



SMART BEHAVIOUR FOR SMART SOLUTIONS

CODE OF CONDUCT OF THE ADF GROUP



SMART INDUSTRIAL SOLUTIONS

OUR VALUES

GRUPE
ADF
SMART INDUSTRIAL SOLUTIONS



BENEVOLENCE

Respect for people and their skills is at the heart of our Company.



CUSTOMER SATISFACTION

We use our imagination to devise solutions that enhance the performance of our customers.



RESILIENCE

Every day, we work to create lasting value.



MERIT

Recognition of merit and openness to new talents are what drive our Company



TEAM COMMITMENT

Our winning spirit is fostered by our sense of collective commitment.



HUMILITY

Our humility and courage in the face of the needs of the future make us act as challengers.

A WORD FROM THE PRESIDENT



Dear co-workers,

For three decades, the driving force behind the ADF Group has been based on a few simple principles: dedication to customers, determination to solve their problems, deep respect for the work of each individual, and above all a feeling of belonging, which can sometimes flatten the organisation, because of the team spirit we have in our DNA.

Our success and reputation are built on these essential pillars. But things can take another turn in no time: a bad decision, inappropriate behaviour or taking the easy way out could easily damage our business, our jobs and the whole ecosystem that supports us.

This Code of Conduct must inspire and guide every employee of the Company in what is initially only a conviction: that the Company's long-term survival depends on integrity and the will to excel in all areas.

Integrity applies to how we behave with each other and with outside parties alike and how we conduct ourselves in our dealings with customers and suppliers. Our products and services also reflect the image that ADF Group wants to embody over time.

I am therefore counting on each of you to understand, behave, question and take action each time any understanding, behaviour or application in your daily work in the Company deviates from this guide. This is why we have named this Code of Conduct "smart behaviour for smart solutions".

Read it carefully, with an open mind. It will provide you with the keys to "smart" conduct that will develop sustainable business performance and make you a recognised professional.

MARC ELIAYAN

PRÉSIDENT DE GROUPE ADF

CONTENTS

01 Values

03 A word from the President

05 Message from the Board

07 We the employees

08 _ Health & Safety

09 _ Leadership

11 _ Developing our talents, et nurturing inclusion and diversity

13 _ Team commitment

15 Our stakeholders

16 _ Conducting business with honesty and integrity

17 _ Conducting business fairly and sustainably

19 _ Being transparent

21 _ Opening up to the world

23 Our services and products

23 _ Producing an impact on the entire value chain

25 _ Supporting our customers

27 _ Delivering quality solutions, controlling impacts on safety and the environment

29 _ Developing a powerful and attractive industrial image

MESSAGE FROM THE BOARD



Stéphane
LANGRAND
Managing Director

THE RATIONALE FOR THE CODE

Across maintenance teams, engineering, support functions, senior management, subsidiaries in France or abroad, this Code of Conduct applies throughout the Company. It is relevant to all employees and directors of the Group, regardless of their position or seniority; in all subsidiaries and joint ventures controlled by the ADF Group. This Code has been drafted to be understandable by all, including our partners, who are encouraged to adopt rules similar to ours. It sets out our expectations for ethical behaviour and responsible practices. Each section contains recommendations (“Dos and Don’ts”), making this a document of reference that can provide answers to your queries about how to fulfil your role in the Company.

SPEAK IN CONFIDENCE!

LET US ALL SET AN EXAMPLE THROUGH CONCRETE ACTS.

You cannot ask your people to do more than what you are prepared to do yourself. We take this principle to heart and lead by example. We want our values and the integrity they underpin to enable us to conduct our tasks and business with integrity, in compliance with all applicable laws.

While the Code presents several practical examples of common problems, it cannot cover all situations. If in doubt, we encourage you to seek advice and report any instances that may violate the law or our internal standards and policies.

If you are a manager or team leader, it is your responsibility to create an environment that gives your people confidence and incentivises them to raise concerns, be open to any concerns that are aired and take appropriate action.



François **GASTOU**
Deputy Managing Director



Clément
SAINT-JALM
Director
Transformation

The Code of Conduct goes beyond words, and is much more than a series of actions! The Code is a commitment that each employee of the Group has a duty to fulfil, with regard to the Company, their co-workers and all the stakeholders in our business.

We advocate respect for others, compliance with laws and regulations, and immediate corrective action in case of deviation. To that end, each individual has the duty to bring their concerns first to the attention of their line manager, and also to support functions (legal, HR, internal audit, employees’ representatives in particular). We wish to promote inclusion and create a healthy, harmonious and respectful working environment.

Remember that all employees must be able, as part of their right to freedom of expression (Article L2281-1 of the Labour Code), to report any fact that they consider harmful to the Company or contrary to laws and regulations. Because we are aware that speaking out is not always easy, the Company has set up a website and a telephone number to enable you to express your concerns in complete confidence.





WE THE EMPLOYEES

HEALTH AND SAFETY

Respect for individuals is a cardinal value for the ADF Group. We believe that our Company must be a place of fulfilment. There can be no fulfilment without health and safety, and wherever safety is in danger, efficiency cannot be viable. That is why we advocate a professional approach to protecting the integrity of people and property, which is the first commitment of everyone who works for the Company.

DOS

- ✓ EVERY EMPLOYEE MUST BE AWARE OF SAFETY AT ALL TIMES.
- ✓ LOOK AFTER YOUR OWN HEALTH AND SAFETY AND THAT OF OTHERS.
- ✓ IDENTIFY AND MITIGATE HEALTH AND SAFETY RISKS BEFORE YOU START WORK.
- ✓ REPORT ANYTHING THAT JEOPARDISES HEALTH AND SAFETY OR INTEGRITY IN THE WORKPLACE.
- ✓ VALUE SAFETY MEASURES AND INITIATIVES.
- ✓ AIM TO ACHIEVE ZERO ACCIDENTS AND WORKPLACE ILLNESSES.

DON'TS

- ✗ CUT CORNERS OR IGNORE HEALTH AND SAFETY RULES.
- ✗ LOOK AWAY WHEN CO-WORKERS ARE WORKING UNSAFELY.
- ✗ FAIL TO REPORT ACCIDENTS TO YOUR LINE MANAGER.
- ✗ USE, ENCOURAGE THE USE OF, POSSESS, SELL, BUY OR BE UNDER THE INFLUENCE OF MIND-ALTERING SUBSTANCES AT ANY TIME IN THE WORKPLACE OR AT WORK.

LEADERSHIP

At ADF Group, we recognise the essential role that leaders play in achieving performance goals, which are essential to the robustness of the business. To foster a cohesive group that is empowered to improve the performance and transformation of the Company, the leader relies on **“Threefold Alignment”**:

—**The “Mind”**, because inspiring and influencing value creation calls for reasoning beyond the sole field of expertise of the manager concerned.

—**The “Heart”**, which allows us to be genuine in our respectful relationships with others without which team performance would not exist.

—Lastly, **“Hard work”** through which our intentions translate into action.

We rely on all managers, at all levels of the organisation, to promote a culture based on the integrity and ambition that underpin our values within ADF Group.



DOS

- ✓ VALUE AND DEVELOP OTHERS, WITH TEAM SPIRIT.
- ✓ ADDRESS RISKS AND CONFLICTS PROACTIVELY.
- ✓ BE GENUINE, ACT WITH INTEGRITY AND RESPECT THE VIEWS OF OTHERS.
- ✓ PROMOTE SPEAKING UP SO THAT EMPLOYEES FEEL COMFORTABLE TALKING ABOUT RISKS OR VOICING CONCERNS.
- ✓ MAKE TIMELY AND WELL-CONSIDERED DECISIONS IN THE INTEREST OF THE ADF GROUP AND MAKE SURE YOUR PERSONAL ACTIONS ARE IN ACCORDANCE WITH THIS CODE.
- ✓ ENCOURAGE AND MANAGE COLLABORATIVE WORKING ENVIRONMENTS, WHERE TEAMWORK IS VALUED MORE THAN INDIVIDUAL PERFORMANCE.
- ✓ LEARN FROM AND CAPITALISE ON OUR FAILURES AND MISTAKES TO TURN THEM INTO OPPORTUNITIES.
- ✓ KNOW HOW TO SAY NO AND EXPLAIN YOUR REASONS.

DON'TS

- ✗ MAKE COMPLEX DECISIONS IN A HURRY.
- ✗ HIDE BEHIND YOUR MANAGERS TO COMMUNICATE SENSITIVE MESSAGES.
- ✗ SPREAD RUMOURS AND CAST ASPERSIONS ON THE WORK OF OTHERS.
- ✗ THINK THERE IS NOTHING YOU COULD STILL LEARN.
- ✗ CULTIVATE CYNICISM AMONG EMPLOYEES.
- ✗ IGNORE YOUR FAILURES AND DISOWN YOUR TEAMS.

DEVELOPING OUR TALENTS, ET NURTURING INCLUSION AND DIVERSITY

At ADF Group, our recruitment, career development and promotion processes are based on merit, regardless of origin, gender, age, sexual orientation, family status, religion or disability. We foster working environments that respect and build on differences to achieve better performance.

Whoever you are, ADF Group is committed to your personal development if you show readiness for it. Our success depends on that of our employees. With nearly forty nationalities within the ADF Group, diversity is an asset that serves our international ambitions.

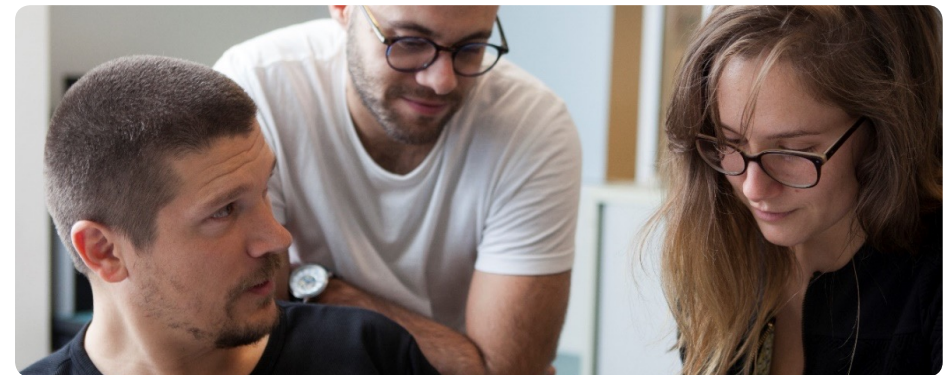


DOS

- ✓ MAKE THE TEAM A PRIORITY.
- ✓ SET UP EFFICIENT AND INNOVATIVE TEAMS BASED ON DIVERSITY.
- ✓ PROMOTE, IMPLEMENT AND ENFORCE EQUAL OPPORTUNITIES.
- ✓ TREAT ALL BUSINESS PARTNERS WITH FAIRNESS, RESPECT AND DIGNITY.
- ✓ CHALLENGE INAPPROPRIATE ATTITUDES AND REPORT ANY MISCONDUCT.
- ✓ REMAIN UNCOMPROMISING ABOUT MOCKERY AND UPHOLD THE SELF-ESTEEM AND DIGNITY OF PEOPLE.

DON'TS

- ✗ DISCOURAGE OR PREVENT OTHERS FROM DEVELOPING THEIR CAREER, AND FOCUS ON HIGH-POTENTIAL INDIVIDUALS.
- ✗ PRACTISE OR FAIL TO OPPOSE BULLYING AND SEXUAL HARASSMENT IN THE FORM OF VERBAL, PHYSICAL OR VISUAL BEHAVIOUR.
- ✗ DEGRADE WORKING CONDITIONS THROUGH REPEATED ACTS LIKELY TO INFRINGE ON THE RIGHTS AND DIGNITY OF EMPLOYEES OR HARM THEIR PHYSICAL OR MENTAL HEALTH.
- ✗ DISPLAY OR LEAVE IN FULL VIEW OF ANY PERSON PRESENT IN THE WORKPLACE POSTERS, PHOTOS, CALENDARS, WHICH MAY IN PARTICULAR SHOCK OR OFFEND, OR INCITE TO DISCRIMINATION AND HATRED.
- ✗ ALLOW SIGNS OF DISCRIMINATION OR PROSELYTISM TO TAKE HOLD WITHOUT REACTION.
- ✗ TREAT MISBEHAVIOUR AND DISPARAGING JOKES WITH LEVITY.



TEAM COMMITMENT

ADF Group is built on the idea that success and performance hinge more on people than on any other physical resource. As the group developed, such direct contact was organised into a dialogue with trade unions and employers' organisations that we see as constructive. In addition, dialogue with all organisations and stakeholders with which we have no contractual relations is designed to guarantee business success, secure jobs and quality of life at work.



DOS

- ✓ PROMOTE AND PLACE HUMAN RELATIONS AT THE CENTRE OF YOUR ACTIVITY AND PREFER VERBAL INTERACTIONS TO WRITTEN ONES, WHEN THE SUBJECT DOES NOT REQUIRE ANY FORMALITY.
- ✓ MOBILISE THE MOST APPROPRIATE RESOURCES TO FULFIL A COMMITMENT MADE BY THE COMPANY, BY GIVING PRIORITY TO COLLECTIVE INTERESTS OVER PERSONAL ISSUES IF NECESSARY.
- ✓ TAKE THE TIME TO ENGAGE IN DIALOGUE AND LISTENING, WITH YOUR PEOPLE AND THEIR REPRESENTATIVES, TO ENSURE THAT EMPLOYEES ARE TREATED FAIRLY.
- ✓ REGULARLY ORGANISE OBJECTIVE PROFESSIONAL INTERVIEWS AND APPRAISALS, TAKING CARE TO KEEP EMPLOYEE DATA CONFIDENTIAL.
- ✓ PROMOTE THE DEVELOPMENT OF SKILLS THROUGH TRAINING.
- ✓ FOSTER DIALOGUE WITH EMPLOYEES TO MAKE SURE THEY ARE TREATED FAIRLY.
- ✓ ENSURE THAT ANY OUT-OF-WORK RELATIONSHIPS BETWEEN EMPLOYEES IS NOT A SOURCE OF CURRENT OR FUTURE DISRUPTION IN THE COMPANY.

DON'TS

- ✗ SEEK RESPONSIBILITY OR OFFICE FOR PERSONAL GAIN OUTSIDE OF ANY COLLECTIVE CONSIDERATION.
- ✗ OBSTRUCT TRANSPARENCY OR MISREPRESENT INFORMATION IN INTERCHANGES WITHIN THE COMPANY.
- ✗ EFFUSIVELY EXPRESS YOUR OPINIONS OR PERSONAL FEELINGS IN THE WORKPLACE.
- ✗ MAKE EXTENSIVE USE OF RESOURCES (COMPUTERS, TELEPHONE, VEHICLE, ETC.) FOR PURPOSES OTHER THAN WORK.
- ✗ AVOID OR REFUSE TO APPLY THE COMPANY'S IDENTIFICATION MARKS ON WORK EQUIPMENT (BADGE, UNIFORM, ETC.) ON THIRD PARTY PREMISES AND ON VEHICLES PROVIDED.



OUR STAKEHOLDERS

CONDUCTING BUSINESS WITH HONESTY AND INTEGRITY

All transactions entered into on behalf of the Company must be in our legal and legitimate business interests.

The use of service providers, agents or consultants is only authorised subject to compliance with strict internal rules to prevent the risk of bribery or unlawful practices that could make the ADF Group liable. In particular, the remuneration paid must be in proportion with the tasks carried out and the terms of the agreement must provide that the selected service providers act in accordance with the policy of the ADF Group in respect of business ethics and applicable regulations.

DOS

- ✓ DEFEND THE LEGAL AND LEGITIMATE BUSINESS INTERESTS OF THE COMPANY.
- ✓ ASK FOR PRIOR AUTHORISATION FROM THE MANAGEMENT FOR ANY SPONSORSHIP OR PATRONAGE ACTION TO ENSURE THE ABSENCE OF CONFLICTS OF INTEREST.
- ✓ ONLY GIVE CHARITABLE DONATIONS IN COUNTRIES WHERE THEY ARE AUTHORISED, IN COMPLIANCE WITH REGULATIONS, PARTICULARLY TAX REGULATIONS.
- ✓ IN CASE OF DOUBT ABOUT INTERESTS OR RISK OF CONFLICT (FAMILY RELATIONS, CONTRACTING WITH A CLIENT WHO IS ALSO A SUPPLIER) CHECK WITH THE AUDIT DEPARTMENT THAT THE TRANSACTION IS PERMITTED.

DON'TS

- ✗ OFFER OR ACCEPT KICKBACKS.
- ✗ ACCEPT OR OFFER BENEFITS AND GIFTS TO BUSINESS PARTNERS
- ✗ UNDERTAKE ACTIVITIES AND RELATIONSHIPS THAT MAY CONFLICT OR APPEAR TO CONFLICT WITH THE INTERESTS OF THE COMPANY.
- ✗ BE A SUPPLIER TO THE COMPANY WITHOUT PRIOR APPROVAL FROM SENIOR MANAGEMENT.
- ✗ USE THE COMPANY'S IMAGE FOR PERSONAL PURPOSES.

CONDUCTING BUSINESS FAIRLY AND SUSTAINABLY

Each employee is required to comply with the limitations set out in the delegations of signing powers. If in doubt, they should enquire with their line manager.



DOS

- ✓ CHECK IF YOUR POWERS AND AUTHORISATIONS ARE APPROPRIATE FOR THE COMMITMENTS MADE.
- ✓ INFORM THE COMPANY OF ANY RISK (FINANCIAL, LABOUR, HSE OR COMMERCIAL) TAKEN BEYOND THE POWERS AND AUTHORISATIONS UNDER YOUR DELEGATION OF AUTHORITY.
- ✓ ACT FAIRLY AND TRANSPARENTLY WITH OUR BUSINESS PARTNERS. COMPLY WITH AND ENFORCE CONTRACTUAL COMMITMENTS. HAVE ANY AMENDMENTS OR CONCESSIONS APPROVED BY THE APPROPRIATE LEVEL OF MANAGEMENT.
- ✓ APPLY THE CONDITIONS FOR MAKING AND SELECTING BIDS AND ENQUIRY REGULATIONS, AND BE IN A POSITION TO JUSTIFY YOUR CHOICE OF A PARTNER.
- ✓ CONDUCT MARKETING ACTIVITIES IN A LEGAL AND ETHICAL MANNER.
- ✓ IF A PARTNERSHIP OFFER MAKES IT NECESSARY TO SHARE CONFIDENTIAL INFORMATION, CONFER WITH YOUR LINE MANAGERS.
- ✓ TAKE ACCOUNT OF THE ENVIRONMENTAL FOOTPRINT OF OUR ACTIVITIES, IN OUR DAILY LIVES AS WELL AS WHEN CHOOSING OUR SUPPLIES (COUNTRY OF ORIGIN, CARBON FOOTPRINT OF SUPPLIERS, ETC.).
- ✓ AVOID DEVELOPING TECHNOLOGICAL OR FINANCIAL DEPENDENCY ON OUR BUSINESS PARTNERS. CARRY OUT OR SECURE THE PERFORMANCE OF TECHNOLOGICAL AND REGULATORY MONITORING IN RESPECT OF OUR BUSINESS IN ORDER TO ANTICIPATE ANY CHANGES.

DON'TS

- ✗ DISCUSS THE STRATEGY, CONTRACTUAL TERMS AND CONDITIONS, OR OTHER CONFIDENTIAL INFORMATION OF THE COMPANY WITH A COMPETITOR.
- ✗ BASE YOUR PROCUREMENT CHOICES ON PRICE ALONE.
- ✗ ORGANISE, VOLUNTARILY OR INVOLUNTARILY (TEMPORARY GROUPING, ALLIANCE, ETC.) THE ABUSE OF DOMINANT POSITION IN A LOCAL MARKET.
- ✗ WORK ONLY WITH SUPPLIERS IMPOSED UPON US BY OUR CUSTOMERS, WITHOUT CHECKING POSSIBLE ALTERNATIVES.
- ✗ COMPETE WITH THE COMPANY OR HELP A COMPETITOR.
- ✗ BE DISLOYAL TO THE COMPANY AND HOLD ON TO THE COMPANY'S PROPERTY (DATA, SOFTWARE, DOCUMENTS) WITHOUT PERMISSION WHEN YOU LEAVE.

BEING TRANSPARENT

At ADF Group, we fight against all forms of fraud, whether it takes the form of falsification of information, money laundering, tax evasion or any other form. As such, each employee must record and report all information accurately and honestly. We encourage transparency and demand maximum traceability in the performance of our tasks.



DOS

- ✓ DO NOT APPROVE ANY PAYMENT FOR WHICH THE JUSTIFICATION IS UNKNOWN.
- ✓ USE GRANTS AND SUBSIDIES IN ACCORDANCE WITH THEIR PURPOSES AND REPORT REGULARLY ON THE USE OF THESE FUNDS.
- ✓ RECORD AND REPORT INFORMATION ACCURATELY AND HONESTLY (QUALITY REPORTS, FINANCIAL STATEMENTS, GOVERNMENT AGENCIES, ETC.).
- ✓ IMMEDIATELY INFORM THE LEGAL DEPARTMENT OF ANY WRITS OF SUMMONS, INFORMAL REQUESTS FOR DOCUMENTS OR OTHER REQUESTS FOR INFORMATION.
- ✓ COOPERATE IN ANY INVESTIGATION AND WRITTEN REQUESTS FOR INFORMATION FROM THE AUTHORITIES OR OUR BUSINESS PARTNERS.

DON'TS

- ✗ HIDE OR DELIBERATELY OMIT CRITICAL DATA AND INFORMATION, FORGE OR FALSIFY REGULATORY OR INTERNAL REPORTS.
- ✗ REPORT INFORMATION INACCURATELY, OR IN A MANNER INTENDED TO MISLEAD THOSE RECEIVING IT, BY LEAVING OUT FACTS REQUIRED TO MAKE THE PUBLISHED INFORMATION NON-MISLEADING.
- ✗ FAIL TO INFORM YOUR LINE MANAGER OF A DISCREPANCY.
- ✗ AGREE TO A PAYMENT THAT IS KNOWN TO BE UNJUSTIFIED.
- ✗ ACCEPT BOGUS ORDERS.
- ✗ SECURE REFUNDS FOR UNREASONABLE EXPENSES OR EXPENSES INCURRED FOR NON-BUSINESS PURPOSES.

OPENING UP TO THE WORLD

At ADF Group, we ensure compliance with local and international legislation in the countries in which we operate or for which our products and services are intended. We make sure that our trading partners are not on an international sanctions list and that the use and final destination of the products we export is known.



DOS

- ✓ BE AWARE OF AND FOLLOW THE LAWS, CULTURE AND CUSTOMS OF EACH COUNTRY IN WHICH THE GROUP OPERATES.
- ✓ CHECK THE END DESTINATION COUNTRY OF THE PRODUCTS AND SERVICES AND THE END USER.
- ✓ CHECK, VERIFY AND ENSURE VERIFICATION AT EACH STAGE OF THE PRODUCTION PROCESS THAT THE TRACEABILITY REQUIRED BY THE EXPORT CONTROL LAWS IS PROVIDED.
- ✓ ANTICIPATE POSSIBLE APPLICATIONS FOR EXPORT LICENCES.
- ✓ CHECK THAT PAYMENTS MADE MATCH THE COUNTRY IN WHICH OUR PARTNERS HAVE REGISTERED THEIR HEAD OFFICE

DON'TS

- ✗ ENTER INTO AN AGREEMENT WHEN DEALING WITH A NEW OVERSEAS CUSTOMER WHO CONFIRMS THAT ITS LEGAL REFERENCES WILL BE SENT LATER ON (KYC: KNOW YOUR CUSTOMER).
- ✗ ENTER INTO AN AGREEMENT WITH AN OVERSEAS CUSTOMER WISHING TO PAY ON DELIVERY IN THE COUNTRY OF DESTINATION, WITHOUT CHECKING THE VALIDITY OF THE FINANCIAL GUARANTEE CONDITIONS.
- ✗ USE A SERVICE PROVIDER TO LIAISE WITH LOCAL BUSINESS PARTNERS, REPRESENT THE COMPANY AND FACILITATE THE CONCLUSION OF CONTRACTS WITHOUT HAVING FIRST SOUGHT THE APPROVAL OF GENERAL MANAGEMENT.



OUR SERVICES AND OUR PRODUCTS

PRODUCING AN IMPACT ON THE ENTIRE VALUE CHAIN

From the design of industrial infrastructure to its maintenance in operational condition, the ADF Group aspires to become the leader in services to industry in its markets, championing industrial efficiency and sustainability. By supporting each of our customers at every point in the life cycle of their industrial assets, the ADF Group delivers purpose-designed solutions to improve the safety, efficiency, reliability and impact of our products and our customers' sites.

DOS

- ✓ LISTEN, EXPLAIN AND UNDERSTAND THE CUSTOMER'S NEEDS, THINKING FIRST AND FOREMOST OF THE ADDED VALUE WE BRING TO THEM.
- ✓ CONDUCT A GLOBAL ANALYSIS OF THE NEED, THINK OUTSIDE THE BOX AND INNOVATE, TO PROVIDE A RESPONSE ADAPTED TO THE REQUIREMENTS AND WORKING ENVIRONMENT OF THE CUSTOMER.
- ✓ LEVERAGE ALL THE EXPERTISE OF THE GROUP WITH NO PARTISAN THINKING, TO CREATE A WIN-WIN RESULT FOR ALL PARTIES.
- ✓ SYSTEMATICALLY OFFER A SYSTEM FOR MAINTAINING EACH PIECE OF INFRASTRUCTURE WE DEVELOP IN OPTIMUM OPERATING CONDITION.
- ✓ DESIGN WITH AN EYE ON THE TOTAL IMPACT (TIO: TOTAL IMPACT FOR OWNERSHIP) OF OUR PROJECTS: PROCUREMENT, USE, MAINTAINABILITY, DISPOSAL OR RECYCLING.
- ✓ BEFORE MAKING ANY ANNOUNCEMENTS, SUBMIT ALL PROJECTS TO THE ENGAGEMENT COMMITTEE AND TENDER REVIEW COMMITTEES, IN ORDER TO MAKE SURE THAT THE PROJECT IS IN LINE WITH THE COMPANY'S STRATEGY.

DON'TS

- ✗ MAKE CHOICES THAT DAMAGE THE IMAGE, PERFORMANCE OR SAFETY OF A CUSTOMER'S FACILITIES.
- ✗ USE BIASED THINKING, BY DUPLICATING RESPONSE METHODOLOGIES WITH NO PRIOR REVIEW OF IMPLICIT AND EXPLICIT NEEDS.
- ✗ MAKE TRADE-OFFS THAT RESTRICT THE OPERATION OR UNDERMINE THE SUSTAINABILITY OF A SITE OR PRODUCT.
- ✗ DESIGN WITH IMMEDIATE COST AS THE ONLY CRITERION.

SUPPORTING OUR CUSTOMERS

Our Company was built around services to industry. Our teams are committed to collecting, analysing and addressing all our customers' needs in terms of the design, development and operation of their industrial resources. The ADF Group has built its reputation on a commitment to integrity and dedication to the highest quality of responsiveness to customers' needs.

That is this state of mind that allows us to establish relationships of trust, in order to sustainably address the technical and industrial challenges we face.

DOS

- ✓ STATE YOUR COMMITMENTS CLEARLY AND UNAMBIGUOUSLY. FULFIL THEM TO THE BEST OF YOUR ABILITY AND COMPETENCE.
- ✓ SECURE CONFIRMATION FROM CUSTOMERS THAT WE HAVE UNDERSTOOD THEIR EXPECTATIONS, DOCUMENT THEIR NEEDS AND STOP IN CASE OF DOUBT.
- ✓ DELIVER ALL THE CUSTOMERS' SPECIFICATIONS WITH CONSISTENCY.
- ✓ NOT HESITATE TO SEEK THE INTERVENTION OF AN EXPERT OR MANAGER WHEN THAT IS REQUIRED BY THE SITUATION.
- ✓ EXPRESS YOURSELF WITH CLARITY, HUMILITY AND RESPECT, TO BUILD A RELATIONSHIP OF TRUST WITH YOUR CUSTOMER.
- ✓ GIVE AS MUCH IMPORTANCE TO THE SERVICE QUALITY SUPPLIED (ADMINISTRATIVE MANAGEMENT, CORRESPONDENCE AND RELATIONSHIP) AS TO THE QUALITY OF THE PRODUCT DELIVERED.
- ✓ ADDRESS DEVIATIONS AS THEY ARISE, OBJECTIVELY.
- ✓ REGULARLY BRING IN COMPLEMENTARY INTERNAL EXPERTISE DURING DISCUSSIONS WITH CUSTOMERS.
- ✓ REGULARLY CHECK THAT THE EXPECTATIONS AND NEEDS OF THE CUSTOMER ARE MET AND THE SERVICE PROVIDED IS APPROPRIATE.



DON'TS

- ✗ FAIL TO REACT TO CREEP.
- ✗ REFUSE TO TAKE ON BOARD THE REMARKS, CRITICISMS OR COMPLAINTS OF OUR CUSTOMERS OR PARTNERS.
- ✗ FAIL TO RESPOND TO NONCONFORMITY RAISED BY A CUSTOMER.
- ✗ DESIGN A SOLUTION THAT GOES AGAINST THE INTERESTS OF THE CUSTOMER, ITS CODE OF CONDUCT, RULES AND STANDARDS.
- ✗ STAY IN YOUR COMFORT ZONE, WITHOUT THINKING ABOUT CHANGES IN THE ENVIRONMENT (CUSTOMER NEEDS, COMPETITION, ETC.).
- ✗ RESPOND TO A NON-FORMALISED CUSTOMER NEED WITHOUT CLARIFYING THE COST AND CONDITIONS OF IMPLEMENTATION.
- ✗ BELIEVE THAT CUSTOMER SATISFACTION IS ACHIEVED SOLELY BY THE AVAILABILITY OF OUR TEAMS ON THE GROUND WITHOUT ASSIMILATING CONTRACTUAL COMMITMENTS.

DELIVERING QUALITY SOLUTIONS, CONTROLLING SAFETY AND ENVIRONMENTAL IMPACTS

The ADF Group develops processes, products and services that aim to meet the needs of its customers in terms of quality, total cost and deadlines. By adopting a rigorous approach and transparent management, we assess and anticipate the impacts of our solutions on the ecosystems in which we operate. Our services primarily guarantee the safety of the installations and seek to minimise the harmful impacts on the surrounding area and the environment.



DOS

- ✓ ENSURE THE SAFETY OF ALL PARTIES IN RELATION WITH OUR SERVICES OR PRODUCTS.
- ✓ APPLY ECO-DESIGN PRINCIPLES TO ALL OUR SERVICES AND PRODUCTS.
- ✓ CONTROL THE SUPPLY CHAIN AND SUBCONTRACTING, TO ENSURE DEPENDABLE ALIGNMENT WITH CUSTOMERS' GOALS.
- ✓ ANTICIPATE DEVIATIONS BY REGULARLY CHECKING PERFORMANCE, CONDITIONS OF EXECUTION AND SUPPLY, AND DEAL WITH NONCONFORMITIES IMMEDIATELY.
- ✓ ALERT OUR BUSINESS PARTNERS IN A TRANSPARENT AND OBJECTIVE MANNER TO ANY DISCREPANCIES OBSERVED, INFORM THEM OF POTENTIAL IMPACTS, TRACE AND IMPLEMENT APPROPRIATE CORRECTIVE MEASURES.
- ✓ MAKE SURE THAT OUR PRODUCTS AND SERVICES ARE WELL MASTERED AND WELL UNDERSTOOD BY OFFERING TRAINING.

DON'TS

- ✗ OFFER A SOLUTION THAT HAS A HARMFUL IMPACT ON THE CUSTOMER'S ECOSYSTEM: NOISE, POLLUTION, CO2 EMISSIONS.
- ✗ USE THE SERVICES OF A SERVICE PROVIDER OR SUPPLIER WHO IS NOT AUTHORISED BY THE CUSTOMER OR WITHOUT MAKING THE NECESSARY PRIOR DECLARATIONS.
- ✗ IMPLEMENT CORRECTIVE MEASURES WITHOUT INFORMING OUR BUSINESS PARTNERS OF DEVIATIONS AND ALLOWING THEM TO REMEDY THEM.

DEVELOPING A POWERFUL AND ATTRACTIVE INDUSTRIAL IMAGE

At ADF Group, we are convinced that the brand image of a service Company and all its values are among its most valuable competitive advantages.

We endeavour to consolidate them by demonstrating our values and principles routinely in our action, whenever we interact with our external and internal stakeholders.



DOS

- ✓ MAINTAIN A POSITIVE AND ORDERED IMAGE, BOTH IN DAILY LIFE AND IN ANY SITUATION THAT WILL AFFECT HOW THE COMPANY IS PERCEIVED.
- ✓ KEEP A CLEAN AND TIDY WORK AREA AND BE CAREFUL WITH THE RESOURCES PROVIDED BY THE COMPANY (PPE, VEHICLES, TOOLS, SITE FACILITIES, ETC.).
- ✓ SECURE APPROVAL FOR THE CONTENT OF ANY MESSAGE RELATING TO THE GROUP'S ACTIVITIES BEFORE MAKING IT PUBLIC (MEDIA OR TV INTERVIEWS, SOCIAL MEDIA, ETC.).
- ✓ BE MINDFUL OF THE INTELLECTUAL PROPERTY RIGHTS (IMAGES, TECHNOLOGIES, ETC.) OF OUR BUSINESS PARTNERS BEFORE DISCLOSURE.
- ✓ REPORT TO THE INNOVATION COMMITTEE ANY INNOVATIVE/INVENTIVE PROCESSES THAT NEED TO BE PROTECTED BEFORE TENDERS ARE SUBMITTED.

DON'TS

- ✗ TAKE INITIATIVES OR START PROJECTS THAT MAY REPRESENT A RISK TO THE COMPANY'S REPUTATION.
- ✗ IN BIDS, PRESENTATIONS, INCLUDING IN-HOUSE, SOCIAL MEDIA CONTENT, PUBLISH PHOTOS OF PRODUCTS OR SITES OF OUR COMMERCIAL PARTNERS WITHOUT THEIR PRIOR CONSENT AND WITHOUT FOLLOWING THE INSTRUCTIONS FOR IDENTIFYING THE OWNERS OF THE RIGHTS.
- ✗ DISCLOSE INFORMATION AND DATA MARKED "CONFIDENTIAL" WITHOUT A SIGNED CONFIDENTIALITY AGREEMENT OR THE CONSENT OF YOUR LINE MANAGER OR THE LEGAL DEPARTMENT.
- ✗ OPENLY DISPARAGE THE PRODUCTS, SERVICES OR EMPLOYEES OF THE COMPANY, OUR BUSINESS PARTNERS AND OUR COMPETITORS.
- ✗ APPROPRIATE OR DISREGARD RIGHTS TO TECHNOLOGIES, OR INTELLECTUAL PROPERTY RIGHTS WITHOUT THE CONSENT OF THE OWNER.
- ✗ MAKE RECORDINGS (IMAGES, SOUNDS, DATA) WITHOUT SEEKING PERMISSION FROM OUR BUSINESS PARTNERS.

SMART BEHAVIOUR FOR SMART SOLUTIONS

CODE OF CONDUCT OF THE ADF GROUP

VOICE YOUR CONCERNS

