



2025
Annual
report

6 challenges for advancing circularity

ecosystem



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EDITORIAL

For **ecosystem**, 2025 was a year of change, transition and transformation. We successfully navigated this crucial phase in our development, meeting our targets, defining a new strategy and confirming our ability to tackle the challenges that shape our work. Our employees, the management team and senior management ensured continuity whilst embarking on this new course.

Our long-term vision is rooted in what I believe is an essential ambition: helping to build a robust circular industry in France and across Europe. This means transforming waste into resources, developing new value chains centred on collection, sorting, recycling, repair and reuse, and thereby strengthening our capacity to address issues that have become strategic. The challenges outlined in this report are a tangible expression of this ambition. They demonstrate that **ecosystem** does not merely do everything in its power to meet its regulatory obligations: we also help to foster useful solutions, sustainable partnerships, jobs and infrastructure that serve the common good.

Our ambition: to help build a robust circular industry

This ambition only has meaning if it is translated into action. That is why we must continue to demonstrate our added value, to explain what we do, and to make our work more visible and easier to understand. It is also why we remain deeply committed to what lies at the heart of **ecosystem**'s DNA: working with local communities, the social and solidarity economy, our stakeholders and our customers. I firmly believe that this ability to bring people together, to innovate and to take concrete action will be one of the keys to the years ahead. I have every confidence in **ecosystem**'s ability to continue on this path and to pursue, with rigour and determination, this ambition of a value-creating circular industry.

I would like to pay tribute to the remarkable work of Nathalie Yserd, who laid the foundations for this transformation, and of Pierre Perron, who supported and accelerated this transition in 2025.

With the publication of this report, I am also delighted to welcome Géraldine Poivert, who was appointed Chief Executive Officer of **ecosystem** on 1 June 2026, and I have no doubt that she will successfully lead **ecosystem** and its teams in the implementation of this strategy.

Sonia Artinian-Fredou
– Chairwoman of **ecosystem**

20 YEARS

20 years of commitment to the circular industry



2005/2006

Establishment of Eco-systèmes and Récyllum. Accreditation obtained for waste electrical and electronic equipment (WEEE) and lamps

2011

Installation of collection bins in stores



2012

Accreditation obtained by Eco-systèmes and Récyllum for the management of Professional WEEE

2008

First awareness-raising campaigns

2014

Establishment of the Chair Urban Mines with three partner institutions (Arts et Métiers, Chimie ParisTech and Mines Paris – PLS)



2019

Name changed to ecosystem, following the merger of Eco-systèmes et Récyllum

2014

Launch of Pronexa (the European one-stop-shop for placing-on-the-market declarations), of which ecosystem is a member

Since it first received accreditation in 2006, ecosystem has gradually expanded its scope of activity to organise the collection, recycling and reuse of electrical and electronic equipment (EEE) in France, and to provide financial support for the repair of EEE.

The roll-out of the first collection schemes, raising public awareness, launching initiatives to promote reuse and repair, as well as forging partnerships with other players in the sector (Récyllum in 2018 and Corepile in 2025): these milestones illustrate the growth of the Producer Responsibility Organisation and the evolution of its mission in support of a circular industry.

2021

ecosystem becomes a mission-driven company
Launch of **quiveutmesdechets.fr**, a platform connecting professionals holding WEEE with service providers offering collection and recycling services.
Launch of **jedonnemonelectromenager.fr**, a free home collection service for large household appliances, enabling the careful collection of equipment with a view to its reuse

2020

Adoption of the AGECE Act (Anti-Waste for a Circular Economy)



2020

Launch of **jedonnemontelephone.fr**, for the free postal return of mobile phones
ecosystem partner of the **Tour de France** for the first time

2025

Launch of the world's first sector dedicated to the depollution of hot-water tanks

2024

Launch of the Digital Product Passport (DPP) pilot scheme



2024/2025

Merger of ecosystem and Corepile, and first approval to manage the five categories of waste batteries

2022

Introduction of financial support schemes to promote the development of repair and reuse, thereby broadening ecosystem's mission
Organisation of the first conference on fire risks posed by lithium batteries contained in WEEE

● : ecosystem
● : sector

Committed to repair, reuse and end-of-life recycling

The company: a Producer Responsibility Organisation

ecosystem is a Producer Responsibility Organisation, a private, not-for-profit company authorised by the public authorities to coordinate schemes for the reuse, repair and recycling of electrical and electronic equipment (EEE) and batteries on behalf of producers. **ecosystem** began operations in 2006.

Our business model: eco-contributions

The principle of Extended Producer Responsibility (EPR) holds every economic operator (producer, distributor, importer) responsible for the entire life cycle of the products they place on the market, from manufacture to end-of-life.

To fund the recycling schemes, these producers can join a Producer Responsibility Organisation and pay it eco-contributions, calculated on the basis of the number of appliances placed on the market.

Material revenue, derived from the resale of recycled materials from the collected equipment, supplements this funding, accounting for 22% of **ecosystem**'s financial resources.

A purpose enshrined in our articles of association

As a mission-driven company since 2021, its purpose is enshrined in its articles of association. This is set out in five statutory objectives, the operational commitments of which are monitored by our Mission Committee, comprising stakeholders from the sector, including an **ecosystem** employee and independent experts.

The four EPR sectors managed by ecosystem

Household EEE

fridge, dishwasher, washing machine, toaster, mobile phone, computer, vacuum cleaner, hot water tank...



Professional EEE

vending machine, ceiling-mounted light fixtures, air conditioner, fire detection system, office printer, scanner, MRI scanner, electrical cabinet...



Lamps

compact fluorescent bulbs, LED bulbs, fluorescent or LED tubes...



Batteries

for portable devices (batteries, accumulators...), light electric vehicles (bicycles, scooters...), electric or hybrid vehicles, industrial use, or even starter batteries, lighting and ignition systems for vehicles



Diverse representation

ecosystem's governance is structured around autonomous and representative committees for each sector (Household EEE, Professional EEE, lamps and batteries).

Thanks to these committees, producers have effective representation and are genuinely involved, both upstream and downstream of projects, ensuring coordinated, engaged and operational management.

Established by the AGEC Act in 2020, two Stakeholder Committees (EEE and Batteries), comprising representatives of producers, waste prevention and waste management operators, distributors, local authorities and consumers, are invited to share their views and enable decisions to be reached by consensus or by broad majority.

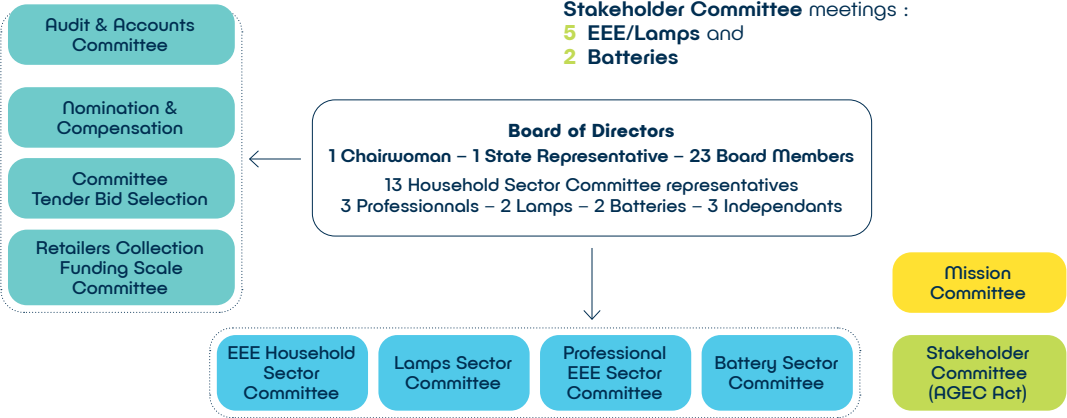
Highly active governance

This organisational structure is effective in providing precise oversight of each sector of activity. It enables operational decisions to be developed jointly with all stakeholders in the EEE, Lamps and Batteries sectors, and ensures the economic and environmental coherence of all **ecosystem**'s activities.

Numbers of meeting in 2025

- 1 Annual General Meeting
- 6 Board of Directors' meetings, including 3 strategic seminars
- 3 Steering Committee meetings
- 6 Audit & Accounts Committee meetings
- 4 Nomination and Compensation Committee meetings
- 2 Tender Bid Selection Committee meetings
- 3 Retailers Collection Funding Scale Committee meetings
- 3 Household Sector Committee meetings
- 2 Lamps Committee meetings
- 3 Professional Sector Committee meetings
- 2 Battery Sector Committee meetings
- 3 Mission Committee meetings
- Stakeholder Committee meetings :
- 5 EEE/Lamps and
- 2 Batteries

43 companies, subject to Extended Producer Responsibility (EPR), hold shares in ecosystem



Our business model

OUR RESOURCES

FINANCIAL RESOURCES

→ **Eco-contribution**

16,838 membership contracts

€404.3m in eco-contributions

→ **Material revenue**

€114.2m in revenue from the resale of materials derived from treated waste

HUMAN AND INTELLECTUAL RESOURCES

→ **Employees**

191 employees

including 30 regional managers

→ **Service providers**

71 treatment service providers

72 collection service providers

→ **Support for the Chair Urban Mines**

1 patent filed

4 PhD theses supported by ecosystem partners

PHYSICAL RESOURCES

→ **Collection points**

45 000 collection points

including 3 000 recycling centres

OUR ACTIVITIES

4 approvals from the Ministry for Ecological Transition, which set out the regulatory framework for the EPR¹ sectors and ecosystem's obligations

- Household EEE
- Lamps
- Professional EEE
- Batteries

ecosystem fulfils, on behalf of its producer members, the regulatory obligations incumbent upon them under extended producer responsibility.

For this purpose, ecosystem relies on a network of stakeholders dedicated to repairing, reusing, collecting, depolluting and recycling products.

Our CSR strategy, supporting our ambitions and our stakeholders

- Supporting the development of circular economy
- Conserving resources and adapting to the climate of tomorrow
- Cooperating to increase our social impact



Our main challenges

- Sustainably increasing the volumes collected across the whole country
- Adapting to the rapidly changing regulatory framework
- Sharing our expertise and meeting the expectations of our stakeholders

OUR VALUE CREATION

CLIENTS

	Household EEE	Professional EEE	Lamps	PBA ²
Collection rate	65.2%	85.9%	53.5%	
Recycling rate	79.6%	82.3%	82.2%	76.2%*
Reuse rate	2.1%	2.08%	/	/

EMPLOYEES

99/100 gender equality index

1848 hours of training

EPR SECTOR

3 HWT⁴ treatment facilities opened in France

423 SSE⁴ organisations for reuse

More than €400 k allocated to training for repairers

PLANET

44% reduction in Scope 1, 2 and 3 CO₂ emissions by 2027 (compared to 2024)

93 144 tonnes of pollutants treated by our partners

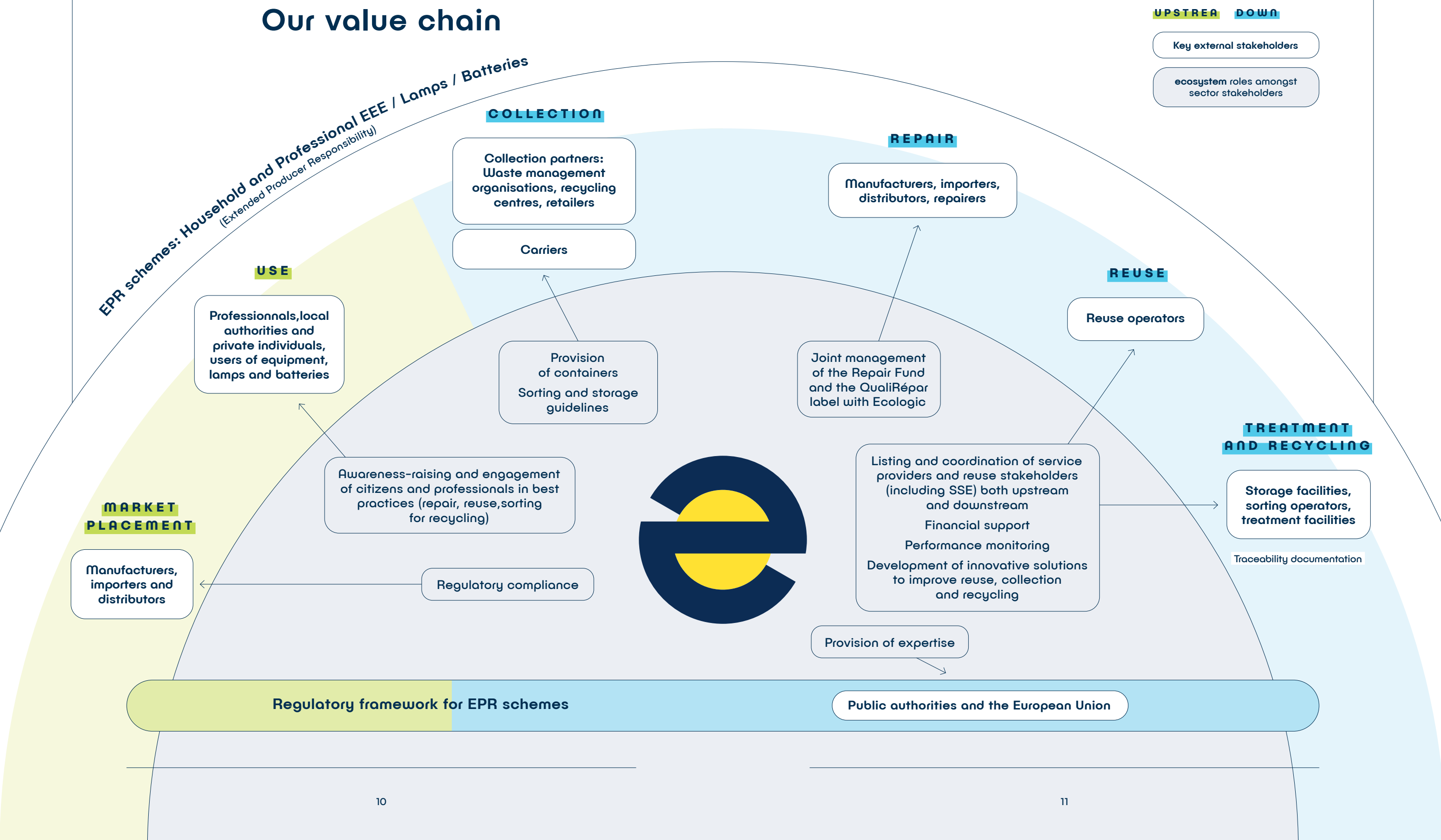
644 961 tonnes of CO₂ eq. eliminated through the recovery of refrigerant gases⁵

1 – Extended Producer Responsibility | 2 – PBA: Portable batteries and accumulators | 3 – HWT: water heaters | 4 – SSE: social and solidarity economy | 5 – GHG: greenhouse gases.

Data for 2025, unless otherwise stated

*2024 data

Our value chain





Scaling up an expanded battery sector

IN FOCUS

Building a sector in record time

Against a backdrop of widespread electrification across various sectors – mobility, equipment and tools, and energy storage – the volumes of batteries to be collected and treated are set to be considerable. This is all the more so given that the new European Regulation, published in 2023, has profoundly transformed the sector, notably by extending the scope of extended producer responsibility from 2025 onwards.

Until then, only portable batteries and accumulators were subject to this obligation. Now, however, five major categories are covered: Light Electric Vehicle batteries, industrial batteries, vehicle starting, lighting and ignition (SLI) batteries, and batteries for electric and hybrid vehicles, in addition to portable batteries. This major shift in scale means incorporating new producers, new waste streams and new challenges relating to safety, logistics and treatment.

Accreditation obtained in record time

To successfully secure accreditation for this expanded sector in just three months, **ecosystem** was able to capitalise on two key strengths. Firstly, its 20 years' experience in the electrical and electronic equipment sector, which gives it a thorough understanding of EPR obligations and knowledge of producers and end-of-life challenges. Secondly, the expertise of Corepile, a Producer Responsibility Organisation specialising in portable batteries and accumulators for over 25 years, as well as its in-depth knowledge of existing categories, operators on the ground and the logistics systems in place. *"The battery sector needed the backing of a robust structure*

to scale up. The merger and the complementary nature of our teams have enabled us to combine sector-specific expertise with operational capacity," says Patrick Richard, Customer and Services Director.

Unlike other EPR schemes, the new expanded battery sector had to be built without a preparatory study conducted by Ademe. **ecosystem** carried out extensive preparatory work, including prospective studies on the placing on the market and end-of-life of batteries, an analysis of different battery chemistries and technological developments, a geographical mapping of waste sources, as well as field interviews with producers, collectors and recyclers.

Simplifying a complex environment

In this context of an emerging sector, it was essential to support producers in meeting their new regulatory obligations. **ecosystem** approached the European association Eucobat to better understand the challenges faced by many manufacturers who were, for the first time, falling within the scope of this regulation. *"This represents a real challenge. The more we simplify the procedures, the more we facilitate compliance, build trust and ensure clarity for producers,"* explains Yann Gautron, Battery Market Manager.



With this in mind, from 2024, a single portal has been set up for market operators to streamline their procedures and fulfil their obligations under the EPR scheme for EEE, lamps and batteries through a single Producer Responsibility Organisation.

Awareness-raising activities have also been carried out at trade fairs and webinars, as well as through meetings with trade associations.

Laying the operational foundations without cutting corners

2025 marked the successful achievement of the first key operational milestones. Activities relating to primary cells and small batteries drew on the robustness of existing systems and the extension of contracts until the end of 2026.

For the new categories, the approach was deliberately gradual. The first collection drives provided a better understanding of the technical and logistical constraints associated with batteries weighing over 25 kg, whilst suitable containers were deployed for batteries weighing less than 25 kg.

At the same time, a call for expressions of interest was issued to operators in order to strengthen the regional network and storage and sorting capacities, in anticipation of a sharp rise in volumes in the future.

ecosystem also contributed to a European study led by Eucobat on the lifespan of portable batteries and accumulators. A sampling and dating campaign, carried out in collaboration with the ADLOA sorting facility, has thus enabled us to strengthen our expertise in this stream.

2026: scaling up an emerging sector

Beyond the regulatory challenge, the key issue lies in scaling up a sector that is still underdeveloped. ecosystem aims to be a driving force behind this development, in particular by providing the volumes needed to support operators' investments and by helping them build their capabilities, particularly with regard to the safety challenges posed by high-power batteries.

The emergence of reuse solutions – such as the reuse of waste batteries in energy storage systems – as well as the recycling of critical raw materials also open up new prospects, at the intersection of environmental, economic and sovereignty issues. These are all challenges in which ecosystem will fully play its role as the coordinator of a strategic sector set to scale up rapidly.



A large majority of companies placing batteries and accumulators on the market are also part of the WEEE sector



12 August 2025

Approval obtained for the five categories of batteries defined by European Regulation (EU) 2023/1542

THE STORY
New battery EPR scheme: Upergy turns a regulatory requirement into a strategic opportunity



Marie-Céline Fèvre – Director of Quality, Transformation and CSR at Upergy



Lisa Piget – CSR Manager at Upergy

As a multi-specialist company, Upergy designs, distributes and manufactures off-grid energy solutions, primarily in Europe, through its brands Allbatteries, Enix Power Solutions, Enix Energies and 1001 Piles batteries. With changes to European regulations, the categories of industrial, LEV and SLI batteries have been added to the scope of the EPR Batteries, alongside portable batteries. “We have chosen to turn this regulatory constraint into a twofold opportunity: a commercial one, to improve the service we provide to our customers, and a strategic one, to ensure better traceability of our products at the end of their life,” explains Lisa Piget, CSR Manager at Upergy.

Within this new framework, the decision to collaborate with ecosystem was a natural choice for several reasons. “Firstly, the financial aspect, and their ability to be very well organised from the moment the regulations came into force,” emphasises Marie-Céline Fèvre, Director of Quality, Transformation and CSR. But beyond the technical criteria, it was above all the quality of the support provided that made the difference. “We have also built a trusting and effective partnership based on collaboration on all operational and regulatory matters.”

To meet these new obligations, Upergy quickly adapted its organisation. The company rolled out awareness-raising webinars for its customers, organised internal workshops to engage all teams,

and introduced sorting containers as soon as contracts were signed. With the support of ecosystem, the sales teams were also trained to assist all customers wishing to become collection points or seeking alternatives suited to their volumes.

This initiative goes beyond mere compliance. “This change is fully aligned with the ambitions and commitments of our CSR strategy for 2026–2028,” concludes Lisa Piget.



PROJECT FOCUS

Pollutec: a strategic event to engage with the sector

The launch of the expanded battery sector was marked by the Pollutec trade fair, held in October 2025, where more than 340 stakeholders from the new sector visited the ecosystem stand. Beyond raising awareness, the aim was to create a collective momentum. The conference “From obligation to opportunity: rethinking battery end-of-life”, co-organised with the Renault Group, Battri and Circul’R, provided an opportunity to analyse the challenges posed by the new Extended Producer Responsibility (EPR) scheme and to identify areas for action, including the DPP¹ Batteries initiative.



“The discussions were fruitful and the contacts promising. Visitors had many very specific questions, which we were able to answer. The next step is to turn this momentum into contracts and partnerships.”

Jeanne Lepeintre
– Waste Holder Communications
Manager at ecosystem



Supporting infrastructure modernisation to strengthen sorting capacity

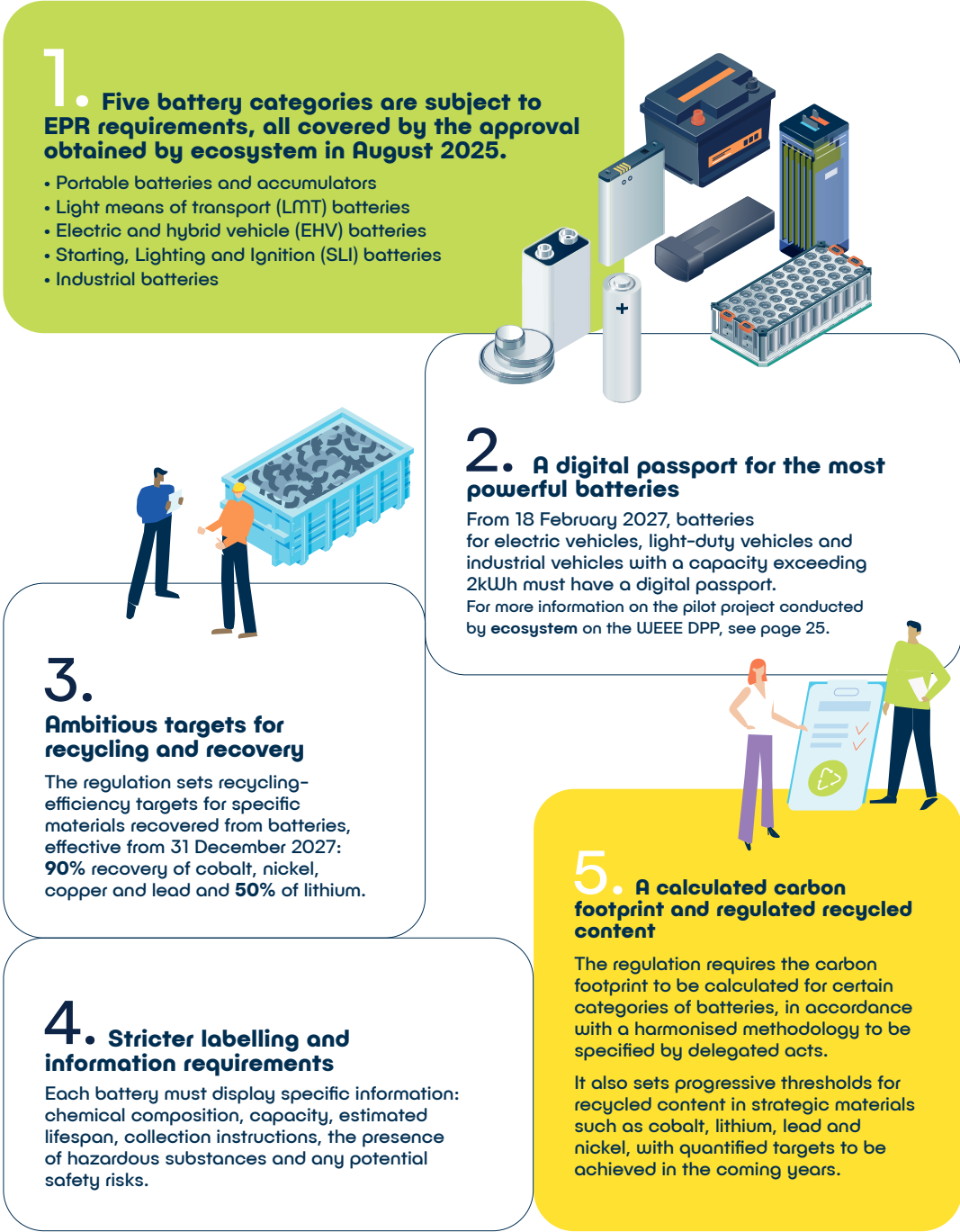
As part of efforts to strengthen sorting capacity, a call for expressions of interest was launched to identify a new partner in the West region. This process led to the selection of the Paprec La Neuve-Lyre site (27), currently under construction, as well as the Paprec Pont-Sainte-Maxence site (60) for the transition phase. The new Paprec La Neuve-Lyre site will eventually feature a mechanised battery sorting solution, thereby enhancing its capacity to process increasingly diverse waste streams.

Furthermore, the contract with the sorting facility operated by the ADLCA association, a partner of ecosystem, has been renewed to secure the volumes supplied whilst the new site in Nance (39) is under construction.

This new site will not only increase sorting capacity but also improve working conditions for operators and enhance fire risk prevention.

1 – Digital Product Passport (DPP).

New Battery EPR Scheme: Five Key Facts



Repair

ANALYSIS

Easier repairs
to extend
the life of
equipment

To firmly establish repair services within the sector, the industry itself must also be strengthened. Launched in March 2025, the EEE training fund supports both the recruitment of new technicians and the development of skills among repairers already in the industry. Against a backdrop of labour shortages in these trades, with an estimated need for 3,000 to 5,000 additional technicians to be trained by 2030³, this support is becoming a key driver in ensuring the sector's long-term viability.

The sector's growth also depends on building trust. In 2025, checks were tightened to make the Repair Fund more resilient to misuse, leading to the withdrawal of the quality label from nearly 200 companies.

Finally, to embed the 'repair' mindset, a national campaign was launched in June and October to direct consumers towards the QualiRépar directories and encourage them to take action. For further information, see page 21.

The Repair Bonus continues to act as an economic catalyst. *"The aim of the scheme is to generate additional repairs in cases where the appliance would not otherwise have been repaired,"* emphasises Patrick Richard, Customer and Services Director at **ecosystem**. This approach also ensures the funds committed are used effectively.

Training repairers, raising consumer awareness and expanding the network will enable repair to move beyond the stage of mere intention and become THE solution for extending the lifespan of appliances.



Repair has become more widely accepted, though it has not yet become second nature. In 2025, 91% of French people have a positive view of it, but only 27% say they use it spontaneously.¹ Cost and the lack of local repairers remain the two main barriers. Since the launch of the Repair Bonus² in late 2022, **ecosystem** has been tackling these very obstacles to make repair simpler, more visible and more accessible.

Three years after its launch, this momentum continues to build. Nearly 1.9 million repairs had already been supported by 31 December 2025, thanks to €62.4 million in Repair Bonus payments and a network of nearly 9,000 QualiRépar-certified repair centres across the country. To accelerate this trend, **ecosystem** first focused on the service offering. The simplification of the standards and the certification process, developed in collaboration with Ecologic and the trade associations during 2025, has made the scheme clearer and removed barriers to entry for small repairers. As Matthieu Dutry, Head of Repair Service Development at **ecosystem**, puts it, the aim is to "dispel the perceptions that certification is exclusive, complex and costly". The network is expanding, thanks in particular to outreach initiatives and a major communication drive carried out in collaboration with the federations. The objective is clear: to expand the network to bring repair services closer to consumers, particularly in suburban and rural areas.

1 – Study by the Observatory on Behavioural Change, ELABE for **ecosystem**, September 2025.

2 – The Repair Bonus is an immediate discount applied to the invoice at QualiRépar-certified repairers for electrical equipment no longer under warranty. The scheme covers 71 product categories, with a subsidy of between €15 and €60 depending on the type of appliance.

3 – Source: France Travail.



Challenge
#2

Supporting repair and reuse extend the life of equipment

Thomas Dépannage, a legacy of repair



Frédéric Thomas
– Director of Thomas Dépannage

In Tours (37), Thomas Dépannage has been repairing household appliances for nearly sixty years. In 1992, Frédéric Thomas took over the family business founded by his father: it now employs ten staff, including six technicians. They repair both large and small household appliances, as well as so-called 'brown goods'¹. Here, repair work is a genuine area of practical expertise, passed down, systematised and practised with conviction on a daily basis.

Since the introduction of the Repair Bonus, this trade has found a new source of support. *"Repairs supported by the scheme have increased significantly,"* explains Frédéric Thomas. *The amounts associated with repairs eligible for the Repair Bonus have increased sevenfold since 2023 and now account for 8% of our turnover.* He explains that the shift became particularly noticeable when the bonus was increased to €50 for large household appliances.

The bonus is particularly effective at the critical moment: when the quote is provided. Many customers already come in with the intention of having their product repaired, but the support changes the equation. According to its teams, nearly one quotation in two would probably not have resulted in a repair without this assistance.

The scheme also has a knock-on effect: a customer who comes in to repair a washing machine may discover that another household appliance could also have been repaired. Whilst the bonus does not in itself trigger the repair, it clearly helps to embed the practice.

The QualiRépar certification has also left a tangible mark on the company. The accompanying audit led Thomas Dépannage to review certain compliance issues: consistency between quotes and general terms and conditions, signage, and internal documents. *"This has enabled us to improve the quality of our service,"* acknowledges Frédéric Thomas. In a company already recognised locally, the certification thus acts as an additional framework for professionalisation.

The Training Fund extends this approach. The company has received support for an apprentice trained between 2024 and 2025, and plans to repeat the initiative. *"Even though we were already providing training before the scheme was introduced, this only reinforces our commitment and our ability to continue,"* emphasises Frédéric Thomas.

What would it take for repair to become a more widely adopted practice? For Frédéric Thomas, it is a question of awareness: *"We need to make the Repair Bonus even more visible. Because when people know about it, it makes a difference."*



¹ – All household appliances primarily intended for leisure use, including audio and visual equipment.

PROJECT FOCUS

The National Repair Days turn repair into a local, participatory event

In October 2025, the National Repair Days (JNR) organised over 1,400 free events across France. **ecosystem** capitalised on this key event, of which it was a sponsor, to raise the profile of repair and make it more tangible. In Paris, at the Ground Control festival, **ecosystem** ran awareness-raising sessions and developed an educational board game centred on the resources contained in everyday appliances.

"The National Repair Days help to move repair beyond abstract discourse. When it is showcased in welcoming settings, it immediately becomes more accessible and appealing. We demonstrate that it involves a combination of technical skill, everyday use and a more sustainable way of looking at objects."

Donatien Drilhon
– Deputy Head of Communications at **ecosystem**



A national campaign to turn French people's interest into action

In spring 2025, **ecosystem** and Ecologic launched a new wave of multichannel advertising for the campaign "The Repair Bonus: something everyone can agree on!". Over three weeks, the 2,300 radio ads reached 25 million French people, representing 74% of 18–59-year-olds. At the same time, the digital campaign achieved 233 million impressions and over 1.1 million clicks. **ecosystem** decided to run a second wave of the campaign to coincide with the National Repair Days. This reminder generated 740,000 visits to **ecosystem.eco**.



"The campaign was designed to turn support in principle into concrete action. Many French people say they are in favour of repair, but still hesitate when it comes to finding a solution. Our role is to make this process clear, reassuring and immediately actionable."

Marie Fourure
– Communications Manager at **ecosystem**

Reuse

IN FOCUS Promoting reuse in a changing market

Reuse is one of **ecosystem**'s long-standing drivers for extending the life of equipment. The AGECE Act strengthened the framework for accreditation specifications in 2022, introducing three obligations: to achieve a reuse rate of 2% of the tonnage placed on the market the previous year; to allocate 5% of eco-contributions to the Reuse and Recycling Fund; and to ensure the availability of waste sources for sector stakeholders. In 2025, **ecosystem** reached this threshold for both household and professional equipment, marking a significant milestone. It also demonstrates that, to sustain this performance over the long term, the sector must improve its organisation, efficiency and transparency.

Reuse is no longer based solely on the traditional model of large household appliances being entrusted to the social and solidarity economy (SSE). *"The challenge is to diversify both the organisations we can support to develop reuse across regions and the types of equipment, including both household and professional items. We need to go where the market is developing, in a non-partisan way,"* summarises Patrick Richard, Customer and Services Director at **ecosystem**.



2,1%

Reuse rate¹
The regulatory reuse threshold of 2% has been met for household and professional equipment

1 – The regulatory reuse rate for EEE is calculated based on volumes placed on the market in year *n*-1.

The SSE, still central to the reuse sector

The vast majority of household appliance reuse is still carried out by SSE organisations, whose financial support and access to waste sources are secured by the Reuse and Recycling Fund. The long-standing organisations – the ENVIE and Emmaüs networks – have also been supported since 2006 through framework agreements and development agreements. The challenge is to drive forward a sector that has become broader and more competitive, whilst maintaining a level playing field.

This progress also aims to expand the sector to include other types of equipment and stakeholders. The calls for projects on the reuse of professional equipment, launched in 2024 and early 2026, seek to support the development of new reuse channels. The projects, led by SSE organisations, either alone or in collaboration with member manufacturers or partner refurbishers, enable the launch of pilot schemes and networking through an extensive network of registered SSE stakeholders.



Reuse



The product pool at the heart of the challenge

In this new landscape, the product pool remains the central issue. It is becoming increasingly constrained, both in terms of quantity and quality: products are being kept for longer, increasingly repaired or resold between private individuals, while the number and diversity of reuse operators seeking access to them continues to grow. **ecosystem** has therefore adapted its operating framework to unlock access to the product pool while introducing safeguards. Operators wishing to benefit from reuse support and/or gain access to the product pool must be approved, declare the reuse activities carried out, provide traceability documentation and return any non-reusable equipment to the scheme (**ecosystem**). At the same time, **ecosystem** is seeking to optimise the circulation of material flows by identifying sources of high-quality products upstream of collection and directing them towards organisations with the capacity to reuse them. Where the product pool is of lower quality, directing it to the right destination becomes just as important as the volume available.

This development goes hand in hand with a stronger focus on performance and efficiency. "The objective is no longer simply to support reuse, but to achieve more reuse from a given product pool and to optimise the support provided," explains Laure Morice, Head of Reuse Activities. It is in this context that the reuse support scale has been rebalanced. Revised in consultation with stakeholders and due to take effect in 2026, it seeks to establish a clearer balance: continuing to support reuse while directing more funding towards the material flows and operations that require the greatest effort and make the strongest contribution to the overall objective.

A well-established trajectory

To build on this momentum, **ecosystem** has launched several initiatives that will be fully rolled out in 2026. At the end of 2025, the Producer Responsibility Organisation launched a flexible support programme to assist producers with reuse. Traceability has also been the subject of discussions aimed at making it a more effective tool for management and performance: better monitoring of activity enables improved guidance, support and direction for product pools.

The objective remains the same: to provide the sector with the tools, rules and partnerships it needs to scale up and support its gradual development.

200

producer member learnt about the reuse support services during a dedicated webinar



423

social and solidarity economy (SSE) organisations listed, forming a dense regional network that facilitates connections between sector stakeholders and reuse organisations to launch pilot schemes and collaborative projects



Reuse

THE STORY

Cylum: giving professional LED lighting a new lease of life



Olivier Duiquet
– Managing Director of Cylum

Introduced in 2008 with the promise of a lifespan of 15 to 20 years and lower energy consumption, LED technology has completely transformed the lighting market, particularly in the professional sector, where the light source is integrated into the fixture. Today, the sector is at a turning point where the first generations are reaching the end of their service life, with disposal on the horizon. *"This is the hidden side of this revolution,"* notes Olivier Duiquet, Managing Director of Cylum. *"When an LED fails, the whole system has to be replaced."* A situation that prompted him to devise an alternative approach: extending the life of these lighting fixtures.

Founded in 2025 by Olivier Duiquet, with the support of the French manufacturer Odeli, Cylum is a circular lighting company specialising in the repair, retrofitting and remanufacturing of professional lighting appliances. Its ambition is clear: to put appliances offering the same performance and guarantees as a new product back on the market, at a price that is 20% lower.

When **ecosystem** launched its call for projects in late 2024, Cylum did not yet formally exist. The project was spearheaded by Odeli and two partners from the social and solidarity economy, with a view to creating an organisation that would itself operate within this sector. *"The concept of value sharing is essential to our project, whether it be human, social or financial,"* explains Olivier Duiquet.

This first year of operation has enabled Cylum to study the sector and gain a better understanding of the expectations of potential markets. This led the company to rethink

its positioning in order to build up stock and ensure product availability. *"The call for projects enabled us to start tapping into product pools, lay the initial logistical facilities and open doors within supply chains."*

To build a solid business model, Cylum has also focused on high-quality product pools offering genuine technical, heritage or economic value. *"The support from **ecosystem** has been crucial in lending credibility to our approach,"* summarises Olivier Duiquet.

The next step is the launch of the catalogue, bringing to market an offering developed from products recovered from collected streams and refurbished on a case-by-case basis, with the range evolving according to the lighting fixtures available.

In its own way, Cylum is addressing the question left unanswered by the LED revolution: what should be done with the millions of lighting fixtures that were expected to last, but that we have nonetheless become accustomed to discarding?



Reuse

FOCUS PROJETS

REuse Economy Expo: Helping to shape the sector

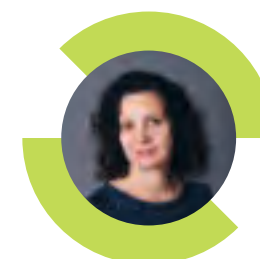
ecosystem was a major partner of the REuse Economy Expo trade fair in May 2025, for an edition centred on the theme 'Making reuse profitable at scale'. This event brought together more than 3,000 participants for the first time to connect stakeholders and solutions, with a view to co-creating and developing economic models for reuse. This edition highlighted four sectors, including a 400 m² area dedicated to electrical and electronic equipment (EEE) and organised by **ecosystem**, featuring nearly 20 partner exhibitors. **ecosystem** played a central role in facilitating discussions, sharing its experience and presenting its innovative initiatives and solutions, through the organisation of 16 masterclasses and a conference on traceability in the circular economy. A unique opportunity to demonstrate, in concrete terms, its pivotal role in the reuse sector.



Digital Product Passport: a traceability solution to promote reuse

Launched in November 2024, in collaboration with Fnac-Darty, Beko, Envie, Doneo and GS1, the pilot scheme for the digital product passport continued in 2025 and has gathered pace since early 2026, with 600,000 passports deployed by the end of April 2026.

This scheme – which takes the form of a QR code affixed to appliances – enables consumers, as well as the various stakeholders in the value chain, to access information on the different stages of the appliance's life cycle (manufacture, sale, repair, reuse, etc.), the product's specifications and related services. The aim is to allay consumers' concerns about buying second-hand appliances and to support the various stakeholders, particularly manufacturers, in meeting their future obligations under the new European regulation on the eco-design of sustainable products (ESPR).



"REuse Economy Expo plays a key role because it brings together stakeholders who do not always have the opportunity to talk to one another: social enterprises, manufacturers, distributors, refurbishers, experts and institutional representatives. For **ecosystem, it is a practical way to accelerate collaboration and speed up the roll-out of solutions that shape the sector."**

Laure Morice
– Head of Reuse Activities at **ecosystem**

Repair: 2025 key figures

QualiRépar label

1,248

certified companies as at 31 December 2025, including 101 certified in 2025,

representing :

- 8,907 repair centres,
- 19,003 technicians, including 4 458 mobile technicians

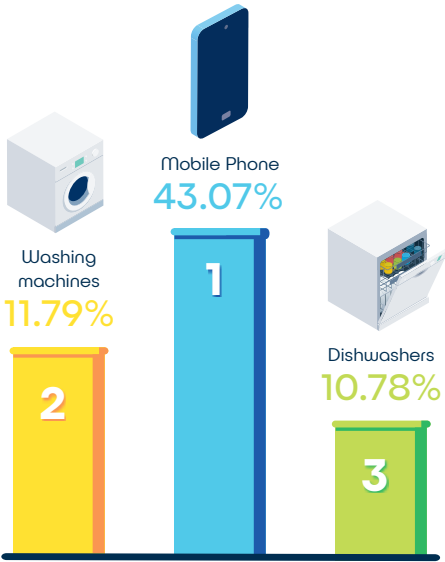
Repair bonus

978,925

repairs were eligible for a Repair Bonus, in 2025, totalling €32,939,034, of which:

- 516,664 Repair Bonus payments paid by ecosystem
- €35.7 Average Repair Bonus payment paid by ecosystem
- for a total of €18,467,807

Top 3 appliances repaired in 2025



4.71/5

Average consumer satisfaction rating following a repair that benefited from the Repair Bonus

Training Fund

423

people received training co-funded by the Training Fund:

Plus de 140,000 hours of co-funded training

€402,858

in funding paid by ecosystem (representing 50% of co-funding)

Reuse in 2025

Household appliances

22,090 tonnes

of household appliances reused in 2025 (equivalent to 22.7 million appliances),

- including 13,176 tonnes of appliances reused by SSE organisations (equivalent to 1.6 million appliances)

403

SSE organisations listed,

- including 33 new organisations in 2025,

€15.6 m

din support committed under the Reuse Fund et

€1,1 m

for additional initiatives

1,225 tonnes

of equipment reused by member producers and distributors

341

distributor collection points designated for reuse, channelled to 93 SSE organisations



Professional

4,605

tonnes of professional appliances reused,

- including 377 tonnes by SSE organisations

20

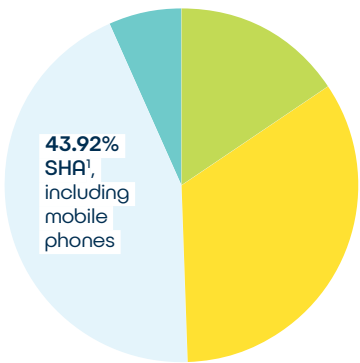
SSE organisations listed

Under the Reuse Fund

€478,000

in support committed in 2025

Reuse of Household EEE (in tonnes)



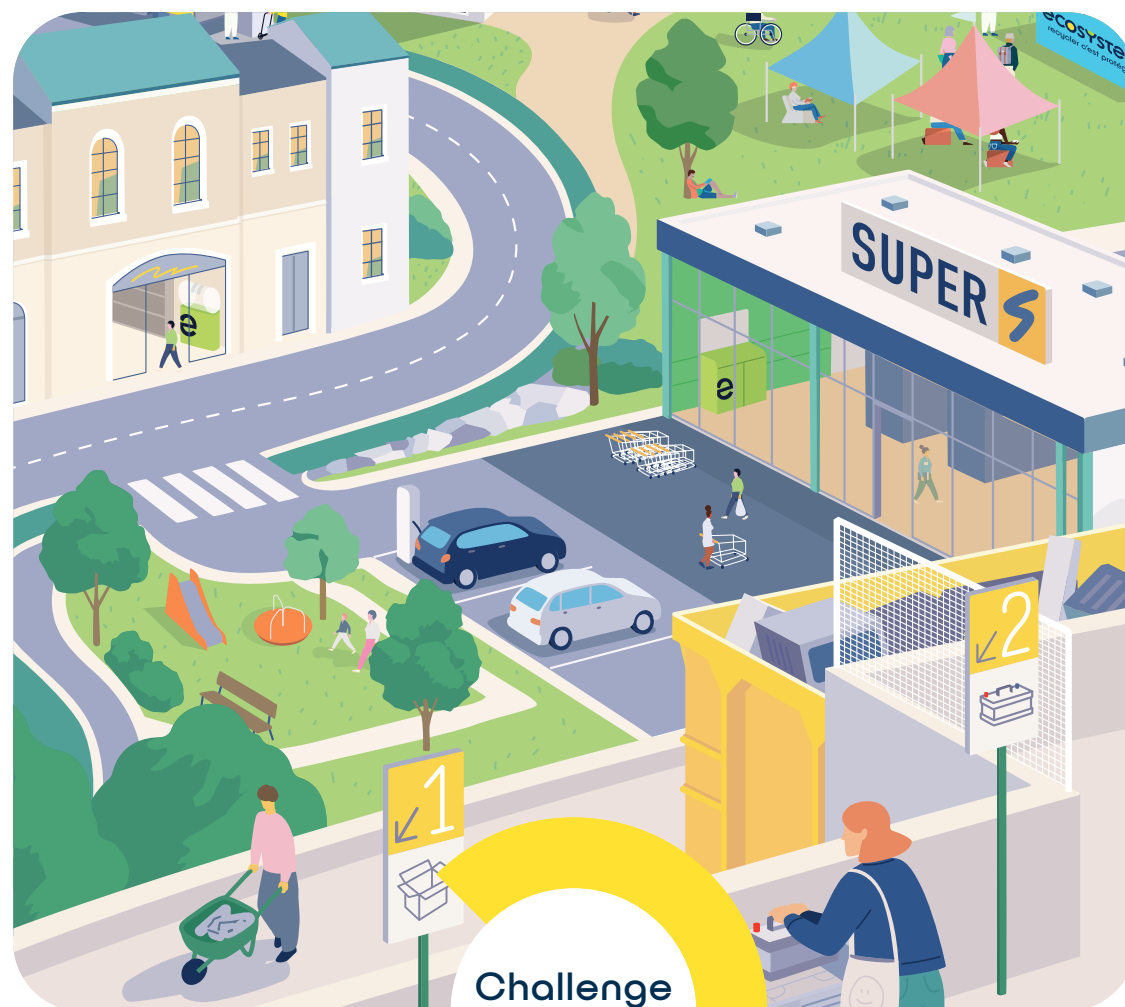
33.80% LHA excl. cold²

15.72% LHA cold³

6.55% screens



1 - Small household appliances. | 2 - Large household appliances - excluding cooling appliances. | 3 - Large household cooling appliances.



Challenge #3

Adapting collection services to local needs

IN FOCUS

An extensive, well-structured network supported on a daily basis

ecosystem's collection performance is built above all on proximity and an extensive local network, enabling it to achieve the regulatory target of 65% in 2025. *"The coordination of this network relies on an in-house team of around thirty regional managers – Collection and Operations – working on the ground,"* says Olivier Mallet, Head of Regional Coordination (East-AURA region). *From local authorities to distributors, including SSE organisations and waste management companies, these teams liaise with collection partners (both public and private), having held over 1,200 meetings throughout the year.* In addition to these key internal staff members, around ten project managers from Optae – a consultancy firm specialising in waste collection – are involved, with their teams carrying out operational monitoring of collection points (5,000 visits carried out in 2025). A second team of seven ambassadors from Magnitude, an agency specialising in supplementary sales force services, merchandising and retail, supports partner distributors, visiting them on more than 7,000 occasions in 2025. The national network also includes facilitators working across the French overseas territories, where they implement logistics solutions adapted to local conditions.

In total, nearly 50 people provide on-the-ground support and ensure close engagement with all collection stakeholders.

Diversified channels for optimal collection of equipment

Reaching all audiences requires a wider range of collection channels: this is the challenge that **ecosystem** took on in 2025. In partnership with local authorities, this approach took the form of active support for their collection efforts.



"The aim was to support their awareness-raising initiatives to encourage sorting behaviour and, more generally, to assist them in their collection efforts," explains Patrick Richard, Customer and Services Director. *We supported them in their fight against theft and looting, as well as in their requests for assistance – for example, with CCTV*



A team of around
50 people working
in the field coordinate
the network and support
collection partners



65.2%

Collection rate¹ for Household
and Professional EEE

For further information, see page 33

1 – Regulatory collection rate calculated on the basis of the volumes placed on the market by producer members over the last three years.

surveillance, the distribution of signage and sorting guides, or the provision of secure shipping containers,” adds Olivier Mallet.

Professional EEE holders have also continued their efforts thanks to **ecosystem** initiatives: a network of collection points for small volumes, waste management operators, and industrial collection centres for larger collections... With a second, more sophisticated version launched at the end of 2024, the matching platform quiveutmesdechets.fr has confirmed its relevance to professional waste holders: 435 requests posted resulted in the collection of 26.6 tonnes of equipment.

Solutions specifically designed for households also continued to gain momentum. In the Paris region, the Lyon metropolitan area and the Provence-Alpes-Côte d’Azur region, the free home collection service jedonnemonelectromenager.fr further expanded its reach, collecting 125,129 appliances (4,688 tonnes), an increase of 26% compared with 2024. Meanwhile, the national service jedon-



nemontelephone.fr enables users to send in their unused mobile phones free of charge so that they can be reused or, where this is not possible, recycled. In addition, 212 community collection drives for equipment intended for reuse or recycling were organised in major metropolitan areas. This complementary approach enabled the scheme to capture the maximum possible volume in 2025.

**Reliable collection,
whatever the circumstances**

Whatever the circumstances, collection continues: **ecosystem** demonstrated this once again in 2025. The CATNAT scheme, dedicated to natural disasters, was activated at the beginning of the year following Cyclone Chido in Mayotte, then again during the floods that affected western France and the Paris region in January, and finally during the flooding in Ardèche and the Rhône department in the autumn. Mobilised to respond to these exceptional situations, the teams were also called upon to secure the product pool, notably by working with OCLAESP (the Central Office for Combating Environmental and Public Health Crime) to dismantle a major illegal trafficking network operating between France and Romania. “Following the judicial proceedings, we carried out the urgent clearance of a warehouse containing a record quantity of household appliances obtained through criminal activity,” explains Sébastien Partida, Operational Strategy Manager. This effort to secure the product pool also involves the annual repair of between 200 and 250 shipping containers damaged by acts of vandalism. “We need to be where the equipment is, with solutions tailored to each situation,” summarises Patrick Richard. This strategy enabled **ecosystem** to reach a historic milestone in 2025.



45,000

collection points, including more than **3,000** recycling centres covering the whole of mainland France and the overseas territories (DROM-COM) to facilitate the collection of used equipment

THE STORY

**An exceptional
response following
Cyclone Chido
in Mayotte**



Abdel-Aziz Ousseni
– Maoré Territoires

In the face of the natural disaster that struck Mayotte on 14 December 2024, **ecosystem** launched a collective response driven by an unprecedented mobilisation. As soon as communications with the territory were restored on 28 December, the **ecosystem** team, including Christophe Caignard, Head of Collection for the French Overseas Territories (DROM-COM), re-established contact with the logistics operator and the on-site coordinator, then set up weekly meetings with SIDEVAM (the Mayotte Inter-municipal Waste Disposal and Recovery Authority) and DEALM (the Mayotte Directorate for the Environment, Planning, Housing and the Sea). “In such circumstances, priority is given to health and food security,” he explains. **ecosystem**’s CATNAT plan, which involves working with the public authorities to identify suitable areas for consolidating waste, was only implemented afterwards.”

The plan was presented on 16 January, and the identified consolidation sites were set up on 4 February, with the help of Maoré Territoires, the company to which the local facilitator reports. It was also at this stage that the needs were quantified. Supported by the army, civil defence and public works contractors, the Producer Responsibility Organisations began sorting in March on Petite Terre, then in April on Grande Terre. “We went beyond our remit, out of solidarity with the region, but also to clear the waste as quickly as possible,” recalls Christophe Caignard. “Normally, we collect sorted waste, but in this case, everything was mixed together: building materials, tyres, cans...”

An initial collection took place in Bandraboua on 20 March. The containers, which arrived directly at the collection sites on 7 April, were loaded on 18 April and then shipped via Mer Union on 5 June. By 31 December 2025, 470 tonnes of WEEE linked to Chido had been collected and exported by **ecosystem**, in addition to the 450 tonnes from the standard collection scheme. An example of exemplary mobilisation, commensurate with an exceptional situation.

“Our role as facilitators is to act as a link between **ecosystem** and local stakeholders. After Chido, there were numerous areas where waste had been dumped. We worked with local authorities to set up four fixed collection points, and went beyond our usual role by helping to clear the waste. On top of this emergency situation, there are the usual waste streams. Even today, despite the efforts made, the situation has not returned to normal.”

Abdel-Aziz Ousseni



PROJECT FOCUS



Light bulb collection: a challenge to engage shops and encourage recycling

In December 2025, **ecosystem** ran an on-the-ground campaign with a clear objective: to ensure that collection schemes were operational, visible and accessible to the French public. In practical terms, 847 local retailers took part in a challenge designed to recognise and showcase their commitment and mobilisation. Also on the agenda was a geotargeted social media campaign, showcasing the participating stores to encourage internet users to drop off their light bulbs there. These two initiatives helped reach over 15,630,000 people.

In French Guiana, a helicopter collection campaign to address geographical constraints

In the overseas territories (DROM-COM), to adapt to the terrain or the difficulty of accessing certain areas, it is sometimes necessary to organise special collection campaigns. This was once again the case in May 2025 with a helicopter collection carried out for EDF in Saül, French Guiana, in collaboration with other Producer Responsibility Organisations. In total, 5.2 tonnes of Professional WEEE were collected by **ecosystem** during this initiative.



“For this specific request, we relied on our network of facilitators. They were responsible for contacting the various Producer Responsibility Organisations specialising in the different waste streams, obtaining quotations, and liaising with a local association, Kwala Faya, to carry out the sorting, packaging and netting operations. An operation of this scale requires at least three months of preparation.”

Christophe Caignard
– French Overseas Territories Manager at **ecosystem**

Battery collection boxes: targeted distribution in areas with low collection rates

Between 31 March and 10 April 2025, **ecosystem** distributed nearly 1.5 million battery collection boxes into the letterboxes of residents of residents of the following French departments: Ardennes, Loire, Gironde, Aisne, Pyrénées-Atlantiques and Tarn-et-Garonne. These small cardboard household containers supplement the 10.5 million units already distributed since 2021 in departments where, according to Ademe data, the collection rate is below the national average. Every year, new departments are included in this initiative, which aims to encourage the return of waste batteries to collection points.



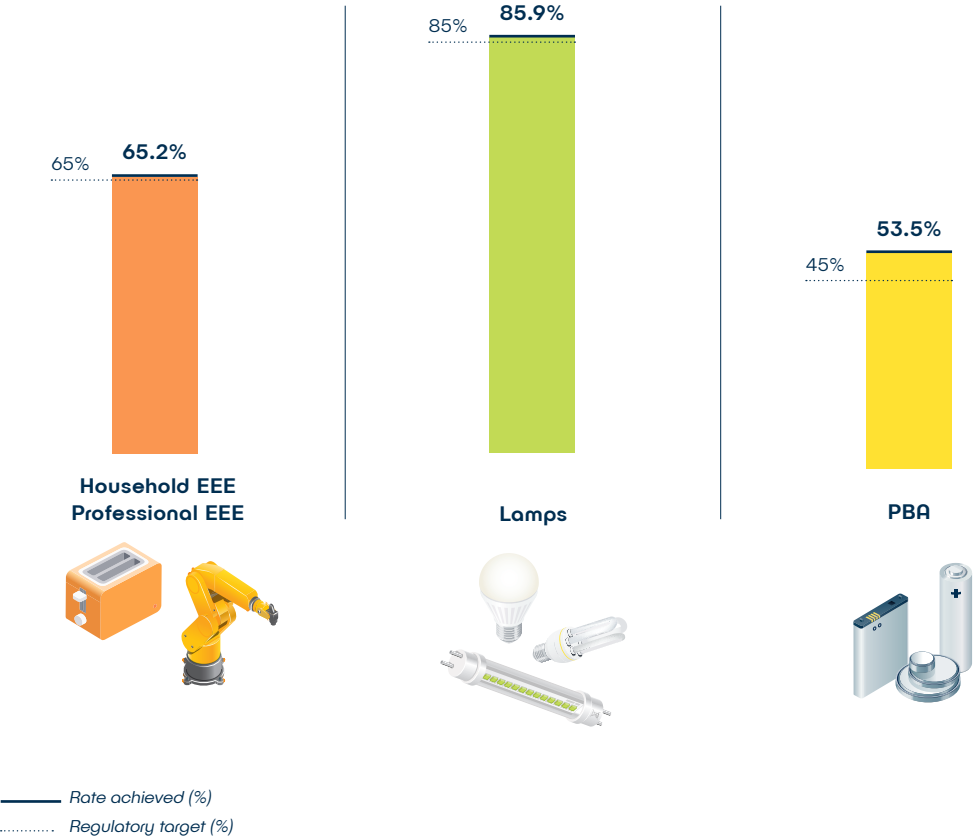
Collection in 2025

Tonnes collected by sector

	2024	2025	Evolution	Units collected
Household EEE	694,815	703,510	+1.3%	190,347,998
Professional EEE	145,744	172,700	+18.5%	N/A
Lamps	4,937	4,636	-6.1%	52,788,985
Batteries	11,155	12,554	+13%	N/A
Total	856,651	893,400	+4.3%	N/A

2025 collection rate

The collection rate is calculated in accordance with the methodology defined in our approval specifications: volumes collected in year N divided by the average volumes placed on the market by our members over the previous three years (N-1 to N-3).





Challenge
#4

Encouraging innovation to improve depollution and recycling

IN FOCUS

Towards ever higher standards of recycling quality and safety

The WEEE and waste batteries sector continues to deliver strong performance, with stable recycling rates¹. It is now entering a new phase: improving the recovery of each material. This is a crucial objective given the tightening of environmental and regulatory requirements and the increasing complexity of the equipment being treated. Indeed, certain materials are still not being sufficiently recovered. Circuit boards, for example, account for around 2% of the total volume but contain a significant proportion of precious and strategic metals, for which further progress is needed in terms of sorting, extraction and recycling.

The challenge is to improve the recovery of these critical and strategic materials, which are still partially lost.

"The circular economy cannot remain merely a concept. Our role is to make it a concrete, industrial and operational reality at every stage of the supply chain, in particular by seeking out material value more precisely wherever it is found," emphasises Philippe Chemineau, Director of Operations.

Depollution and the increasing complexity of materials

The equipment contains hazardous and regulated substances (fluorinated gases, brominated flame retardants, heavy metals, as well as lithium batteries) which must be removed upstream of the recycling process. In 2025, 93,000 tonnes of pollutants were extracted from the WEEE and

lamps processed², and then, depending on the case, destroyed in specialised facilities or disposed of in secure, controlled facilities (hazardous waste storage facilities – hazardous waste land-fill). Among these regulated substances, 2,000 tonnes of batteries and accumulators from WEEE were sent to sites for sorting and recycling.

The complexity of products, linked to the rapid evolution of technologies, exacerbates the technical challenges: capturing hazardous or high-risk substances present in minute quantities, improving the accuracy of sorting, or preserving certain components to facilitate their reuse.



R&D as a driver of transformation

ecosystem plays a unifying role in driving innovation and positions R&D as a key driver for improving existing processes and anticipating future challenges.

"R&D focuses on three priorities: improving the recovery of critical materials, developing new processing routes for complex materials, and enhancing the traceability of impacts," says Xavier Lantoinette, Director of Research & Development.

The Chair Urban Mines, supported by **ecosystem** for the past 12 years, perfectly illustrates this commitment: through close partnerships with leading engineering schools (Arts et Métiers, Chimie Paris-Tech and Mines Paris – PSL), scientific, industrial and economic expertise complement one another and enrich that of the Producer Responsibility Organisation. *For further information, see page 38.*

¹ – Recycling and recovery rates by sector on page 39.

² – Details of regulated and hazardous substances extracted on page 39.

For example, following the trial conducted with the start-up Mob-E-Scrap in 2024 on the recycling of fine fractions (less than 10 mm) resulting from the recycling process, the recovery of these fractions has been incorporated this year into the operators' specifications.

ecosystem is also conducting practical trials to develop the recycling streams of the future. Among these is the work begun in 2025 on the recycling of permanent magnets. Found in many everyday devices, they contain strategic rare earth elements that are still under-recovered. Recovering them requires a fundamental rethink of processes: identifying the relevant equipment, isolating the components, and then developing solutions to extract and recycle these materials of high strategic and environmental value. *For further information, see page 38.*

The emergence of hot-water tank treatment facilities also reflects **ecosystem's** support for



research and development aimed at improving recycling and depollution processes.

Supporting stakeholders in fire risk management

Fire risk is a major challenge for the sector, given the increasing number of fires, particularly those linked to lithium batteries contained in equipment. In 2025, around two fires per month required the intervention of the emergency services at treatment sites.

ecosystem supports operators in improving the management of this major risk. Beyond fire-fighting equipment, staff training and the implementation of action plans are essential. It is with this in mind that **ecosystem** has been conducting stress tests at partner sites since 2024. These simulated scenarios enable the observation and improvement of processes, decision-making and operators' responses during fire incidents. 34 spot 'stress tests' were carried out in 2025. Their aim was to identify a fire within three minutes and to embed a risk culture on a long-term basis.

Furthermore, **ecosystem** produces guidance documents and contributes to studies on the subject, notably with the RECORD³ network.

³ – A network mobilised for the development of the circular economy; a recognised national player in applied research in the field of the efficient use of resources, waste and land.

THE STORY

Hot-water tanks: a world first pioneered in France



José De Azevedo

– Managing Director of Établissements Decons

In May 2025, the first depollution centre for hot-water tanks was inaugurated, marking the launch of a new French industrial sector. Found in nearly 16 million households⁴, these tanks contain fluorinated gases whose global warming potential can be up to 12,000 times that of CO₂. Their release during the shredding of end-of-life appliances has a major environmental impact.

In the absence of a suitable solution, most hot-water tanks were entering conventional metal recycling streams without prior depollution. To address this challenge, **ecosystem** launched a national call for projects in 2022 aimed at designing a treatment process in a confined environment (the Kheops project).

After two years of experimentation, Decons, a company specialising in the recycling of scrap metal and non-ferrous metals, was selected and became the first to implement the process. The process developed is based on a fully secure treatment method: the equipment is shredded in an airtight chamber, the gases are captured and then liquefied before being transported to specialised facilities for destruction at very high temperatures.

On 6 May 2025, the Vigeant site in Nouvelle-Aquitaine came into operation: the world's first site entirely dedicated to this activity, and the birth of a unique French industrial sector.

*"It is a source of great pride for our company to have launched this sector alongside **ecosystem** and the other stakeholders. We have developed new areas of expertise that will pave the way for us to enter new markets. Furthermore, we have doubled our workforce and enhanced our employees' skills," says José De Azevedo, Managing Director of Établissements Decons.*

*"We have reached a major milestone: for the first time, an industrial solution enables the specific treatment of hot-water tanks by capturing their most polluting gases. This is a concrete, large-scale breakthrough that demonstrates our ability to transform a blind spot in Recycling into a genuine driver of environmental impact," explains Philippe Chemineau, Operations Director at **ecosystem**.*

Roll-out has accelerated throughout the year. Three treatment facilities are now operational – Decons Le Vigeant (86), Renewi Lesquin (59) and Derichebourg Bonneuil-sur-Marne (94) – which processed 12,700 tonnes in 2025, resulting in the extraction and disposal of 36,000 tonnes of CO₂ equivalent. Between 2026 and 2027, three new Derichebourg centres will open in Cheminot (57), Saint-Romain-en-Gal (69) and Montoir (56). Ultimately, the six treatment facilities will, at full capacity, capture 400,000 tonnes of CO₂ equivalent each year⁵.

⁴ – Source: Gifam (French Association of Home Appliance Brands).
⁵ – Including hot water tanks and heat exchange equipment.

PROJECT FOCUS

Recycling permanent magnets to address the rare earths challenge

In 2025, a pilot project on the sorting of high-value SHA was launched with two objectives: first, to isolate equipment containing critical materials, such as permanent magnets rich in rare earth elements found in e-scooters and hoverboards; and second, to group together equipment containing circuit boards of similar value. By creating homogeneous batches, recycling processes can be better adapted, improving the recovery of strategic materials and optimising the environmental and economic performance of recycling.

“Sorting equipment according to its ‘material’ potential allows us to recover resources that are currently under-utilised. By targeting permanent magnets in particular, we are paving the way for more precise recycling, capable of addressing the challenges of raw material sovereignty and criticality.”

Alice Bizouard
– Environmental Expert at ecosystem



Recovering value from complex plastics with the Chair Urban Mines

Developed as part of the Chair Urban Mines, the DeeefMines project aims to develop an innovative solution for extracting antimony and bromine from flame-retardant plastics. DeeefMines was launched against a critical backdrop, as the geopolitical scarcity of antimony clashes with growing European demand and the urgent need to secure local supplies. This work (for which a patent has been filed) paves the way for new value chains capable of transforming incinerated waste into strategic resources.



“The challenge is to overcome technological barriers in order to pioneer innovative industrial solutions that will secure local supplies, whilst meeting the requirements for material recycling and the reduction of hazardous substances.”

Marianne Fleury
– Environmental expert at ecosystem

Accelerating innovation through two key European projects

In 2025, ecosystem joined two European consortia, contributing its expertise in environmental analysis by measuring the impact of new processes using data compiled over more than 15 years. The Producer Responsibility Organisation is also helping to develop traceability through the collective trial of the digital product passport, set to become a standard across Europe, which aims to encourage the repair and reuse of appliances by ensuring they can be tracked over time.

“Our involvement in these projects reflects the recognition of our expertise. We contribute expertise in measuring the environmental impact of processes and in product traceability, which is so important for establishing a circular economy.”

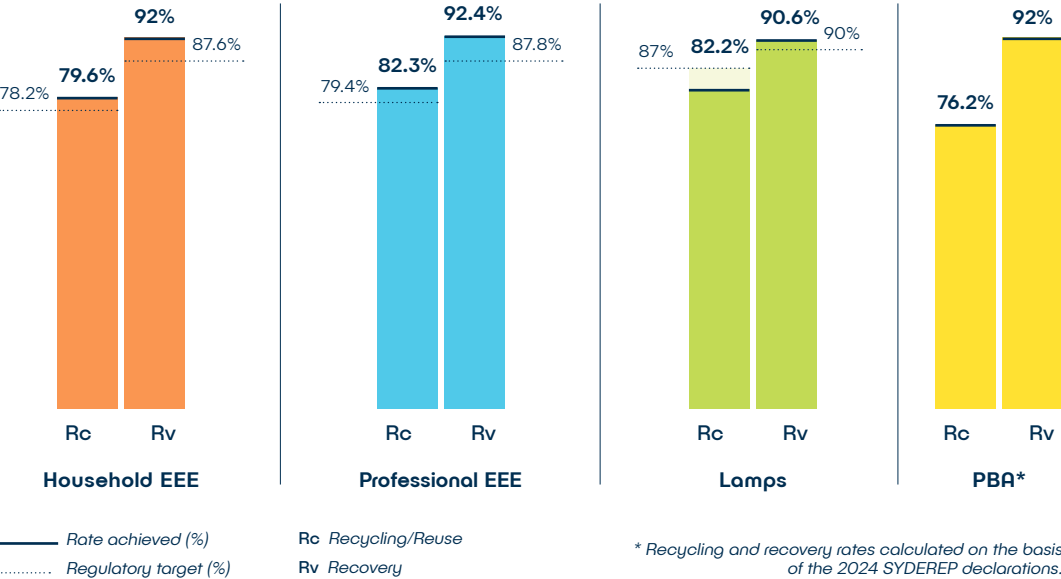
Xavier Lantoinette
– Director of Research & Development at ecosystem



Recycling and depollution in 2025

Regulated and hazardous substances recovered from EEE and lamps	In tonnes
Electrical cables	13,297.16
Printed circuit boards	5,831.54
Toner cartridges	461.96
CFCs, HCFCs, HFCs and HC: gases extracted during the first stage of depollution	52.51
CFCs, HCFCs, HFCs and HC: gases extracted during the second stage of depollution	410.16
CFCs, HCFCs, HFCs and HC: oils containing traces of CFCs	203.29
Components containing refractory ceramic fibres	1.60
Components containing mercury	0.51
Capacitors containing polychlorinated biphenyls (PCB) and electrolytic capacitors containing hazardous substances	447.49
Liquid crystal displays and displays backlit by discharge lamps	22,715.88
Discharge lamps	70.30
Plastics containing brominated flame retardants	39,301.93
Batteries and accumulators	2177.90
Cathode-ray tubes	8171.58
Total	93,143.81

Recycling and recovery rate





Challenge
#5

Raising awareness and encouraging behavioural change

IN FOCUS A Behavioural Trends Observatory to better understand usage patterns

Under the regulatory framework governing the accreditation of the EEE EPR scheme, **ecosystem** must carry out at least one national and local awareness-raising campaign per year. "To achieve their targets and objectives, these campaigns draw on an analysis of consumer behaviour, much like the in-depth studies carried out with Elabe in 2025," explains Donatien Drilhon, Deputy Head of Communications at **ecosystem**. Beyond providing a snapshot of practices relating to the repair, donation and Recycling of appliances, the aim was to understand the motivations and barriers – whether practical or symbolic – to adopting these practices. This work took the form of a 'Behavioural Trends Observatory'. The study was divided into three parts. In April 2024, a qualitative opinion survey was first carried out, involving four focus groups of eight participants each in Paris, Rennes, Lille and Toulouse. Then, from September to November 2024, an online community of 50 people was monitored and their views listened to on a daily basis. "We wanted to understand why they do or do not take a particular action; why their actions are not necessarily

aligned with their intentions," explains Laurence Bedeau, from the consultancy Elabe. Finally, a quantitative study was launched in February 2025, with a sample of 2,500 people, representative of residents of mainland France.

Key insights that influenced communication initiatives

"It is a valuable tool for equipping ourselves to bring about change and adapt our awareness campaigns with the most appropriate messages on the most relevant channels," says Laurence Bedeau, a partner at Elabe. For example, the analysis confirmed that repair enjoys a very positive image but remains under-utilised in practice. Furthermore, the economic incentive proves to be a decisive factor, which confirms the importance of raising awareness of the Repair Bonus.

Another observation: an emotional attachment to appliances is likely to encourage their maintenance and repair. "On this basis, we have therefore decided to step up our communication and awareness-raising efforts regarding maintenance and repair," explains Donatien Drilhon. "Our creative campaigns give appliances a personality, strengthening the emotional connection people have with them." This observatory is not the only survey to provide insights: the biannual "Trajectoires" study, conducted in partnership with Gifam (the French Association of Home Appliance Brands), also sheds light on French people's practices regarding repairs, donations for reuse and recycling.



*Nooooon, don't abandon me



*Get us out of here

This enables awareness-raising initiatives to be tailored to the practices observed

With such tools for analysing consumer opinion, motivations and reservations, **ecosystem** has detailed indicators on the levers to be activated to change their behaviour. *"This guides our various public awareness initiatives,"* confirms Donatien Drilhon.

These tools also enable the impact of the awareness campaigns themselves to be assessed. For example, as part of its partnership with the Tour de France, **ecosystem** commissions Kantar to measure the impact of awareness-raising initiatives carried out during the race, such as the



installation of mobile phone collection points in the stage towns. **ecosystem** is also a sponsor of the National Repair Days, which aim to overcome the psychological barriers associated with this practice. To raise awareness amongst young people, a partnership has also been launched with Unis-Cité, under which young volunteers engage with their peers. And, of course, it is important to put ourselves in other people's shoes and think beyond our own sectors. *"There is an urgent need to strengthen joint communication initiatives between EPR sectors,"* says Donatien Drilhon.

It was, in fact, as part of the cooperation initiative launched with several Producer Responsibility Organisations that the *jerepare.fr* platform was set up at the end of 2025. More generally, **ecosystem's** entire awareness-raising strategy – from traditional media to social media – is informed by research into consumer behaviour.

45% of French people have already donated items. Of these, **79%** do so out of a sense of solidarity, and **66%** do so for environmental reasons

91% of French people have a positive view of repair, but only **27%** of them actually use repair services, mainly because of the cost (**61%** share this view)



58% of French people take their end-of-life equipment to a recycling centre, making it the most widely adopted environmentally responsible behaviour

Source: Behavioural Trends Observatory, 2025, Elabe for ecosystem.

THE STORY

Social media: essential channels for changing behaviour



Donatien Drilhon
– Deputy Head of Communications at ecosystem

"Through social media, we are in constant, interactive contact with the French public," says Donatien Drilhon, Deputy Head of Communications. The insights generated by this analysis influence **ecosystem's** communications strategy, including on these platforms. *"They have an impact on the narrative and the way we need to address consumers, residents and citizens,"* he explains.

The study confirms growing environmental anxiety: the French recognise the challenges (floods, storms, drought) without always seeing the personal benefits.

"General messages saying 'It's good for the planet' are now counterproductive," notes Donatien Drilhon. *"We need to bring the message down to the individual level, focusing on personal benefit and a vital sense of local relevance."* This translates into posts that highlight directly useful information, with tangible benefits and a local dimension: *"We need to focus on messages such as 'If you want to dispose of your light bulb, you can do so right on your doorstep',"* explains Donatien Drilhon. *"And we'll take a photo of the collection point in-store to show that it's available and operational."* Furthermore, the research carried out with Elabe confirms the importance of behavioural psychology in how we communicate.

"When we become attached to an object, we're more willing to look after it, and we start to think carefully about how we're going to dispose of it," explains Donatien Drilhon. *"Similarly, we've real-*

ised that people are happy to donate, provided the beneficiary is clearly identified. We therefore make a point of clearly communicating who the beneficiaries are when we promote our mobile phone collection campaigns, for example."

Social media also requires a tailored approach depending on the target audience. *"On Facebook, the audience is older, often female and concerned about environmental issues,"* explains Donatien Drilhon. *"On Instagram, users are younger, but also more fickle and less loyal. It is a world entirely dominated by video and short-form content."* His efforts to produce bespoke digital communications have paid off: by 2025, **ecosystem** had become the most-followed French Producer Responsibility Organisation on Instagram, with 45,200 followers.



PROJECT FOCUS

EWWR 2025: an opportunity to embed good habits

Awareness-raising workshops, fun or educational activities, Repair Cafés, communication campaigns and one-off collection events... To mark European Week for Waste Reduction (EWWR) – coordinated by Ademe and dedicated this year to waste electrical and electronic equipment – ecosystem worked alongside its partner local authorities across France to support their practical initiatives on the ground.



“In total, nearly 6,000 events took place across France for the 2025 edition. The initiatives led by our partner local authorities have, in particular, enabled us to embed good practices and promote our solutions – including jedonnemontelephone.fr, quiveutmesdechets.fr and the Repair Bonus – among the general public and businesses.”

Jeanne Lepeintre
– Waste Holder Communications Manager at ecosystem



A sixth year on the roads of the Tour de France for ecosystem, the event’s sustainability partner

During the summer of 2025, ecosystem once again leveraged the reach of this major sporting event to raise awareness among the French public about giving electrical equipment a second life and recycling light bulbs, batteries and accumulators through a large-scale initiative: a promotional truck, a mobile educational vehicle, and the collection of mobile phones both within the Tour caravan and in the towns along the route. The Tour de France generated 600 media mentions and nearly 44.5 million views across ecosystem’s social media channels.

‘Les bons gestes’*, a communication campaign that inspires action

At the end of 2025, ecosystem received the Gold Award at the second edition of the Nymphéas Awards for communication with a positive impact – an event that uniquely combines the expertise of a professional jury with the votes of 3,000 members of the public – for its ‘Les bons gestes’ campaign. Launched in 2024, the campaign not only generated millions of views and clicks, but also inspired 79% of those exposed to it to dispose of their small appliances or light bulbs in a collection bin (Ifop survey).

“Our campaign had one objective: to turn knowledge of the right action into actual behaviour. To achieve this, we chose to draw on psychology and people’s attachment to objects, and to personify the appliances to evoke emotion, whilst using humour to convey a message that was both positive and free from guilt.”

Donatien Drillhon
– Deputy Head of Communications at ecosystem



*The right things to do

Key figures for the 2025 solidarity event

24,000

mobile phones collected during the major solidarity event organised to coincide with the 2025 Tour de France, thanks to the involvement of 80 local authorities and their residents. Nearly 2,500 refurbished mobile phones were donated to partner organisations (CCAS, local youth support centres, Restos du Cœur, etc.).



More than 44 million

views recorded on Facebook, Instagram and TikTok in one month during the Tour de France, compared with 640,000 in a typical month – representing a nearly 70-fold increase in visibility.



600

press mentions during the 2025 Tour de France, with around 60 interviews conducted and journalists engaged to discuss the issues championed by ecosystem.



60

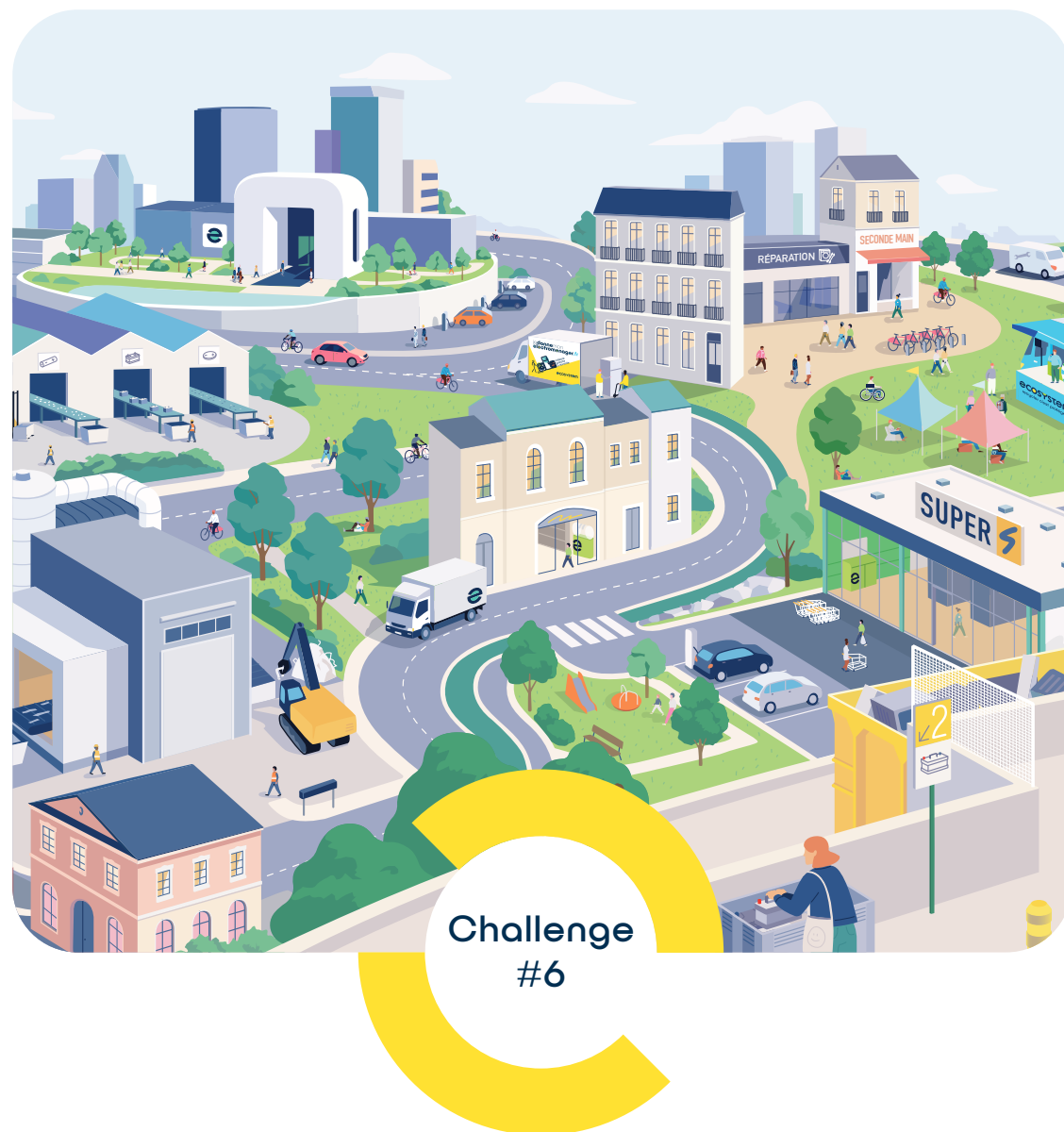
millions views generated by the ‘Les bons gestes’ campaign, which ran from 17 June to 31 August 2024, accompanied by 11 million clicks from internet users and 19 million views on social media.



90%

of French people say they have a positive view of recycling bin use, according to the Behavioural Trends Observatory, a study conducted by Elabe for ecosystem in 2025.





Evolving our practices and organisation to enhance sustainability

A CSR strategy supporting ecosystem's missions

ecosystem's CSR strategy, drawn up in 2024, aims to strengthen that environmental, social and governance issues are taken into account within its activities. It is structured around three key areas and 12 commitments, providing a comprehensive overview of **ecosystem's** actions in

the field of sustainability. Through this strategy, **ecosystem** aims to strengthen the organisation's positive contributions whilst working to reduce its negative impacts, in order to conduct its business responsibly.

Circular economy

Supporting the development of the circular economy

1. Supporting our customers – producers – in achieving circularity for their products
2. Supporting the development of repair services
3. Supporting the growth of reuse
4. Supporting changes in consumer behaviour

Environment

Preserving the environment and adapting to the climate of the future

5. Expanding and optimising the collection of equipment and batteries
6. Innovating in the treatment, depollution and integration of recycled materials
7. Reducing our environmental footprint
8. Adapting to climate change

Social

Cooperating to increase our social impact

9. Nurturing our human capital
10. Engaging our service providers and subcontractors to adopt more sustainable practices
11. Contributing to skills development
12. Engaging with our stakeholders and speaking out on the circular economy

The double materiality analysis

This CSR strategy is based on a double materiality analysis, carried out to identify and prioritise the key sustainability issues for **ecosystem**, taking into account, on the one hand, the impacts the company has on the environment and people and, on the other hand, the effects of these issues on its economic performance. This approach was based on the sustainability reporting standards for large companies (ESRS¹) and covers both **ecosystem's** own activities and its value chain. See pages 10 – 11.

The analysis, carried out in 2024, involved internal and external stakeholders, including producer members, operators, organisations involved in reuse and repair, a government representative, a consumer association and experts in the circular economy. The list of priority issues and the resulting CSR strategy may be updated in line with changes to **ecosystem's** activities and the applicable regulatory framework.

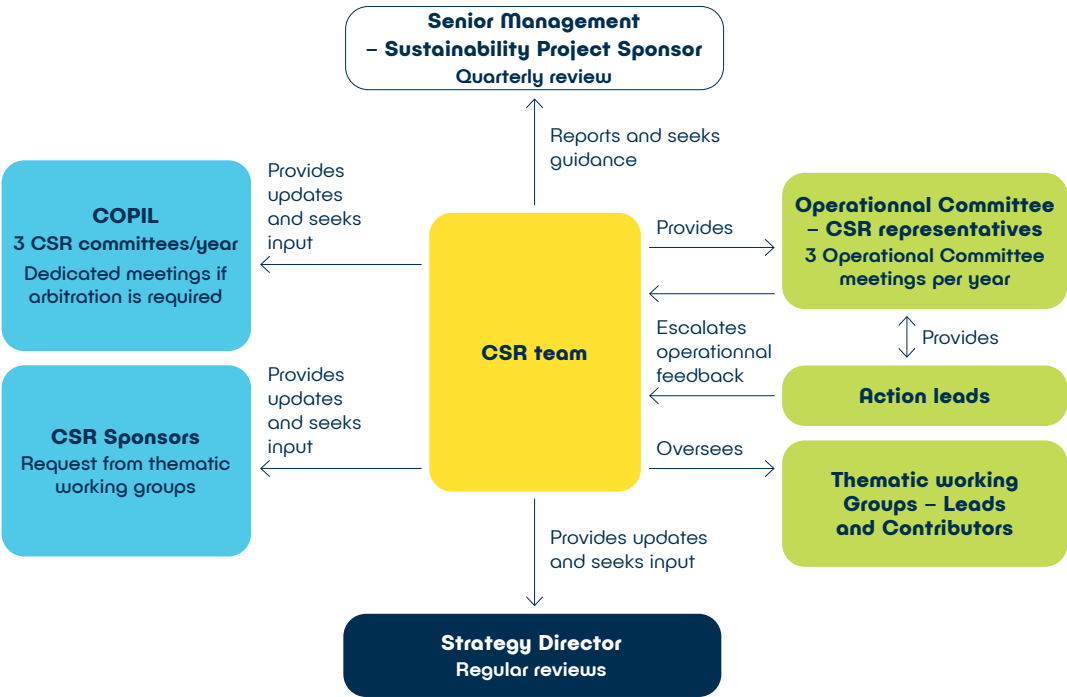
¹ – European Sustainability Reporting Standards.

Governance and dialogue with key stakeholders

CSR governance at ecosystem

To bring its CSR strategy to life, **ecosystem** relies on a structured and collaborative governance framework to embed CSR issues at the heart of its operations. This governance framework involves all levels of the organisation, from strategic management to operational teams, to ensure the practical implementation of commitments. Senior management provides the necessary support, ensuring alignment with the corporate strategy. This governance structure is based on a steering committee composed of members of the Executive

Committee and an operational committee that brings together various business teams to implement the CSR strategy. The CSR strategy is gradually rolled out to staff through awareness-raising initiatives. Since 2024, it has been presented during the induction day for new recruits. Throughout the year, additional initiatives help to further embed the CSR culture amongst all staff.



Dialogue with key stakeholders

ecosystem's operation is based on its ability to facilitate dialogue between various stakeholders across the value chain – producer members, trade associations, operators, social and solidarity economy organisations, local authorities, public authorities, consumer and environmental protection organisations, amongst others – in order to promote coordinated approaches to the circular economy. *See next page.*

This dialogue is underpinned by structured bodies, such as the Stakeholder Committee, whose composition, remit and operating procedures are defined by regulations. This committee is facilitated by **ecosystem** as a key forum for sharing and co-creation. **ecosystem** also organises broader, more informal exchanges with all its stakeholders.

In addition, the company develops targeted relationships with trade organisations to relay information to their members, and regularly participates in professional events, such as the REuse Economy Expo or the National Conference on Waste and the Circular Economy, to share its expertise and foster dialogue with its **ecosystem**.

ecosystem also actively contributes to discussions on regulatory developments and to sector-specific work and invitations to tender, against the backdrop of revisions to French and European frameworks, particularly the WEEE Directive and discussions on the Circular Economy Act.

Acting responsibly toward our partners

As the coordinator of several EPR schemes, **ecosystem** governs its relationships according to the principles of impartiality, fairness, loyalty and respect. These principles are set out in a code of ethics which governs practices and ensures transparent and responsible interactions with all partners.

This charter covers, in particular, relations with suppliers and partners, the prevention of conflicts of interest, the fight against corruption and influence peddling, data protection, as well as environmental responsibility and political activities. In 2025, no incidents or sanctions were recorded.

Internal awareness-raising and training initiatives encourage staff to embrace these principles, and **ecosystem** is working to strengthen its systems to foster this culture of integrity.



Preserving the environment and supporting the development of the circular economy

ecosystem is taking action to reduce its environmental impacts and support the development of the circular economy. The company is implementing measures aimed at limiting its emissions, improving the management of pollutants and strengthening reuse and repair practices, whilst contributing to skills development within the sector.

- **Objective 1 :** reduce the environmental impact of our activities
- **Objective 2 :** support the development of the circular economy
- **Objective 3 :** support skills development in circular economy sectors



	2023 (reference year)	2025	2027 Objective
GHG emissions ¹ (in kt CO ₂ eq.)	1,773	1,420	-44%
Scope 1	0.01%	0.01%	0.152 kt CO ₂ eq.
Scope 2	0.00%	0.00%	0.002 kt CO ₂ eq.
Scope 3	99.99%	99.99%	1,328 kt CO ₂ eq.
GHG intensity ¹ (GHG emissions per tonne treated)	2.40	1.59	-39%
GHG intensity ¹ (GHG emissions relative to revenue)	/	2.8	/

1 – GHG: Greenhouse gases

Reduce the environmental impact of our activities

As part of its CSR strategy, **ecosystem** is strengthening its management of environmental impacts, in line with its Producer Responsibility Organisation model and the specific challenges facing its activities.

Contribute to climate change mitigation

In 2025, a climate mitigation plan was drawn up, based on the carbon footprint assessment (Scopes 1, 2 and 3) carried out in 2024, in accordance with the GHG Protocol methodology. This plan enabled **ecosystem** to set reduction targets and quantify the reduction potential associated with the identified levers, based on **ecosystem**'s capacity for action. The main impacts and associated levers relate to: gases present in equipment, treatment and depollution activities, and logistics.

With regard to recycling activities (81% of greenhouse gas emissions), **ecosystem** is focusing in particular on:

- the depollution of hot-water tanks, via the Kheops project, and the capture of gases contained in refrigeration circuits, which account for 42% of emissions linked to recycling (representing 34% of total emissions);
- managing service providers through contractual requirements and the dissemination of best practice, particularly regarding the maintenance of equipment integrity.

For the past two years, **ecosystem** has also been implementing an action plan as part of the FRET21 project to reduce transport-related emissions, notably by optimising lorry load factors.

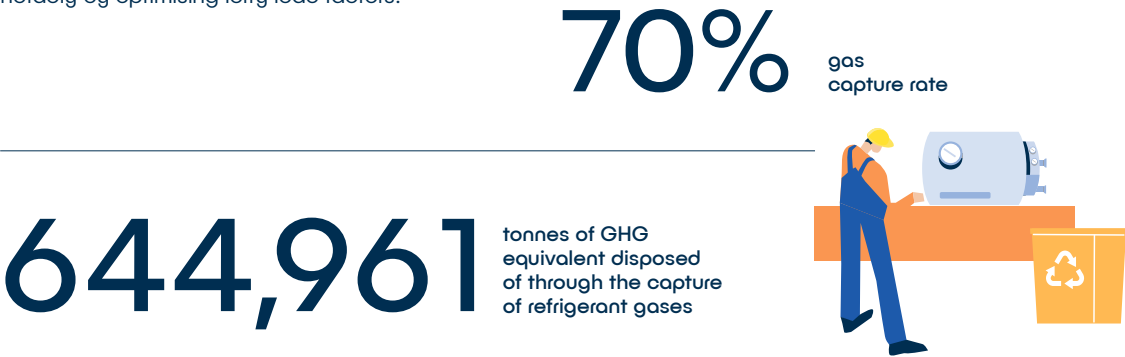
Adapt our activities to the challenges of climate change

ecosystem has contributed to sector-specific work² carried out by RECORD³, in collaboration with experts and institutional stakeholders, to identify climate risks within waste treatment sectors, including the WEEE sector. This work will inform **ecosystem**'s considerations regarding future adaptation measures.

Prevent risks associated with pollutants

Against the backdrop of a complex and constantly evolving WEEE sector, **ecosystem** is implementing a system dedicated to managing pollutants present in collected products. This system is based both on centralised, documented and regularly updated information – which helps to improve understanding and management of risks – and on the implementation of operational measures. These measures focus in particular on establishing a framework for depollution services carried out by Service Providers and on monitoring their implementation, including, in particular, the prevention of fires caused by lithium batteries in treatment facilities.
For further information, see page 35.

2 – RECORD, Risks and adaptation of the waste management sector to climate change in France, 2025, 129 pages, No. 23-0819/1A.
3 – A network mobilised for the development of the circular economy: a recognised national player in applied research in the field of the efficient use of resources, waste and land.



Supporting the development of the circular economy

Support producer projects to promote circularity

As part of its work to promote eco-design, **ecosystem** supports its producer members in gradually addressing circularity issues. The organisation offers a variety of formats – webinars, industry newsletters – and technical support from experts (via email) to strengthen the integration of recyclability, reparability and end-of-life considerations right from the product design stage.

In 2025, targeted support initiatives were carried out with producers, notably Legrand and Dyson France. **ecosystem** offered Legrand technical discussions, a visit to a treatment facility and eco-design workshops, one of which focused on product disassembly to identify ways of improving reparability and recyclability. The support provided to Dyson France took the form of an awareness-raising initiative for its staff, focusing on the challenges facing the electrical and electronic appliance recycling sector in France.

At the same time, **ecosystem** is conducting a pilot scheme with its members and partners, including Fnac-Darty, Beko and Envie, notably through the digital product passport project presented on page 25.

Promote repair and reuse

Supporting the development of reuse and repair is a key driver for extending the life of equipment and reducing waste generation.

To this end, **ecosystem** co-funds a repair incentive scheme based on the QualiRépar label. This label helps to establish a national network of qualified repairers who can offer the Repair Bonus to con-

sumers, thereby reducing the amount of their bill. **ecosystem** also supports distributors in integrating the scheme into their business model, notably through the development of the QualiRépar framework, to facilitate its adoption and implementation.

In the field of reuse, **ecosystem** acts as a facilitator by bringing together producers, distributors and reuse organisations to optimise the recovery of appliances. The company also supports social economy initiatives, thereby helping to structure and ensure the long-term viability of their reuse activities. Finally, **ecosystem** is rolling out pilot schemes and calls for projects to test new models and support their scaling up. *For further information, see page 18.*

Changing behaviours and strengthening public education

ecosystem runs multi-channel awareness-raising initiatives (national campaigns, social media, grassroots initiatives and experiential schemes) aimed at informing the public about the behaviours they should adopt to extend the lifespan of electrical appliances and Batteries and ensure they are recycled. These initiatives, based on opinion polls and sector-specific studies, are presented in greater detail in the relevant section of the annual report on page 40.

More than

€400 k allocated to repairer training

423 partner SSE organisations



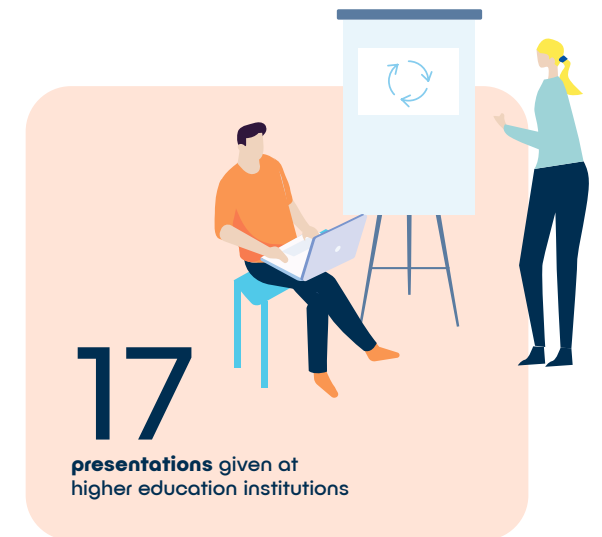
Support skills development in the circular economy

Mobilise an ecosystem of expertise

ecosystem acts as a catalyst within EPR schemes, facilitating synergies between stakeholders and disseminating useful knowledge. In 2025, the Producer Responsibility Organisation stepped up its capacity-building initiatives for BtoB stakeholders through webinars on regulatory developments and eco-design, led by its in-house experts and enriched by contributions and specialist input, notably from Ademe and partner companies. Its participation in the REuse Economy Expo also helps to disseminate best practice through conferences on reuse, circular models and the product passport¹.

It fosters and disseminates knowledge through technical and academic partnerships. For example:

- the ISIGE Master's programme (Mines Paris) involves students in product analysis (disassembly, recyclability, reparability) for manufacturers;
- the 'Circular Economy' certificate from Mines Paris – PSL and Paris Dauphine, as well as the Chair Urban Mines, contribute to the dissemination of knowledge and the strengthening of skills.



¹ – For further information, see page 25.

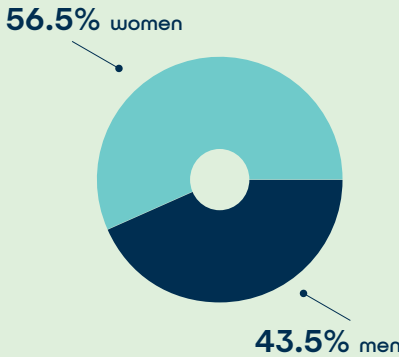


Cooperating to increase our social impact



191 ecosystem employees at 31 December 2025

- 175 employees on permanent contracts
- 5.76% interns and apprentices
- Average lenght of services: 6.2 years
- 12.35% staff turnover
- 99/100: gender equality index



- Gender diversity ratio on the Executive Committee: 60% men and 40% women

4 initiatives relating to inclusion and diversity

ecosystem relies on teams that are fully committed to their work on a daily basis. To maintain staff engagement, our HR policy prioritises the wellbeing, health and development of every individual. At the same time, we are committed to promoting inclusion and diversity.

Promoting inclusion and diversity

Inclusion and diversity are an integral part of ecosystem's social commitments, with a particular focus on disability. This approach is based on the SensActionAiles roadmap and on specific tools to support staff (the RQTH¹ guide, a booklet to support a return to work after a long-term absence, and awareness-raising materials).

The approach was structured following an assessment carried out with Agefiph², which identified areas for improvement and defined an action plan. It is based on raising internal awareness through immersive training and dedicated initiatives, as well as on developing more inclusive recruitment practices for managers. ecosystem is implementing these measures to promote integration and retention in employment, notably through workplace adaptations.

This initiative has resulted in a significant increase in the employment rate of people with disabilities, rising from 1.7% in 2023 to 5.36% in 2025. This approach will be continued and strengthened in 2026, with the development of new tools, training programmes and awareness-raising initiatives.

1 – Recognition of the status of workers with disabilities.
2 – An organisation that promotes the integration and retention of people with disabilities in the private sector.

Providing our staff with high-quality working conditions

ecosystem is committed to continuously improving working conditions, drawing on internal guidelines such as the IT charter, the best-practice guide and the guide on the right to disconnect.

This approach takes the form of various initiatives to promote QVCT³: a remote working agreement to foster a healthy work-life balance, as well as webinars and awareness-raising workshops.

In a context of transformation, ecosystem supports its staff through internal communication initiatives, forums for discussion, and an induction programme for new recruits designed to help them embrace the Producer Responsibility Organisation's practices and culture.

Feedback mechanisms – annual surveys, ad hoc polls and close contact between HR and management teams within a company on a human scale – enable the organisation to identify areas for improvement, define tailored action plans and strengthen staff engagement.

In 2026, these initiatives will be further strengthened through management training, participatory workshops and the creation of a network of transformation ambassadors.

Skills development

At ecosystem, training is overseen by the Human Resources Department and forms part of a skills development approach aligned with the organisation's strategic priorities. A skills development plan is drawn up each year, balancing employees' individual needs with the collective priorities identified internally.

In 2025, efforts focused primarily on training related to our business lines, supplemented by a range of soft skills development programmes. As part of a continuous improvement approach, ecosystem continues to strengthen its training provision and management tools in order to address business challenges and meet individual and collective needs.

3 – Quality of life and working conditions.

15,5 hrs of training on average, per employee trained



Attracting talent and supporting career development

ecosystem's recruitment policy aims to diversify candidate profiles and promote access to employment for a wide range of people, particularly those with disabilities and older people. With this in mind, the Producer Responsibility Organisation takes part in specific initiatives, such as specialised job fairs, and develops partnerships with employment organisations such as Cap Emploi.

ecosystem also ensures it supports internal mobility, which is seen as a key driver for skills development and staff retention. All job vacancies are therefore advertised internally; 12 internal transfers took place in 2025.

To anticipate its skills requirements, particularly in sectors facing labour shortages, **ecosystem** is also continuing to develop its employer brand by raising its profile amongst potential candidates. This involves participating in the 'Talents for the Planet' and 'Paris pour l'emploi' job fairs, as well as promoting its roles and career paths within **ecosystem** through video testimonials shared on professional social media platforms.

Providing a springboard for young talent

ecosystem has established a structured induction programme for interns and work-study students, combining an HR welcome, managerial support, digital onboarding and an induction day. Fully integrated into the teams, students are entrusted with tasks that foster a sense of responsibility and develop recoverable technical skills, particularly in tools such as SAP, Excel and Power BI.

As part of its commitment to continuous improvement, **ecosystem** is also enhancing the experience offered to work-study students through regular feedback sessions, discussions on career prospects after the work-study programme, and the roll-out in 2025 of the 'Happy Trainees' satisfaction survey via the Choose My Company platform. In this survey, 100% of respondents felt that their experience had equipped them with new soft skills enabling them to perform effectively in the workplace.

Reference to the reporting standard

ecosystem's reporting is based on an approach of proportionality and pragmatism, tailored to the size of the company, the nature of its activities and its key challenges. The information and indicators selected and published in this first CSR report were chosen on the basis of the Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME), the company's priority issues, activity-specific indicators and the information available at **ecosystem** in 2025.

This approach forms part of a process of continuous improvement, with a gradual increase in the maturity of reporting, notably through the enhancement of existing policies and actions, as well as through the strengthening of monitoring indicators.

2025 key figures

The year was marked by the achievement of regulatory collection targets for electrical and electronic equipment, lamps and portable batteries and accumulators, as well as the reuse of this EEE. The key figures for 2025 as follows.

Placed on the market

	In units	Evolution vs 2024	In tonnes	Evolution vs 2024
Household EEE	491,281,435	+5.2%	1,077,347	-13.5%
Professional EEE	330,622,626	-7.2%	218,572	-1.7%
Lamps	91,642,479	+9.6%	4,466	-16.5%
Batteries	1,379,150,774	N/A*	51,476	N/A*
Total	2,292,697,314		1,351,861	

* Given the changes to the scope of the EPR scheme, this figure is not relevant in 2026.

Breakdown of producer members

	Number of membership contracts	Net eco-contributions collected
Household EEE	4,743	€338,330,258
Household Professional EEE	2,161	€30,202,704
Lamps	858	€22,032,816
Batteries	9,076	€13,747,678
Total	16,838	€404,313,456



14,666

members at 31 December 2025

Breakdown of eco-contribution use (Household EEE, Professional EEE, Lamps and Batteries)



15% supports (for collection, reuse, etc.)

7% overheads

5% repair

2% information

Repair

QualiRépar certification and Repair Bonus

8,907

repair centres nationwide

• 19,003

technicians
(including 4,458 mobile technicians)

€18,467,807

Repair Bonus payments paid by **ecosystem**

• €35.7

Average Repair Bonus amount paid by **ecosystem**

Training Fund

More than

140,000 hrs

of co-funded training

• €402,858

Funding provided by **ecosystem**
(i.e. 50% of co-financing)



Reuse

Household appliances

22,090 tonnes

of household appliances reused in 2025
(equivalent to 22.7 million appliances),

• including 13,176 tonnes of appliances reused by SSE organisations
(equivalent to 1.6 million appliances)

403

SSE organisations listed,

• including 33 new organisations in 2025,

€15.6 m

in support committed under the Reuse Fund and

€1.1 m

for additional initiatives

Professional

4,605

tonnes of professional appliances reused,

• including 377 tonnes by SSE organisations

20

listed SSE organisations

Under the Reuse Fund

€478 k

in support committed in 2025

1,225 tonnes

of equipment reused by member producers and distributors

341 distributor collection points designated for reuse, channelled to 93 SSE organisations

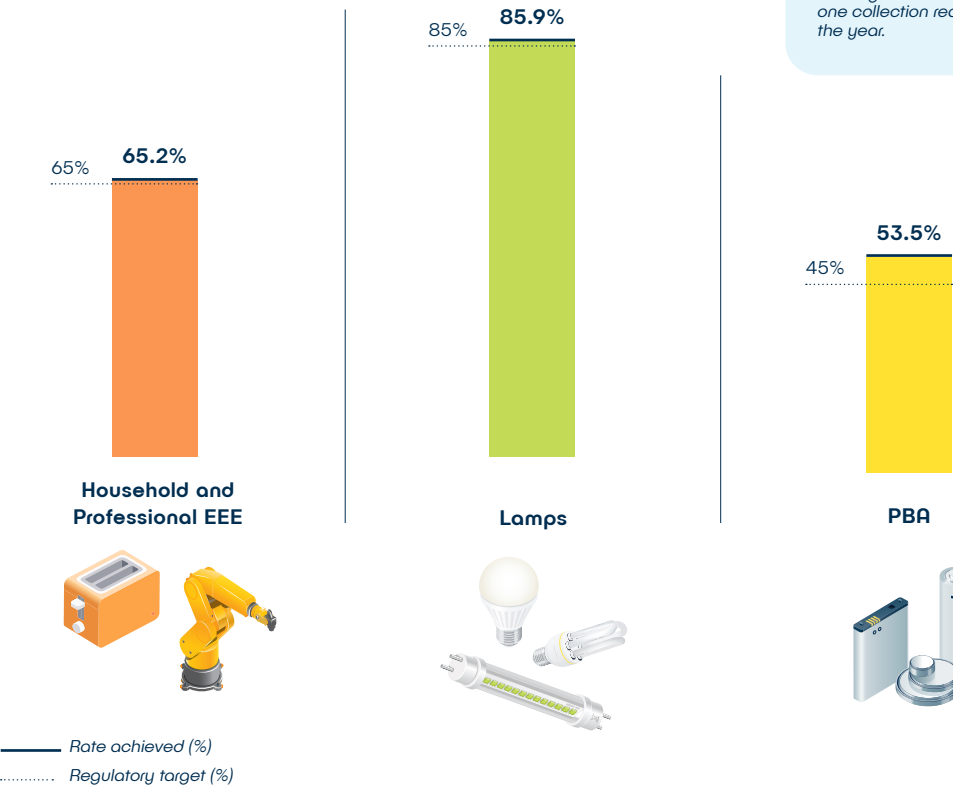
Collection

Tonnes collected by sector

	2024	2025	Evolution	Units collected
Household EEE	694,815	703,510	+1.3 %	190,347,998
Household Professional EEE	145,744	172,700	+18.5%	N/A
Lamps	4,937	4,636	-6.1%	52,788,985
Batteries	11,155	12,554	+13%	N/A
Total	856,651	893,400	+4.3%	N/A

2025 collection rate

The collection rate is calculated in accordance with the methodology defined in our approval specifications: volumes collected in year N divided by the average volumes placed on the market by our members over the previous three years (N-1 to N-3).



Active collection points*

Household EEE

13,256

Professional EEE

6,031

Lamps

16,020

Portable batteries and accumulators

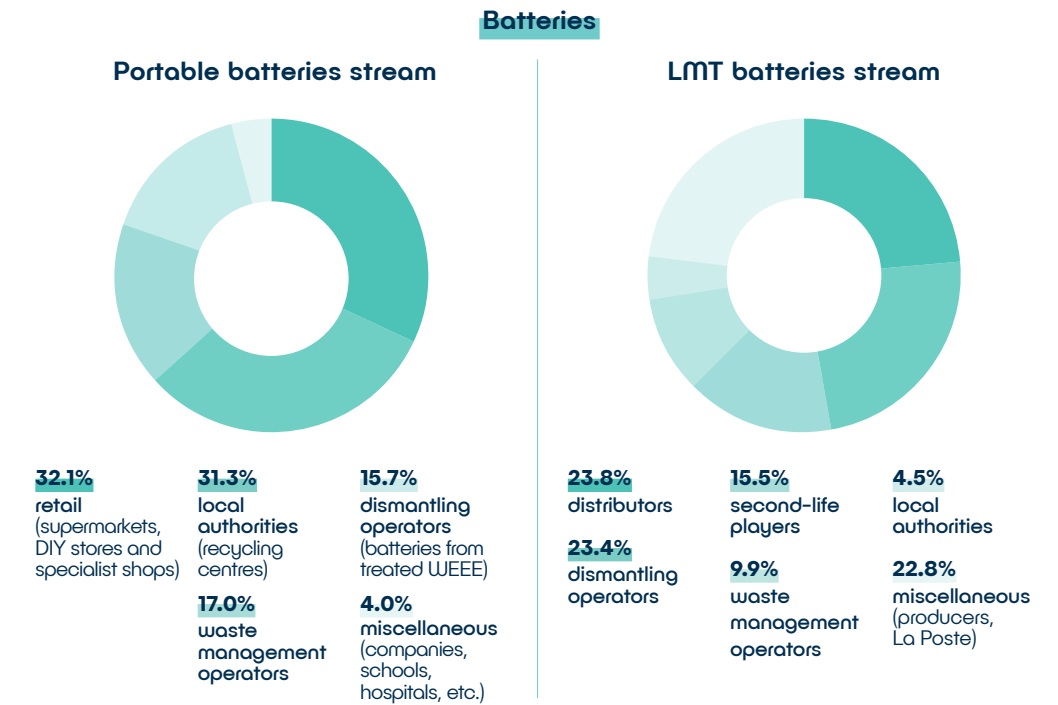
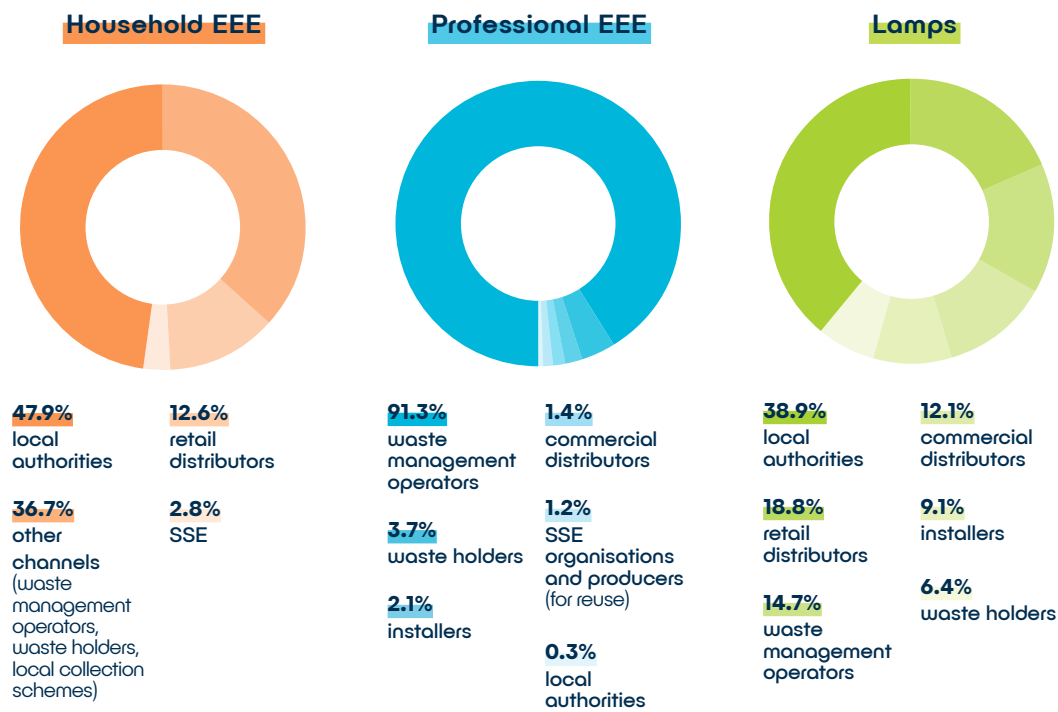
12,881

MTL batteries

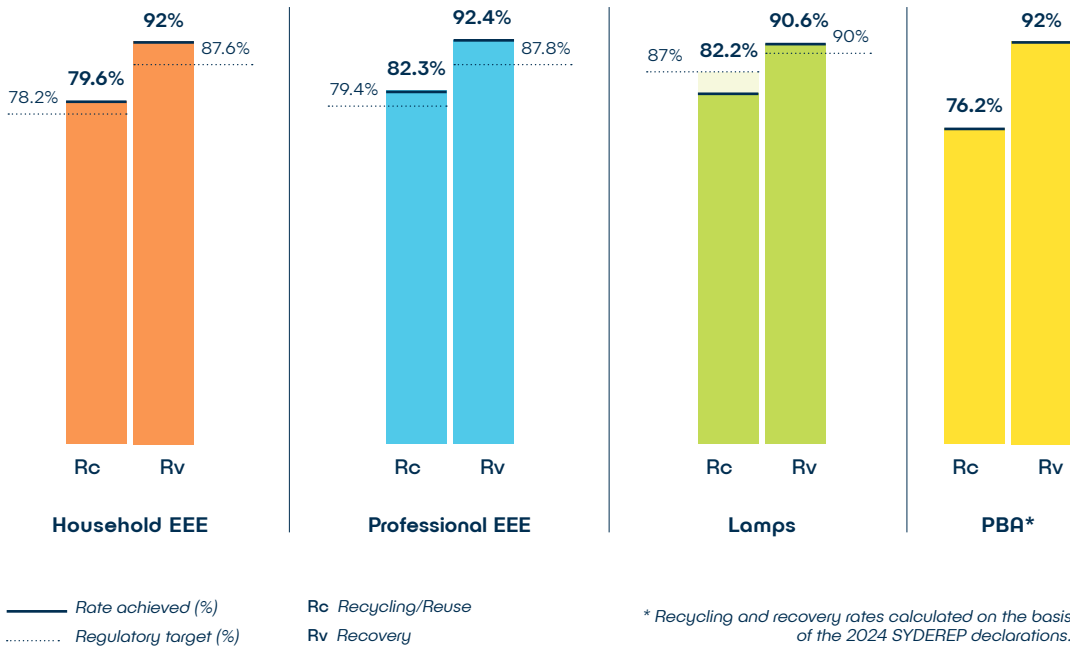
898

*having made at least one collection request during the year.

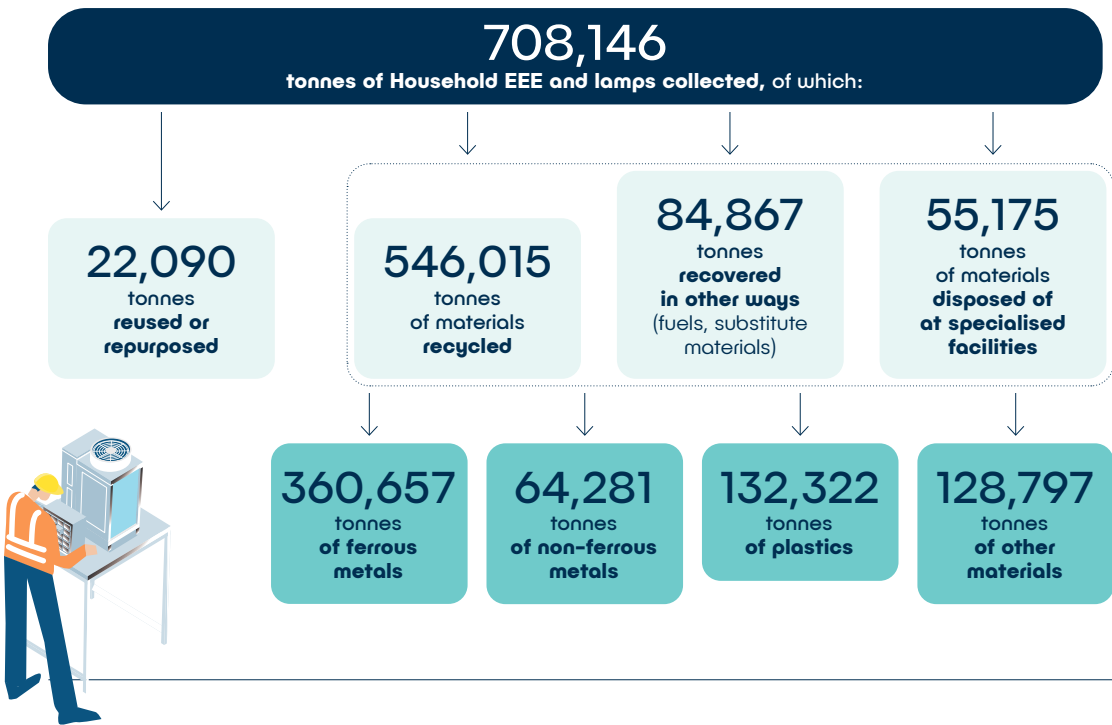
Breakdown of tonnages collected by channel



Recycling/reuse and recovery rates



Material balance



GLOSSARY

The acronyms that are found throughout the report are defined hereafter:

EQUIPMENT SECTORS AND FLOWS

- EV:** Electric vehicles
- HWT:** Hot Water Tank
- LED:** Light Emitting Diode
- LHA cold:** Large household cooling appliances
- LHA excl. cold:** Large household appliances - excluding cooling appliances
- LMT:** Light means of transport
- PBA:** Portable batteries and accumulators
- SHA:** Small household appliances
- SLI:** Starting Lighting Ignition
- (W)EEE:** (Waste) Electrical and Electronic Equipment

COMPONENTS AND POLLUANTS

- CFC:** Chlorofluorocarbons
- GHG:** Greenhouse gases
- HC:** Hydrocarbons
- HCFC:** Hydrochlorofluorocarbons
- HFC:** Hydrofluorocarbons
- PCB:** Polychlorinated biphenyls

OTHER ACRONYMS

- AGEC law:** French Anti-waste law for a circular economy
- CSR:** Corporate Social Responsibility
- DPP:** Digital Product Passport
- EPR:** Extended Producer Responsibility
- ESPR:** Ecodesign for Sustainable Products Regulation
- ESRS:** European Sustainability Reporting Standards
- EWWR:** European Week for Waste Reduction
- JNR:** National Repair Days (Journées nationales de la réparation)
- QWL:** Quality of working life
- R&D:** Research and Development
- SC:** Stakeholder Committee
- SSE:** Social and Solidarity Economy
- WMO:** Waste management operator(s)

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