



# CORPORATE SOCIAL RESPONSIBILITY

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2020



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# FOREWORD



## LAURENT FIARD

Co-founder and CEO of the Visiativ Group

The crisis we are going through raises questions and challenges for us all. The past months have highlighted the resilience of Visiativ. Our first instinct has been to protect our people and ensure continuity for our customers.

From a broader perspective, the Covid-19 crisis has acted as a catalyst for Visiativ. It has allowed us to get closer to our clients, to help them weather these difficult times and to adjust our value proposition. Starting from our 'Grand R' initiative, we have improved our know-how and widened our service offering. Based on three tiers: Resilience (finding strength in the face of uncertainty); Recovery (upturn in investments); and Revival (our transformation project), this initiative is now being deployed alongside leaders who are finalising their roadmaps and creating smart platform companies; an absolute necessity.

We also derive our strength from turning challenges into opportunities. This is why we have started to rethink and restructure our social responsibility programme. In these extraordinary times, we have chosen to accelerate our commitment to society and the environment.

A friendly and inclusive company, Visiativ has always been open to its ecosystem and committed to enhancing the employee experience. This is not just wishful thinking; this is a reality. We have been able to design our own unique values and forge close relationships between our employees, customers and partners.

« **TOGETHER, WE MAKE A DIFFERENCE** »

In line with CATALYST, our new strategic plan, it was necessary to instil a new vision into our corporate social responsibility. Financial performance is not enough to define our company. We also want it to be judged on its openness, its digital maturity, its agility and its ability to engage with the dynamics of our country, our region, and the causes we believe in. At Visiativ, all these things go hand in hand.

We stand on solid foundations that we continue to uphold and build upon. Nevertheless, we have defined new goals which will be matched by concrete measures within the next few months. After making changes to the company's governance structure in order to better meet future challenges, we are now planning to implement a programme that promotes gender equality and inclusion for people with disabilities. We also want to prioritise the use of innovation in responding to the challenges of climate change, which is why we have joined the initiative: 'Time for the Planet'. We want every employee to have a great, shared experience and grow as a team. This is the reason why we have adjusted our CSR programmes to place the Visiativ DNA at the heart of our work. We want to stress the importance of collaboration, mutual support, care, active listening, engagement, digitisation and humility.

The crisis has highlighted the importance of these values, which we have been striving to develop and grow since our very beginnings. This is our pride and our strength. And we are now speaking up about it!

# THE VISIATIV GROUP

## ABOUT US

Visiativ is the **strategic partner** that helps **leaders** of industrial companies improve their **performance** and **operational excellence**.

### — OUR HOLISTIC VALUE PROPOSITION

For more than 30 years, we have been driven by one belief: **collaboration is key to a successful digital transformation**.

So, what matters the most to us is people: they are the main drivers of transformation and when they join forces, success is guaranteed:

- We support **leaders** in implementing their corporate strategy, seeking productivity gains and growth and striving for a greater entrepreneurial spirit;
- We support **employees** by implementing active listening to boost their efficiency in their day-to-day work;
- We support **clients**, for whom control of the product throughout its entire lifecycle goes hand in hand with efficiency, speed and cost optimization;
- We support our **experts** who, with their intimate knowledge of your sector, are able to advise you and guide you throughout the process;
- We also support **communities** which bring together users, customers, partners, experts and leaders in order to share experiences between peers, as well as promoting the collaborative development of new opportunities and sources of growth.

We are therefore passionate about using innovation and digitisation to streamline, foster and grow synergies that add value.

In order to develop and support new application cases and to sustainably leverage the company's potential, we must engage in successful collaboration. This is not merely a belief; this is something we experience every day.

With a passion for digital transformation, we focus on companies themselves: we try to gain a deep understanding of their vision, their culture and their aspirations. We anticipate their most pressing issues (removal of siloes, command and use of data etc.) to help them stay ahead of the curve.

As there are as many digital transformations as there are businesses, we adjust our offer according to the aspirations and strategies of our clients. No matter how far ahead their project is, we plan their step-by-step digital transformation with them, from diagnosis to implementation, through to the establishment of a roadmap, training courses and follow-ups. We aim to become their preferred partner.

## OUR SUPPORT

<p><b>TO ADVISE</b> throughout the value chain</p> <hr/> <p>Management and funding of innovation Digital transformation (roadmap, change management, information systems etc.) Industry of the future Next generation industrial solutions (3D CAD, PLM and additive manufacturing)</p>	<p><b>TO CREATE</b> via the Moovapps platform</p> <hr/> <p>Experience creation (Digital Workplace, extranet, e-commerce BtoB...) Business platform creation (innovation, GDPR, SAV...) Community platforms creation (Entreprise DU FUTUR, Lynkoa...)</p>	<p><b>TO ROLL-OUT AND INDUSTRIALISE</b> via the 3DEXPERIENCE platform</p> <hr/> <p>Digital continuity (from ideation to maintenance) Virtual factory, digital twin and production workflow Technical equipment (3D printers, CAD workstations)</p>	<p><b>TO COMMAND</b> the information system</p> <hr/> <p>Definition of infrastructure distribution (on-premise, Cloud) Connection with all existing solutions (ERP, CRM...) Management of infrastructure and managed services</p>
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**PURPOSE**

TO COLLABORATE, ACT AND INNOVATE IN ORDER TO PROMOTE SUSTAINABLE BUSINESS PERFORMANCE.



**VISION**

TOMORROW'S BUSINESS IS A SMART PLATFORM COMPANY LOOKING TOWARDS ITS ECOSYSTEM.



**MISSION**

TO SPEED UP INNOVATION AND DIGITAL TRANSFORMATION.



**AMBITION**

TO BECOME A STRATEGIC PARTNER FOR LEADERS OF INDUSTRIAL COMPANIES TO IMPROVE THEIR PERFORMANCE AND OPERATIONAL EXCELLENCE.

Visiativ's social responsibility programmes have been established in compliance with our Group's holistic vision around a strong ambition: to support our transformation and growth around the world through operational excellence and sustainable digital technologies. In line with the goals of the CATALYST strategic plan, Visiativ has set out to accelerate innovation and digital transformation at all levels, from our people through to our clients and partners. People are the pillars of performance. Together, they form a highly engaged community.

**— CATALYST**

Following on from AUDEO 2017 and NEXT 100, CATALYST is the **third strategic plan launched by Visiativ**. It deepens Visiativ's value creation and strengthens synergies and cross-functional exchange. Our Group's intention is to confirm its position as a multi-skilled global player serving SME and mid-tier companies, as well as their leaders.

Visiativ is set to implement this vision, backed by fresh financial and social ambitions involving our people, clients and partners around a collective movement. Our ambition is to become a real platform for human skills at the service of the digital experience.

*«In order to make this strategic plan a reality, we have organised our transformation projects around four pillars: to build the foundations of our client and employee experiences; to adjust and unify our value proposition; to adjust our go-to market and become 'One Visiativ'; and finally, to reshape our social and environmental responsibility programmes, leveraging them to boost our performance.»*



**Senda Bouchrara, Deputy Managing Director, Transformation and Innovation Offering**

**— OUR VALUES**

**CARE**

From its inception, Visiativ a built its values on the interactions between all stakeholders within its ecosystem: employees, clients, partners, institutional stakeholders and shareholders.

**BOLDNESS**

A key quality to be able to create, imagine, initiate and innovate, boldness is expressed through a unique value proposition, which enables Visiativ to stand out.

**TRUST**

We trust our teams and their ability to meet demanding challenges in order to create the right conditions for innovation and engagement.

**ENGAGEMENT**

This concept builds upon a solid belief and endorsement of the values and objectives of the Group from our clients and our people.

# HISTORY

## 2 FOUNDERS

### CREATION

Creation of AGS, subsidiary of the group Suisse AEL  
 Start of the software editing activity in the field of quality management (VDoc)  
 Creation of a distribution structure for SOLIDWORKS (initially an American start-up)

1987 - 1997

1997 - 2007

### A VIBRANT START-UP

Christian Donzel and Laurent Fiard buy out AGS France  
 AGS becomes Axemble  
 Launch of the myCADservices platform  
 Development of the Vdoc collaborative suite  
 Creation of an ecosystem of partners

### ACCELERATION

Axemble becomes Visiativ  
 The Group enters international markets  
 Listing on Euronext Growth Paris (formerly known as Alternext)  
 Build-up of the external growth strategy  
 Development of the Lynkoa and Entreprise DU FUTUR communities

2007 - 2017

2017 - TODAY

### FROM STRENGTH TO STRENGTH

Achieved completion of the NEXT 100 strategic plan one year ahead in 2019 and launch of the new CATALYST plan  
 The Group enters 10 new markets  
 New skills: innovation consultancy and operational excellence thanks to the acquisition of ABGI and AI via the integration of Living Actor  
 Development of the Moovapps platform  
 Change in governance: reappointment of the executive committee and nomination of Bertrand Sicot, deputy general manager

## 1 000 + EMPLOYEES



The Visiativ Group is listed on the Euronext Growth (FR0004029478, ALVIV)



Visiativ wins awards as an innovation-led European SME-mid-cap



Visiativ named « innovating company », member of Bpifrance Excellence and of the mid-cap accelerator



Visiativ is part of the French Fab and member of the French Tech

# VISIATIV IN NUMBERS

## KEY NUMBERS

**190.0 M€**  
TURNOVER IN 2020  
OF WHICH

**70%** RECURRING    **25%** INTERNATIONAL    **4.5%** DEDICATED R&D

**18 000** CLIENTS    **1 000+** EMPLOYEES

**81/100**  
EQUALITY INDEX

regarding equality of career opportunities and wages between men and women in 2019

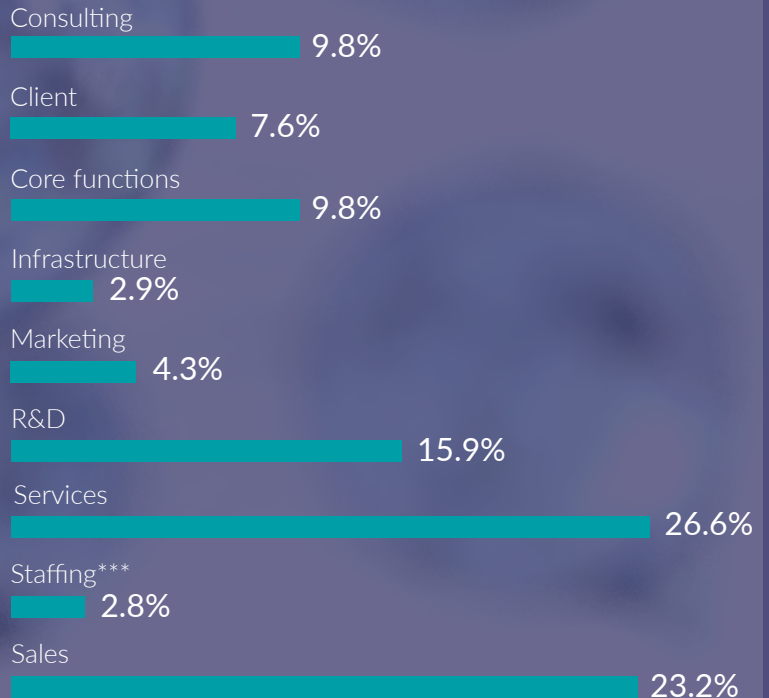
**10.7%**  
SHAREHOLDING  
EMPLOYEES\*

**77%**  
ENGAGEMENT RATE\*\*  
including 41% of developers

**75%**  
OF OUR EMPLOYEES  
SHARE THE VALUES OF VISIATIV\*\*

## BREAKDOWN OF PERSONNEL

### BY BUSINESS LINE



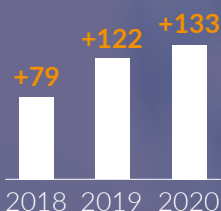
### BY GENDER



### BY COUNTRY



## RECRUITMENT IN FRANCE



**100%**  
PERMANENT POSITIONS  
OPEN TO REFERRAL POLICY



**45** STAFF IN  
WORK-LINKED TRAINING  
RECRUITED IN 2020

\*Data as at December 2020

\*\*Resonance survey of our personnel in 2020

\*\*\*Staff seconded as service suppliers

# OUR CSR STRATEGY



**«TO PERFORM WELL, A COMPANY NEEDS TO BRING TOGETHER ALL ITS PERSONNEL AROUND A COMMON VISION».**

## GRÉGORY JOURDAN

Deputy Human Resources and CSR Manager

«Whilst the Covid-19 crisis has disrupted all sectors of the economy, it has also given Visiativ the opportunity to spend more time thinking about its new social responsibility policy roadmap. It was unthinkable to defer its implementation or to leave it out altogether. On the contrary, the crisis has given us the impetus to accelerate and better structure it. As it turns out, this momentum around CSR is indistinguishable from the CATALYST strategic plan, influencing in turn its implementation. Employee experience and social and environmental matters make up one of the four pillars of this plan. In order to respond to the Group's development challenges, we have brought our social responsibility programme to a turning point. Corporate social responsibility has always been crucial to us, since our very beginnings. Which is why now, more than ever, we need to show a stronger ambition – one that is more innovative and collaborative. We know that a company performs better if it brings together everyone around a common vision. This is what guides us. This is our purpose.

### FOUR PILLARS

Building upon our foundations, we have improved, reoriented and reinforced our CSR programme by structuring it around four pillars. We have redesigned our governance structure by giving the Strategic Committee and the Executive Committee a new identity. We vouch to reinforce and accelerate our social and environmental footprint by

strengthening our financial and human support alongside our partners, through our Open Initiati'iv fellowship fund.

We shall continue to invest into various ecosystems within our communities of clients and partners. Lastly, we are going to entirely rethink our employee experience through the implementation of programmes focusing on the inclusion of people with disabilities, gender equality, wellbeing and work-life balance, management, talent development and alternative work methods. Though we have already addressed most of these issues in the past, we really want these goals, initiatives and ambitions to be clearly integrated into our programmes.

### OUR COMPANY'S ENGAGEMENT

Investment in this new, dynamic CSR programme is proof that we strongly believe in a responsible, open and sustainable company. We believe in collaborative companies that inspire people. We believe in companies where trust and boldness allow everyone to speak up and support innovative projects that contribute to the development of the Group. We believe in companies committed to passing on their unique and sincere values to their ecosystem. In short, it's these values that will underpin the success of our projects as a company of the future.»



# THE FOUR PILLARS OF THE CSR STRATEGY

## RESPONSIBILITY

Visiativ's responsibility rests upon a coherent approach of openness and integrity vis-à-vis all shareholders.

## SOCIAL AND ENVIRONMENTAL FOOTPRINT

Visiativ proves its commitment by contributing human and financial resources to implement the social and environmental initiatives we value.

## EMPLOYEE EXPERIENCE

Our Group is convinced that its value lies in our people. Their experience is punctuated by events and programmes characterised by engagement and inclusion.

## ECOSYSTEM

Visiativ supports and develops initiatives which bring together its entire ecosystem.



## UNITED NATIONS GLOBAL COMPACT

In 2015, the 193 members of the United Nations have adopted a plan designed to build a better future for everyone. In the heart of its agenda, the UN identified 17 sustainable development objectives and 169 objectives designed to meet the key economic, social, environmental and governance challenges of our times.

The Group's corporate social responsibility strategy has been designed to meet the sustainable development objectives established by the United Nations.

## STRUCTURE OF THE CSR TEAM



**GRÉGORY JOURDAN**

Deputy Human Resources and CSR Manager



**ÉLODIE CHANSON**

CSR Officer



**LENA FERRENBACH**

CSR Officer

If you have questions or would like to receive further information regarding our CSR approach, please contact:

[RSE@VISIATIV.COM](mailto:RSE@VISIATIV.COM)

## A CERTIFIED STRATEGY

Our Group has always expressed a strong desire to include social responsibility in its strategy. In the context of our approach based on trust and openness with all our stakeholders, we want to gain recognition of our engagements and actions through recognised certifications. During FY 2019-2020, Visiativ experienced strong progress in its ESG (Environment, Social, Governance) ratings, rewarding its social responsibility efforts.



The **EcoVadis** certification measures a vast range of non-financial management factors and evaluates company performance based on 4 themes (social, environmental, business ethics, responsible purchasing). This internationally recognised certification is based on concrete evidence.

Thanks to the distribution of its CSR strategy, Visiativ aims at reaching Gold level by 2023.



**Gaia Rating** is a benchmark index that measures the ESG performance of SME and ETI.

This rating is now the gold standard to evaluate companies based on non-financial and sustainable development factors.

In the past financial year, Visiativ achieved a 64/100 rating, a 25-point increase compared to FY 2018-2019. Visiativ also placed 33rd in its category (between a 150 and 500 million euro turnover), climbing up 26 places.



# RESPONSIBILITY

**Visiativ's responsibility rests upon a continuous approach of transparency and integrity towards all its stakeholders.**

Corporate social responsibility, in line with the CATALYST plan launched in January 2020, is key to Visiativ's development. We are therefore developing our structure and our governance in order to adapt and anticipate new challenges. This is why we have redesigned our decision-making bodies. We need to provide openness, balance and a close monitoring of our strategic pillars to be able to push our vision for the future. We have also strengthened our responsible practices as well as our protection of shareholder data, both in terms of the GDPR and in our approach to cybersecurity. This transformation is part of a continuous process that started when the Group was founded in 1987. And it's this renewed strength that will allow us to build our future.





# STRUCTURE AND TRANSPARENCY

Visiativ has implemented a number of decision-making bodies to support its strong development. Its governance structure ensures the balancing and monitoring of its strategic pillars.

## BOARD OF DIRECTORS

Tailored to support the strong development of Visiativ, in particular globally, a board of directors meet once every quarter to review performance. Five out of six directors (outside of Group leaders) are business leaders in the industrial or services sectors.



**DANIEL DERDERIAN**  
Founder and CEO of Axelliance,  
CEO of CREDIPRO France

**CHRISTIAN DONZEL**  
Co-founder and  
Senior Advisor de Visiativ



**PASCALE DUMAS**  
Former head of HP France

**LAURENT FIARD**  
Co-founder and CEO of Visiativ



**SYLVIE GUINARD**  
Head of Thimonnier,  
Vice-Head of FIM

**HUBERT JARICOT**  
Director of HLJ



**ANNE-SOPHIE PANSERI**  
Head of Maviflex, General Manager of PIL,  
Head of Green On Lyon, Head of Femmes  
Chefs d'Entreprise

**BENOIT SOURY**  
Head of Carrefour's organic market



## STRATEGIC COMMITTEE

The strategic committee, made up of François Enaud, Laurent Fiard, Visiativ's CEO, Bertrand Sicot, Visiativ's Deputy Managing Director and Senda Bouchrara, Visiativ's Deputy Managing Director of Products, Transformation and Innovation has received a mandate to support Visiativ's transformation plan and its related value proposition and to ensure that it is correctly implemented by the executive committee.



**SENDA BOUCHARA**  
Deputy Managing Director of Products,  
Transformation and Innovation of Visiativ

**FRANÇOIS ENAUD**  
Former CEO of Sopra Steria



**LAURENT FIARD**  
Co-founder and CEO of Visiativ

**BERTRAND SICOT**  
Deputy Managing Director of Visiativ



### — EXECUTIVE COMMITTEE

In line with our new strategic plan CATALYST, the executive committee has evolved to incorporate additional, knowledgeable talents who are experts in their respective areas of interest. This committee makes strategic decisions and ensures that the strategic plan is adequately delivered.

### — MANAGEMENT COMMITTEE

The management committees meet regularly to share views on current projects and monitor budgetary issues. They make sure that operations match the company's goals and overall strategy.

### — OPEN COMEX

The Resonance by Visiativ programme (see page 30) opens up the executive organs of the company to employees through the OPEN COMEX. With this initiative, a draw amongst a hundred volunteers is organised every two months and three employees are invited to attend the Group's executive committees alongside the leadership team, an excellent way to encourage transparency and collaboration.

*«I was curious to go behind the scenes of Comex . I realised that these meetings give rise to serious discussions about very important topics that have a direct impact on the company's day-to-day activities. All members discuss each topic in a very rational and professional manner. Participating in an Open Comex is an opportunity to gain a better understanding of management concerns and the decision-making process. I really enjoyed this experience and wish to thank management for the opportunity.»*



*Jennifer Niss, Management accountant*





# LEADERSHIP AND EXCELLENCE

Drawing from a wide range of backgrounds, all members of the executive committee are sponsors of the Group's transformation projects.

## LAURENT FIARD

Co-founder and CEO

### VISION – BUSINESS – STRATEGY

Laurent has been at the helm of Visiativ since the company's creation in 1987. He is responsible for defining the company's vision and for building the overall strategy. Together with other members of the executive committee, he is involved in structuring projects, in particular those designed to promote operational excellence.

## BERTRAND SICOT

Deputy Managing Director

### INFORMATION SYSTEM – CLIENT EXPERIENCE – INTERNATIONAL – ECOSYSTEM

Bertrand joined the Visiativ team in 2020, bringing with him thirty years of experience in sales and marketing of software solutions for the industrial market at national, European and global levels. He focuses on the Visiativ client experience at every level of our operations and on deepening our global reach. He supports the operational roll-out of our CSR strategy.



## GRÉGORY JOURDAN

Deputy Managing Director, Human Resources and CSR

### EMPLOYEE EXPERIENCE – CSR – HUMAN RESOURCES

After 15 years of work in French and international Groups, Grégory joined Visiativ in 2019 to redesign and support the new human resources and CSR strategies implemented in France and globally. Beyond structuring, Grégory intends to support Visiativ's transformation by implementing, together with his team, an innovating and effective HR strategy centred around the employee experience.

## PHILIPPE GARCIA

Deputy Managing Director Finance & Legal

### FINANCE – ADMINISTRATIVE – LEGAL – M&A – RELATIONSHIP WITH INVESTORS

Philippe's arrival in 2020 coincides with the launch of CATALYST, the new strategic plan. His previous experiences, most notably with listed companies and in the field of international development, are undeniable assets to support the implementation of CATALYST.

## SENDA BOUCHARA

Chief Operating Officer in charge of the Offer, Transformation & Innovation

### PRODUCTS OFFERING – INNOVATION – TRANSFORMATION – SECURITY

Drawing from almost 20 years of experience within the technology and software sector, Senda has been providing us with her expertise since 2020, focusing on making Visiativ's transformation a success in line with our strategy. Senda works on the following key goals: supporting client experience through the distribution of software solutions and strengthening our value proposition by putting forward innovative and adequate offers in line with the goals set out in CATALYST, which she also helps enforce.

## RESPONSIBLE PRACTICES

Visiativ makes a point to implement responsible practices and initiatives that seek to prevent all types of corruption and influence peddling. In 2021, Visiativ has set out to strengthen its policies and actions in line with regulatory requirements:

- Incorporation of social and environmental criteria in purchasing/subcontracting practices.
- Engagement in favour of tax responsibility.
- Embodiment of an ethical business policy and anti-corruption practices.
- Implementation of a process to identify potential conflicts of interest.
- Implementation of a point of contact and processes to fend off all types of harassment.

## DATA PROTECTION

### DATA SECURITY

**The protection of our clients', partners' and employees' personal data and confidential information is crucial to us.**

In today's world, information security is underpinned by four main principles: **confidentiality, availability, traceability and data integrity**. A unit has been assembled and a security committee has been appointed in order to centralise and manage all the actions and procedures initiated by the Group in the field of security. This transversal organisation aims at ensuring that Visiativ's legal obligations are met and that its SLAs (Service Legal Agreements), which guarantee security and service levels, are implemented.

**Data security: a crucial issue at all levels of the company**

To raise staff awareness, we have designed a programme tailored to the profile and role of each

employee. It is crucial to train and support as many employees as possible in order to ensure compliance with the best IT security practices.

#### A certified know-how

To meet the needs of our clients, we regularly assess the efficiency of our procedures and the adequacy of our services through compliance audits, amongst others (see page 17), for some solutions. The outcome of the audits forms a body of tangible data that prove our know-how in terms of IT security management and constitute a solid basis for our continuous improvement plan.

Visiativ holds a number of certifications that demonstrate its quality, openness and plans.

# 99.95%

Availability rate of the Moovapps Cloud in 2020

«Our security committee is mandated to strengthen IT security for our information systems and solutions. The committee provides advice and training to employees in order to raise awareness about cybercriminality. It also plays a part in Visiativ's innovation drive by strengthening its value proposition.»



**Roch Auburtin, Information Systems Security Director and Head of the Security Committee**



## — GENERAL DATA PROTECTION REGULATION

The General Data Protection Regulation (GDPR) came into force in May 2018 and applies to all organisations who process personal data belonging to European Union residents. Our alignment to the GDPR is part of a continuous improvement process that needs to be entrenched within our company’s structure, according to the recommendations of the Commission Nationale de l’Informatique et des Libertés (CNIL, National Commission for Information Technology and Civil Liberties) and the Comité Européen de la Protection des Données (CEPD, European Data Protection Committee).

To ensure alignment with the GDPR, various entities of the Group have been audited and action plans drawn. Examples of actions implemented:

- Nomination of a Data Protection Officer (DPO) as and when necessary;
- Updating of client/supplier contracts concerning personal data;
- A daily effort to update our policies and procedures to ensure compliance with regulations;
- Raising awareness among teams who process personal data (marketing, human resources, salesforce etc.).

Visiativ uses Mission RGPD on a daily basis (see insert below). This tool enables regular monitoring and ensures all data processing activities are kept up to date.



*«To ensure alignment with the regulations at Visiativ, we have been working within a project environment. This has enabled us to adapt to the specific characteristics of each Group entity. Within the Visiativ Managed Services division, for example, we have established a privacy policy accessible to everyone. This policy centralises all the information regarding the processing of personal data collected. We have also established a procedure that enables our employees and the legal department to apply for right of access to personal data. We have also established a log system for data processors and controllers to record all data processing activities. Thanks to all these measures, our ISO 27001 certification (see on page 17) has been renewed.»*

*Alison Schoenleber, Counsel IT/IP*



In 2019, Mission RGPD was selected as one of the **French legaltechs of the year** specialising in data protection (as measured by Maddyness and Actualités du droit Wolters Kluwer) and it was also distinguished in the **Trophées du Droit 2020**.

### Mission RGPD

Just before the GDPR came into force in May 2018, Visiativ announced the launch of Mission RGPD in partnership with the law firm Simon & Associés, an expert in data protection and compliance.

Mission RGPD is a progressive digital platform built upon the input of legal support teams with an expertise in GDPR. A tool for the management of the life-cycle of personal data processing operations, Mission RGPD enables companies to protect their personal data whilst making the approach more sustainable.

The project, launched by Visiativ employees, is now an independent entity. Mission RGPD has already supplied more than 150 companies in Europe and hosts the largest French-speaking community dedicated to the GDPR, boasting more than 4000 members.



# APPROPRIATE CERTIFICATIONS FOR OUR SPECIFIC ACTIVITIES AND OUR CLIENT EXPECTATIONS



Visiativ Managed Services certified ISO 27001 and HDS

Visiativ Managed Services, a subsidiary specialising in IT infrastructure, delivers IT bases that are certified ISO 27001 & Hébergeur de Données de Santé (HDS, Health Data Host) to meet the needs of companies that wish to push digitisation.

«The ISO 27001 certification forces us to make our services more secure. The management of authorisations, access screening and their supervision are part of these measures. We are audited twice a year, which is why we assess our processes and practices in the long term. Of course, this standard is not mandatory, but our security, and that of our clients', is crucial.»

André Frachon, head of Visiativ Managed Services

## SMSI iPorta SIGR, certified ISO 27001

iPorta develops and sells collaborative solutions dedicated to the smart building market. This is a business sector that requires a high level of data security. The SMSI's (Système de Management de la Sécurité de l'Information, Information Security Management System) ISO 27001 certification, which underpins our SIGR (Système d'Information de Gestion des Risques, Risk Management Information System), guarantees our ability to process and protect sensitive data for our clients.

## ABGI certified ISO 9001 and OPQCM

Our entity ABGI focuses on management consultancy and innovation financing. Our employees, who have to process highly confidential data related to Visiativ's clients' innovations, must behave ethically at all times. ABGI was awarded industry recognised certifications, aligned with its activities.



The ISO 9001 standard confirms the compliance of the quality management system and guarantees the precision and the efficiency of the company's approach, the continuous improvement of processes and the high level of customer satisfaction.



The OPQCM (Office Professionnel de Qualification des Conseils en Management, the Professional Office of Qualification of Advice in Management) certification is a guarantee of professionalism and client satisfaction. It allows its holders to provide legal services as an ancillary offering.



The "Consultant CIR-CII" certification is a scheme offered by the Médiation des entreprises. It offers recognition to stakeholders who promote sustainable relationships with their clients in compliance with a charter that includes 5 duties and 11 commitments.



# SOCIAL AND ENVIRONMENTAL FOOTPRINT

Visiativ demonstrates its commitment by contributing human and financial skills, knowledge and resources to implement the societal and environmental initiatives it values.

«When the Management at Visiativ offered me this CSR Officer position, I was filled with a sense of achievement at the perspective of being involved in the structuring and acceleration of the company's social responsibility agenda. Since its creation, Visiativ has always had its social and environmental footprint at its core. I saw this first hand when I started in 2016. I suffer from an invisible disability and it was the first time I witnessed this amount of openness, care and inclusion at every level. It was the first time I witnessed this desire to fight for a better society. Visiativ carries in its very DNA a desire to transform mentalities, both through the financial support granted to suitable initiatives, and by implementing concrete actions that not only inspire people, but entire ecosystems. This is the reason why, within the scope of my work, I hope to be able to better structure and make the most of our engagements, to go even further by supporting new projects that are close to our hearts thanks to the OPEN INITIAT'IV fellowship fund. Embedded in the momentum of the CATALYST plan, the impetus given to Visiativ's CRS policy must allow everyone to understand it, to recognise themselves in it and most importantly, to get the community of stakeholders involved. Together, we will go onwards and upwards!»



Élodie Chanson, CSR Officer

## ENVIRONNEMENT SOCIETY ENGAGEMENT

### OPEN INITIAT'IV Fellowship Fund

At the heart of its societal engagement, Visiativ has set up a fellowship fund to promote and support its employees' engagement and promote sponsorship of skills.

The OPEN INITIAT'IV Fellowship Fund aims to finance and support, together with our committed personnel, charities or general interest projects with a focus on societal matters in line with the UN's sustainable development objectives. The fellowship fund upholds our ambition to engage with people with disabilities and those in a precarious social situation, as well as providing access to new technologies through education.



## SOCIAL FOOTPRINT

Visiativ's social footprint is a motor of growth structured around three pillars:



Through our actions on the field and with our skills-based sponsorship, often offered to our employees, Visiativ intends to help change society by providing opportunities to everyone. Through these initiatives and our collaborative approach, which unites and mobilises all our teams around the same goal, our Group successfully meets the societal challenges of diversity and equality of opportunities. But Visiativ goes one step further. Aware of the ever-increasing growth of technological development, our Group also wishes to give everyone in education access to computers, thereby training and shaping the talent of the future. Encouraging people to reach their full potential, whatever it takes, is one of our priorities. This is the role of a committed company, one who puts societal engagement at the heart of its activities.



### INCLUSION OF PEOPLE WITH DIABILITIES OR IN A PRECARIOUS SOCIAL SITUATION

The development of people's potential, whatever the challenge, (disability, precarious social situation) is a priority for Visiativ. This priority is shared and upheld by all our people through skills-based sponsorships and initiatives put in place on the field.



NOUVELLE ÈRE

Visiativ supports inclusion for people with disabilities and implements initiatives to raise awareness amongst its staff. Since 2012, the group has worked alongside Nouvelle Ère to develop practices and mentalities in order to promote job retention and access to work for people with disabilities or in a precarious social situation. The Nouvelle Ère Congress upholds and spreads a unique model: "It is about starting from the theme of disability, and creating a company from there," states its founder, Jean-Baptiste Hibon, who supports companies in their transformation. France is home to 12 million people with disabilities, supported by 11 million carers, which means that 23 million people are affected one way or another. It is therefore essential for companies to tackle the issue of disability if they want to promote inclusion, but this cannot be done

in one single project. We must evolve together and do our best to improve the common good of the business. "An approach built upon action that unites all forces in the company: clients, suppliers and staff alike. The company of the future is one where all stakeholders will be invested in the fundamental purpose of the company". To achieve this, Jean-Baptiste Hibon and Visiativ intend to leverage digital technologies. "Our two visions come together: Visiativ brings the digital culture, and I bring the disability culture". More broadly, Nouvelle Ère wishes to bring together stakeholders from the worlds of business and disability to share good practice on a unique platform.

**8 YEARS OF ENGAGEMENT**  
side by side with Nouvelle Ère



Soutenez le Sport et Handicap en Auvergne-Rhône-Alpes

Through its involvement within the Club des partenaires H+ Sport, Visiativ supports the Ligue Handisport Auvergne-Rhône-Alpes to promote access to sports for people with disabilities. In this context, our Group sponsors one of the rising stars in the field of wheelchair fencing, Gaëtan Charlot.



▲ Wheelchair fencing demo during a company afterwork meeting.

«I am delighted to be supported by Visiativ and its employees. I have been able to chat with them and share my story, my hardships and my everyday challenges. Visiativ employees have been very keen to listen. We continue to communicate via the Moovapps Team.»



Gaëtan Charlot, student at INSA and French disabled sports hopeful

**500+ INTERACTIONS**  
with Gaëtan on Moovapps Team

### 3 QUESTIONS TO CLUB H+ SPORT

Three questions to Emmanuelle Thomas, the person responsible for the partnerships in the Club H+ Sport of the Auvergne-Rhône-Alpes Disabled Sports League.

#### What are the goals of Club H+ Sport ?

The purpose of the Club des partenaires de la Ligue Auvergne-Rhône-Alpes Handisport is to gather companies that are involved in the sports sector via the Disabled Sports League and the Adaptive Sports League. Our intention is to create a partnership that is built upon mutual exchange conveyed through our motto: “to give, to live, to receive”. This is what we are trying to do by reaching out. In real terms, companies can give support in a variety of ways: by donating funds to support an athlete, by organising various events, by offering training, by buying hardware or technical equipment, but also by in-kind donations. The company can also offer to contribute skills or services, which in turn enables us to lower our costs.

#### How did you first encounter Visiativ ?

I had heard of the initiatives supported by the Group. After meeting with Laurent Fiard, Visiativ became our first partner, which in turn offered us a “shop window” to attract further partners. I want to stress that when Visiativ makes a commitment, it is not just empty words, but active listening, empathy and concrete measures that are conducted collaboratively, which garners a lot of company interest.

#### What type of support does Visiativ offer Club H+ Sport ?

There are two types of support: firstly, financial support, which in turn helps the Ligue apply for further funding. And secondly, support for Gaëtan Charlot, one of the rising stars of French wheelchair fencing. This initiative gathers around Gaëtan a community of about a hundred people who have chosen to support him as he develops and improves in his sport. Little by little, we have established a productive, sustainable relationship. And this should only deepen with time.



# initiatives cœur.fr

Since 2017, Visiativ has been a technical partner of La Team Initiatives-Cœur which organises sailing races all over the world. This 4-year programme has enabled us to support Samantha Davies's boat in all the main races: Transat Jacques Vabre 2017 and 2019, the Route du Rhum in 2018 and the Vendée Globe in 2020.

Each race is an opportunity to draw public attention to the initiatives supported by Mécénat Chirurgie Cardiaque (Heart Surgery Foundation) as well as to raise funds for their cause. This association enables children with heart diseases to get surgery in France when a lack of technical or financial means makes it impossible for them to be operated on in their home country.

With the support of Dassault Systèmes, which has funded the SOLIDWORKS licences, Visiativ has made it possible for the Initiatives-Cœur team to get training and support in order to make the best use of available solutions and thus bring their model to life.

Thanks to this support, the boat's technical features have greatly improved. It is now equipped with latest generation foils, resulting in significant gains in terms of both performance and speed.

Each race is eagerly followed by our Group, there are daily reports, monitoring of rankings and vessel performance.



To maintain its positioning, Visiativ supports a number of projects related to its values and the "Inclusion" pillar of its strategy.



In order to combat poverty, substandard housing and homelessness, the Visiativ Group is working alongside the collective l'Entreprise des Possibles (the collective Enterprise of Possibilities), founded by Alain Mérieux. Its mission is to bring together human, financial and real estate resources.



Within the framework of a sponsorship of skills project, Visiativ has developed a Moovapps platform for patients and doctors from the CAMI Sport & Cancer association, which sets up sport therapy programmes for cancer patients.



Visiativ supports the Art for Science charity which creates content and events combining art with neuroscience. Its ambition is to uncover the operation and benefits of artistic activities on the brain.



Since 2013, Visiativ has supported Pachama, a charity whose three-fold goal of environmental protection, humanitarian support and social integration through the economy, makes it possible to conduct various projects in Madagascar to promote the protection of ecosystems, social rehabilitation and greater solidarity between different generations. In 2020, Visiativ's support has helped finalise the construction of a 250 sq. m. shed, to pay wages to workers and to offer children a meal after their rugby training.



◀ Installation of a work of art by Aurélie Salvaing in Visiativ's facilities. The funds collected have been awarded partly to the artist and partly to medical research on brain tumours. From left to right Bertrand Sicot, Aurélie Salvaing, David Gros, Laurent Fiard.



## ACCESS TO NEW TECHNOLOGIES VIA EDUCATION

Faced with the ever-expanding range of technologies, Visiativ wishes to make computers accessible to all and to accelerate digital education.

Several initiatives are supported by Visiativ in order to make computers available to all. Our Group works alongside the Weeefund association to tackle school dropout rates by reusing computers previously used by our staff. Furthermore, Visiativ supports the development campaign, Osons la Confluence, implemented by the Université Catholique de Lyon (UCLy). The campaign invests in projects such as the strengthening of the grant system, research funding around diversity and intercultural exchanges, and the e-UCLy project for digital transformation.

### FOCUS ON...



▲ Opening of the IT room at Cours La Passerelle  
From left to right: Laurent Fiard et Cyprien Lefebvre

*Weeefund, which is committed to reduce the digital divide and the ecological footprint.» explains Cyprien Lefebvre, Weeefund founder.*

*«In keeping with our actions with Weeefund, I have had the opportunity to spend an afternoon with students from the Cours La Passerelle to share information about my job and the code. Thanks to this enriching experience, I have realised how satisfying it is to see a child get involved and take pleasure in the outcome. It is very rewarding when children come back to us of their own free will after the lesson to continue working on the exercises. It is a very good opportunity to share my experiences and pass on my passion to future generations.»*



**Christophe Mestrallet, Team leader Moovapps, Visiativ**

«With Visiativ, we go back a long way. We have been partners since the very beginnings of Weeefund. Our project came about because we had made two observations. One, that every year companies get rid of three million computers in perfectly good condition, and two, that many schools lack the funds to provide computers for their IT rooms. Out of these two problems, we found a solution. We collect the hardware, give it a second lease of life and offer maintenance and training for three years. At the time, the company was still in its infancy, but everything changed after I met with Visiativ in March 2018. The company had extra computers and wanted to donate them. Ten days later, we concluded a partnership and in September of the same year we inaugurated the first IT room of the Cours La Passerelle school in Pierre-Bénite (Rhône). This had a strong impact as we were able to immediately inspire other companies. With Visiativ, we are about to equip a third school. Our commitment over the past two years now goes far beyond a pure donation of IT hardware. Energised by the Group's employee engagement, we have helped create relationships between two worlds which might never have coincided. This encompasses the whole meaning of the word "engagement". This word resonates with us and influences the very core of

Through its engagement with Weeefund, Visiativ has supplied the Handigital school: a programme that trains and supports young people with disabilities to take up jobs in the digital sector. Since 2019, this partnership has enabled us not only to offer refurbished PCs to young learners, but also to welcome two interns with autism. In order to incorporate those young people into the Group in a positive way, we have used Handigital and la DIRECTE Auvergne Rhône-Alpes to set up a specific internal training programme for our personnel.

**69** REPURPOSED Visiativ PC



# ENVIRONMENTAL FOOTPRINT

## USING TECHNOLOGY TO PROTECT RESOURCES

Visiativ has experienced strong growth by implementing a simple belief: innovation combined with faith in the group helps us move mountains. But we all know that humankind is now faced with a great challenge: climate change threatens our livelihoods as a species as well as our economy.

Faced with this global challenge, we have no choice but to find global solutions. Visiativ is perfectly positioned as a digital company to realise that in the 2.0 world, acting on our scale no longer means acting on a local level: the companies' playground no longer has limits or borders. Leveraging the strength of entrepreneurship and our belief in the human spirit, we can find resources to combat climate change in an efficient and pragmatic way.



In order to contribute to the national and European efforts in the field of energy transition, we have implemented measures aimed at reducing our energy consumption in the past few years. These are examples of relevant practices:

- Making IT tools available in order to digitise our documents;
- Optimising lighting systems (LED, presence detectors, low energy lamps etc.);
- Implementing badge-activated printers with default printing options and systematically recycling ink cartridges.

To go one step further in its resource protection approach, Visiativ will join the Green Clic programme from 2021 onwards. This programme makes it possible to measure our paper footprint in real time. The volume of trees constituting our paper footprint will be automatically replanted in the context of a reforestation project.

*«I am delighted to be able to contribute by actively participating in the Group's energy transition. We can no longer turn a blind eye to the greatest ecological issues of our times. At Visiativ, we believe that we will meet those climate change challenges by uniting our forces. For me, it is a key day-to-day challenge to support the company in the roll-out of its environmental strategy.»*

**Lena Ferrenbach, CSR Officer**



## 30% LESS PRINT

### WASTE MANAGEMENT

As a service company, Visiativ creates low amounts of waste. Still, sorting and recycling are of the utmost importance.

As far as our people are concerned, Visiativ has suggested various measures to raise awareness regarding waste management during the European Week of Sustainable Development in 2019 (afterwork meetings, posters that show the sorting rules, etc.). As a general rule, the company promotes and supports external initiatives such as Ty Waste (see page 38) as well as internal initiatives such as the organisation of plog-ging sessions (civic activity that combines running and waste collecting).

# CARBON FOOTPRINT

Visiativ measures its impact on the environment by establishing a carbon footprint for its entire activity. The goal is to improve the Group's environmental footprint significantly by implementing measures that tackle the main sources of direct carbon emission.

## SUMMARY

As 2020 was characterised by a series of lockdowns, the action plan has been established on the basis of the carbon assessment for 2019, which was more in line with our Group's activity levels. Based on the results, we have identified the main sources of direct emission as vehicles (42,5%) and IT (36%).

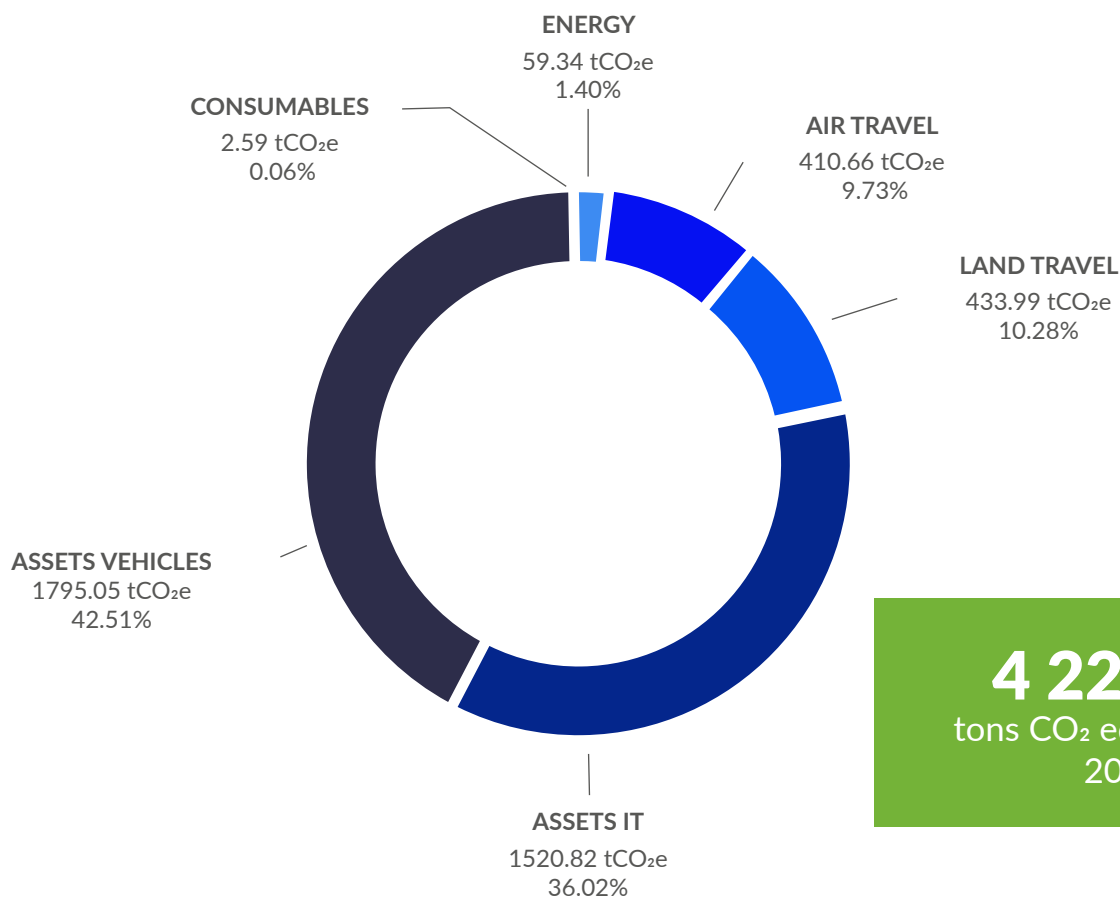
As a service company specialised in the integration and edition of software and digital transformation, it is not a surprise to see IT (data centre, hardware) make up a large share in this carbon assessment. Our belief, however, is that digital technology, when used the right way, can contribute to the protection of the environment.

All types of travel combined (land, air, vehicle fleets) represent 62,5% of the Group's carbon emissions. Personal and company cars alone amount to more than 42,5% of greenhouse gas emissions. In order to restrict emissions related to travel, a new car policy is

being implemented: electrical or hybrid vehicles will be preferred, whereas diesel vehicles will be excluded from the vehicle fleets (business cars and company vehicles). Our Group also encourages its people to engage in carpooling, to use clean means of transport (bicycles, public transport, etc.) as well as to limit internal travel by promoting the use of collaborative tools, videoconferences or e-learning tools.

## OTHER SOURCES OF CARBON EMISSIONS

The measures that have already been implemented over the past few years have led to a drastic fall in the consumption of energy and consumable products. These measures include, among other factors, the dematerialisation, the establishment of a printing policy, the installation of low energy lamps and the installation of presence detectors.



**4 222.45**  
tons CO<sub>2</sub> equivalent in  
2019





Time for the Planet

## TIME FOR THE PLANET

Fight climate change through technological innovation

Visiativ is one of the first companies to have supported the Time for the Planet initiative, which set out to fund innovative technologies to fight against climate change. Mehdi Coly, its co-founder, recalls the beginnings of this partnership and its ambitions.

**Time for the Planet is a group of six entrepreneurs gathered around one cause: to fight against global warming by supporting technological innovation. How was this company born?**

Mehdi Coly: The idea behind Time for the Planet is not new, it is more than twelve years old. With Nicolas Sabatier, an entrepreneur friend, we had it in mind to develop a company with a social agenda. However, we were busy developing our respective companies and did not have any time to dedicate to other initiatives. Then quite recently, realising the extent of what we are going through, we took the plunge. We refocused our project on the fight against climate change and brought together four other entrepreneurs to create Time for the Planet. Our ambition is to fund technologies that will have a significant impact worldwide. We are convinced that innovation will help us move forward in the right direction.

**What are the concrete objectives of Time for the Planet?**

We want to fund companies with innovative projects, underpinned by mature technologies. After a selection by our scientific committee, our first investments will be made as early as the first term of 2021. Time for the Planet takes a holistic view of the companies it supports and applies an open-source economic model. By 2030, we hope to have collected one billion euros raised from a community of shareholders and hope to fund a hundred companies.

**How did you first encounter Visiativ?**

Initially, we needed to persuade and inspire people. We are in an emergency situation and we won't meet this challenge without the help of new technologies. It was this argument that enabled us to quickly garner the support of companies like Visiativ. Their beliefs are absolutely aligned with ours: innovation will save the planet. They were enthusiastic about our project and became one of our first shareholders.

**With Visiativ by your side, how are you going to build up this partnership?**

Beyond financing innovative companies, we have established a model that makes it possible for all those who wish to engage, to do so. This is why we have created the idea of planets and comets. Planets brings together a group of people with a common interest (skills, for example) and if they want to take action, they develop comets. This is the first step; we then want this to happen within companies too. Visiativ became the first company to create a 'planet', the Visiativ Planet, based on its initial environmental model. It is set to develop comets to help its people commit to concrete actions internally or for Time for the Planet. Our strength is to be able to co-build and to take action immediately. This will be a game changer.



# EMPLOYEE EXPERIENCE

Visiativ offers a unique employee experience, shaped by engaging and inclusive programmes.

A company is efficient when it inspires a true sense of community. This vision is valuable, and it's what Visiativ considers to be its DNA. This unique commitment reinforced by cohesiveness and synergy among various teams through actions implemented on the field. The employee experience is inherent to the Group's values, but we now intend to give it a new lease of life by conducting policies centred around engagement, flexibility and agility based on inclusion and equality.

Through the launch of the "One Experience" initiative in 2021, we will guarantee that the Visiativ Experience is the same for everyone thanks to better-structured programmes that promote commitment and initiative. This helps keep our people thriving and progressing and offers the necessary resources to build a robust and ambitious company-wide project.

# PROGRAMME EVOLUTION EXPERIENCE



## FOCUS ON...

### THE RESONANCE SURVEY

In spite of the exceptional circumstances, we experienced in 2020, Visiativ has conducted a survey among employees in order to analyse the perceived atmosphere and the engagement rate. Conducted in a fully anonymised format, the survey has shed light on the company's core strengths.

#### Engagement

«Overall, Visiativ as a company offers a wide range of services to its employees and a series of genuine services to its clients. Our teams are caring.»

#### Mutual assistance

«Mutual assistance is a real strength for Visiativ and in my entire career, I've only ever found it here.»

#### Collaboration

«We improve and support each other.»

#### Empathy

«My manager offers solutions for progress in line with the company's strategy after confirming that they are understood and endorsed by the entire team.»

#### Endorsement

«A people-centred company.»

#### Future

«Visiativ has always been able to reinvent itself. I fully trust the company's strategy.»

#### Leadership

«The team is considerate; ideas and initiatives are always well received with advice and support to help implement them.»

#### Legitimacy

«My manager listens and takes the time to consider ideas which are suggested to them, in turn helping staff feel valued.»

**78%\***  
OF EMPLOYEES  
BELIEVE IN VISIATIV'S  
FUTURE



\*Resonance survey conducted with employees in 2020

# ONE EXPERIENCE...



We intend to build unique, robust and ambitious projects that contribute to the development and transformation of the company, underpinned by diversity. No matter people's background, gender, disability status or skills, by being open and caring, we hope to give our staff the opportunity to create a unique experience together.

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## RELATED PROGRAMMES

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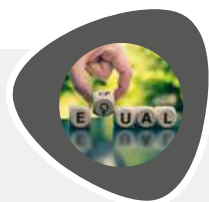
### **Inclusion by Visiativ**

Visiativ is deeply involved in raising awareness of disabilities to its people. Through the Inclusion programme, our Group conducts an ambitious policy, uniting all our teams around a common goal. As we thrive to transform representation, we intend to strengthen our initiatives in this field, with a clearly defined ambition: to become an inclusive company that welcomes people with disabilities.

In order to accelerate our commitment towards inclusion, we have appointed Elodie Chanson as a disability advisor. A series of initiatives are currently being implemented, including the training modules for managers and hiring teams in connection with the Charter on human relations in a corporate environment, initiated by Nouvelle Ere (see page 19).

It is also crucial to raise awareness among all our staff. During the European disability employment week in November 2020, for example, we shed some light on invisible disabilities through a series of actions on the Group's Intranet.

We are currently considering solutions to promote the inclusion of people with disabilities through direct or indirect employment, by calling upon partners who believe in an adequate and secure environment for these people.



### **Equality by Visiativ**

Gender equality is at the heart of Visiativ's beliefs.

The Group has taken tangible steps for years, but the execution of an internal agreement in 2021 will enable us to go one step further and to promote equality at all levels of the company.



## FOCUS ON...

### MEASURES TO PROMOTE EQUALITY

Visiativ is no stranger to the underrepresentation of women in the digital sector: in 2020, they made up 30% of the Group's global workforce, compared to 28% on average in France, according to the Syntec Numérique index.

Visiativ intends to strengthen its measures to promote gender equality at all levels by implementing actions to tackle the situation and reduce inequalities.

Among those measures, our Group is committed to defining a specific budget for the reduction of wage inequalities and to implement appropriate monitoring for when women return to work after their maternity leave. In order to achieve adequate levels of female representation, Visiativ has also supported the implementation of gender-balanced hiring and the creation of an internal community dedicated to women in management.

We also intend to accelerate our programmes to promote work-life balance (creche, part-time work, janitorial services etc.) in order to attract new talents, but also to retain our personnel.

### GENDER EQUALITY INDEX

In September 2018, the law on the freedom to decide one's professional future (Loi pour la liberté de choisir son avenir professionnel) was adopted. Pay equality between men and women in a corporate environment is one of the key measures implemented by this law. In this context, a rating scheme was implemented by the government. This gender equality index is made up of 5 factors and rated out of 100 points. The 5 factors include:

- Difference in wages
- Difference in pay rises
- Difference in promotions
- Percentage of female employees who received a pay rise
- Equality index

In 2019, Visiativ obtained an overall equality rating of 81 out of 100 points.



«Gender equality is not a matter of statistics. To me, this is a philosophy which we must incorporate into employee experience. We must be proactive and sustainably increase female representation at all levels of the organisation. This is my vision of an equality friendly company.»



**Johanna Berthier,**  
Human Resources Manager, France

**81/100**  
**EQUALITY INDEX**  
regarding equality of career  
opportunities and wages

# ...COLLABORATIVE AND UNIQUE...



Visiativ has promoted collaboration since its beginnings. This unique way of working pervades all levels of the company and continues to expand. Enhanced through innovative tools and participation in various internal projects, each person's commitment creates a real sense of belonging. Thanks to the development of a balanced and positive workplace, our people can do their best and enjoy a unique Visiativ experience.

## RELATED PROGRAMMES



### **Transformers by Visiativ**

Made up of a community of a hundred volunteers, the Transformers get involved in Visiativ's transformation and in the dissemination of the Group values to all our teams. They deliberate and get involved in crossdisciplinary projects throughout the year. Innovative initiatives have been identified and make it possible for employees to showcase their talent.



### **Resonance by Visiativ**

Active listening and recognition. Two very valuable concepts for Visiativ. Our Group is convinced of the importance of interaction, dialogue and synergies, and we know that each and every idea must be taken into account. This is why we have created the Resonance programme which supports the company in reinventing and transforming itself by following the pace of innovation and taking advantage of any opportunities generated.

The programme enables everyone, at all levels of the company, to speak up in a constructive way at all levels of the company through various means: internal survey, Visiawards (internal recognition system), Open COMEX (see page 13).



### **Work-life by Visiativ**

Visiativ knows that it is crucial to develop and improve wellbeing in the workplace in order to create opportunities for employees to experience a unique kind of engagement. The Group is dedicated to offering its people an optimal work environment that fosters their well-being and work-life balance while promoting access to sport and culture for all. We are committed to this by sustaining actions partly created by our staff's own initiatives.



# FOCUS ON...

## WELLBEING IN THE WORPLACE

In order to support employees and help them find a balance between work and personal life, Visiativ has implemented a range of actions, which often stem from internal and local initiatives. We now intend to pass on this momentum to all our people.

### BALANCE AND FLEXIBLE WORKING

Visiativ became aware very early on that it was crucial to take well-being into account to guarantee optimal engagement. To support and help our people reach a work-life balance, we have put into place a flexible working solution that enables our staff to have more freedom in the management of their timetable and workspace. Based on this approach, a corporate concierge service was put in place in 2018. The Group wishes to extend this type of service, currently only available at the headquarters, to benefit most of its workforce.

### PROGRAMMES FOR AND BY EMPLOYEES

In order to take concrete steps for our people, we have put together the Visiativ en Forme\* programme. This programme offers a number of different strategies to help improve wellbeing at work, focusing mainly on physical activity as the benefits of regular exercise on health and happiness are well known. Visiativ also refunds the entrance fee paid by teams of staff for races organised to raise funds for charity (the Course des Héros, Courir pour elles etc.). In our headquarters, we have a well-equipped fitness facility in a renovated building. This facility is self-managed by the people who use it, depending on their availability.

Broadly speaking, all internal initiatives that promote wellbeing are encouraged: drama classes, gardening, reading...

The 2020 health situation has limited the number of meetings and initiatives. However, some races such as the Relais des Héros were maintained remotely, which enabled everyone to participate. This meant that some thirty people from all agencies, cities and countries took part this year, wearing the colours of the Amis FSH charity.



\* Visiativ in shape

# ...MADE TO AIM HIGHER...



In a world where businesses are reinventing themselves and experiencing rapid growth, our Group is developing a number of innovative, wide-ranging and customisable programmes accessible throughout the employee experience. We wish to ensure each member of staff has the same opportunity to be supported in order to acquire and develop new skills.

## RELATED PROGRAMMES



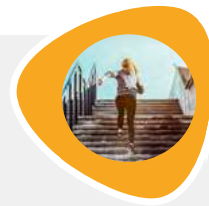
### Graduate by Visiativ

Graduate by Visiativ is the programme dedicated to the talent of tomorrow. Whether they are work-linked learners, interns or soon-to-be graduates, they are offered the tools and skills they need in order to develop.



### Academy by Visiativ

An internal training centre, Academy by Visiativ will offer its employees innovative training which will also be available as remote training courses thanks to a digitised training catalogue.



### Perspective by Visiativ

This programme intends to guide employees to acquire skills for the future. Relying on skills mapping and an ambitious internal mobility policy, Visiativ is eager to develop its talents.

«I joined Visiativ during my apprenticeship when I was studying for a Master's course at the IDRAC business school. During my work-training, I worked on various missions in a number of Group divisions: product marketing, client community management, relationships with leaders... This allowed me to develop my skills, better define my motivations and be more specific about my career development. After my training, I gained a permanent position suited to my aspirations and to the needs of the Group»



Agathe Joly, Head of marketing project



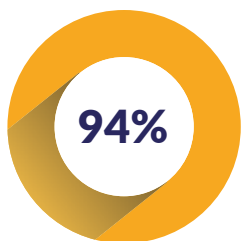
## FOCUS ON...

### GUIDING OUR TALENTS THROUGHOUT THEIR ENTIRE CAREER

As part of the employee experience, we want to recognise and support our talents throughout their career. As soon as they join the company, we introduce an Onboarding programme for optimal integration. One of the highlights of this programme is the Welcoming Day, an entire day dedicated to our new employees, enabling them to discover our Group in a fun and collaborative way.

Everyone's development journey is regularly monitored through annual appraisals. In 2020, we redesigned these appraisals to make them a valuable moment of sharing between the manager and the employee. This exchange makes it possible to take a step back to better prepare for the coming year, as well as to contemplate future moves and aspirations.

Internal mobility is at the centre of our hiring policy: we want to accompany our staff on their skills development journey.



**94%** OF EMPLOYEES have had an appraisal in 2020

**2 108**  
HEURES DE FORMATION  
délivrées en 2020

«As a commercial contact within a subsidiary of Dassault Systèmes dedicated to solution integration for 9 years, I recently started to work within ABGI, another subsidiary of the Group, as a special adviser. I found the job very different from financial consultancy in the field of innovation, which had initially piqued my interest. This transformation benefited everyone: the company, because internal mobility helps promote synergies between services; my new colleagues, with whom I was able to share my business expertise and skills; and finally, me, because it is both challenging and interesting to enter a new team and discover a new field of work.»



Anne-Marie Vigne, Special adviser

## TO GROW TOMORROW'S TALENTS

To support the development of the Group and reinforce our teams, we continuously welcome new talents. Our Group has always worked hand in hand with specialised schools and institutes. Their students constitute a pool of candidates who will be able to fill competitive positions.

This strategic partnership enables Visiativ to train and support many apprentices with future careers. In 2020, the Group strongly accelerated this drive by hiring 45 interns.

They are pooled together within a dedicated community where they can share their experiences and quickly obtain practical information.



**45** APPRENTICES  
France scope, 2020



**1** DEDICATED  
COMMUNITY

# ...BASED ON THE PHYGITAL WORKPLACE...



Employee experience is no longer just physical, but digital; in this sense, it is “phygital”. Visiativ believes that everyone should be able to access their workspace without being limited in terms of space. The covid-19 crisis has confirmed this. In 2021, our Group has therefore decided to go further by developing a new, innovative platform that is capable of supporting the employee at every step, no matter their place of work.

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## RELATED PROGRAMMES

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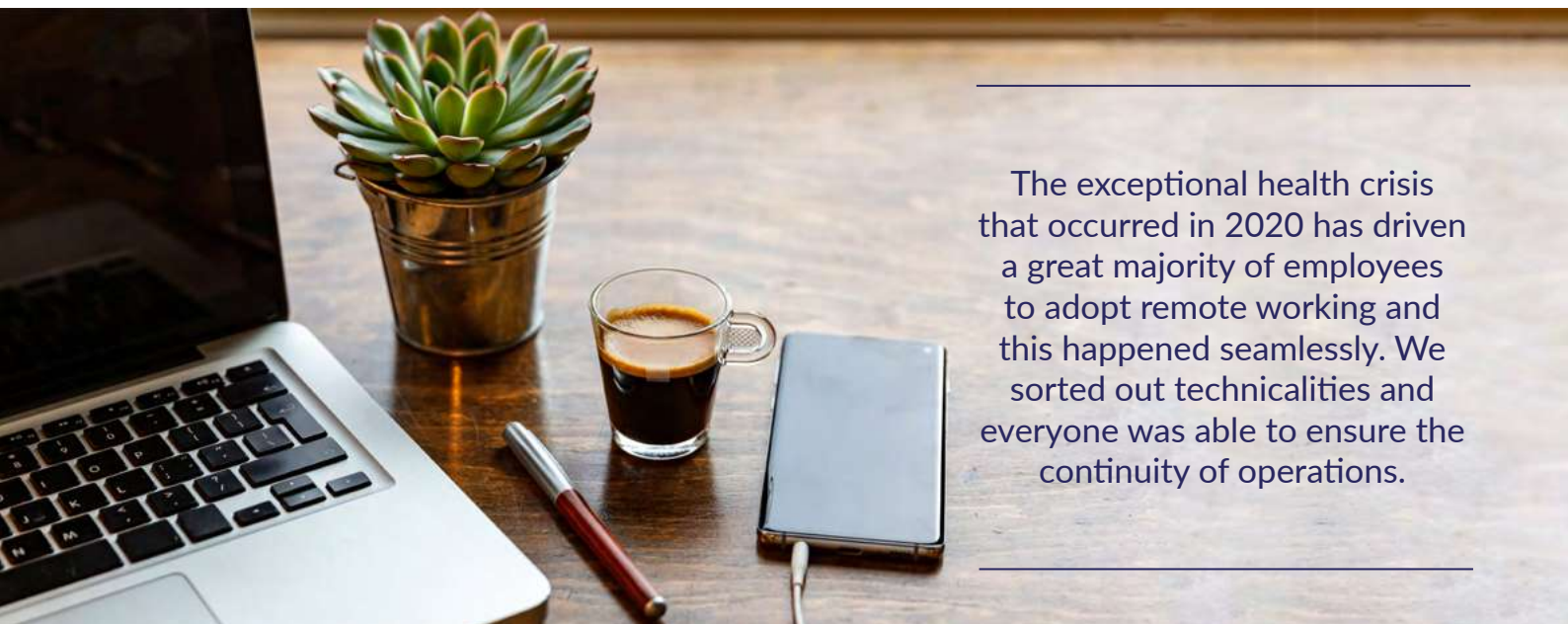
### Workplace by Visiativ

Responsiveness is a key issue, lying at the heart of the employee experience. The workplace must simplify procedures and ensure everyone has access to information in a secure space. This programme will be deployed gradually to allow everyone to familiarise themselves with it and reap the rewards.



### Home-office by Visiativ

Home-office aims at providing everyone the same employee experience, all while preserving performance and team spirit. Committed to the digitisation of the workplace, Visiativ intends to support employees by defining a framework, meeting training and material needs and providing managerial support whilst working from home.



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The exceptional health crisis that occurred in 2020 has driven a great majority of employees to adopt remote working and this happened seamlessly. We sorted out technicalities and everyone was able to ensure the continuity of operations.

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# ...DRIVEN BY MANAGEMENT.



Visiativ wants to be a role model in demonstrating transparency in its management style, governance and strategic vision. At the heart of the Visiateam experience, managers must embody and uphold these values in their everyday work.

## RELATED PROGRAMME



### Drive by Visiativ

Drive will enable managers to go forward with the Visiateam experience. This 'accompanied driving practice combines internal and external theory training as well as well as operational driving lessons to leverage the support of the HR team in day-to-day situations.

Drive will also inspire participants by including a community experience based on dialogue and exchange between managers.



«Like all our programmes focused on employee experience, the idea behind Drive was to define, structure and coordinate existing initiatives within Visiativ to promote our managers' engagement and to optimise their performance. But it was also about creating a three-year plan of actions, goals and ambitions. The programme will be divided into two main chapters. The first concerns management training (how to manage a team and facilitate teamwork) and training on the fundamental principles of the position (annual appraisal process, hiring process, working times etc.) The second chapter aims at creating a community of managers. The members of this community will communicate digitally, but also meet physically at annual events. All our managers are responsible for rolling out, upholding and demonstrating our employee experience principles within their teams. They are at the centre of the transformation process and they guarantee its success. This is why we must support them in this mission.»



**Johanna Berthier, Human Resources Manager France**



**Collaboration and synergies are vital for value creation. If we can join forces around innovation, we will be able to meet tomorrow's challenges.**

«Companies at the heart of the community have a role to play that goes above and beyond their financial results. Visiativ is made up of women, men, clients and partners who work to develop a common project that makes sense in both social and environmental terms. We create a space for collaboration and exchange that enables personal development and the identification of common values; since the Group was founded, we have demonstrated that by gathering forces around innovation, we are building the company of the future. This is the DNA which we wish to pass on as widely as possible through the community dynamics of our ecosystem. Supported by our digital platforms and our in-person meetings, we offer industrial SMEs and ETIs, as well as our whole environment, the resources they need to respond to future challenges, whilst applying our approach to social responsibility. By leveraging this unique strength, we will all become joint champions and actors of transformation.»



**Bertrand Sicot, Deputy Managing Director**

# COLLABORATION INNOVATION VALUE CREATION

**Every year, we survey our clients within a Grande Enquête (Grand Survey) in order to assess their satisfaction. Based on the results of the survey, we offer them innovative experiences through tangible initiatives.**

**Among the actions implemented in 2020, a Client Experience team has been put in place to support the improvement of the customer journey and optimise their experience and the support we offer.**

**6.2/10**  
**CLIENT SATISFACTION ON**  
**AVERAGE\***

\*Results of the Grande Enquête 2020, 445 respondents were in contact at least once with the Visiativ teams in the past 12 months

## ENTREPRISE DU FUTUR

### Phygital platform for transformative collaboration



Our unique Entreprise DU FUTUR reinvents the value of companies by bringing together a physical and digital community of leaders and executive committees of SME and ETI.

This initiative, created and supported by the Visiativ Group together with some ten founding members, focuses on the implementation of a holistic platform that aims at supporting companies in developing their strategy, bringing people together and generating as many transformational collaborations as possible to support growth and innovation.

Entreprise DU FUTUR hosts an annual conference which has become the unmissable forum for SME and ETI innovation and transformation.

Furthermore, it offers a range of tools and services to meet the demand for member events and experience sharing to support transformation. The Entreprise DU FUTUR community currently has 19000 members and to further extend this positive result, the platform will now develop independently of the Visiativ group. The Group will always remain a founding member and a preferred partner.



## CONNECT BY VISIATIV

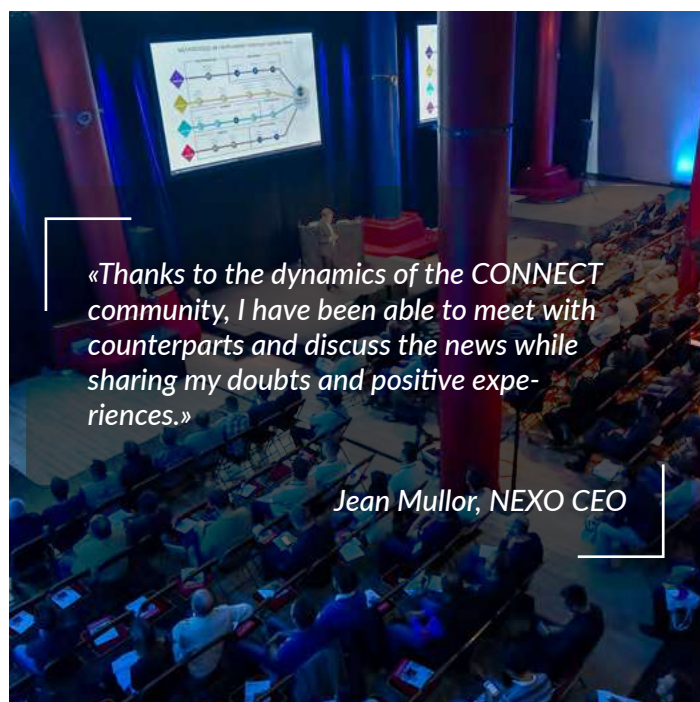
### An innovative community initiative



We believe that companies must be open towards their ecosystems and that value is derived from human interaction. Visiativ has created CONNECT, a system focused on helping clients acquire experience in the areas of transformation and innovation.

CONNECT by Visiativ brings together theme-based communities (leaders, 3D printing, innovation, real time production, augmented commerce, after-sales, operational excellence, smart building, IT etc.) who meet throughout the year to build relationships and discuss best practice.

Once a year, the members of the different communities, decision makers and business experts meet at the annual CONNECT by Visiativ event to share their best experiences. CONNECT by Visiativ is also a digital platform that empowers its members in their day-to-day work, fosters communication and helps build relationships.



## — SWARM

### Innovation and transformation centre

Relocation, well-being, talents, inclusion, climate, environment... The Usine du Futur responds to these key questions, whether they are related to politics or the economy. SWARM is an accelerator of collective development and a creator of new alliances through the integration of the tech opportunities that address these challenges.

With the support of the Auvergne-Rhône-Alpes region, Visiativ has become a partner in the SWARM project together with MGA Technologies, Pixminds, VR Connection, Moment'UP and Waoup. A genuine operational platform, it supports the value chain dedicated to the transformation of industrial SME and ETIs in the region. Located at the heart of the new digital campus of the Auvergne-Rhône-Alpes region, SWARM aims to bring together an ecosystem that supports and walks hand-in-hand with local companies on their innovation and transformation journey, towards a sustainable and responsible industry of the future. Driven by the Group and carried out by a consortium of engaged companies, SWARM covers 650 sq. m and consists of four labs; ideation (Creative Lab), transformation (Transformation Lab), on-demand production (Production Lab) and training and awareness (Learning Lab).



**650 M<sup>2</sup> OF LAB  
DEDICATED TO INNOVATION**

## — LIVE FOR GOOD

### Another creed of entrepreneurship

Inequality, waste, an ageing population, mobility, access to education... All these are topical social issues. And all stakeholders from the economic and social sectors must think of them in a disruptive way. And there is a new generation of young people from a variety of backgrounds who are ready to innovate.

The Live for Good mission is there to help this new generation leverage its extraordinary potential in order to see the emergence of innovative solutions that generate a large-scale social impact.

Visiativ has partnered with Live for Good to sponsor a young entrepreneur who has created a social platform, through a programme of skills contributions. It was down to the group employees to choose the start-up they wished to support and there was an overwhelming vote for Aurélien Abel and his Ty-Waste project.



«Ty Waste is an ads platform that supports and simplifies connections between companies, associations and communities in order to reuse and create value from excess materials, unsold stocks and waste.



I am delighted that this project was met with such consensus within Visiativ and I look forward to developing it thanks to the support and experience of their teams. As an entrepreneur, it is crucial to be able to count on collective strength and ecosystems, especially when engaging in the circular economy.»

**Aurélien Abel, Ty-Waste Co-founder**

# GOALS

## RESPONSIBILITY

### GOALS BY 2023

### PERFORMANCES AT 31/12/20

Responsible practices	100% of employees trained in business ethics and anti-corruption practices	New training (in development)
	Have 100% of our suppliers sign our responsibility charter	
	100% of our employees trained on harassment	
Data protection	100% of employees trained in data protection and security	New training (in development)

## SOCIAL AND ENVIRONMENTAL FOOTPRINT

Social and environmental	Treble the amount of funding dedicated by the Group to social and environmental issues	€ 101 000
	Dedicate 1% of the Group's human resources to social and environmental issues	0.32% (2,5 ETP)
Environmental	20% reduction in our total greenhouse gas emissions (GHG)	4 222 tCO <sub>2</sub> e

## EMPLOYEE EXPERIENCE

Experience Visiateam	Obtain an engagement rating of > 8 in the Resonance survey	7.7 / 10
One Experience	Treble the number of employees with disabilities	9 employees RQTH
	100% of our managers trained on disability and equality in the workplace issues	New training (being developed)
	Have at least 33% women within the organisation and in management functions	30% within the workforce and 21% in management
Collaborative and unique	Keep the absenteeism rate below 3%	1.92%
	Keep the churning rate below 10%	9.47%
Made to aim higher	Have at least 6% of apprentices among our employees	5.79%
	100% of our employees trained within 2 years (outside of mandatory training)	33%
	Fill 25% of our positions internally	6.6%
	100% of our staff to benefit from an annual appraisal	94%
Based on a phygital workspace	Train 100% of our managers in remote management	New training (in development)
Upheld by leadership	Train 100% of our managers within the Drive programme	New training (in development)

«In the same way as for our financial performance, we have defined strong ambitions beyond finance for the Group via the four pillars of the CSR strategy. By monitoring these ESG criteria, we ensure transparency on our social commitments.»

**Philippe Garcia, Deputy Managing Director Finance & Lega**





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