



2022 Non-financial  
perform-  
mance  
state-  
ment

**inetum.** Positive digital flow

We are **digital** athletes

**inetum.**  
Positive digital flow

# We are **digital** enablers

## OUR MANIFESTO

We have entered the post digital transformation era.

An era in which needs and usages are continuously reinvented, and whose solutions do not yet exist.

In this constantly changing world, the challenge of companies and organizations is to adapt to the permanent digital flow that generates new economic, managerial and social opportunities.

We believe that this digital flow should serve the performance and the positive impact of companies, organizations and institutions on women, men, and society as a whole.

That's why our talents are here, to enable the perpetual renewal of companies by designing digital strategies that meet their business challenges. Starting from hands-on experience and usages, they co-build concrete,

agile solutions and integrate them in the unique ecosystem of each client.

A pioneer in the business, we have grown while staying true to the entrepreneurial culture and bold spirit of our beginnings. Our mission is to help you get the most out of this digital flow. We're ready.

Together, we'll shape this new digital world into a world of success and engagement for your company.

***Inetum, Positive digital flow***



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We are **digital** enablers

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## ENGAGE COLLECTIVELY, MAKE SUSTAINABLE PROGRESS

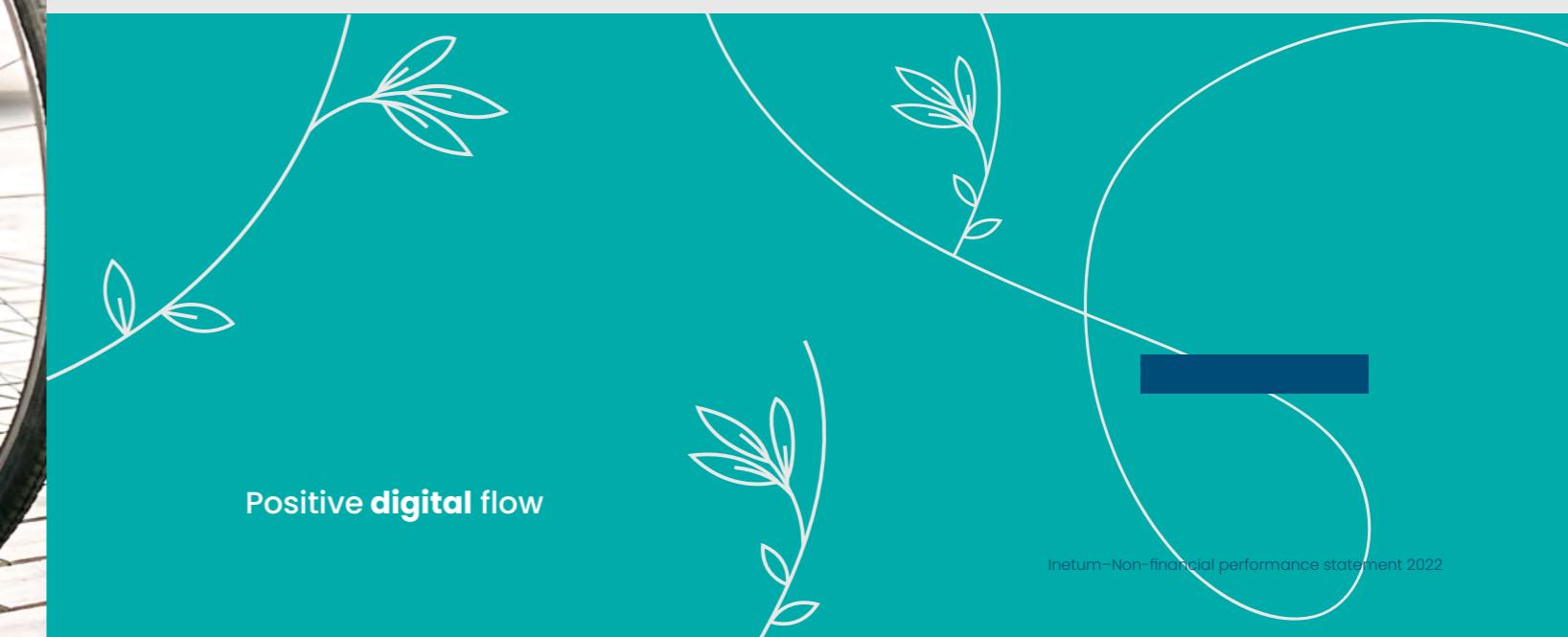
For several years now, we have been committed to a proactive corporate-responsibility policy that is consistent with the economic demands of our business and closely linked to the profound changes taking place in society.

Commitment from our employees, a quest for excellence, and ongoing innovation: this is our mindset as we support our clients in a world of post-digital transformation. Together, we are building a sustainable future. This corporate project embodies the values that we cultivate with our teams on a daily basis: ambition, team spirit, commitment, innovation, and social responsibility.

This chapter presents our strategy in terms of Corporate, Environmental and Social Responsibility, in particular to meet the new requirements of the

Non-Financial Performance Statement. This Statement sets out the Group's main non-financial risks and the policies implemented to address them, as monitored and measured by performance indicators and results.

This presentation includes the Group's business model as detailed in Section 1.1 of this document and a risk map as summarised in Section 1.2. Given our long-standing commitment to CSR, Section 1.3 incorporates the policies and actions we have been implementing for several years in response to the main CSR-related risks.



# OUR BUSINESS MODEL

## PROXIMITY AND AGILITY

21 service centres  
in France and abroad

## INNOVATION

7 FabLabs  
Paris, Nantes, Lyon,  
Ghent, Lisbon, Madrid,  
Casablanca  
(Warsaw in 2022)

## INDUSTRIALISATION AND AUTOMATION

+ responsiveness  
+ quality  
+ productivity



## ► OUR BUSINESS SECTORS

Supporting our clients' digital renewal and meeting their business challenges.



## ► OUR ACTIVITIES

We co-design concrete and agile solutions that fit into the unique ecosystem of each client.



## ► OUR PRACTICES

Digital Banking	Digital Retail	E-Healthcare	Digital Transport	Smart City
Digital Insurance	Digital Utilities	Smart Data & AI	Digital Telecom	Industry 4.0

## ► OUR ALLIANCES

SAP, Microsoft,  
Oracle, Salesforce

AWS, IBM, Sage,  
HRAccess, Google

PTC, Siemens,  
Dassault Systèmes

## ► OUR 5 VALUES & PRINCIPLES OF ACTION

**SOLIDARITY**  
We have a united entrepreneurial spirit.

**AMBITION**  
Our local strength fosters our global success.

**EXCELLENCE**  
Our culture of excellence is a product of our daring.

**ENGAGEMENT**  
We grow yet stay close to our clients.

**INNOVATION**  
We are constantly co-inventing the technology-based business of our clients.



## Our strengths

### OUR INDUSTRY

Deployed locally worldwide

## create value

Expertise and differentiators to boost the performance and address the strategic challenges of our clients.

## for a positive sustainable impact

Continuously closer and more agile to help our clients succeed in their projects.

Attract, retain and train employees in an environment conducive to the expression of their talent.

> 6,200 new employees  
> 3.3/5 score on the Glassdoor platform



€ 2.4 billion revenue in 2022

Sustainable 7,8% growth

### OUR TALENT

> 27,000 employees in 27 countries



Multiple and varied career opportunities for our employees, in an interactive environment.

### OUR GOALS WITH UPSCALE 23

A successful development strategy that combines organic and inorganic growth

Financial strength and long-term growth for our investors.

### OUR PARTNERSHIPS

Working with the best players in our ecosystem



Risk management and ethical excellence ensure responsibility and fair practices in our supply chains.

Ecovadis Sustainable Supply Chain Evaluation



### OUR CAPACITY TO INNOVATE

Tackling environmental issues



Making innovation useful to society at large and bringing positive effects through sustainable solutions that reduce our carbon impact.

- Offer innovative and sustainable solutions
- Contribute to circular-economy WEEE management
- Reduce our carbon impact

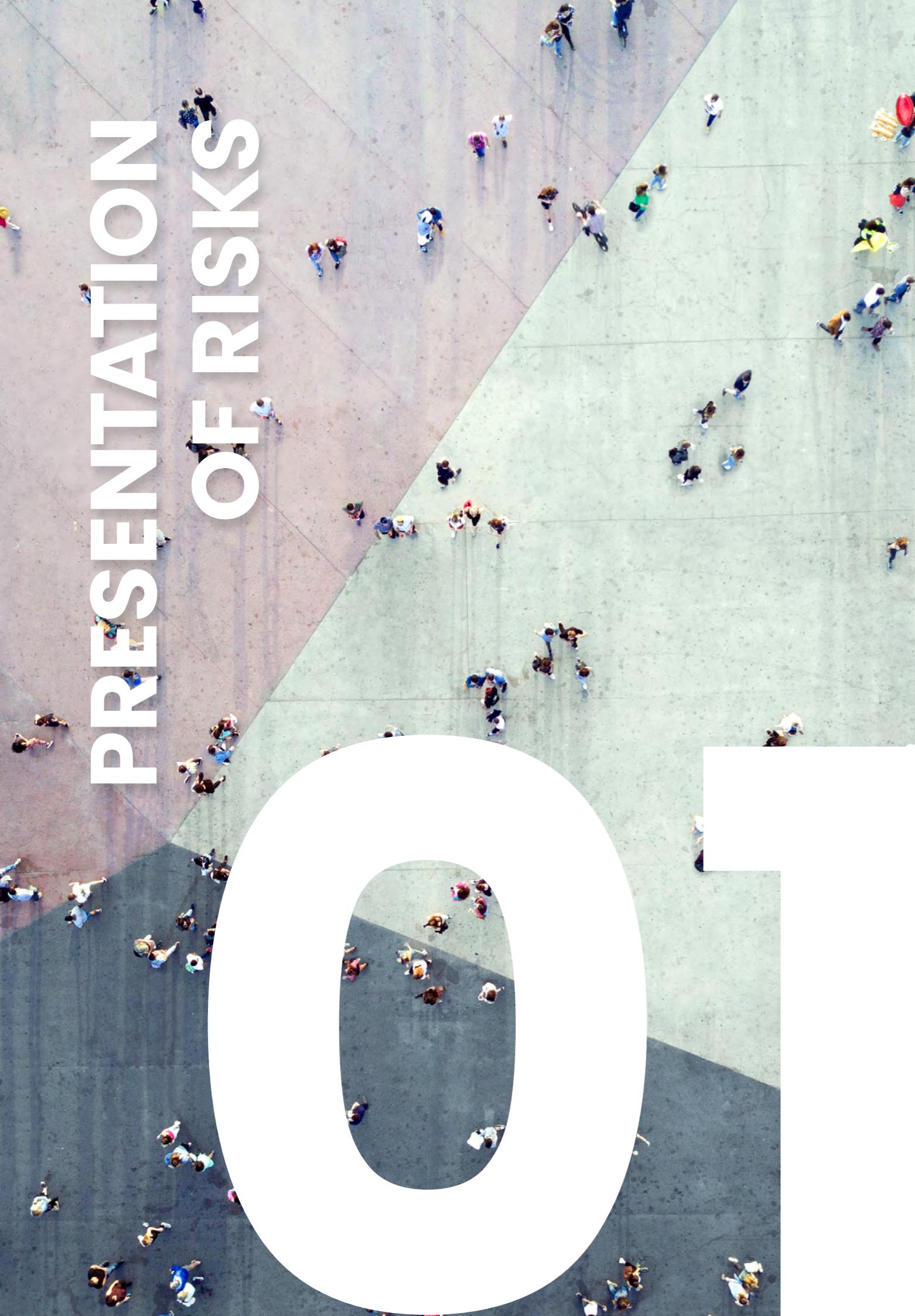
### OUR CSR GOALS

We lead a proactive policy of Corporate Social Responsibility. We are committed to designing and developing services and solutions that aim to reduce our environmental footprint and that of our clients.

Solidarity, ambition, excellence, engagement, and innovation... Our values are shared by our teams, our clients, our partners, and our suppliers.

In 2022, we confirm the EcoVadis label for the 10<sup>th</sup> year running. This certification recognises the Group's Social Responsibility towards the environment, human commitment, and skill development.

# PRESENTATION OF RISKS



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PRESENTATION  
OF RISKS

## 1.2 AT INETUM, CSR IS EVERYONE'S BUSINESS

Since 2006, we have been raising our teams' awareness of environmental issues and the impact of our business. What is the objective? To identify best practices and highlight emblematic actions to share with our employees and business partners. Depending on the country and site, the deployment and management of this approach are the responsibility of the departments in charge of Purchasing, Human Resources, Compliance, General Services, and Quality, or are sometimes directly supervised by the General Management of the country concerned.

### 1.2.1 OUR CSR RISKS: A SOURCE OF OPPORTUNITIES

Every year or two, we review the social, societal and environmental risks that could adversely affect our business model, image, or reputation.

This identification of risks is based on a collaborative approach involving all our departments and subsidiaries. A committee meets once a year to analyse and reflect on the main risks, and further meetings are held from time to time with dedicated contacts in each subsidiary and for each country where we operate.

In a service business faced with a scarcity of certain skills and new customer needs, human-resource risks are a major issue. These also vary according to the risks associated with regulatory compliance and the application of laws and codes. We do not have a data centre. This means that only the impact of our own business is taken into account in our environmental approach.

### 1.2.2 COMMITTED TO A SUSTAINABLE FUTURE

The identification and analysis of risks confirms that risk management offers the opportunity to innovate and implement actions that create value for all our stakeholders. The following table illustrates our commitment to creating a better world and a sustainable future for all.

Non-financial risks	Risk management	Opportunities	Issues	KPIs
Talent recruitment	Strengthen partnerships with schools / An events policy to recruit differently / Encourage work-study programmes for the younger generation / A win-win opportunity programme / A regular co-optation programme	Guarantee a wide range of career opportunities in an attractive environment	Attract talent	'Most Attractive Employer' certification Ratio of young people under 26 recruited in the total number recruited over the year Target for 2023: 23.6%
Talent retention	Individualised career paths / Pre-integration and integration programmes / An ongoing assessment system to offer motivating career prospects / Encourage mobility		Build employee loyalty	Indicator to monitor staff turnover Targets: below market trend
Employees' health, safety and well-being	Actions in favour of risk prevention, health and quality of life at work / Satisfaction survey on well-being and quality of life at work / Manage working-from-home as a new organisational model		Guarantee a safe working environment conducive to the expression of talent	Indicator to monitor the number of accidents in the workplace
Aligning our employees' skills with our customers' needs	E-learning to support training strategy Support employees' career paths, develop employees' skills - Inetum universities / Support transformation and introduce employees to professions of the future		Adapt our businesses and develop our skills Train our employees in new technologies Introduction to the professions of the future	"Top Employer" certification Indicator to monitor the number of people trained
Diversity and equal opportunities	Targeted actions in favour of the disabled / multi-generational diversity Deploy and raise awareness of gender equality in the workplace - partnerships to promote female leadership		Keep in step with the social diversity of our ecosystem	Ratio of the number of people with disabilities at 31 December to the total workforce Targets for 2023: 1.68%  Ratio of female VPs in the total number of VPs at 31 December Targets for 2023 15.38%
Supply chain	A Group Purchasing Charter for a sustainable relationship with our partners Alertness plan Third-party referencing (control via Altares)		Uphold our values within a responsible supply chain	"ECOVADIS" label Supplier CSR assessment Targets for 2023: Map the supplier risk and carry out a supplier-evaluation campaign.
Cyber-security Loss, alteration, or disclosure of data	Information security policy across all Group entities: -preventive measures to avoid security incidents -response measures in the event of an attack -post-incident measures to limit losses and impacts and to act against sub-attacks  A Group Quality-Security-Privacy Department that is involved in all the Group's countries: -ensure the security of the internal system -ensure compliance with Security rules on customer projects -deploy best practices, procedures and programmes  Appoint of Data Protection Officers Roll out training for all employees Cyber-attack management programme Governance deployed	A trusted partner to our stakeholders	Guarantee data protection for all our stakeholders Guarantee a secure system	Indicators and targets defined in the Group's Information System Security Policy and certified annually.  Process applications within the regulatory time frame.
Carbon footprint	Reduce the environmental footprint of our business and of our customers by implementing a digital sobriety approach	Work towards a sustainable planet	Address the goals set out in the Paris Agreement	Reduce the average carbon footprint per employee associated with our business by 3% per year
Societal impact of digital transition	Help our customers make a responsible and sustainable digital transition Ensure that digital transition does not aggravate exclusion	Generate value by offering innovative solutions	Guarantee digitally responsible services and solutions Propose solutions that meet our customers' sustainability challenges	Raise employee awareness of Sustainable IT Volume of solutions meeting sustainable development criteria

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## 1.3 OUR METHODOLOGY

### 1.3.1 NON-FINANCIAL PERFORMANCE STATEMENT: COLLABORATIVE, CROSS-DISCIPLINARY DESIGN

This report is the result of a collaborative effort by the Human Resources, Compliance and Legal, Purchasing and General Services, Quality- Security- Privacy, and Communications departments. We endeavour to produce the most relevant non-financial information with regard to our business model, our activities, and our main challenges and risks.

### 1.3.2 IDENTIFY AND COLLECT

The process of identifying and gathering information is based on a reporting protocol that is reviewed annually to incorporate changes in the Group's scope and new regulatory requirements.

Based on current regulations and taking into account the specificities of our business, we measure our progress in our main areas of corporate responsibility: social, environmental, supply chain, and ethics.

The scope used to calculate the various indicators is specified for each of the tables presented in the section on indicators. Note that social indicators exclude trainees and the CEO.

### 1.3.3 EXCHANGE AND SHARE

The collected documentary database has been organised and structured. Through collaborative workshops conducted by all Inetum Group departments involved in the design of this document, a detailed outline for this non-financial performance statement was established and an editorial line was determined.

## 1.4 OUR CHALLENGES FOR THE FUTURE

### 1.4.1 GUARANTEE A WIDE RANGE OF CAREER OPPORTUNITIES FOR OUR EMPLOYEES IN AN ATTRACTIVE ENVIRONMENT

#### ATTRACT TALENT

Like our competitors, we are faced with a shortage of talent in the digital sector. It is therefore vital for us to stand out from the crowd and attract the best candidates with a sense of service to support our customers' digital transformation.

To this end, we are pursuing an attractive HR policy: partnerships with leading universities, developing our employer brand, welcoming and supporting trainees and students doing their practical modules with us, with the aim of recruiting the best talent upon completion of their studies. We also offer our employees the opportunity to retrain in our professions, and a co-optation programme that enables our employees to be among our best ambassadors.

#### BUILD LOYALTY AMONG OUR EMPLOYEES

The quality of our services and the sustainability of our business are closely linked to the stability of our teams, whose long-term commitment depends on our ability to retain them. Professional development, career management, and functional or geographical mobility are focal points for us.

We also look after their well-being and encourage initiatives that improve the quality of life at work and a work-life balance.

#### GUARANTEE A SAFE WORKING ENVIRONMENT WHERE PEOPLE CAN FULFIL THEIR TALENT

Guaranteeing a safe and pleasant working environment for all our employees is one of our core concerns. For several years already, we have been rolling out a number of initiatives and programmes in this area that go well beyond the legal provisions in force.

#### DEVELOP SKILLS

In a world where technological innovation cycles are becoming ever faster, we need to constantly upgrade the skills of our employees. To this end, we have designed a training programme to enhance the Group's collective agility. It gives our employees the opportunity to acquire the skills they need to meet our customers' expectations and support them over the long term.

#### PROMOTE DIVERSITY

Diversity is a lever for the Group's performance. Beyond the ethical aspect, we see diversity management as a way to broaden our recruitment pools, reveal new talent, and enrich our collective intelligence. To this end, we are pursuing a proactive policy in favour of professional equality and access to employment for all. We encourage the inclusion of people with disabilities, promote cultural diversity and gender diversity in all our professions, and foster intergenerational exchange.

#### 1.4.2 ACT ACCORDING TO SHARED VALUES

#### GUARANTEE AN ETHICAL APPROACH IN OUR BUSINESS

In an increasingly virtuous legislative and regulatory environment, we make a point of ensuring that the entire value chain operates ethically and responsibly. This relationship of trust with our customers, partners and suppliers contributes to our legitimacy to provide long-term support in a world of responsible post-digital transformation.

#### GUARANTEE DATA PROTECTION

Protecting our employees' and customers' data is a guarantee of the trust and transparency we owe them. As a business partner, we support our customers in implementing secure systems that guarantee the protection of their personal data. We also ensure that our employees receive ongoing training to raise their awareness of cyber-risk situations and the associated actions to take.

## ENSURE A RESPONSIBLE SUPPLY CHAIN

Because we expect our suppliers to share our requirements and values, we pay close attention to our supply chain. Our Responsible Purchasing Charter underpins our relationships with our suppliers by ensuring that our commitments are respected throughout the value chain and by monitoring their CSR credibility.

## COMMIT TO SOCIETY

Our international presence is based on a vast territorial network that brings us into the midst of each region. This approach is a major differentiating factor in the eyes of our customers. It gives us an important social role. We contribute to the welfare of society by supporting many local associations.



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GUARANTEE A WIDE RANGE OF CAREER OPPORTUNITIES IN AN ATTRACTIVE ENVIRONMENT



The growth of an IT services company is intimately linked to its ability to put the best skills to work for its customers' projects.

The role of the Human Resources Department is to create the right conditions to attract the best talent and enable them to grow within the

company. This approach meets the expectations of all our stakeholders: our employees, by enabling them to progress in their careers; our customers, by providing them with the best skills to carry out their projects; and the company, by helping it to grow every day.

## **2.1 RECRUITMENT, A CORNERSTONE OF OUR STRATEGY**

### **HUMAN CAPITAL AND THE SOURCING OF TALENT ARE KEYS TO OUR DEVELOPMENT**

Our HR strategy aims to support the Group's business and growth, but also the well-being of all our staff. It focuses on the following:

- Cultivate a diversity of profiles, experiences, personalities, and ideas
- Attract, recruit, integrate, and retain talent by nurturing and preserving our DNA
- Offer a dynamic approach to skill building, career management, mobility, etc.
- Provide working conditions that promote the well-being and fulfilment of all our employees
- Maintain a social policy that guarantees employees' rights and protection

Our ability to recruit is one the keys to our success. In 2022, we recruited more than 8,571 people across all our regions. We persuaded some 6,251 candidates to join us in Europe, of which 2,739 in France and 2,114 in Spain, 1,989 in Latin America, and 440 in the rest of our locations.

Our employer brand focuses on the following:

- Our values and DNA
- Our projects, sectors, and core businesses
- A sustained professional dynamic: career path, trajectory, training, mobility
- Quality of life at work (agile and flexible work organisation)

To meet our recruitment challenges and enhance our attractiveness in an increasingly competitive market, we are investing in a number of tools with the aim of offering the best possible candidate experience:

- A career site to encourage people to join us
- A digital candidate journey
- A media plan to promote our employer image (LinkedIn, specialist press, etc.)
- Our presence on social networks, in particular LinkedIn
- Our co-optation schemes
- Our recruitment events

We have developed a uniform recruitment strategy to cope with a particularly tight market in all areas where we operate. To ensure that we are able to work with the best talent, we have implemented a number of initiatives:

**Co-optation programmes:** co-optation is an effective tool for ensuring quality recruitment.

Co-optation is well developed in France, where it accounts for 28% of all recruitments, and in Spain, where 20% of the talent that joins us comes from our employees' professional networks.

The Inetum Group has put in place a policy aimed at the younger generation, which is at the heart of its recruitment strategy.

Our aim is to train and pass on our knowledge, and we pursue an active policy of traineeships and work-study contracts (over 300) every year.

Every year, more than 50 school initiatives (forums, workshops, conferences) are organised, the main objectives being to introduce young people to our businesses, support educational programmes, and communicate our values and commitments to a younger generation.

We are also present at various events organised by schools, to talk about our businesses and help young students define their future careers. We participate in university chairs. We run our own programmes at universities such as the Universidad Politécnica de Madrid (UPM), where we coordinate the Inetum Chair of IT Business and Digitalization; Youth programmes: the training and support programmes we are developing enable us to welcome young people on vocational training courses within the Group.

We also take part in a number of recruitment events, such as Digital Job XP and Job Data, to promote Inetum and recruit our future employees.

Hundreds of young people are welcomed at the various Inetum offices. These include "digital natives", a highly sought-after population that is difficult to recruit, and for whom social media play an important part in their decision-making process. They do not hesitate to judge the reputation of companies on the web. In the Glassdoor opinion survey, Inetum gets a 3.4/5 rating; employment support: in several countries, especially Portugal (via the local action plan for digital transition) and France (via the 'Chance' programme), we are involved in initiatives to help people retrain for our businesses. These programmes, which are part of local government policies, are a response to the skills shortage we are facing everywhere. They are also in line with the social role that our companies fulfil locally; communication: we regularly use social media to communicate about our sponsorship initiatives.

The indicators and targets associated with the recruitment of young employees are presented in the section "**NON-FINANCIAL PERFORMANCE INDICATORS (KPIs)**", "**PERFORMANCE INDICATORS AND TARGETS ASSOCIATED WITH THE RECRUITMENT OF YOUNG EMPLOYEES**"

## **2.2 TALENT INITIATIVES AND RETENTION**

### **PRE-INTEGRATION AND INTEGRATION PROGRAMMES: BECAUSE IT IS ESSENTIAL TO MAINTAIN THE LINK**

We pay particular attention to pre-integration programmes for new talent. The pre-integration programme includes a word of welcome from our Chairman and CEO, and a presentation of the Group's values, our HR policy, and highlights of the year.

Once they have joined the Group, employees take part in an induction programme during which they are introduced to their contacts, our tools, and all the information they need to facilitate their integration and their first steps in the company.

We strive to improve the recruitment process, and are keen to identify areas for improvement. To this end, we submit recruitment and induction questionnaires to new employees.

When an employee leaves the Group voluntarily, an "off-boarding" process is applied. In concrete terms, the outgoing employee is invited to share their experiences with the Inetum teams. This exercise enables us to develop our HR practices and policies.

### **THE APPRAISAL INTERVIEW: AN OPPORTUNITY TO DEFINE THE ROAD AHEAD**

Joining Inetum means joining an international Group working with major companies on innovative projects. In a constantly changing environment, every employee must be able to progress and define their own professional journey. The appraisal interview conducted by the manager is an invaluable tool that enables each employee to obtain a clear view of their job situation within the Group.

Appraisal interviews have a dual purpose: to discuss with each employee how well they have mastered their job through skills assessment, and to find out what the employee expects in terms of career development. At the end of the interview, an action plan including concrete milestones (training, more duties, regular feedback, etc.) is established with each employee.

In addition to the annual appraisal interview, other opportunities for discussion can be offered to our employees. These interviews provide a medium-term vision of an employee's professional journey within the Group, and are an opportunity to discuss the next steps in their career development. An action plan can then be drawn up, directly linked to the changes identified.



At Inetum, we believe that everyone plays an active part in their own career, depending on their ambition, potential, performance, and available opportunities. Internal mobility is one of the keys to our employees' development. Given the diversity of our businesses and geographical locations, we offer a wide range of career prospects. The mapping of our business lines provides us with a clear vision of possible career paths, enabling us to support our employees towards their professional goals.

## ADAPT OUR SKILLS

As well as building customer loyalty, it is vital for the Group to anticipate changes in our markets and our clients' needs. Training programmes are offered. They enable our employees to be certified in the most enabling technologies: Cloud, SAP, Microsoft, and Low Code.

We also want to position ourselves as a learning organisation. Our e-learning platform, Inetum Learning Academy, is rolled out Group-wide and enables our experts to share their knowledge within our learner communities. There are also courses on security, AI, management, design thinking, and Sustainable IT.

## ENCOURAGE MOBILITY

We encourage and facilitate internal job and/or geographical mobility. Each employee has access to all vacancies within the Group and can apply for them.

We offer career opportunities in our main locations: France, Spain, Portugal, Colombia, Mexico, Brazil, the United States, Morocco, Côte d'Ivoire, Angola, Tunisia, Belgium, Poland, Switzerland, Romania, Singapore, England, China, Austria, Sweden... International mobility offers many advantages, including a wealth of experience, shared skills, and an open mind. It also enriches the company.

## 2.3 QUALITY OF LIFE AT WORK TO FOSTER THE GROWTH OF TALENT

### QUALITY OF LIFE AT WORK, AN ONGOING OBJECTIVE

Promoting employee well-being and quality of life at work are objectives that the Group has been pursuing for several years. These objectives are achieved by choosing workspaces that are conducive to professional growth, implementing an action plan to maintain contact and encourage team spirit, and keeping up direct channels of communication with employees.

The various entities regularly ask employees about their satisfaction with Inetum, their team, and/or their mission.

The consolidated results of these surveys enable us to identify areas for improvement and develop appropriate responses, for the benefit of all.

## A "NEW WAY OF WORKING"

The changes to our sites in 2022 in the various countries where we operate provided an opportunity to rethink our working methods and offer employees a hybrid, flexible working model that combines the best of working on site or from home: the former facilitates exchanges and creates cohesion, while the latter reduces travel time.

Our sites are designed to offer a range of open-plan areas that are conducive to team-building, conviviality, networking, and welcoming our external contacts, as well as more secluded areas that are more conducive to concentration and individual work.

In France, the various business departments were involved in the process of moving our head office to Stories, with the aim of providing a workplace that balances well-being and productivity. The building combines the best of the traditional model and new ways of working, with an ongoing emphasis on flexibility, trust and mutual commitment between the company and its employees.



## REMAIN UNITED, SUPPORTIVE, AND OPEN TO THE WORLD

The quarterly international newsletter #WEAREINETUM helps to keep in touch across the Group and highlights unifying initiatives. It brings together news from Inetum, with sections offering:

- an update on the Group's strategic plan and presentations to familiarise employees with our service offering,
- highlight events relating to Human Resources policy and CSR initiatives,
- testimonials from employees to get real feedback from the different areas,
- announcements of national and international initiatives and challenges undertaken within the Group.

Regarding the last point, highlights that stood out in 2022 were a worldwide Easter Egg challenge, sharing listening pleasures on World Music Day, Inetum taking 3rd place in the "20 KM de Paris" corporate running challenge, and the creativity and boldness of our employees during the Christmas Sweater Challenge.

## PROTECT OUR EMPLOYEES' HEALTH AND PREVENT RISKS

The Group's international offices each apply regulations in line with their local legislation on health and safety in the workplace, and make a point of identifying the occupational risks inherent to our business sector and drawing up preventive action plans to deal with these risks.

Our entities in Romania and Spain are ISO 45001 certified for their implementation of an effective Occupational Health and Safety (OHS) management system to reduce the risk of accidents in all areas of the company.

In 2022, an awareness-raising programme was held by videoconference during Quality of Life at Work Week, on various topics such as gestures and postures and sedentary work, visual fatigue due to screens, and healthy eating habits that should be encouraged.

## 2.4 TRAINING: A MAJOR ASSET FOR OUR HR POLICY

### TRAINING POLICY

It is vital for us to help our employees grow and adapt their skills to market developments. Our ability to give our employees access to a comprehensive range of technical, business and personal-development training courses is a major asset.

Every year, we redefine the training programmes best suited to the changes in our ecosystem. Technical, business, and managerial training courses enable us to adapt the skills of our employees to changes in our market and in the way work is organised.

Aware of the need to continually enhance the expertise of our employees, we continuously offer new training courses: a Delivery course to become a project manager, the Project Director University, a Sales course to support our sales teams, the Data Academy to support the upskilling of our Data profiles, and a Leadership programme to support our talent.

We measure the effectiveness of these training programmes through evaluations that measure employees' satisfaction level once they've completed these programmes. We also ensure that skills are acquired effectively. It is essential to be able to adapt our training offer on an ongoing basis.

### INETUM LEARNING ACADEMY

As part of our ongoing skill-development and career-advancement programme for our employees, we have established an Inetum Learning Academy. This digital learning platform is run by experts from the Inetum Group and is aimed at all employees. To date, more than 300 training courses are available at Group level, accessible to all 23,000 employees. Deployed in 2019, the Inetum Learning Academy at the time offered all international subsidiaries a training programme : "Do you speak AI?" on artificial intelligence, compliance, and IT security. In 2022, it was expanded to raise awareness and train employees in IT Sustainability. The platform is also used as part of a blended approach in our business courses.

The digitalisation of training and the arrival of Millennials on the job market are all factors that lead us to promote the concept of the learning company through this platform. "Learn at your own pace, when you want, where you want" is our training philosophy, strongly supported by the Inetum Learning Academy.

The platform also enables us to monitor our ability to deliver our training programmes in real time. It is essential to ensure that our people acquire the knowledge required for the projects we carry out for our clients.



## **2.5 DIVERSITY: A WEALTH TO BE PRESERVED**

### **IN TUNE WITH THE SOCIAL DIVERSITY OF OUR ECOSYSTEM**

#### **GENDER EQUALITY IN THE WORKPLACE**

We promote professional equality in all our locations. In 2022, 28% of our global workforce was female.

Our sponsorship over the past six years of the Women in Africa project, which supports African women – students, entrepreneurs or leaders – in building their professional future, is part of this dynamic.

In 2022, the Group strengthened this commitment by becoming the first partner and founding sponsor of SISTEMIC, an innovative initiative to promote science, technology, engineering and mathematics among women. This support is a natural extension of the Group's commitment to raising young people's awareness of IT and digital professions, and to furthering the training and inclusion of women in digital technology fields. In line with this ambition, the Group signed the "Manifesto" (<https://www.inetum.com/fr>) for the retraining of women in digital professions, an initiative of Syntec Numérique and Social Builder.

In France, our actions in favour of access to employment, professional promotion, remuneration and professional training have enabled us to obtain a score of 92/100 for 2022 in terms of gender equality within the Inetum France and Inetum Software France (Economic and Social Unit) entities of the Group.

The Group is governed by a Chairman and Chief Executive Officer (CEO) and a limited number of key managers with the title of VP, divided between Corporate VPs, Executive VPs, and Group VPs. The Group's main activities are under the responsibility and management of the Corporate VPs; the Executive VPs and Group VPs are responsible for implementing the objectives defined by the Corporate VP. Each VP is officially appointed by the CEO, and depending on their position participates in various committees and governance bodies.

The Group has set itself the goal of promoting the appointment of more women to its senior management bodies, and of integrating this approach into its diversity policy. This is why, from 2022, the Group has established a quantifiable target for the percentage of women among its VPs, with a long-term goal of 20% female VPs in managerial positions by 2028.

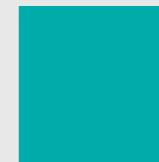
The indicators and targets associated with increasing the number of women in managerial positions are presented in the section entitled "NON-FINANCIAL PERFORMANCE INDICATORS (KPIs)", "DIVERSITY", and "PERFORMANCE INDICATORS AND TARGETS ASSOCIATED WITH MORE WOMEN IN MANAGERIAL POSITIONS".

#### **A GLOBAL ASSET**

In 2022, we were present in 27 countries, with over 60 nationalities represented. This cultural asset is one of the pillars of the Group. We are keen to preserve these local roots at each of our locations around the world. Capitalising on our rich international diversity makes us accessible to all the cultures that make up Inetum's identity. The international newsletter is fully in line with this approach. It is published in English and distributed to all Group employees.

#### **GENERATIONAL DIVERSITY: SHARING AND TRANSFERRING KNOWLEDGE BENEFITS EVERYONE**

The average age of the Group's employees in 2022 was 40.3. Supporting young people in their professional integration is one of Inetum's key ambitions, with a dynamic policy of developing partnerships with our target schools. We also provide personalised support for senior employees through skill assessments and VAE (skill accreditation).



## DISABILITY AS A LEVER FOR DIVERSITY

Promoting equal opportunities and making our career opportunities accessible to people with disabilities is a major concern for the Group. Our ambition is to create favourable working environments so that everyone can express their talent, whatever it is that makes them unique. To this end, we are actively recruiting and supporting employees with disabilities in the countries where we operate.

In 2022, we continued our joint work in the three main countries where the Group operates (France, Spain, and Portugal) with the aim of making legislative and cultural diversity part of our approach to disability. Our shared objective in terms of the proportion of disabled people at the end of the year in relation to the total workforce, was achieved by 2022.

The indicators and targets associated with the employment of workers with disabilities are presented in the section "**NON-FINANCIAL PERFORMANCE INDICATORS (KPIs)**", "**DIVERSITY**", and "**PERFORMANCE INDICATORS RELATED TO THE EMPLOYMENT OF WORKERS WITH DISABILITIES**".

**Our differences  
bring us together**



A TRUSTED PARTNER  
TO OUR STAKEHOLDERS



Our values and ethical principles are an integral part of our Group culture. These values and principles are set out in our Ethics Charter, which applies to all Group companies. It guides the proper conduct of the Group's business and forms the common foundation on which all Inetum's policies and commitments relating to business ethics and compliance are based.

In line with the culture of integrity and compliance that it promotes, the Group has set up an Ethics and Compliance programme aimed at ensuring respect for human rights

### **3.1 ETHICAL COMPLIANCE IS A CORE CONCERN FOR THE GROUP**

#### **A RESPONSIBLE PLAYER IN MANAGING OUR BUSINESS**

The Group's senior executives are strongly committed to Compliance and Ethics. They contribute to the various initiatives led by the Group Legal and Compliance Department. This commitment at the highest level of Inetum is reflected in strong actions aimed at making Compliance and Ethics a pledge of trust towards our employees and partners.

#### **COMPLIANCE AND AUDIT COMMITTEE**

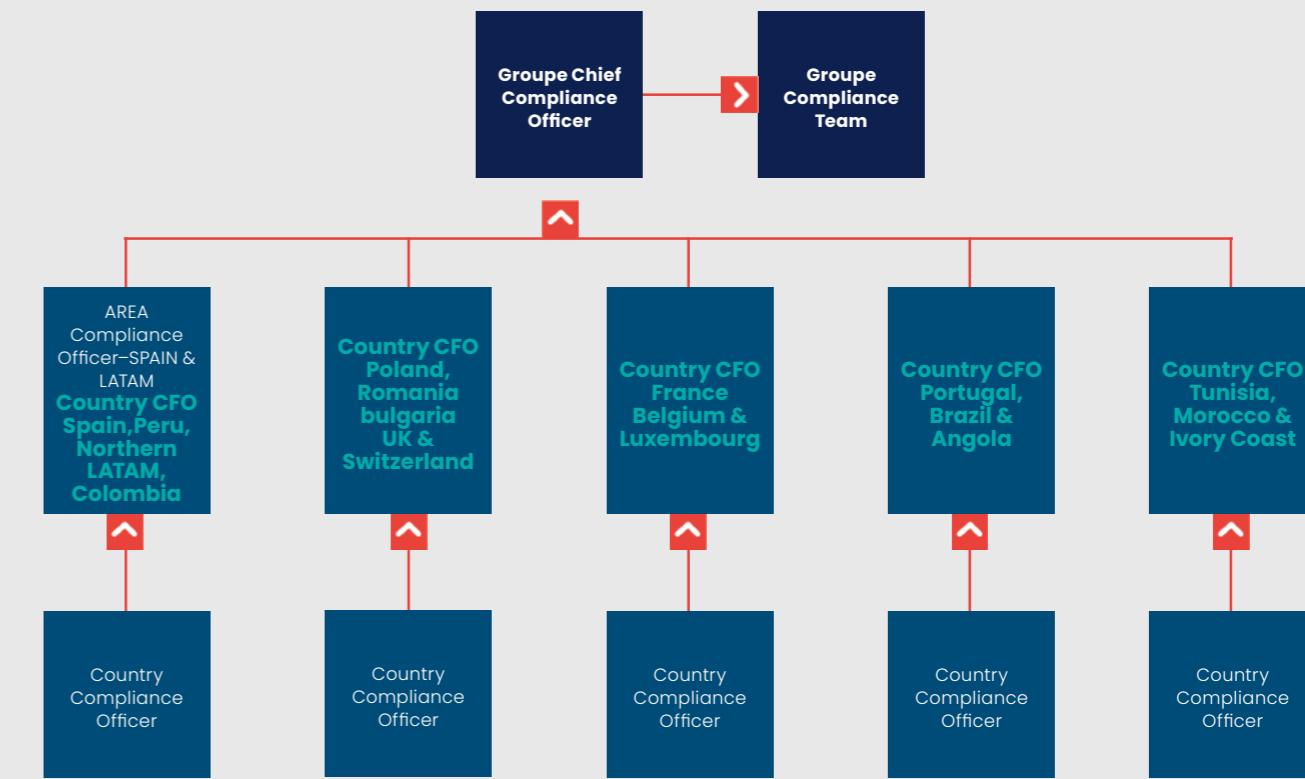
In 2022, the Inetum Group held several Compliance Committee and Audit Committee meetings to define and monitor the mapping of corruption risks (see below). It was also within this governance framework that the results of the mapping exercise were presented to the Group's Executive Management, and risk mitigation measures were defined and validated.

and fundamental freedoms, preventing any form of corruption, conflict of interest, influence peddling or anti-competitive practices, guaranteeing respect for our values within our supply chain, preserving the confidentiality and protection of customer, partner and supplier data, and adopting actions to promote sustainable development.

In addition, the Group's risk map identifies non-compliance with laws, regulations and compliance rules as one of the major risks.

### **A NETWORK OF COMPLIANCE OFFICERS**

In 2022, the Inetum Group continued its policy of expanding its network of Compliance Officers to ensure that there is a Compliance Officer in every country where Inetum operates. Along with the Group's growth, new local Compliance Officers have been appointed, for example in Bulgaria following the acquisition of Do IT Wise.



### **AN UPDATED CORRUPTION RISK MAPPING**

In accordance with Article 17 of the Sapin II law, the corruption risk map was updated in collaboration with specialist teams at Mazars. Following a presentation of the objectives, characteristics and stages of the mapping process to Group General Management in January 2022 and then to the Group Compliance Committee in February 2022, work continued throughout the first half of the year and in July 2022 submitted a report to Group General Management.

## DEFINITION OF A NEW POLICY ON FAIR COMPETITION

As part of the commitment to Compliance and Business Ethics promoted by the members of the Group Executive Committee, in 2022 Inetum adopted a new policy on fair competition practices with the aim to promote healthy competition in the markets in which the Group operates. This policy, which applies to all Group entities, was presented at a monthly meeting of Compliance Officers and then distributed, with training and e-learning supervised by them.

## MODERNISING AND UPDATING THE INTERNAL ALERT SYSTEM

The adoption on 21 March 2022 of the Waserman Act that strengthens the protection of whistleblowers led to an update of Inetum's internal alert system. The internal alert procedure was amended in line with the changes in the regulatory framework. Inetum took this opportunity to modernise the way in which alerts are collected and processed by Compliance Officers, by subscribing to an outsourced platform: Whispli. The platform went live in November 2022 and is available in the main languages used within the Group, making it accessible to all Group employees.

## GUARANTEE A SECURE SYSTEM FOR DATA PROTECTION

Given that the processing of our clients' data forms the epicentre of our business, the Group's primary objective has always been to scrupulously guarantee the protection of the data entrusted to it.

Our management system defines the roles and responsibilities, processes and procedures to ensure the availability, integrity and confidentiality of data, whether internal (from employees or job candidates), external (client data used for services), personal, sensitive such as health data, classified or secret.

Continuous legal monitoring enables us to anticipate and respond to all the regulatory, legal and standard-setting requirements of the countries in which we operate, particularly regulations relating to the protection of personal data and sector-specific regulations (e.g. banking and insurance sector, vital customers and operators, health sector, public sector, state sovereignty restrictions, defence, and the security of states or their federations).

The technical and organisational measures applied comply with the most demanding norms and standards, such as the European Commission's contractual clauses that govern the transfer of personal data outside the European Union, ISO 27001 (security), ISAE 3402 (outsourcing), "Health Data Hosting" certification, and the NIS directive (communication networks).

More specifically with regard to personal data, Inetum has set up a network of data protection officers. The DPO monitors compliance with regulations and ensures, whether as data controller or data processor, that all aspects of the applicable regulations are complied with: types of data, exercise of individuals' rights, processing and geography, procedures and certifications with regard to the authorities, etc. It may be contacted at any time by any person wishing to access, modify, delete or rectify their data. They serve as point of contact for the Group's clients, but also for the supervisory authorities, to whom they report any incidents in accordance with the applicable regulations. They supports the development and implementation of the awareness programme.

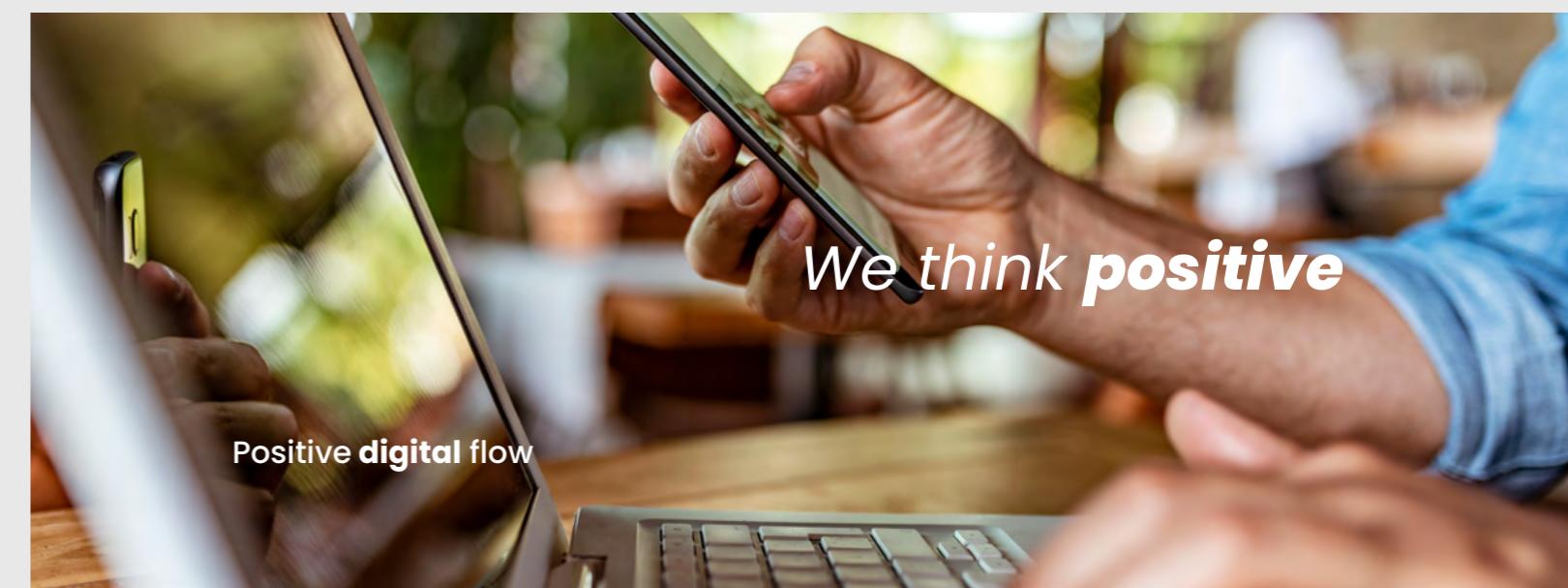
All employees are trained in data protection, personal data processing requirements, confidentiality, cybersecurity risks and best practices to prevent data breaches.

A Personal Data Management Plan (PDMP) and a Quality and Security Plan (QSP) complete the contractual clauses included in the service contracts negotiated and signed with our clients. These allow delivery teams to take operational account of project compliance and customer requirements.

The software and services designed by Inetum come with a built-in security and privacy component by default.

The same high standards are applied to data relating to all our stakeholders: consultants, job candidates, subcontractors, suppliers, prospects, clients, shareholders, and visitors.

Protection and vigilance concern us all. Everyone can use the appropriate systems to report any security, fraud or non-compliance event or risk.



Internal and external audits verify certification requirements and the application of procedures. This allows continuous improvement of our system.

An annual report is presented to the Executive Committee. It covers changes in risk and in the Group's exposure to new geographies, activities, and even its clients. It also includes indicators for the period (e.g. number of requests from data subjects to exercise their rights of access).

The indicators and objectives associated with processing requests for access to personal data are presented in the section entitled "**NON-FINANCIAL PERFORMANCE INDICATORS (KPIs)**", "**GUARANTEE A SECURE SYSTEM FOR DATA PROTECTION**".

In addition to these provisions, Inetum protects itself against cybercrime in particular.

While it is not possible to list all the measures implemented, so as not to compromise them and to preserve their effectiveness, the following can be mentioned:

- a certified Information Security Management System,
- a permanent, real-time organisation and tools for monitoring attacks and suspicious activities, and for alerting and remediating vulnerabilities in all the technologies we use,
- a Security Operation Centre belonging to Inetum,
- formal, tested processes for organising business continuity and corporate resilience,
- a practice of cybersecurity experts whose services are also available to our customers.

## UPHOLD OUR VALUES WITHIN A RESPONSIBLE SUPPLY CHAIN

### A GROUP-WIDE RESPONSIBLE-PURCHASING CHARTER FOR SUSTAINABLE RELATIONS WITH OUR PARTNERS

According to the Group's risk map and the duty-of-care principle, supply-chain risks are not a primary risk factor for Inetum.

Several years ago, we launched a responsible-purchasing programme aimed at aligning the supply chain with the Inetum Group's challenges. This programme enables us to optimise our purchasing processes, incorporate the latest regulatory requirements, in particular duty of care and the Sapin II law (see the following section on "Duty of care and choosing subcontractors who share our values"), and manage any risks related to supply chain.

In its purchasing policy, the Inetum Group has always made a point of not working with suppliers who do not meet current ethical standards. Several years ago, we introduced a Responsible Purchasing Charter, which must be signed whenever a subcontractor enters into a business relationship with Inetum as part of a contract or invitation to tender. We commissioned PROVIGIS, a company that specialises in the collection and verification of suppliers' regulatory and legal documents.

In 2021, we rolled out a supplier and subcontractor compliance system (ethics and compliance questionnaire) in France. Since July 2021, French suppliers we work with that have a turnover of more than €5K must file their legal documents and complete the Responsible Purchasing Charter, as well as the Ethics and Compliance Questionnaire before they can be listed in our information systems.

## DUTY OF CARE AND CHOOSING SUBCONTRACTORS WHO SHARE OUR VALUES

In accordance with Act 2017-399 of 27 March 2017 on the duty of care of parent companies and contractors, the Group's vigilance plan aims to detect and prevent risks of serious violations of human rights, fundamental freedoms, health, personal safety and the environment.

The Group's plan is as follows:

- map the risks for each country to identify, analyse and prioritise the risks arising from the Group's relations with its subcontractors and suppliers;
- assess our subsidiaries, subcontractors and suppliers with whom we have an established business relationship, based on the risk map;
- include CSR clauses in contracts;
- do internal checks on all our subsidiaries via social and environmental audits, at all levels of the value chain (assessments, audits, reporting), and have a vigilance plan steering committee which meets every six months. Annual reports are submitted to the Executive VPs to monitor the prevention and assessment measures implemented within the Group;
- roll out of the Compliance programme as described above (see "**A RESPONSIBLE PARTNER IN MANAGING OUR BUSINESS**"), which includes a system for alerting and collecting reports on the possible or actual occurrence of risks.

In the light of any changes in risks, the monitoring of mitigation measures and the development of the Group's activities, our vigilance plan is reviewed every year.

For newly acquired companies, reasonable vigilance measures are gradually implemented as they are integrated into the Group's systems.

In 2018, Inetum focused on rolling out its compliance programme and signing the Responsible Purchasing Charter and its associated questionnaire for each new subcontract.

In 2019, the Group signed a partnership with the company EcoVadis to carry out audits and ensure real-time monitoring via a dedicated platform, of strategic suppliers likely to represent a risk with regard to the provisions of the Sapin II Act and duty of care.

This partnership involves making a CSR assessment part of the Group's strategic supplier selection process. These assessments provide each strategic supplier with essential information (rating, benchmark, position in the sector, etc.) to help them decide whether to maintain their listing or to be removed from the list.

In 2022, the database was updated with the removal of 86 suppliers who had become inactive and the integration of 75 new active suppliers.

#### Résultats EcoVadis

	France	Worldwide (including France)
	Number of suppliers	Number of suppliers
Assessed	126	140
Under assessment	23	27

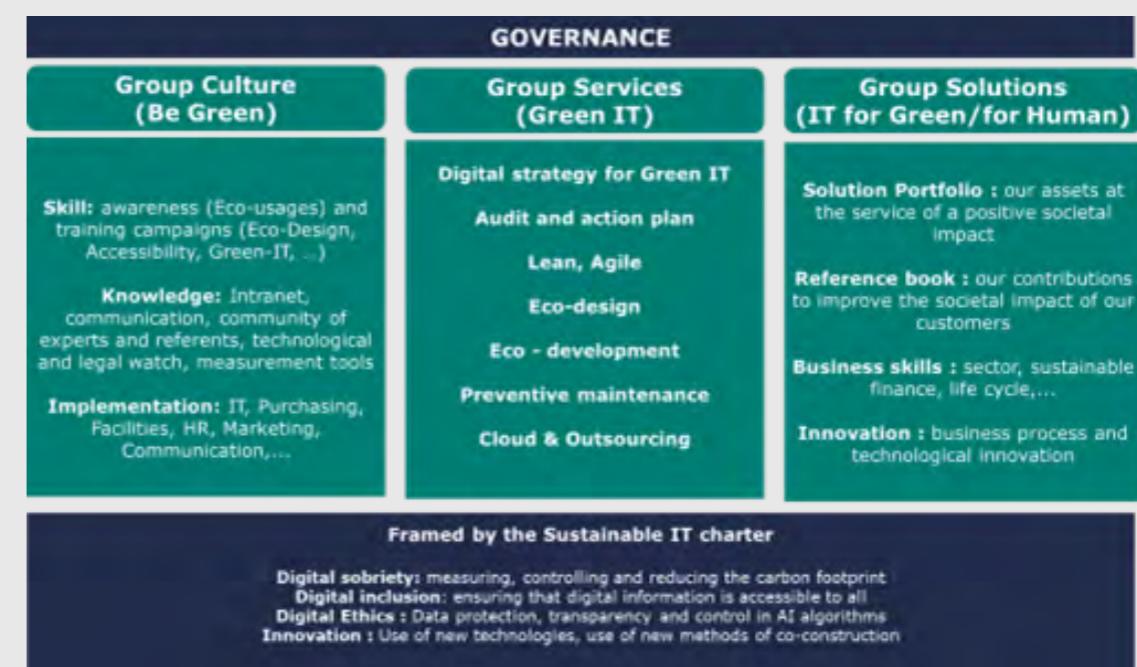


The average score of our assessed suppliers is 58.9 (55.6 in 2021), while the average score recorded by EcoVadis is 44.9 (43.8 in 2021).

Supply-chain indicators and objectives are presented in the section "**NON-FINANCIAL PERFORMANCE INDICATORS (KPIs)**", "**UPHOLD OUR VALUES WITHIN A RESPONSIBLE SUPPLY CHAIN**"

## 3.2 SUPPORTING OUR CLIENTS TOWARDS A RESPONSIBLE AND SUSTAINABLE DIGITAL TRANSITION

Our commitment to sustainable development, set out in our Manifesto and reflected in our CSR policy, is embodied by the solutions and services we offer our clients. In 2021, the Inetum Group launched its "Green Positive Project" programme based on the Sustainable IT Charter, which focuses on 3 areas: Culture (Be Green), providing sober, inclusive and ethical services (Green IT), and offering solutions to meet our clients' sustainable-development challenges (IT for Green, IT for Human).



- The **Culture** section includes a programme to raise our employees' awareness of Eco-Gestures (Newsletters & Challenges), provide an internal knowledge base, and make our employees aware of responsible digital habits (see section on "from awareness to acculturation").
- **Green IT** involves the use of best practices in the projects and services entrusted to us (see section on "Implementing operational practices").
- **IT for Green** refers to the development of our business expertise (sustainable finance, responsible purchasing, energy efficiency, circular economy, smart building, and smart working) and solutions to help our clients meet their social challenges (see "Our solutions for a positive impact").

## FROM AWARENESS TO ACCULTURATION

In addition to the Group and Country Newsletters, which raise awareness among our employees about the environment, inclusion, well-being at work and ethics in line with the global sustainable development agenda, our Learning Academy platform provides a self-service Sustainable IT awareness and training programme, incorporating modules developed by the Institut du Numérique Responsable.

The awareness-raising module looks at the challenges of digital technology, its positive and negative impacts, and the added value of a Sustainable IT approach

The training module makes learners familiar with the approach and with the relevant standards and best practices, with a view to implementing them in IT services.

It includes:

- the causes of digital technology's environmental footprint;
- the economic and social impact of digital technology;
- responsible digital technology as a means to take action for the planet and for mankind;
- the keys to action by adopting good practices at work and in everyday life;
- standards and regulations applicable to the digital sector;
- the GR491 reference manual.

The awareness and training programme ends with a knowledge acquisition test

Over 1,350 people registered between September 2022 and March 2023.

In addition, we encourage our employees to develop their skills in the technologies and methodologies that contribute to the accessibility and eco-design of digital services (with the possibility of obtaining certification).

In 2022, 530 trainees in France took 1,495 days of training in methodologies and technologies that contribute to digital sobriety and accessibility (Lean, Agile, UX Design, Accessibility, Architectures, Low-code, Continuous Integration, DevOps, Virtualisation, Automation, and ISTQB).



*We stay in the flow*

## IMPLEMENTING OPERATIONAL PRACTICES

The operational implementation of best practices in the projects and services we offer is based on the guidelines published by reference bodies (Afnor, Cigref, Green IT, INR-ISIT, and Mission interministérielle du Numérique écoresponsable) and covers the various components of **digital services**.

For example,

### Architecture :

- Implement an IT pooling strategy;
- Reduce the number of different architectures and technologies;
- Get rid of unnecessary redundancies (Security/continuity of activity required);
- As far as possible, opt for a modular, frugal or even low-tech application architecture;

### Applications :

- Rationalise the applications available to users as far as possible (taking into account their use);
- Set up the service to adjust the availability of features to just what is needed;

### Digital services:

- Leverage inventory to identify duplicate and unused solutions for decommissioning;
- Ensure that the software is not only accessible (inclusive), but also configured in such a way as to encourage greater sobriety (e.g. for printing, messaging, etc.);

### Infrastructure:

- Limit data flows and storage volume to what is strictly necessary;
- Implement a strict procedure for provisioning and de-provisioning IT equipment;
- Consider network energy expenditure and implement optimisation measures (flow compression, caching, etc.).

### Data

- Define data archiving and cleansing rules in line with Data Privacy;
- Limit data flows and storage volumes to what is necessary.

We also encourage Lean and Agile methodological approaches, which meet the challenges of both quality and sobriety in the solutions designed, by adjusting as closely as possible to business needs and priorities.

## OUR SOLUTIONS FOR A POSITIVE IMPACT

Our IT for Green / IT for Human solutions catalogue lists 41 solutions that contribute directly or indirectly to at least one of the UN's sustainable development goals. It refers to 92 use cases in one or more of four areas: the environment, energy, the individual and life in society, and governance.

For example,



**the environment:** lower CO2 emissions, reduced air and noise pollution, zero-carbon transport, Low Carbon industry, optimised waste management, reduced printing/zero paper, and wastewater management.

For an energy supplier in Africa, we are developing a solution for replacing generators with solar micro power plants (solutions for managing electricity supply in urban and rural economic clusters by installing clean-energy micro-power plants). At the same time, we are working on a meter-to-cash solution for monetising energy services (prepaid offers). We are also preparing to integrate the OpenCell platform and are developing interfaces for smart meters and payment gateways.



**energy:** increase the share of renewable energies, energy efficiency ,and Smart Buildings.

We are participating in the European research and innovation programme to promote community energy self-sufficiency in urban areas. The Interconnect project, funded by the European research and innovation programme H2020, involves 50 European entities from 11 countries. What is the objective? Develop advanced solutions for connecting and converging digital homes and buildings to the electricity grid.

These intelligent energy-management solutions will be tested at seven large-scale connected sites in Portugal, Belgium, Germany, the Netherlands, Italy, Greece, and France.

For the Toulon pilot study, we are designing an "intelligent domestic energy orchestrator" designed to optimise a home's energy consumption and reduce energy bills by orchestrating all white goods and equipment consumption intelligently, independently of the manufacturer. For example, with Engie and ThermoVault, we will test how water boilers and electric radiators will adapt their consumption to dynamic hourly prices.

For the Greek pilot, we are developing a solution in response to demand to test the extent to which citizens are prepared to change their consumption habits in the event of electricity supply problems. This encourages them to respond, or to be flexible, in return for financial compensation. Testing began in October 2021 and will carry on for 2 years.

In Poland, for a major European wind turbine manufacturer, we are implementing a DevOps supervision solution for its farms. It is a wind farm monitoring solution (capturing and processing production and operating data from 6,800 target wind turbines) on an industrial IoT platform (Cumulocity by Software AG).



**the individual and life in society:** action against poverty, well-being and ageing well, Digital Workplace, circular economy.

For the Occitanie region, we have carried out a comparative study of the challenges of health and short-distance supply for 7 areas. This involved a data platform enabling territorial diagnostics in urban or sparsely populated areas, for accessibility to key services (housing, work, supply, care, learning, leisure) by green modes of transport (walking, cycling, public transport):

- calculation of the neighbourhood's high-quality social life index,
- identification of white-space areas,
- simulations and new buildings and visualisation of new districts, support for urban planning and benchmarking,
- collaboration and interaction with new project stakeholders.

The indicators and targets associated with the sustainability issues of our solutions are presented in the section "**NON-FINANCIAL PERFORMANCE INDICATORS (KPIs)**", "**DIGITAL SOLUTIONS TO MEET SUSTAINABLE DEVELOPMENT GOALS**".



# ACT FOR A SUSTAINABLE PLANET

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ACT FOR A SUSTAINABLE  
PLANET

## 4.1A STRONG REGIONAL FOOTPRINT

### A TERRITORIAL NETWORK THAT CREATES VALUE

We have a large number of decentralised regional offices (around forty in France and as many abroad). Our long-standing commitment to being close to our customers means that we can employ our staff locally and limit the amount of travel involved in assignments. This organisation facilitates the integration of our teams into a familiar economic and social environment, and helps to reduce misunderstandings and conflicts with our customers' local contacts. Our contribution to local development and better resource management is a key differentiator in our strategy.

### SUPPORT THOSE WHO NEED IT

#### PATRONAGE

Inetum is involved in a wide range of solidarity initiatives, partnerships and sponsorships in line with its values.

As a company committed to a positive approach, Inetum has been a patron of the arts for many years already.

- The Group regularly offers its clients and employees the opportunity to attend concerts by international pianists through its sponsorship of the association **Les Nuits du Piano**.
- In line with its values, Inetum was a sponsor of the **France-Portugal Season**, supporting the excellence of artists, thinkers, scientists and entrepreneurs from these two countries. Through its sponsorship of this unique event, Inetum renewed its strong commitment not only to these two regions where the Group operates, but also to its focal areas of environmental protection, renewable energies, the responsible economy, minimal urban planning, and alternative farming, with digital technology as a lever for impact.
- Inetum also signed a partnership agreement with the **G9+ Institute**, whose mission it is to promote and coordinate information, exchange and training in information, communication and digital technologies, on a scientific, technical, technological, economic, social, and cultural level.

Positive digital flow

Inetum promotes female entrepreneurship and, more generally, the contribution of digital technology as a lever for positive impact.

- For the past 6 years, Inetum has been a partner of **Women in Africa Philanthropy** (WIA), which aims to promote education in the field of economic development, and more specifically the training of future women entrepreneurs. In this way, Inetum's support and mentoring have become pillars of female entrepreneurship in Africa.
- For the second year running, Inetum offered a training programme, "Inetum Open Training", to raise awareness of digitalization within the WIA community, through a series of webinars focusing on tech topics: smart city, e-commerce, innovation, etc. Inetum also pursued its commitment by taking part in the WIA54 mentoring programme to let a prize-winner benefit from its expertise. The latter received 6 months of coaching at the Casablanca FabLab.
- Inetum is a founder partner of **SISTEMIC**, a project aimed at nurturing a new generation of female talent in STEM (Science, Technology, Engineering and Mathematics). As the first partner and founding sponsor of this new project, Inetum is continuing its commitment to promoting the careers of women in science and digital education.

Inetum contributes to a more positive world through actions in favour of the environment.

- In early 2019, we joined the Reforest'Action programme. The aim is to offer each new employee the opportunity to plant a tree in one of the priority reforestation projects identified. Since its launch, this initiative has helped to plant more than 8,700 trees, set up 26,100 animal shelters, produce 34,800 months of oxygen, and generate 8,700 hours of work.



We think **green**

Positive digital flow

## SPONSORING

### Partners with shared values

Our support for sports organisations is part of our quest for performance and the sharing of common values: solidarity, ambition, excellence, commitment and innovation.



**Paris Saint-Germain Handball**

Inetum has been a Top Sponsor of Paris Saint-Germain Handball since 2012.

Inetum is a long-standing partner of Paris Saint-Germain Handball. True to its commitment, Inetum has already renewed its partnership three times and will remain Top Sponsor of Paris Saint-Germain Handball until 2024.

As part of this sponsorship, Inetum runs a number of in-house initiatives aimed at employees (newsletter, competitions, invitations to matches, etc.) and takes part in the annual Partners' Tournament. This event invites the various sponsors of PSG Handball Club to form teams made up of their employees to compete against each other during a full day of matches, in a positive and fair spirit. In 2022, eleven Inetum employees from all over France carried the Group's colours and values to the top of the podium!



TOP SPONSOR



HANDBALL

**Sporting Clube de Portugal**

Inetum, Top Sponsor of Sporting Clube De Portugal

Sporting CP Futsal is a professional team based in Lisbon. Founded in 1985, the club has won the most national titles and is currently European champion for the second time in three years. The partnership between Inetum and Sporting Clube de Portugal has been extended until July 2023.

**Gernika KESB**

Gernika KESB is a women's basketball team based in the Basque Country (Spain) that plays in the Women's League. Founded in 1996, Gernika KESB plays in both the professional league and the Queen's Cup basketball championship. With this sponsorship, Inetum in Spain confirms its commitment to female talent and its adherence to the values that define it: Solidarity, Ambition, Excellence, Commitment and Innovation

**ASSOCIATIONS AND THEIR GOALS**

Inetum supports the following associations through donations and other contributions:

**HUMANIDADES**

The Humanidades Association contributes to the strengthening of human values as an aggregating force for social cohesion and inclusion, particularly for the most disadvantaged, amidst the changes that have characterised the beginning of this century. More specifically, the Humanidades Association works in the social sector to promote the personal, social and professional inclusion of disadvantaged and at-risk citizens, and has developed a focus on women, and in particular young girls and those of childbearing age. For further information:

<https://www.humanus.pt/>

**COOLABORA**

CooLabora is a social-action cooperative created in 2008 to contribute to the development of people, organisations and the region, through innovative and supportive strategies to promote equal opportunities, strengthen democracy and civic participation, and promote collaborative learning and social cohesion. It is a sustainable organisation, recognised for its ability to promote social innovation; its actions are underpinned by clear ethical principles. For further information:

<https://coolabora.pt/>

**ASSOCIAÇÃO ENTRE FAMÍLIAS**

The Entre Famílias association organises cooperation between private welfare institutions (IPSS) based in Bragança or operating there, with the aim of protecting the framework of ethical values and social principles that they share.

The aim of the association is to promote and coordinate actions aimed at cooperation, partnership, inter-institutional mutual aid, the sharing of good practices, the improvement and qualification of IPSS, and raising social awareness among citizens in their local area. For further information:

<http://uipssdb.pt/uniao/associadas/associacao-entre-familias/>

**MOVIEURO**

A non-political, not-for-profit social solidarity association with the status of a private social solidarity institution, and founder of the 1 Euro Movement, an initiative that promotes fund-raising for social responsibility initiatives, usually in alliance with other associations. For further information:

<https://movimentoleuro.com/>

**AVIATION SANS FRONTIÈRE**

Inetum brought together a group of employees from different countries to take up the challenge of the 20 km de Paris race together. This initiative is in line with the Inetum Group's desire to offer an employee experience, pursue its commitment to sport and the values it embodies, and contribute to community action. Part of the registration fee for each Inetum employee taking part in the race was donated to the Aviation sans Frontière association, which provides logistical support to more than 180 international humanitarian organisations.

**INETUM DONATED PLN 10,000 TO THE GREAT JOY ON SMALL WHEELS FOUNDATION.**

In August 2022, Inetum's campaign in Poland encouraging employees to take up the 'bicycles' challenge came to an end. As part of this campaign, the company financially supported the foundation's aim of refurbishing and donating bicycles to orphaned children.

As part of the JC&Inetum Bike Challenge, employees of Inetum in Poland and JCommerce, a company bought in 2022, were able to accumulate kilometres cycled via a dedicated application over a 3-month period. For every kilometre travelled, the company pledged to donate one złoty to a foundation which uses the funds to refurbish bicycles and donates them to children's homes. The challenge was to accumulate a total of 10,000 kilometres before 1 September 2022.

**ZLOMBOL**

Zlombol is an annual charity event held in Poland, during which a considerable number of kilometres have to be covered in old, restored vehicles. The aim is to raise as much money as possible and donate it in full to pay for goods, lessons, training and trips for children in orphanages. For more information, visit:

<https://zlombol.pl/>

A **blood-bank operation** was organised in **Tunisia** in collaboration with the National Blood Transfusion Centre. Members of the centre visited Inetum's premises to collect blood donations from volunteer employees.

**NATIONAL CENTRE FOR THE PROMOTION OF ORGAN TRANSPLANTATION IN TUNISIA**

Inetum's Tunisian employees took part in the "Les Foulées Vertes" marathon in support of organ donation, in collaboration with the National Centre for Organ Promotion and Transplantation.

Inetum supports the **Tunisie Recyclage association**, which organises the sorting, recovery and recycling of private household waste in the northern suburbs of Tunis.

**LUCIOLES ("FIREFLIES") NETWORK**

Founded **in France** in 2004, Réseau-Lucioles is an association under the law of 1901 which aims to improve support for people with severe mental disabilities by pooling the experience of parents and professionals.

Inetum, with its expertise in user experience (UX), is making a commitment to the Réseau-Lucioles association by working on a volunteer basis, through a skills sponsorship, on the redesign of its website and its tablet application, Tab'Lucioles. The skill-sponsorship programme will continue in 2023 with the maintenance and adaptation of the Tab'Lucioles website and mobile application.

<https://www.reseau-lucioles.org/>

**DRIVES AND DONATIONS**

In partnership with local associations, all Inetum employees were invited to take part in charity drives during end-of-year celebrations.

**4.2 REDUCING THE CO<sub>2</sub> FOOTPRINT OF TRAVEL**

Our Group policy encourages employees to (i) use low-carbon transport and (ii) use digital communication systems to limit travel to what is strictly necessary.

**TRANSPORT AND TRAVEL POLICY**

The gradual tightening of regulations on fuel saving and CO<sub>2</sub> emissions has increased the need to implement policies to adapt vehicle fleets to meet standards.

Inetum is committed to implementing good environmental practices and promoting a new energy culture based on efficient and responsible consumption.

This commitment is part of the company's sustainable mobility plan, which contains actions to encourage sustainable mobility among employees.

**In France, for example,**

At 31 December 2022, the fleet's average CO<sub>2</sub> emissions were 103.37 g of CO<sub>2</sub>/km, compared with 104.11 g of CO<sub>2</sub> at 31 December 2021

Of the 210 vehicles delivered in 2022, 4% will be electric vehicles and 17% low CO<sub>2</sub> emission vehicles (plug-in hybrids with emissions of less than 60g of CO<sub>2</sub>/km). We have already surpassed the 10% target required by the LOM law.

Our ambition for 2023 is to replace 30% of our vehicles with electric or rechargeable hybrid/hybrid vehicles with low CO<sub>2</sub> emissions (60g/km).

The installation of electric charging points in our car parks, which can be used by employees as well as customers and suppliers, encourages the adoption of electric or hybrid vehicles.

In addition, a mileage allowance is offered to employees who cycle to work.

#### In Belgium, for example,

Inetum is fully committed to the electrification of its vehicle fleet. In 2022, no less than 70% of all employees who ordered a new company car chose to swap their diesel or petrol vehicle for a fully electric or hybrid model. Of the orders in hand in 2023, no fewer than 231 of the 435 vehicles, or 53%, are fully electric, with 34% opting for a plug-in hybrid. In total, 87% of the cars ordered are electric, most of them 100%. The greening of its fleet is one of Inetum's initiatives to reduce its carbon footprint.

## USE OF DIGITAL COMMUNICATION SYSTEMS

### WORKING FROM HOME

In France, for example

A work-from-home agreement (2 days a week) was signed in 2011.

In 2018, more than 10% of the Inetum Group's employees in France asked to work from home either on a recurring or on an exceptional basis (transport problems, etc.).

In 2020, an amendment to the work-from-home agreement was approved by employee referendum. The agreement now allows employees to work from home up to 175 days a year, the equivalent of 4 days a week.

In 2021, measures to promote working-from-home have been extended to the Group's various countries.

### TOOLS FOR WORKING FROM HOME

To facilitate working from home, we provide our employees with key remote-working tools (Teams, Sharepoint, TeamViewer, etc.).

Our premises have meeting rooms equipped for videoconferencing (screen, octopus, Wi-Fi and wired network).

The roll-out of video-conferencing tools and the provision of laptop PCs has become the norm in order to limit travel to what is strictly necessary.



## 4.3 REDUCING THE CO<sub>2</sub> FOOTPRINT OF RESOURCE USE

As part of our environmental policy, we are extending on-site selective sorting, increasing waste recovery, and maximising the life cycle of resources to prevent pollution.

We contribute to (i) the circular economy by optimising waste management, in particular waste electrical and electronic equipment (WEEE), and (ii) controlling the consumption of resources.

### (I) REPROCESS WASTE

The management of waste electrical and electronic equipment (WEEE), which has been in place for many years, helps to reduce the CO<sub>2</sub> footprint of our business. We rely on a supplier via a framework contract with ELISE\* at country level for the recovery, selective sorting and processing of our waste (including WEEE). We are involved in campaigns to recycle WEEE waste (resale or donation of equipment removed from inventory, repair of equipment, dismantling if end-of-life, to recover materials, and broking).

\*ELISE uses ESATs and EAs in the scope of its activities.

### WASTE / PACKAGING / SELECTIVE SORTING

We encourage recycling and selective sorting on our sites with the use of appropriate containers. These are gradually being deployed in centralised collection areas (cafeterias, photocopiers, etc.).

Since 2020, our sites have gradually been replacing single-use plastic cups. Some sites provide employees with an Inetum bottle.

## (II) CONTROL RESOURCE CONSUMPTION

We pay close attention to resource consumption and are committed to reducing our consumption of energy, water and paper.

Posters, mailings, articles on the Inetum intranet, e-mail prompts... our employees are involved in a wide range of actions and campaigns to raise awareness of the need to consume more responsibly and with greater control.

### REDUCE ENERGY CONSUMPTION

We optimise the consumption of resources in the management of our activities and are developing the use of renewable energy to cover our electricity consumption.

Since March 2021, electricity purchased from EDF at our sites in France has been 100% renewable. The electricity purchased in Spain in 2021 was also 100% renewable. In addition, our sites are continuing their relamping initiatives (using low-energy bulbs). Installations are timed to automatically switch off lights when an area is not in use.

### LIMIT WATER CONSUMPTION

We run poster campaigns to encourage employees to consume in an eco-responsible way.

Our sites are gradually fitting more energy-efficient taps (PRESTO or sensor taps, energy-saving toilet flushes).

Sanitary installations are regularly checked to limit leaks and damage.

### REDUCE PAPER CONSUMPTION

In France since September 2018, secure collective printer-scanners-copiers have been provided to encourage people to use less paper (use of printing in optimised mode and awareness campaigns to reduce printing, purchase of eco-labelled paper, etc.).

In addition, we offer our employees the option of replacing their payslip with an electronic version, complete with an appropriate electronic safe.

Finally, in France, luncheon vouchers have been replaced by dematerialised cards.

The indicators and targets associated with reducing the CO<sub>2</sub> footprint are presented in the section entitled "**NON-FINANCIAL PERFORMANCE INDICATORS (KPIs)**", "**PERFORMANCE INDICATORS AND TARGETS FOR OUR CO<sub>2</sub> FOOTPRINT**".

## 4.4 OUR COMMITMENTS



### WE SUPPORT THE UNITED NATIONS GLOBAL COMPACT

We have been a participant of the United Nations Global Compact since 2015, reinforcing our commitment to adopting a socially responsible attitude by undertaking to integrate and promote the Compact's four focal areas: human rights, international labour standards, the environment, and the fight against corruption.



### OUR ECOVADIS LABEL

We have been relying on the experts at EcoVadis to carry out the Group's CSR assessment for more than 10 years already. In 2023, we maintain our "SILVER" label, certifying that Inetum is among the top 8% of companies assessed by EcoVadis in the computer programming, consulting and related business sector.

### SOME OF OUR CERTIFICATIONS AND LABELS

FIELD	AREA	LABEL
CSR	Group	ECOVADIS Silver (Feb 2023 – Feb 2024)
	Spain (Cataluña, Electronic Security España, Levante, Norte)	RSA+ EMPRESA SALUDABLE (Oct. 2021- Oct 2024)
	Spain (España) Morocco	Huella de carbono Calculado (Nov 2022) Feel Good by Rekrute.com (June 2022)
HR	France	Most Attractive Employer 2022 by Universum (July 2022, students survey)
	Europe	HappyIndex®AtWork / Women by ChooseMyCompany (August 2021)
		Top Employer Europe 2023 by Top Employers Institute (January 2023)

CERTIFICATES	AREA	VALIDITY
<b>ISO 9001</b>	Belgium (Realdolmen) France, Service Centers France & Casablanca Poland Portugal (Holding Business Solutions Portugal) Portugal (Inetum Tech Portugal) Romania Spain (Cataluña, Electronic Security, España, Espanha sucursal em Portugal, Levante, Norte) Tunisia (Holding)	Oct 2024 March 2024 April 2025 Dec 2024 Dec 2024 July 2024 June 2024 March 2025
<b>ISO 27001</b>	France and Service Centers Poland Spain (España, Espanha sucursal em Portugal, Levante, Norte) Romania Tunisia (BL Microsoft )	March 2025 April 2025 June 2024 July 2024 Fev 2024
<b>HdS</b>	France & Portugal IS Service Centers	June 2026
<b>ISO 22301</b>	Spain (España, Norte)	July 2025
<b>ISO 14001</b>	Spain (España, Electronic Security, Norte,) Romania	June 2024 July 2024
<b>ISO 45001</b>	SPAIN (Cataluña, Levante, Electronic Security, España, Norte) Romania	Oct 2024 July 2024
<b>QUALIOPI</b>	Inetum France Inetum Software France	Dec 2024



## 5.1 KPIs—VARIED AND MULTIPLE CAREER OPPORTUNITIES

Indicators		Total Group		
		2020	2021	2022
Total Headcount as of 31.12	Permanent	18,125	21,163	22,904
	Fixed term	1,006	1,548	2,449
	Others (excluding trainees)	218	240	335
	<b>Total without trainees</b>	<b>19,349</b>	<b>22,711</b>	<b>25,688</b>
Distribution	Men	14,172	16,731	18,393
	Women	5,177	6,220	7,295
	% of women	27%	27%	28.4%
	% of women VP	15%	15%	14,20%
	Average age	40	40.5	40
	Average length of service in the Group	6.5	7.20	6.30
Wages	Average Annual Salary (€)	€ 39,677	€ 40,676	€ 39,984
Recruitment	Permanent	2,801	4,429	6,262
	Fixed Term	966	1,840	2,080
	Others (excluding trainees)	103	194	229
	<b>Total without trainees</b>	<b>3,870</b>	<b>6,463</b>	<b>8,571</b>
	Trainees	221	457	456
Turn over	Turn over as of 31.12	13.8%	19.0%	20.65%

We are *digital enablers*

Indicators	Portugal	Belgium	France	Spain	Total	
	2022	2022	2022	2022	2022	
Total Headcount as of 31.12	Permanent	1,778	1,582	9,781	7,131	20,272
	Fixed term	446	1	46	62	555
	Others (excluding trainees)	0	0	288	33	321
	<b>Total without trainees</b>	<b>2,224</b>	<b>1,583</b>	<b>10,115</b>	<b>7,226</b>	<b>21,148</b>
Distribution	Men	1,461	1,244	7,420	5,284	15,409
	Women	763	339	2,695	1,942	5,739
	% of women	34%	21%	27%	27%	27%
	% of women VP	38.0	40.6	41.8	41.1	41.1
	Average age	5.7	9.9	7.8	6.4	7.1
	Average length of service in the Group	0.90%	N/A	2.95%	1.09%	2.03%
Wages	Average Annual Salary (€)	€ 29,358	€ 56,136	€ 48,515	€ 37,309	N/A
	Average wage / legal min. wage	2.55	2.54	2.41	2.66	N/A
Recruit- ment	Permanent	343	243	2,448	2,080	5,114
	Fixed Term	406	38	75	31	550
	Others (excluding trainees)	0	0	212	3	215
	<b>Total without trainees</b>	<b>749</b>	<b>281</b>	<b>2,735</b>	<b>2,114</b>	<b>5,879</b>
	Trainees	119	0	168	129	416
	Hires of young employees under 26	274	108	500	422	1,304
	% hires of young employees < 26	37%	38%	18%	20%	22.2%
Turn over	Turn over as of 31.12	17.82%	11.75%	23.11%	15.30%	N/A
Training	% of trained employees	88%	81%	42%	67%	59%
	Number of employees trained	1,953	1,282	4,138	4,822	12,195
	Training hours	51,848	24,157	84,648	161,393	322,046
	Training budget	€ 562,646	€ 434,000	€ 9,932,001	€ 1,612,000	€ 12,540,647
Health & Safety	Number of workforce injuries (*)	3	3	69	17	92

(\*) New KPI In 2022, the main cause in France was commuting accidents.

Indicators		KPI Description
Total Headcount as of 31.12	Permanent	Nbr of permanent Staff present in the company the 31/12 of the year
	Fixed term	Nbr of fixed term Staff present in the company the 31/12 of the year
	Others (excluding trainees)	Nbr of temporary Staff (excluding trainees) present in the company the 31/12 of the year
Distribution	Men	Nbr of men among Total Headcount (excluding trainees) present in the company the 31/12 of the year
	Women	Nbr of women among Total Headcount (excluding trainees) present in the company the 31/12 of the year
	% of women	% of women among Total Headcounts (excluding trainees)
	% of women VP	% of women VP appointed VP present in the company the 31/12 of the year
	Average age	Average age of Total Headcount (excluding trainees) present in the company the 31/12 of the year
	Average length of service in the Group	Average length of service of Permanent and Fixed Term Staff (including outputs)
	Employment of people with disabilities	See definition in dedicated KPI Chapter Diversity
Wages	Average Annual Salary (€)	Average wage of total gross annual compensation of Total Headcount (excluding trainees) present in the company the 31/12 of the year
	Average wage / legal minimum wage	Average Annual Salary divided by the legal minimum wage
Recruitment	Permanent	Nbr of permanent Staff hired in the year (excluding company acquisition, including outputs)
	Fixed Term	Nbr of fixed term Staff contracts signed in the year (excluding company acquisition)
	Others (excluding trainees)	Nbr of temporary Staff (excluding trainees) contracts signed in the year
	Trainees	Nbr of trainees' contract signed in the year
	Hires of young employees under 26	Nbr of Young Employees with either a permanent or a fixed term contract (including other contracts, excluding trainees) and under 26 years old when hired
	% hires of young employees under 26	% of hiring of Young Employees with either a permanent or a fixed term contract and under 26 years old when hired by Inetum, among the total number of hiring of Employees with either a permanent or a fixed term contract at Inetum, for the perimeter covered

Indicators		KPI Description
Training	Turn over	Nbr of permanent staff who left during the year divided by the average number of permanent staff for the year (12-month average)
	% of trained employees	Nbr of permanent and fixed term staff trained in the year divided by the Nbr of permanent and fixed term staff the 31/12 of the year
	Number of employees trained	Nbr of permanent and fixed term staff trained in the year
	Training hours	Total nbr of hours of training followed by Permanent and fixed-term staff during the year
	Training budget	Total for the year of : overall cost of the trainee's training minus amount paid by the funding bodies plus other expenses (eg tools) plus funding bodies annual fees
Health & Safety	Number of workforce injuries	Number of employees with a recognized work-related injury

## 5.2 KPIs – YOUTH EMPLOYMENT

### PERFORMANCE INDICATORS AND TARGETS FOR RECRUITING YOUNG EMPLOYEES

This indicator measures the % of young employees hired with either a permanent or a fixed-term contract and under the age of 26 when hired by Inetum, among the total number of employees hired with either a permanent or a fixed-term contract at Inetum, for the scope covered

This includes the four main countries: France, Spain, Portugal and Belgium, i.e. 82% of the Group's workforce at 31/12/2022 (85% at 31/12/2021).

	2020	2021	2022	Target 2023
Ratio of total hires of young employees	20%	23%	22.2%	23.58%

## 5.3 KPIs—DIVERSITY

### PERFORMANCE INDICATORS AND TARGETS FOR INCREASING THE NUMBER OF WOMEN IN MANAGEMENT POSITIONS

The indicator measures the proportion of women appointed as Vice Presidents (VPs) out of the total number of VPs at Inetum. Each VP is officially appointed by the CEO, and depending on their role, participate in various committees and governance bodies.

The scope covers the entire Inetum Group and concerns women appointed as VPs as defined in the organisational chart published each year by the Group, and with an employment contract or a management contract.

	2020	2021	2022	Target 2023
Ratio of female VPs (%)	15%	15%	14.20% (target 15.15%)	15.38%

### PERFORMANCE INDICATORS AND TARGETS RELATING TO THE EMPLOYMENT OF WORKERS WITH DISABILITIES

The indicator measures the proportion of disabled employees with permanent or fixed-term contracts in each of the three countries: France, Spain and Portugal.

The scope covers the three main countries: France, Spain and Portugal, representing 76% of the Group's workforce at 31/12/2022 (78% at 31/12/2021)

	2020	2021	2022	Objectif 2023
Ratio of people with disabilities to total workforce at 31/12	1.44%	1.66%	2.03% (target 1,67%)	1% improvement (i.e. 1.68% at the date the target was set)

The methodology used for this KPI is summarised in the table below:

ITEM / COUNTRY	France	Spain	Portugal
Legal obligations	Legal obligation to employ people with disabilities in a proportion of 6% of the total number of employees.  Failing that, a financial contribution to a dedicated fund is required.  Possibility of deducting from the contribution part of the total amount of annual invoices made to organisations specialising in the professional integration of people with disabilities or donate to a company foundation.	Legal obligation to employ people with disabilities in a proportion of 2% of the total number of employees.  Possibility of requesting a motivated exception from the supervisory authority. If it is granted, the company can enter into a contract with organisations specialising in the professional integration of people with disabilities or donate to a company foundation.	Since 2019, there is a legal obligation to employ people with disabilities in a proportion of 2% of the total number of employees.  A 4-year transition period to achieve this.
Definition of disability at work – proof of disability	A disabled worker is a person whose possibilities of obtaining or keeping a job are effectively reduced as a result of the impairment of one or more physical, sensory, mental or psychological functions. (Art. L5213-1 / French Labour Code)  The employee declares their situation to the company.  ► Administrative documents issued by the Maisons départementales des personnes en situation de handicap or the Social Security system	Disability is a situation that results from the interaction between people with foreseeable and permanent impairments and any barrier that limits or prevents their full and effective participation in society on an equal basis with others. (Real Decreto Legislativo 1/2013 of 29 November)  In a work context, this applies to people whose physical or mental capacity is reduced by 33% or more.  The employee declares their situation to the company.  ► Administrative evidence is issued by the Centros Base de Valoracion y Orientacion a personas con discapacidad (Basic Assessment and Guidance Centres for People with Disabilities)	People with a disability equal to or greater than 60% who can perform the activity for which they are applying without functional limitations, or who have functional limitations that are overcome by adapting the workstation.  The employee declares their situation to the company.  ► Administrative proof (declaration of incapacity) issued by the Ministry of Health, identifying the % of incapacity
Internal accounting system	Payroll system + internal monitoring tools for the "Mission Handicap" team	Payroll system	Payroll system
Reporting system - supervisory authority	Monthly declaration + annual consolidation of data on amounts (employees in total & employees with disabilities)  Authority = URSSAF (Union pour le recouvrement des cotisations de sécurité sociale et d'allocations familiales - Union for the collection of social security and family allowance contributions)	Annual declaration of amounts (total employees and employees with disabilities) + three-yearly request for exemption if necessary  Authority = SEPE (Servicio Público de Empleo Estatal - State Public Employment Service)	Annual declaration of amounts (employees in total & disabled employees)  Authority = Social Security
Documents of proof	The authority issues an annual certificate of compliance	The authority must issue an annual certificate.  If this is not the case, the three-year authorisation to contract with organisations specialising in the professional integration of people with disabilities may be considered proof of compliance.	The authority does not issue a certificate of compliance.



## 5.4 KPIs—A TRUSTED PARTNER FOR OUR STAKEHOLDERS

### A RESPONSIBLE PLAYER IN MANAGING OUR BUSINESS

KPI	Objectif
E-learning training Group → employees	<b>Plan 2023 :</b> Awareness programme (ethics, compliance) <ul style="list-style-type: none"> <li>2022 : e-learning rolled out across the Group + targeted communication with exposed staff. Number of employees trained through e-learning: 8,966</li> </ul>

### GUARANTEE A SECURE SYSTEM FOR DATA PROTECTIONS

For France:

KPI	Number of requests for access to personal data processed during the period	% processed within first-level regulatory timeframe	% processed within the additional regulatory deadline
2018 results	138	97.83%	2.17%
2019 results	239	100%	Not applicable
2020 results	66	98.5%	1.5%
2021 results	81	100%	Not applicable
2022 results	59	100%	Not applicable

### UPHOLD OUR VALUES WITHIN A RESPONSIBLE SUPPLY CHAIN

#### PERFORMANCE INDICATOR AND TARGETS ASSOCIATED WITH THE AMOUNT OF ANNUAL PURCHASES FROM IT SUPPLIERS THAT HAVE BEEN AUDITED BY ECOVADIS OR EQUIVALENT

Inetum decided to introduce a new performance indicator as of 2022.

This indicator measures the annual purchasing costs of IT suppliers that have been audited by EcoVadis on the total amount of annual purchasing costs of IT suppliers, excluding subcontractors.

The scope covers the Group's four main countries (41% of Inetum's annual expenditure in 2021): France, Spain, Portugal and Belgium.

The objective for 2023 is to have 63% of IT purchases audited, with a target of 80% by 2028.

	Dec. 2020	Dec. 2021	Dec. 2022 target	Dec. 2023 target
Ratio of audited IT purchases to total IT purchases	0%	3%	50%	63%

2022 results:

Assessment of third parties and implementation of a responsible purchasing policy	% of suppliers mapped via EcoVadis IQ (Belgium, Spain, Portugal, France)	Identify strategic suppliers at risk	% of assessed IT sales (KPI#5—Purchasing stemming from audited IT suppliers)
2022 results	100%	Priority IT suppliers	54%

### 2022 PERFORMANCE INDICATOR

#### KPI#5—Purchasing stemming from audited IT suppliers for December 2022

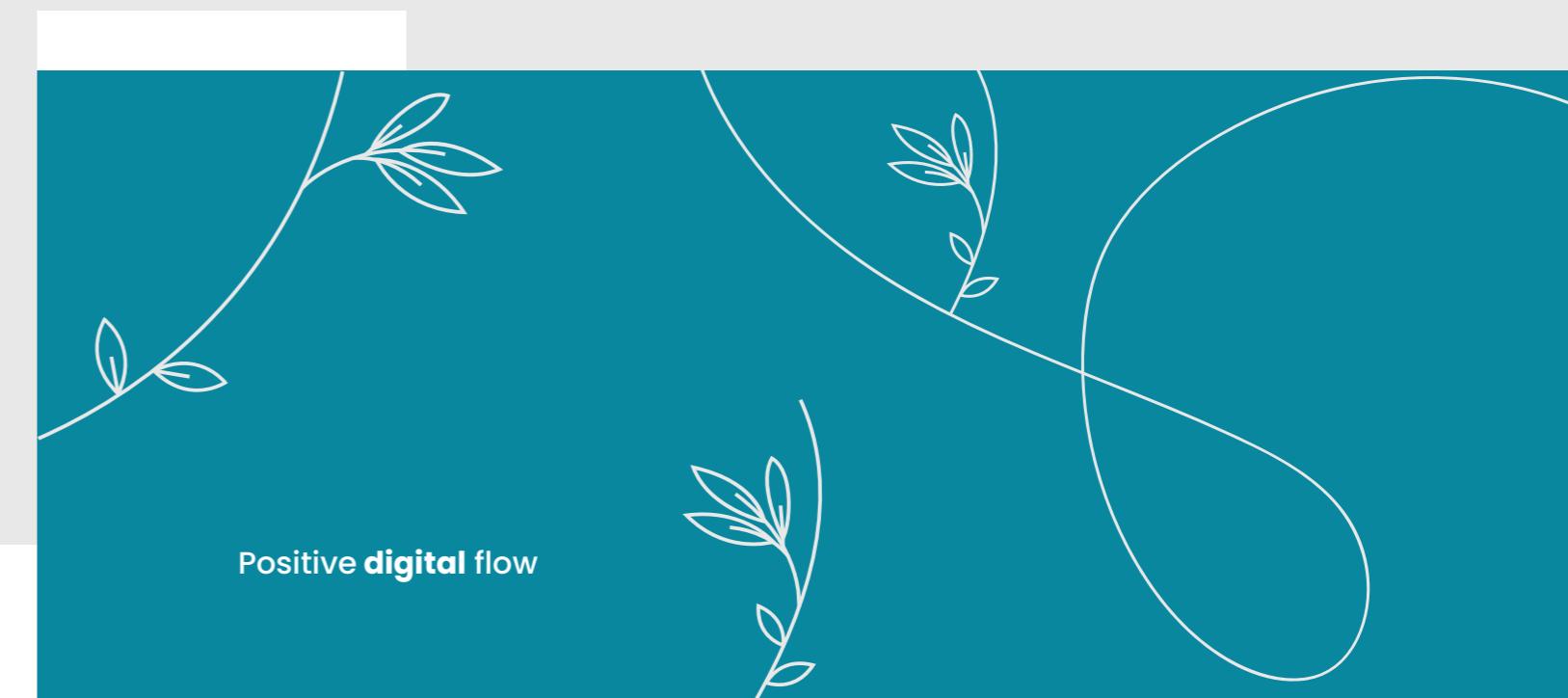
**501M€**

Spend IT YTD 22  
(excluding Interco)

**54%**

Percentage of spends with suppliers evaluated by Ecovadis

Objective December 2022: 50%



## 5.5 KPIs—SUSTAINABLE PLANET

### CO<sub>2</sub> FOOTPRINT PERFORMANCE INDICATORS AND TARGETS

The carbon footprint is measured by applying by default the emission factor communicated by our suppliers, to the distances travelled or energy consumed. If not, published by a recognised body (e.g. ADEME, in France). Otherwise, the footprint is measured on the basis of historical data (same or similar country).

The scope covers the four main countries: France, Spain, Portugal, and Belgium, i.e. 82% of the Group's workforce at 31/12/2022 (85% of the Group's workforce at 31/12/2021)

Items assessed:

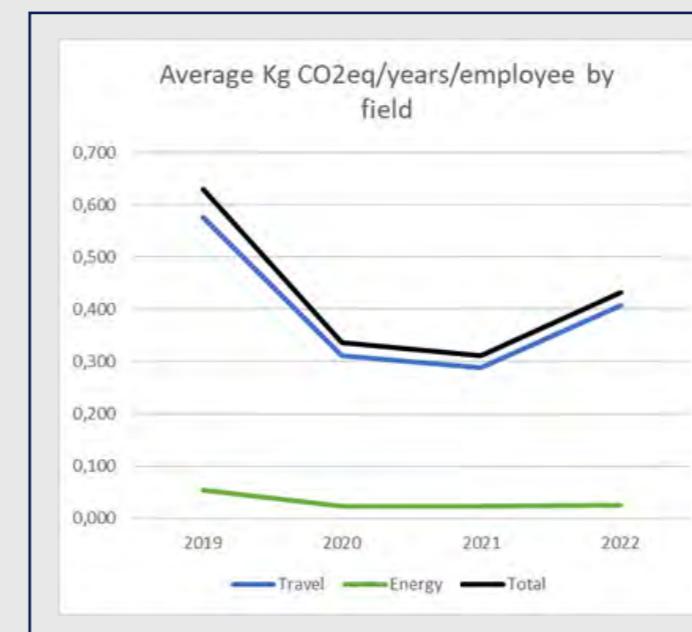
Business travel (purchase of trips – flights, rental cars, trains – , Inetum car fleet)

Energy consumption (Inetum offices)

Inetum has set itself the target of reducing the average carbon footprint per employee by 44% by 2029, compared with 2019 (the baseline year)



Change in carbon footprint in absolute terms by source since 2019, based on the scope of measurement selected. Positive impact of the COVID crisis in 2020 and 2021



Change in the average carbon footprint per employee since 2019, based on the scope of measurement selected.

Positive impact of the COVID crisis in 2020 and 2021

Year	Average Headcounts	Energy (tCO <sub>2</sub> eq)	Travels (tCO <sub>2</sub> eq)	Total E+T (tCO <sub>2</sub> eq)	Per Employee (tCO <sub>2</sub> eq)	Reduction vs 2019
2019	16,236	870	9,354	10,225	0.630	-
2020	16,482	396	5,136	5,532	0.336	47%
2021	19,700	465	5,665	6,130	0.311	51%
2022	20,358	535	8,283	8,818	0.433	31%

COVID IMPACT  
COVID IMPACT



## CARBON BALANCE BY SCOPE

The scope covers the four main countries: France, Spain, Portugal and Belgium, i.e. 82% of the Group's workforce at 31/12/2022 (85% of the Group's workforce at 31/12/2021)

Items assessed:

Business travel (purchase of trips – flights, rental cars, trains, Inetum car fleet)

Energy consumption (Inetum offices)

Waste (miscellaneous and WEEE)

Year	Average Headcounts	Energy (tCO <sub>2</sub> eq)	Travels (tCO <sub>2</sub> eq)	Wastes (tCO <sub>2</sub> eq)	Total E+T+W (tCO <sub>2</sub> eq)	Per Employee (tCO <sub>2</sub> eq)
2019	16,236	870	9,354	11.3	10,236	0.630
2020	16,482	396	5,136	3.2	5,535	0.336
2021	19,700	465	5,665	10.4	6,141	0.312
2022	20,358	535	8,283	7.7	8,826	0.434

Evolution of the carbon footprint for the selected perimeter, by source

Year	Average Headcounts	SCOPE1 (tCO <sub>2</sub> eq)	SCOPE2 (tCO <sub>2</sub> eq)	SCOPE3 (tCO <sub>2</sub> eq)	Total E+T+W (tCO <sub>2</sub> eq)	Per Employee (tCO <sub>2</sub> eq)
2019	16,236	7,513	693	2,030	10,236	0.630
2020	16,482	4,602	202	731	5,535	0.336
2021	19,700	4,684	229	1,228	6,141	0.312
2022	20,358	5,938	134	2,753	8,826	0.434

Evolution of the carbon footprint on the selected perimeter, by scope

Scope 1: Gas and Group car fleet

Scope 2: Electricity

Scope 3: Waste and Other travel

## 5.6 KPIs – DIGITAL SOLUTIONS FOR SUSTAINABLE DEVELOPMENT GOALS

Inetum has compiled a catalogue of solutions that contribute to our clients' sustainable development challenges, whether social, environmental or economic.

The catalogue presents software developed by our Software and Innovation businesses, mainly in Europe, sometimes in partnership, addressing all sectors (public, health, energy, industry, etc.).

The aim is to identify and extend the list of products and references on an annual basis.

The 2022 catalogue lists 41 Solutions (including 29 IP) and 92 applications that meet at least one of the 17 Sustainable Development Goals (SDG).

Frequency of coverage of sustainable development goals	SDD	Tot. matched	
Environment (Global Warming, Pollution & Life Protection)	CO <sub>2</sub> emission reduction	13	21
	Noise and air pollution reduction	15	13
	Zero-carbon transport	13	5
	Low-carbon Industry	9	3
	Waste management optimization	12	5
	Paperless / Printing Reduction	12	11
Energy (Low-Carbon Energy)	Water Usage Reduction	6	2
	Product Waste Reduction	12	1
	Renewable energy share increase	7	11
People & Society	Energy efficiency improvement	7	14
	Smart Buildings	9	7
	Energy poverty	1	1
	Well-being and aging well	3	21
	Digital Working / Good place to work	8	9
	Circular economy	12	5
Governance	Green policy decision making & deployment	13	8
	Inclusion	8	3
	Safety	11	1
	Health Services	3	1
	Poverty	1	1
Sustainable Vision & Strategy		17	1
Energy Strategy & Performance		7	1
Responsible Products & Performance		12	1
Management of relations with stakeholders		17	1
Financing the transition and asset management		17	1



# INETUM AND SUSTAINABLE DEVELOPMENT GOALS

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INETUM AND SUSTAINABLE  
DEVELOPMENT GOALS

## 6.1 CROSS-REFERENCE TABLES

Global Compact principles	Sustainable Development Goals	Document chapter(s)
1. Companies are encouraged to promote and respect the protection of international laws on human rights.	1. No poverty 2. Zero hunger 3. Good health and well-being 4. Quality education 5. Gender equality 6. Clean water and sanitation 7. Affordable and clean energy 8. Decent work and economic growth 10. Reduced inequalities 11. Sustainable cities and communities 16. Peace, justice and strong institutions 17. Partnerships for the goals	GUARANTEE A WIDE RANGE OF CAREER OPPORTUNITIES IN AN ATTRACTIVE ENVIRONMENT
2. Companies are required to ensure that they are not accomplices to human rights violations.		A TRUSTED PARTNER TO OUR STAKEHOLDERS
	<b>INTERNATIONAL LABOUR STANDARDS</b>	
3. Companies are required to respect freedom of association and to recognise the right to collective bargaining.	1. No poverty 3. Good health and well-being 5. Gender equality 8. Decent work and economic growth 9. Industry, innovation and infrastructure 10. Reduced inequalities 16. Peace, justice and strong institutions 17. Partnerships for the goals	GUARANTEE A WIDE RANGE OF CAREER OPPORTUNITIES IN AN ATTRACTIVE ENVIRONMENT
4. Companies are required to contribute to the elimination of all forms of forced or compulsory labour.		A TRUSTED PARTNER TO OUR STAKEHOLDERS
5. Companies are required to contribute to the effective abolition of child labour.		
6. Companies are required to contribute to the elimination of all discrimination in employment and occupation.		
	<b>ENVIRONMENT</b>	
7. Companies are required to take a precautionary approach to environmental issues.	2. Zero hunger 6. Clean water and sanitation 7. Affordable and clean energy 9. Industry, innovation and infrastructure 11. Sustainable cities and communities 12. Responsible consumption and production 13. Climate action 14. Life below water 15. Life on land 17. Partnerships for the goals	ACTING FOR A SUSTAINABLE PLANET
8. Companies are required to take initiatives to promote greater environmental responsibility. Environment section 9. Companies are required to encourage the development and dissemination of environment-friendly technologies.		A TRUSTED PARTNER TO OUR STAKEHOLDERS
9. Les entreprises sont invitées à favoriser la mise au point et la diffusion de technologies respectueuses de l'environnement.		
	<b>FIGHT AGAINST CORRUPTION</b>	
10. Companies are required to take action against corruption in any form, including extortion and bribery.	3. Good health and well-being 10. Reduced inequalities 16. Peace, justice and strong institutions	A TRUSTED PARTNER TO OUR STAKEHOLDERS



# INDEPENDENT THIRD-PARTY REPORT ON CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

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## INDEPENDENT THIRD-PARTY REPORT ON CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

**NOTE : THIS IS A FREE TRANSLATION INTO ENGLISH OF THE ORIGINAL REPORT ISSUED IN THE FRENCH LANGUAGE AND IT IS PROVIDED SOLELY FOR THE CONVENIENCE OF ENGLISH-SPEAKING USERS. THIS REPORT SHOULD BE READ IN CONJUNCTION WITH, AND CONSTRUED IN ACCORDANCE WITH, FRENCH LAW AND PROFESSIONAL STANDARDS APPLICABLE IN FRANCE.**

### INETUM

Year ended December 31, 2022

To the General Assembly,

In our quality as an independent third party, accredited by the COFRAC under the number n° 3-1681 (scope of accreditation available on the website [www.cofrac.fr](http://www.cofrac.fr)), and as a member of the network of one of the statutory auditors of your group (hereinafter "entity"), we conducted our work in order to provide a conclusion expressing a limited level of assurance on the compliance of the consolidated non-financial statement for the year ended December December 31, 2022 (hereinafter the "Statement") with the provisions of Article R. 225-105 of the French Commercial Code (Code de commerce) and on the fairness of the historical information (whether observed or extrapolated) provided pursuant to 3<sup>o</sup> of I and II of Article R. 225-105 of the French Commercial Code (hereinafter the "Information") prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), included in the management report pursuant to the requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

#### Conclusion

Based on the procedures we performed, as described in "Nature and scope of our work", and on the elements we have collected, we did not identify any material misstatements that would call into question the fact that the consolidated non-financial statement complies with the applicable regulatory requirements and that the Information, taken as a whole, is presented fairly, in accordance with the Guidelines.

#### Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used framework or established practices on which to base the assessment and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the Guidelines, the significant elements of which are available on request from the entity's headquarters.

#### Limitations inherent in the preparation of the Information

The information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates made in preparing it and presented in the Statement.

#### The entity's responsibility

It is the responsibility of the Board of Directors to:

- select or establish appropriate criteria for the preparation of the Information,
- prepare a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied regarding these risks as well as the results of these policies, including key performance indicators,
- and to implement the internal control procedures it deems necessary to ensure that the Information is free from material misstatement, whether due to fraud or error.

The Statement has been prepared in accordance with the entity's procedures, the main elements of which are presented in the Statement.

#### Responsibility of the independent third party

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code,
- the fairness of the information provided in accordance with article R. 225 105 I, 3<sup>o</sup> and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks.

- As it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information, as this could compromise our independence.

However, it is not our responsibility to comment on:

- the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anti-corruption and tax avoidance legislation,
- the compliance of products and services with the applicable regulations.

#### **Regulatory provisions and applicable professional standards**

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000<sup>1</sup>.

#### **Independence and quality control**

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

#### **Means and resources**

Our verification work mobilized the skills of three people and took place between March 2023 and June 2023 on a total duration of intervention of about fourteen weeks.

To guide us in our work, we called on our specialists in sustainable development and corporate social responsibility. We conducted around ten interviews with the people responsible for preparing the Statement, representing in particular risk management, compliance, human resources, health and safety, the environment and purchasing.

#### **Nature and scope of the work**

We planned and performed our work considering the risks of material misstatement of the Information.

In our opinion, the procedures we have performed in the exercise of our professional judgment enable us to provide a limited level of assurance:

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated,
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality, and understandability, with due consideration of industry best practices, where appropriate,
- we verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III of the French Commercial Code,
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code,
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products, or services, as well as its their policies, measures, and the outcomes thereof, including key performance indicators associated to the principal risks.
- we referred to documentary sources and conducted interviews to:

- assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
- corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix I. For some risks (anti-corruption, fighting tax evasion, protection of personal data), our work was carried out at the level of the consolidating entity; for other risks, work was carried out at the level of the consolidating entity and in a selection of entities listed below: France and Spain.

- we verified that the Statement covers the scope of consolidation, i.e., all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement,
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information,
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix I, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
  - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities listed above, covering 68% of the workforce and 72% of energy consumption.
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, the 14th of June 2023

Independent third party  
EY & Associés



Frédéric Papon  
Partner, Sustainable Development

<sup>1</sup> ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information

## Appendix 1: The most important information

<b>Social Information</b>	
Quantitative Information (including key performance indicators)	Qualitative Information (actions or results)
Total headcount	Talent attraction and retention.
Permanent	
Fixed term	
Temporary staff (without trainees)	Employee health, safety, and well-being (preventive actions).
% women	
Hires (with trainees)	Training (adapting employee skills to the needs of the company's clients).
Annual Percent Turnover	
Number of hours of training	
Number of employees trained	
Average wage / legal minimum wage	Equal treatment (gender equality, combating discrimination, employment of disabled people and people under the age of 26).
Employment of people with disabilities	
Hires of young employees under 26	
Women appointed "Vice-Presidents"	
Number of work-related injuries	

<b>Environmental Information</b>	
Quantitative Information (including key performance indicators)	Qualitative Information (actions or results)
Total Energy consumption	Environmental/energy policy results (certifications, resources).
Kilometres travelled associated with business travel	
Emissions associated with business travel	Circular economy (IT equipment, energy, waste management).
Volume of e-waste	
Scope 1 emissions	
Scope 2 emissions	Climate change (significant emissions resulting from the company's activities and those of its clients, reduction targets, adaptation measures).
Carbon footprint/employee	

<b>Societal Information</b>	
Quantitative Information (including key performance indicators)	Qualitative Information (actions or results)
Supply Chain Purchasing stemming from audited IT suppliers	Local impact (employment, dialogue development...). Subcontracting and suppliers (environmental and social issues). Actions to prevent the digital divide (societal impact of the digital transition). Respect for laws, regulations, and compliance rules.
Number of people trained in Ethics & compliance	Actions taken to prevent the loss, alteration, or disclosure of data. Actions in favor of human rights. Actions taken to prevent corruption and tax evasion.

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digital  
athletes

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