when they are over 50 years old, and **veterans** officially recognised as vulnerable in the US. Among the 53 full-time ALPLA employees at our factory, 14 are senior workers and 6 are veterans.



Our supplier Albéa in Mexico produces tubes for Olia and Nutrisse. He is particularly involved in **women's empowerment, and focuses on hiring single mothers**, who are often particularly vulnerable and in some cases may have had to finish their education early. The unemployment rate in Mexico is also particularly high, at 58%.

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Our supplier provides single mothers with access to work, training and a regular income. In 2020, it employed 18 single mothers among 158 employees, working in quality and production.

*"It is a daily challenge, I feel proud to be able to meet my needs, and pleased to be able to support my children and improve my home."*

**Veronica Salto**  
Albéa employee

## GERMANY



Our supplier CCL is producing labels for our Fructis range. The company is fully committed to providing job opportunities to **people with disabilities**, and going beyond the minimum legal rate in Germany (5% of the workforce). Among 264 employees, it employs 19 people with disabilities.

For example, in December 2019, CCL hired a young apprentice who is completely disabled due to an accident. He had the chance to complete an apprenticeship as a printer at a Foundation (ICP Foundation Munich), and is now in permanent employment.

## INDONESIA




The poverty rate in Indonesia is at 10.9%, and is particularly pronounced in Central Java and East Java, where Garnier is located.

Our packaging tube supplier Albéa is fully committed to social inclusion through employment, supporting the Indonesian government's poverty alleviation program. It has helped 53 people who receive state welfare assistance to access healthcare.

They are working in production jobs and on operation lines.

# PROGRESS REPORT AUDITED BY EXTERNAL AUDITOR

**Garnier reports here the evolution of its sustainability performance. This progress report provides an overall summary of Garnier's progress within its five major Green Beauty focus areas. The figures and activities related to each focus area are shared in detail in the pages of this report. Deloitte has expressed limited assurance on the indicators identified by this tickmark .**



Please refer to the methodological note below and 2020 Assurance Report published in the "Publications" available at:  
[www.loreal.com](http://www.loreal.com) and [www.loreal-finance.com](http://www.loreal-finance.com)

**Ecodesigned products:** These are products that are improved with a new or renovated formula and/or packaging (excluding subcontracting and regulatory developments as well as unsold products, products developed but not yet produced and promotional products). Their social or environmental impact is improved using our SPOT (Sustainable product Optimisation Tool) methodology, based on criteria such as green chemistry, renewability, biodegradability, ecotoxicity, recycled material and end-of-life management, contribution to communities, transparency and accessibility.

For cardboard boxes and paper product use instructions, the sustainably managed forest certifications include FSC® (more than 80% by volume of tonnages) and also PEFC and SFI.

**Sustainable industrial sites:** Our industrial sites are the 22 factories producing Garnier products among others, and the 28 L'Oréal Group mass market distribution centres. The environmental footprint of the Garnier units produced is the result of the environmental footprint of each plant manufacturing Garnier products in proportion to the Garnier units produced, and the environmental footprint of all L'Oréal distribution centres in proportion of Garnier units produced.

• **Greenhouse gas:** Our CO<sub>2</sub> emissions are calculated in line with the concepts defined by the GHG protocol, and monitored according to the market-based

CO<sub>2</sub> indicator. Our emission factors are generally those of our suppliers; If these are unknown, we use regional factors or those of the IEA 2015. For comparability, the CO<sub>2</sub> emissions data for the 2005 baseline have been updated in light of these rules (recalculated on the basis of a constant scope).

- **Carbon neutral:** A site can claim the status of a carbon-neutral site if it meets the following two requirements:
  - > Direct CO<sub>2</sub> (Scope 1) = 0 with the exception of gas used for catering, the fuel oil used for sprinkler tests or maintenance, and coolant leaks if they are lower than 150 tons CO<sub>2</sub>e per year.
  - > Indirect CO<sub>2</sub> using the market-based method (Scope 2) = 0.
- **Water:** The "Waterloop factory" concept consists in using public water supplies only for human consumption and for the production of the high quality water used as a raw material for product manufacture; all the water required for industrial processes (cleaning equipment, steam production, etc.) is derived from water that is reused or recycled in a loop on site. The 2005 reference data used to calculate the difference between 2005 and 2020 comes from plants and distribution centres that were in place in 2020 and already existed in 2005.

**Solidarity Sourcing communities:** Communities involved in supplying Garnier ingredients and whose members benefit from the L'Oréal Group's Solidarity Sourcing program. Number of communities are based on latest reports available (2019 or 2020).

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## GARNIER COMMITS TO GREEN BEAUTY:



MORE  
SOLIDARITY  
SOURCING



GREENER  
SCIENCES &  
FORMULAS



MORE  
RENEWABLE  
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& RECYCLABLE  
MATERIALS



APPROVED BY  
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