



CORPORATE RESPONSIBILITY AND NON-FINANCIAL PERFORMANCE 2022



Summary

1. INTRODUCTION	4
2. VISIATIV BUSINESS MODEL	5
3. RISKS IDENTIFIED	6
4. NON-FINANCIAL STRATEGY	7
4.1 CSR governance.....	7
4.2 Operational organization.....	7
4.3 CSR challenges	7
4.4 CSR commitments	8
4.5 CSR indexes and labels.....	8
4.6 CSR roadmap	10
4.7 Certifications and labels.....	12
4.7.1 Certifications	12
4.7.2 Labels	12
5. RESPONSIBILITY AND TRANSPARENCY	14
5.1 Governance	14
5.1.1 Board of Directors	14
5.1.2 Executive Management and Executive Committee (COMEX).....	15
5.1.3 Strategy Committee	15
5.2 Responsible practices as an employer	15
5.2.1 Compliance with labor law.....	15
5.2.2 Labor relations	15
5.2.3 Occupational health and safety	16
5.2.4 Work-life balance / Right to disconnect.....	17
5.2.5 Employee profit-sharing	18
5.3 Responsible practices as a company	18
5.3.1 Dedicated governance	19
5.3.2 Trust in our business relationships – Compliance with laws and regulations.....	19
5.3.3 With regard to shareholders: governance & transparency of financial information	19
5.3.4 With regard to partners and suppliers: strengthening of procedures	20
5.3.5 Program to prevent and fight corruption	20
5.3.6 Tax regulations and transparency	21
5.4 Data protection and security	21
5.4.1 Implementation of appropriate tools and resources	22
5.4.2 Data security training and awareness.....	22
5.4.3 Certified know-how to meet customer needs	22
5.4.4 Personal data and General Data Protection Regulation.....	22
6. INTEGRATION OF NEWLY ACQUIRED COMPANIES	24
7. EMPLOYEE EXPERIENCE: ALL VISIATIV	25
7.1 Organization and tools	28
7.1.1 Operational organization	28
7.1.2 Employee life cycle	29
7.1.3 Recruitment policy and candidate experience	29
7.2 Originall	31
7.2.1 Open Executive Committee (Open COMEX)	31
7.2.2 The Resonance program.....	31
7.2.3 Value sharing - Profit-sharing and employee shareholding	31
7.3 Equall	32
7.3.1 Diversity	32
7.3.2 Inclusion.....	33
7.3.3 Equality	34
7.4 Inspirationall	36
7.4.1 Worklife.....	36
7.4.2 Employee commitment.....	36
7.5 Potentiall	37
7.5.1 OnBoarding.....	38
7.5.2 Training and Academy	38
7.5.3 Individual interviews	39
7.5.4 2022 training results.....	40
7.5.5 Graduate.....	42
7.5.6 Mobility & Career.....	43
8. SOCIETAL FOOTPRINT AND ECOSYSTEM	45
8.1 Societal footprint	45

- 8.2 Visiativ ecosystem 47
- 8.3 Integration of CSR issues into Visiativ service offerings 48
- 8.4 Customer relationship: 51
 - 8.4.1 Customer experience 51
- 8.5 Innovation LAB Customers 54
- 9. ENVIRONMENTAL FOOTPRINT 55**
 - 9.1 Our carbon impact 55
 - 9.1.1 Methodology 55
 - 9.1.2 2022 carbon assessment 57
 - 9.2 Our actions to reduce GHG emissions 60
 - 9.2.1 Mobility and travel 61
 - 9.2.2 Responsible digital practices 62
 - 9.2.3 Building management and energy 63
 - 9.2.4 Training and awareness-raising 63
 - 9.3 Our environmental partnerships 64
- 10. REPORT OF THE INDEPENDENT THIRD PARTY 65**

1. Introduction

The year 2022 was an important step in the commitment of companies and individuals in terms of social, societal and environmental responsibility. The international commitments to combat global warming, the health situation, the acceleration of the digital transformation and the evolution of work models impact citizens and all economic players.

The European directives concerning sustainable development introduce key non-financial performance indicators that have become essential for the future of society, the development of companies, and the confidence of markets and investors. These indicators are expected and shared by all of the Company's stakeholders: employees, customers, shareholders, suppliers, partners and civil society.

In 2022, Visiativ enhanced its CSR commitments by continuing its strategy and roadmap defined as part of the CATALYST plan.

Its objectives and commitments are set out in this Visiativ Statement of Non-Financial Performance (SNFP, regulations provided for in Articles L.225-102-1, III and R.225-105 of the French Commercial Code).

As every year, Visiativ renewed its commitment to the United Nations Global Compact in terms of social, societal and environmental responsibility (see IV.5 CSR indexes and labels and in particular Global Compact).

Presentation of the reporting scope

The indicators cover the period from January 1 to December 31 of the year 2022. The data are collected as of December 31 of the year as the inventory to date or as the end of the period in question.

In certain cases explicitly mentioned, the information refers to the beginning of the year 2023, to take into account the information and items existing at the date of the publication of this SNFP.

In this SNFP, for reasons of data availability and reliability, the scope used is that of all Visiativ entities held by the Company as of December 31, 2022, with the exception of entities acquired during the year 2022 (over the period from January 1, 2022 to December 31, 2022). The entities acquired in the course of 2022 are highlighted in the list below:

- **France:** ABGI France, iPorta, Kalista, Visiativ Operations & Procurement, Spreading Apps, Visiativ Managed Services, Visiativ SA, Visiativ Software, Visiativ Solutions, Visiativ Solutions Entreprise, Visiativ 3D Printing, Living Actor, Entreprise DU FUTUR, BSoft, IS Management, Visiativ Financement, AK Group, Absiskey France, Daxium;
- **Germany:** PFIF, MB CAD;
- **Switzerland:** Visiativ Solutions Switzerland, Visiativ Switzerland;
- **Belgium:** Design Solutions BVBA,
- **Netherlands:** Design Solutions BV, Layertec, Visiativ Industry Solution BV;
- **Poland:** Absiskey;
- **United Kingdom and Ireland:** Innova, ABGI UK, IFTC, Braithwaite;
- **Morocco:** Visiativ Africa,
- **United States:** ABGI USA,
- **Brazil:** ABGI Brazil;
- **Canada:** ABGI Conseil, Braithwaite;
- **United Arab Emirates:** Daxium

In addition, for certain data, the definition and scope used should be specified:

- The scope France refers to and includes the above companies for France (with the exception of the following entities acquired in the course of 2022: AK Group, Absiskey France, Daxium).
- The France Economic and Social Union (ESU) scope refers to and includes the following companies: Visiativ SA, Visiativ Software, Visiativ Solutions, Visiativ Solutions Entreprise, Visiativ 3D Printing, Visiativ Managed Services, iPorta and Kalista.

The scopes used are indicated opposite each data item in this document.

2. Visiativ business model

The context in which Visiativ operates, its strategy, risk monitoring and corporate governance are presented in this 2022 Universal Registration Document in Chapters 2 to 4.

The key CSR indicators are deployed in its strategy and monitored in its performance objectives.

The annual Statement of Non-Financial Performance (SNFP) presents Visiativ's CSR policy, programs, indicators and monitoring.

Revenue	€258.7 million
Of which recurring revenue	67%
Of which international revenue	36%
Customers	23,000
Employees	1,410 (including acquisitions)
Men	68% (excluding acquisitions)
Women	32% (excluding acquisitions)
Workforce by country (including acquisitions)	
→ Highlight the figures as "2022 acquisitions" in the infographic: in orange	
Workforce France	980 (including 85)
Workforce Canada	18 (including 9)
Workforce United States	84
Workforce Brazil	47
Workforce United Kingdom and Republic of Ireland	96 (including 2)
Workforce Benelux	45
Workforce Germany	48 (including 31)
Workforce Switzerland	33
Workforce Morocco	45
Workforce Poland	6
Workforce United Arab Emirates	8
Average seniority (excluding acquisitions)	4.8
Average age of employees (excluding acquisitions)	38
Turnover rate (excluding acquisitions)	Overall level: 24% - Of which consulting activity: 34% - Of which integration / publishing activity: 13%
Workforce by contract (global scope excluding acquisitions)	
Permanent staff	1,132
Graduates (work-study)	73
Temporary staff	13
Other	2
French International Internship in a Company (Program)	2
Workforce by business line (global scope excluding acquisitions)	
Sales	307
Professional Services	282
Product, IS & Cloud	221
Consulting	177
Business Partners	101
Customer Services	41
Marketing & Digital	64
General Administration	29

3. Risks identified

Visiativ's main financial and non-financial risks are presented in Chapter 3 of the 2022 Universal Registration Document. They are organized as follows:

- market risks;
- risks related to the business and organization, human resources;
- legal and compliance risks.

For each category, the main risks for Visiativ are detailed, specifying the main risks falling within the scope of the SNFP within the meaning of Articles L.225-102-1, III and R.225-105 of the French Commercial Code:

- security and protection of systems and data;
- attracting, developing and retaining talent;
- complex regulatory compliance and adaptation to the growth of Visiativ.

These risks are assessed according to their probability of occurrence and their potential impact on the business. The assessment takes into account the mechanisms already in place, thus reflecting the net risk. For each risk, a description of the risk and its impact on Visiativ is specified, as well as the risk management systems put in place and any action plans.

The internal control system and risk management policies put in place by Visiativ aim to measure the probability of occurrence of these main risks as well as their potential impact on Visiativ. The risk management policies are described in detail for each risk in Chapter 3 of the Universal Registration Document.

In view of this analysis of the risks and the main risks identified above, the following themes and risks have not been included in this Visiativ SNFP:

- circular economy;
- fight against food waste and food insecurity;
- impacts related to biodiversity and animal protection;
- responsible, fair and sustainable food;
- air, water and soil discharges seriously affecting the environment and land use;
- noise and light pollution;
- water consumption and water supply;
- consumption of raw materials;
- significant consumption of natural resources.

In addition, the elements relating to the impacts of climate change were not retained among the main risks for Visiativ in the context of the risk mapping.

Nevertheless, the risk related to global warming highlighted the risks and opportunities of the impact of the digital transformation and the development of associated applications and resources. Managing the impact of its activities on the environment is one of the major challenges to be taken into account. Because climate change and environmental protection are key issues for Visiativ, we draw up a carbon assessment and promote the reduction of greenhouse gas emissions in all our initiatives.

4. Non-financial strategy

4.1 CSR governance

An integral part of the corporate strategy, the Corporate Social Responsibility strategy is defined and coordinated by the entire Executive Committee.

A specific Executive Committee meeting dedicated to the management of the CSR strategy is organized quarterly and ensures the monitoring of social, societal, environmental and economic performance, the monitoring of the roadmap and the achievement of objectives.

The management of the CSR strategy is also ensured by the integration of key indicators in the Executive Committee's strategic management tool.

The CSR strategy is also supervised by two independent bodies, namely:

- the CSR Committee (social, ethics, societal, environmental) of the Board of Directors,
- the Strategy Committee during an exceptional annual meeting.

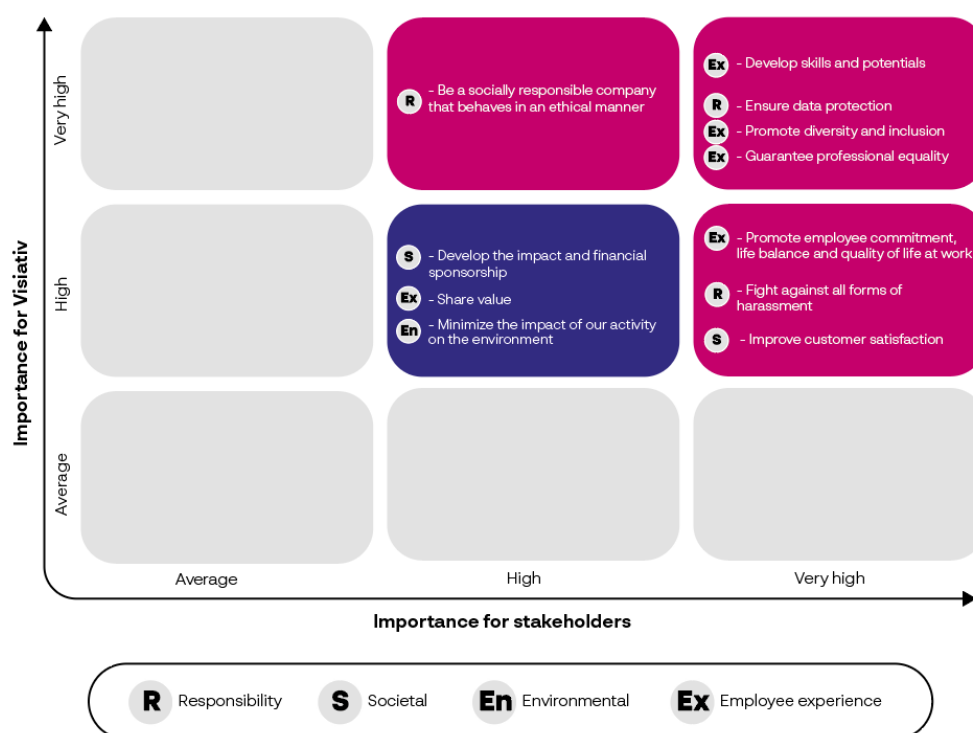
4.2 Operational organization

The implementation of the non-financial strategy is ensured at the operational level by a multidisciplinary team including the Human Resources Department, the Purchasing and Sustainable Development Department, the Legal Department and the Security Department.

This implementation is placed under the responsibility of the Chief Operating Officer in charge of Human Resources and CSR and is coordinated by a Sustainable Development Officer.

The latter is in charge of steering the CSR strategy and its operational implementation, coordinating stakeholders and in particular producing non-financial reports as well as responding to the various CSR performance questionnaires.

4.3 CSR challenges



The materiality analysis makes it possible to identify and rank the most relevant material and non-financial challenges for Visiativ and its stakeholders, *i.e.* its customers, employees and shareholders.

The analysis is represented graphically in the form of a matrix, which makes it possible to situate the issues according to their importance for Visiativ (x-axis) and for external stakeholders (y-axis). Eleven challenges were identified in the materiality matrix, directly aligned with Visiativ's business model and strategy.

4.4 CSR commitments

Based on these challenges, the risks identified and in line with its values and vision, Visiativ has based its strategy on four commitments.



4.5 CSR indexes and labels

Beyond and in addition to the elements requested in the Non-Financial Performance Statement, the CSR guidelines are common threads in the implementation of a corporate CSR strategy and make it possible to define a precise framework. To respond to the challenge of structuring its CSR approach, Visiativ has chosen to rely on French and international CSR standards:

ISO 26000

The ISO 26000 standard is the only international standard defining CSR guidelines. Visiativ relies on the ISO 26000 standard in the deployment of this strategy. The CSR team has received training on the ISO 26000 standard, in order to better understand the guidelines that make it up, and with the aim of facilitating its application within Visiativ.

The Global Compact

The United Nations Global Compact aims to encourage companies to identify and apply in their activities ten principles relating to corporate social responsibility (CSR) in terms of human rights, international labor standards, the protection of the environment and the fight against corruption. Visiativ is a signatory of the United Nations Global Compact and adheres to its ten principles relating to human rights, labor law and environmental law.

The Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are the 17 global priorities defined by the United Nations for 2030. They cover all development issues in all countries such as climate, biodiversity, energy, water, poverty, gender equality, economic prosperity and peace. Visiativ integrated its objectives into its roadmap in 2021 and contributes directly or indirectly to the achievement of these sustainable development objectives.



4.6 CSR roadmap

In line with its structuring work, in 2022 Visiativ worked on the formalization of its CSR roadmap.

The latter summarizes the commitments, challenges and objectives that we have set for ourselves for 2023, all in line with our standards.

Presentation

A committed company since its creation, Visiativ has made Corporate Social Responsibility (CSR) a key focus of its strategy. An essential pillar of its latest strategic plan, CATALYST, Visiativ has been committed since 2020 to structuring its commitment and setting ambitious objectives on all pillars.

Assessment for the 01/01/2022 to 12/31/2022 period

In 2022, Visiativ confirmed its desire to invest in and accelerate its non-financial strategy. In 2020, based on the analysis of its risks and a materiality analysis, Visiativ was able to redefine its challenges and adapt its roadmap for 2023, setting precise and ambitious commitments and objectives in all areas. Here are the highlights in 2022 on the four pillars of the CSR roadmap:

- Responsibility

In 2022, CSR, an important part of the corporate strategy, was integrated into the Company's various governance bodies.

In 2022, in addition to governance issues, the focus was on raising awareness and training employees, in particular through mandatory compliance training *via* the Academy. Joint security and DPO governance also made it possible to invest in security in a coordinated and consistent manner in response to customer requirements. The development of international activities also requires us to rethink our compliance programs, both in France and internationally.

- Employee experience

In 2022, Visiativ continued to invest in its employee experience, which made it possible to accelerate inclusion, professional equality and diversity projects in order to achieve the defined objectives in terms of recruitment. This investment is also reflected in a significant acceleration of the training policy offered to employees, as well as an increase in employee participation and satisfaction scores in the Resonance survey.

- Societal footprint and ecosystem

Visiativ continued its commitment to its ecosystem in 2022. As regards the Visiativ customer community, Visiativ strives to increase customer satisfaction through the collection of customer feedback. In terms of sponsorship, Visiativ provides recognized players in their fields with increased skills and resources, particularly in terms of finance, to enable them to carry out their actions successfully.

- Environmental footprint

In 2022, Visiativ enhanced its approach to limiting its environmental impacts and accelerating its energy transition around its main emission factors. In addition to the Bilan Carbone® approach, Visiativ has equipped itself with digital tools to manage its energy consumption and emissions more precisely, and has undertaken targeted actions around energy efficiency.

	2023 targets	Scope	2020	2021	2022	
EMPLOYEE EXPERIENCE						
Acting for diversity and inclusion	Double the number of employees with disabilities (compared to the 2020 figures)	World	9	13	21	
Guarantee professional equality	Achieve at least 33% of women in the organization and in management positions	World	33% / 27%	32% / 27%	32% / 27%	
Promote employee commitment, life balance and quality of life at work	Have a participation rate above 70% and a commitment score above 7 in the Resonance survey	World	NA / NA	78% / 6.8	80% / 7.2	
	Maintain a turnover rate below 20%	World	17%	21%	24 %	
Develop skills and potentials	Have at least 6% work-study students in the workforce	France	6%	8%	8.16%	
	Achieve at least 50% of the workforce having received at least one training course during the year (excluding mandatory training)	France	27%	22%	73%	
	Carrying out 100% of performance and individual interviews for the eligible employees	France	94%	94%	96.28%	
	Filling 20% of our positions through internal mobility	France	14%	21%	14%	
Share value	Have at least 50% of employee shareholders	France	39%	42%	50.8%	
RESPONSIBILITY						
Be a socially responsible company that behaves in an ethical manner	Train 100% of employees in business ethics and anti-corruption practices	World	Being re-designed	Being re-designed	Deployment underway	
Ensure data protection	Train 100% of employees in data protection and GDPR	France* (global target)	Being re-designed	Being re-designed	79.7%	
Fight against all forms of harassment	Train 100% of employees in harassment	World	Being re-designed	Being re-designed	Deployment underway (1%)	
SOCIETAL FOOTPRINT & ECOSYSTEM						
Developing the impact and financial sponsorship	Double the financial resources for social and environmental sponsorship	World	€101 000	€151 288	€205 700	
Improve customer satisfaction	Have an average customer net promoter score > 40	France	NA	52	45	
ENVIRONMENTAL FOOTPRINT						
Minimize the impact of our activity on the environment	Minimize the impact of our activity on the environment	France	-13%	-5%	-2%	



Visiati Managed Services
ISO 27001 and HDS certified



ABGI ISO 9001 and
OPQCM certified



SMSI iPorta SIGR ISO 27001
certified



The "Referencing of CIR-CII consulting players" aims to distinguish all CIR-CII consulting organizations. It aims to distinguish between players committed to a dynamic of lasting relationships with their customers, in compliance with a charter comprising five duties and eleven commitments.

4.7 Certifications and labels

4.7.1 Certifications

- Our current certifications

ISO 27001 certification

Visiativ is ISO 27001 certified for its hosting and development activities (Cloud Visiativ and Visiativ Process engine).

Three subsidiaries are also certified:

- iPorta for the SaaS platforms of Visiativ Gestion des Risques et Assurances and Visiativ Gestion Immobilière.
- VMS for its hosting and outsourcing activities.
- Ma Sauvegarde on its outsourced backup services, for which it also has Health Data Hosting certification.

Obtaining these certifications demonstrates Visiativ's commitment to guaranteeing the quality of its services and protecting its sensitive information and that of its customers. Visiativ is committed to maintaining these certifications and aims to extend it to other products and offers.

ISO 9001 certification

ABGI is ISO 9001 certified.

The ISO 9001 standard certifies the compliance of the quality management system, guaranteeing the rigor and efficiency of the approach, the continuous improvement of processes and customer satisfaction.

OPQCM qualification

ABGI and Visiativ Operations & Procurement are OPQCM certified.

The OPQCM (Professional Office for the Qualification of Management Consulting) qualification is a guarantee of professionalism and customer satisfaction. It also allows for ancillary legal services.

Referencing as a CIR-CII firm

ABGI France is also referenced as a CIR-CII firm by the French business mediator. Built with the Research Tax Credit and Innovation Tax Credit consulting players and corporate customers, this system aims to optimize the operation of the innovation chain.

4.7.2 Labels

• Gaïa Rating

Visiativ confirmed its solid performance in terms of CSR by being ranking in the 62nd position out of 384 companies rated in 2022 (72nd position in 2021), and thus reached the Gold category.

Gaïa Research assesses companies according to a framework of approximately 140 criteria divided into four pillars: Environment, Social, Governance and External Stakeholders (ESG-ES). On all these criteria, Visiativ's scores improved compared to 2021 and exceeded the sector benchmark:

- Environment: 56/100 (vs. 46/100 in 2021 and 50/100 average score of the sector benchmark)
- Social: 79/100 (vs. 67/100 in 2021 and 52/100 average score of the sector benchmark)
- Governance: 63/100 (vs. 59/100 in 2021 and 57/100 average score of the sector benchmark)
- ESG-ES: 90/100 (vs. 70/100 in 2021 and 61/100 average score of the sector benchmark)

- **EcoVadis**

The EcoVadis rating covers a wide range of non-financial management systems and assesses the performance of companies on four themes: social, environment, business ethics, and responsible purchasing. This internationally recognized assessment is based on concrete evidence. With a new Bronze medal obtained at the end of 2022 for the activities of 2021, Visiativ continued its performance, with a particular increase in the social and human rights field.

The areas of work for coming year focus on the stronger formalization of our actions in terms of ethics, responsible purchasing and the environment.

- **Happy Trainees**

Following its first campaign in 2022, Visiativ obtained the HappyIndex®Trainees certification. This survey is offered by ChooseMyCompany for interns and work-study students in the Company, and aims to assess the feelings and feedback of young employees about their experience within Visiativ.

- **Houston Business Journal Best Places to Work**

For the fourth consecutive year, ABGI USA received the Houston Business Journal Best Places to Work award. This award recognizes companies in the Houston area whose employees are the most satisfied, according to the results of the surveys conducted among them.

5. Responsibility and transparency

5.1 Governance

Visiativ's responsibility is based on a continuous process of transparency and integrity with regards to all its stakeholders.

Corporate social responsibility is fundamental in the development of Visiativ and above all it makes sense in the CATALYST plan project initiated in January 2020. We are therefore changing our structure and governance in order to adapt and anticipate our new challenges. This is why we have redesigned our various decision-making bodies. A need to ensure transparency, balance and monitoring of strategic areas and drive the vision of the future. In addition, we have strengthened our responsible practices, as well as the data protection of all stakeholders both from a GDPR point of view and in the cybersecurity approach. These transformations are in line with what we have been building since the creation of Visiativ in 1987. And that allow us to build the future on a stronger foundation.

The governance of Visiativ is described in Chapter 4 of the Universal Registration Document.

The governance of Visiativ is based on a distribution of powers between the various decision-making bodies. This organization of the governance ensures the balance and monitoring of the strategic priorities.

Visiativ, as a public limited company with a Board of Directors, listed on Euronext Growth Paris, complies with and adheres to the Middlednext Corporate Governance Code, in its latest version published in September 2021.

The Company's bylaws and the internal regulations of the Board of Directors are available on the Company's website.

5.1.1 Board of Directors

The Visiativ Board of Directors comprises eight members, with diverse and complementary skills and expertise:

- six independent directors within the meaning of the criteria set by the Middlednext Code;
- three women;
- six members with international experience.

In early 2022, at the Board of Directors meeting of January 25, 2022, three committees were set up, in accordance with the recommendations of the Middlednext Corporate Governance Code, in its latest version published in September 2021.

These three committees, as specified in its internal regulations in its latest version, in addition to the Strategy Committee, are composed as follows:

- an "Audit and Risk" Committee;
- a "Governance, Appointments and Compensation" Committee;
- a "CSR" Committee.

The CSR Committee is composed of:

- Ms. Anne-Sophie Panseri;
- Ms. Sylvie Guinard.

Grégory Jourdan, Chief Human Resources & CSR officer, attends each of these committees.

This committee is responsible in particular for considering, proposing and advising the Board of Directors on CSR policy and strategy and monitoring its deployment within the Company and among employees. In support of the Board of Directors, it is also responsible for stimulating and uniting the CSR initiatives carried out by the Company. It may call on the expertise of the Company's various support functions and, subject to budget approval by the Company, any external expert to help it in its work.

5.1.2 Executive Management and Executive Committee (COMEX)

Visiativ's governance is based on a distribution of powers between a Board of Directors and an Executive Committee in accordance with the recommendations of the Middledex Governance Code, to which Visiativ adheres.

The Executive Committee is composed of complementary profiles and experts in their respective fields. This committee is at the origin of strategic decisions and thus ensures the proper execution of the strategic plan.

The Executive Committee is composed of nine members, of which two women.

5.1.3 Strategy Committee

The Strategy Committee, comprising François Enaud, Independent Director, Laurent Fiard, Chairperson and Chief Executive Officer of Visiativ, and Bertrand Sicot, Deputy CEO of Visiativ, is tasked with supporting Visiativ's transformation plan and the associated value proposition and ensuring its proper execution by the Executive Committee.

5.2 Responsible practices as an employer

In all countries where the Company operates, Visiativ is committed to developing responsible practices as an employer. Indeed, our Company undertakes to work in a risk prevention approach and to ensure the physical and mental safety of all its employees. This responsibility is placed under the responsibility of the Human Resources Department, for which significant resources are mobilized.

5.2.1 Compliance with labor law

Visiativ ensures that it complies with the labor law in all the countries in which it operates. In this respect, Visiativ reiterates its commitment and complies with the following treaties and regulations:

- the Universal Declaration of Human Rights;
- the United Nations Global Compact;
- the OECD Guidelines;
- the fundamental conventions of the International Labor Organization (ILO);
- the legal and regulatory provisions of labor law in force in each country.

5.2.2 Labor relations

Visiativ respects the implementation and functioning of employee representative bodies in each country where the Company is present. We are committed to developing constructive and local social dialogue. As such, the various bodies meet frequently for regular monthly meetings, but also for extraordinary meetings that discuss important topics outside the defined annual schedule.

In France, Visiativ carries out its social dialogue around three Social and Economic Committees (SECs) (which brings together 26 elected members - 13 permanent members and 13 alternates) and four commissions within the SECs:

- the Health, Safety and Working Conditions Commission, which has three members and meets quarterly;
- the Information and Housing Assistance Commission, which has two members and meets annually;
- the Professional Equality Commission, which has two members and meets annually;
- the Training Commission, which has two members and meets annually.

At the Visiativ level, the following took place in 2022:

- 14 SEC meetings;
- 4 meetings of the Health, Safety and Working Conditions Commission;

- 1 meeting for each of the three other commissions (Information and Housing Assistance Commission, Professional Equality Commission, Training Commission).

During these various meetings, the following agreements were signed: the profit-sharing agreement, the teleworking agreement, the gender equality agreement, the minutes of the mandatory annual negotiations agreement.

At the level of AGBI and Visiativ Operations & Procurement, the following took place in 2022:

- 10 meetings of the AGBI SEC;
- 8 meetings of the Visiativ Operations & Procurement SEC.

The Teleworking Charter was signed in 2022.

Agreements and amendments to the Group Savings Plan and the Company Savings Plan were also signed.

5.2.3 Occupational health and safety

• Assessment of occupational risks and single document

In France, an assessment of occupational risks is set up within Visiativ through the Single Document on the Prevention of Occupational Risks. The occupational risks present in the Company are described and assessed, and measures to combat the risks are planned.

This Single Document was regularly updated in 2022 in conjunction with the employee representative bodies.

Based on this Single Document, a risk prevention plan is put in place each year and is presented to the Health, Safety and Working Conditions Commission and to the members of the Social and Economic Committee. It provides for actions for the coming year in terms of occupational risk prevention, stemming from the major risks identified, but also from the requests of employees as well as the various axes of the All Visiativ experience.

In 2022, the following were implemented:

- For the prevention of risks related to musculoskeletal disorders: a digital training course is being prepared and finalized for the beginning of 2023;
- In terms of psychological support: the psychological crisis line opened in 2020 for all employees has been renewed. This anonymous and confidential psychological support system makes it possible to consult a clinical psychologist for personal or professional reasons.
- In terms of psychosocial risk prevention: Visiativ is particularly committed to the fight against all forms of harassment. In this respect, we have reviewed our prevention, awareness-raising and alert systems:
 - Appointment and training by country of officers in the fight against sexual harassment and sexist behavior. In France, an officer was appointed from among the members of the Social and Economic Committee and another from the HR team;
 - Raising employee awareness with the implementation of specific posters for the prevention and fight against harassment on all sites;
 - At the level of each entity, start of the deployment of the training against all forms of harassment (it being understood that in the United States, all employees have already been trained).

*** Reminder of the targets of our roadmap**

Challenge	2023 target	2020	2021	2022
Fight against all forms of harassment	Train employees in issues of harassment	Being redesigned	Being redesigned	Being rolled out (1%)

In addition, in terms of road safety, Visiativ wants to have a proactive approach on the subject, always aiming for “0 accidents”. Twelve webinars have been created for employees with a company car.

More generally, in 2022 we observed a significant reduction in all ratios monitored in terms of occupational risks.

France scope (ESU)	2021	2022
Number of work-related accidents	8	1
of which commuting accidents	6	0
Number of occupational illnesses declared	0	0
Work-related accident frequency rate	2.79	0.84
Work-related accident severity rate	0.33	0.34

The actual work-related accident severity rate is the ratio between the number of calendar days actually lost due to work-related accidents (in the workplace) and the number of hours of risk exposure, multiplied by 1,000. The frequency rate is the ratio between the total number of accidents (in the workplace) resulting in death or total incapacity for at least one day (excluding the day of the accident) and the number of hours of risk exposure, multiplied by 1,000,000 (to obtain actionable figures).

5.2.4 Work-life balance / Right to disconnect

At Visiativ, we have understood the importance of having employees who are fulfilled in their work, with a balance between professional and personal life. Developing in a professional context that is both stimulating and benevolent and taking into account the personal situation of each employee promotes the development of employees and increases their performance. Indeed, the quality of life at work is one of the key factors in forging a relationship of trust with employees and promoting their commitment and loyalty. This is why Visiativ wants to offer its employees a high-quality working environment and offer them measures to facilitate work-life balance.

Work-life balance

Visiativ has set up a work organization that balances work and personal life. Most countries have now adopted a system of flexible working hours, have introduced teleworking (on this point, see Section VI of this chapter) and pay particular attention to meeting schedules.

Since 2019, in France and in some other countries, an annual interview specifically including a section dedicated to the subject of workload and work-life balance has been carried out, promoting dialogue on this point and making it possible to identify any risk upstream, and to implement appropriate action plans.

Right to disconnect

Visiativ is convinced that it is important to enable its employees to make reasonable use of the digital tools made available to them, as this is an important aspect of the balance between their professional and personal lives. In 2022, Visiativ committed to the subject by setting up a reporting tool (*via Outlook*) that helps employees understand their use of the tools, by providing indicators on the time spent in meetings, individual working time, etc. Thanks to this data, employees can take a step back from their work organization and take measures to improve their efficiency during working hours, thus enabling them to better disconnect.

In addition, at the end of 2022 Visiativ committed to this issue by signing a Charter on the right to disconnect by taking the following measures:

- For any email sent internally between 7 p.m. and 7 a.m., the following statement is included in the electronic signatures: “You received this message outside of your working hours, you are not required to respond immediately”.
- Setting up an alert in the event of connections to the VPN:
 - Twice a month between 10 p.m. and 6 a.m.
 - Two weekends per month
- Communication and awareness-raising on the main principles of the charter and the right to disconnect
- Discussions on the subject during the performance interview and possibility of an HR interview

Absenteeism

France scope (ESU)	2021	2022
Absenteeism rate	2.39%	1.79%

In France, in 2022, Visiativ recorded an absenteeism rate that was down compared to previous years and remained very low compared to the market. This rate corresponds to absences due to illness, workplace and commuting accidents and unjustified absences. Unpaid leave is excluded from the calculation of absenteeism.

5.2.5 Employee profit-sharing

Since 2019, Visiativ has been working to accelerate employee participation in the Company’s results. In France, a profit-sharing agreement and an incentive agreement have been set up. The latter was renegotiated in 2021 in order to align with the CATALYST plan, and thus make employees actors in the Company’s growth, and involve them in its performance. The calculation formula has been simplified. The new formula provides that 20% of EBITDA growth is paid to employees through employee savings. In addition, the equal distribution method has been maintained within the agreement, in accordance with Visiativ’s values. A communication campaign was set up with the employees concerned, in particular through emails and a video presentation of the agreement.

In addition, Visiativ aims to involve employees more closely and over the long term in the development and performance of the Company, which is concretely reflected in the employee shareholding initiative that was set up in 2022 (see “OriginALL” section).

5.3 Responsible practices as a company

As a responsible economic player, Visiativ has decided to act both on a global ethics program, a vector of values for all of Visiativ, and through local initiatives in response to the specific needs of each country. Visiativ is committed to guaranteeing, to all its stakeholders, compliance with the rules of transparency and ethics in all its business relationships. Visiativ relies on its values shared with its employees and all its stakeholders to establish and implement programs and tools guaranteeing transparency and business ethics for the various stakeholders with whom it interacts on a daily basis.

Visiativ is growing rapidly, integrates new employees on a regular basis and is increasingly international. In this respect, it is important to be part of a continuous improvement approach in terms of responsible practices, both with regard to customers and partners.

Everyone must be attentive to compliance issues.

In practice, it is not a question of ticking boxes, but rather of implementing the values of Visiativ, of going further by relying on the compliance of the Company and thus creating real added value with regard to the commitments made to and expected of all stakeholders. In concrete terms, this is reflected in clear messages from management, the implementation of compliance programs, mandatory training dedicated to the business lines for all employees, dedicated committees, in particular in terms of data protection and security, taking into account GDPR compliance from the development of our solutions (privacy by design).

5.3.1 Dedicated governance

In this context, Visiativ decided to strengthen its governance and organization in terms of compliance and business ethics, by appointing a Head of Legal Affairs and Compliance (**Group Compliance Officer**), in order to manage and monitor the various compliance programs, in close collaboration with the Human Resources & CSR Department, the Finance Department and the operational departments. All matters are reported directly to the Executive Management and to the Executive Committee, during dedicated meetings and in close connection with CSR governance. Regular updates on these subjects are also presented to the Board of Directors, both at Audit Committee level and at CSR Committee level, or at plenary meeting of the Board.

5.3.2 Trust in our business relationships – Compliance with laws and regulations

Visiativ relies on its values shared with its employees and all its stakeholders to establish and implement programs and tools guaranteeing transparency and business ethics for the various stakeholders with whom it interacts on a daily basis.

Visiativ is committed to and complies with the applicable national and international laws and regulations in all countries where the Company operates and in particular:

- the Universal Declaration of Human Rights;
- the United Nations Global Compact;
- the OECD Guidelines;
- the fundamental conventions of the International Labor Organization (ILO) (prohibition of child labor and forced labor as well as respect for freedom of association); the “Slavery Act” in the United Kingdom;
- legislation and regulations on the prevention and fight against corruption;
- the fight against money laundering;
- competition laws and regulations;
- standards to protect the environment.

5.3.3 With regard to shareholders: governance & transparency of financial information

Since its IPO in 2014, Visiativ has continued to evolve its governance and financial communication in line with best practices to ensure, in particular, the equal treatment of all shareholders and to inform them with the greatest transparency. These practices are based on the following mechanisms:

- adherence to the Middlednext Corporate Governance Code (latest version of September 2021);
- governance in accordance with the reference Middlednext Code, divided between the Board of Directors and the Executive Committee;
- Euronext Growth Paris listing;
- participation in the GAIA socially responsible investment index;
- a space on the website dedicated to shareholders and investors;
- compliance with best practices in financial communication;
- dialogue with investors and shareholders according to the financial communication rules;
- dividend policy and stock market ethics rules reiterated internally.

5.3.4 With regard to partners and suppliers: strengthening of procedures

Visiativ relies on various partners, suppliers and subcontractors, for its internal needs, for the needs of R&D and for the needs of its customers, always in a transparent manner. The largest volume of purchases remains largely that contracted with Dassault Systèmes.

The purchasing procedures are known and available on the Company's intranet, based on a single supplier database, controlled by the Finance Department.

The Legal Department is involved in signing contracts with partners, suppliers and subcontractors, making it possible to integrate and have the appropriate and necessary legal clauses signed with regard to the purchases made. The contractual clauses, as well as the reviews of these contracts, are adapted to the types of suppliers and/or service providers: purchases for internal use, subcontracting purchases, OEMs, third-party products, etc. For IT purchases, the operational and security teams are involved in the purchasing process, upstream of the Legal Department's review.

In 2022, following the implementation of the new finance and accounting management information system (ERP), the purchasing procedures were reviewed and updated in order to rely on this new tool and thus allow a better assessment, monitoring and control of suppliers.

In order to strengthen purchasing control, a Purchasing Department was created in early 2023.

5.3.5 Program to prevent and fight corruption

Visiativ, anxious to prevent the risks of corruption and influence peddling, wished to strengthen the governance and management of this subject, in order to structure and organize the implementation and monitoring of the program to prevent and fight against corruption and influence peddling, in accordance with the SAPIN II Act, in particular to allow its implementation across the entire scope. This system must help protect Visiativ's reputation and create trust with all stakeholders, both internal and external.

The program to prevent and fight against corruption is based both on the principles of the United Nations Convention Against Corruption and on compliance with local laws and regulations that prohibit corruption.

The Visiativ program to prevent and fight against corruption is based in particular on the following measures integrated into existing operational systems, to be improved or to be implemented:

- strong involvement of the governing body, the Chairperson and Chief Executive Officer, the Deputy CEO, and all members of the Executive Committee;
- a commitment of zero tolerance on corruption and influence peddling practices at the highest level of the Company;
- dedicated governance, global management, strengthened at the end of 2021 through the appointment of a Head of Legal Affairs and Compliance (Group Compliance Officer);
- governance based on a cross-functional organization, involving the Finance Department, the Human Resources Department, CSR, security in the various entities, and reporting to the Executive Committee and Executive Management on these subjects.
- a mapping of the risks of corruption and influence peddling to be worked on in view of the evolution of the Company and following the various acquisitions both in France and abroad, as well as any actions to address them;
- a code of ethics to be worked on following the evolution of Visiativ and more particularly in the context of the new employer brand in order to associate as many people as possible with Visiativ's values and in particular as of the recruitment of employees;
- the establishment of a governance allowing the management of alerts, a whistleblowing system, as well as rapid decision-making and sanctions when necessary;
- a system for assessing third parties (customers, suppliers, subcontractors and partners) including prevention measures proportionate to the risks identified;
- a strengthened partner/supplier/subcontractor organization, in particular with the implementation of a new governance on these subjects allowing in the future qualification and upstream assessment of partners and suppliers and the signing of the Responsible Purchasing Charter by Visiativ suppliers, as well as the strengthening of contractual clauses;
- awareness and training programs (mandatory training program *via* the Visiativ Academy platform);
- control procedures to be updated with the implementation of the new Finance ERP.

In the event of doubt, dilemma or unethical behavior, Visiativ advocates three fundamental reflexes to adopt: good judgment, seeking advice and professional whistle-blowing.

5.3.6 Tax regulations and transparency

In terms of tax policy, Visiativ undertakes to comply with all laws and regulations, local laws, international treaties and directives of international organizations applicable in all countries where it operates, operating in tax matters within the framework of the Company's values in terms of integrity and responsible commitment.

Visiativ only has offices abroad for the purpose of developing its activities or meeting operational needs. Visiativ pays taxes in the countries where it operates and where value is created. The Company operates in accordance with the rules and standards of the OECD, in particular in terms of transfer pricing for cross-border transactions. The Company, in accordance with its ethics, does not practice tax evasion and fights against any such practice.

* Reminder of the targets of our roadmap

Challenge	2023 target	2020	2021	2022
Be a socially responsible company that behaves in an ethical manner	Train employees on business ethics and anti-corruption practices	Being redesigned	Being redesigned	Being rolled out

5.4 Data protection and security

The protection of the personal data and confidential information of our customers, partners and employees is a key issue.

The challenge of information security is currently based on four areas: confidentiality, availability, traceability and data integrity.

In order to strengthen its information security management system, Visiativ continues to invest heavily in security. As a result:

- Visiativ has an information security management system based on the relevant standards. All issues related to information systems security and data security are managed at the highest level of Visiativ with the direct involvement of Executive Management; Visiativ is ISO 27001 certified for its hosting and development activities (Cloud Visiativ and Visiativ Process engine). Also at the subsidiary level, iPorta (on the SaaS platforms of Visiativ Gestion des Risques et Assurances and Visiativ Gestion Immobilière), Visiativ Managed Services (hosting and outsourcing activities) and Ma Sauvegarde (outsourced backup services) are also ISO 27001 certified. Visiativ is also committed to maintaining these certifications and aims to extend it to other products and offers of the Group.
- The management of the security of information systems has been strengthened with the establishment of dedicated bodies to ensure alignment between the challenges and their operational declination. Crisis management has been strengthened by integrating a continuous improvement approach.

The Security Committee, a dedicated body, is in charge of risk analysis and ensuring the application of action plans. It also validates the risk treatment strategy, accepts the residual risks and guarantees the operational implementation of the security action plan.

A strategy committee dedicated to data security, which is smaller for confidentiality reasons, meets twice a year to provide input on the overall security strategy.

5.4.1 Implementation of appropriate tools and resources

In order to improve our information security management system, new tools and procedures have been deployed.

In order to prevent risks related to Visiativ's visibility, an attack surface monitoring system has been developed, for example.

For the purpose of anticipation, simulations are carried out to detect potential vulnerabilities on our servers.

Monitoring systems of our internal workstations and of data leaks have also been put in place.

Lastly, our protection barriers with anti-virus, anti-phishing and anti-spam systems are constantly updated in order to better protect everyone's data. When a security incident occurs, our teams make every effort to deal with it as quickly as possible and to limit its impact.

5.4.2 Data security training and awareness

A training plan has been defined to enable each employee to know the risks and best practices to adopt according to their profession. This year, for example, we trained Visiativ developers, *i.e.* nearly 100 people, in IT security issues, in connection with IT development and the tools they use on a daily basis. Because security is a major issue for our employees, an internal phishing awareness campaign was conducted in 2021 to better prepare them to deal with this type of situation.

In order to go further in the sharing of information in terms of information security, an awareness-raising campaign was rolled out to all employees (in France and abroad) in March 2022.

This campaign is mandatory and a minimum success rate is required.

5.4.3 Certified know-how to meet customer needs

As part of a continuous improvement approach and to meet the requirements of its customers, Visiativ regularly assesses the effectiveness of its procedures, the management of IT security and the adequacy of our services, in particular through compliance audits (see ISO 27001 certification scope mentioned above in Section 5.4 "Data protection and security").

The contracts with our stakeholders, and in particular our long-standing customers, are revalued and reassessed, in particular to ensure that they comply with data protection regulations.

In order to extend our know-how and our expertise, and in order to benefit our stakeholders, Visiativ wishes to develop an offer around security for VSEs and small and medium-sized companies, offering the opportunity to audit their information security practices, in order to provide them with the best possible support to strengthen their internal information security management system.

5.4.4 Personal data and General Data Protection Regulation

In the continuation of the efforts undertaken last year concerning the General Data Protection Regulation (GDPR), and in connection with the ongoing work of the Security Committee: the information system governance and security policy were strengthened.

In terms of personal data protection, Visiativ implements a program to comply with the General Data Protection Regulation, which includes:

- governance: appointment of a World DPO and implementation of a GDPR Committee in close collaboration with the Security Committee and the CISO as well as the CIO;
- an update of the list of personal data processing operations as Data Controller, an update of the data processed by Solutions;
- a data protection policy;
- awareness-raising and training;

In this context, Visiativ has set up, *via* the Visiativ Academy platform, a mandatory GDPR compliance training rolled out initially to all French employees, starting in the second quarter of 2022. This mandatory module includes quizzes, which must be answered correctly to validate the training.

Various dedicated and face-to-face training modules for specific populations were also organized, in particular "privacy by design" modules for R&D teams and populations of

engineers. Modules dedicated to employees in contact with customers are also scheduled;

- strengthening of GDPR contractual clauses with customers;
- strengthening of the obligations and commitments required of subcontractors and suppliers, and in particular the GDPR compliance of the hosting providers with which Visiativ works;
- enhanced security;
- a crisis management policy and security incident management procedure.

This year, from March to the end of June, audits on several Visiativ entities were conducted using GDPR mission, a comprehensive and scalable digital platform supported by expert legal assistance in terms of the GDPR. The purpose of these audits is to update the processing registers, *i.e.* to map the processing of personal data, both as a data controller and as a subcontractor within the meaning of the GDPR regulation, particularly in the context of customer contracts and in accordance with the legal obligations. While these actions were mainly carried out in France, the objective is to continue them and improve them (continuous improvement process) and to deploy these policies and processes at the level of all Visiativ entities, in order to standardize practices. GDPR-related training is being rolled out internationally *via* the Visiativ Academy.

*** Reminder of the targets of our roadmap**

Challenge		2023 target	2020	2021	2022
Ensure protection	data	Train employees in Data Protection and GDPR - Global scope	Being redesigned	Being redesigned	79.7%

6. Integration of newly acquired companies

For several years, Visiativ has accelerated its development thanks in part to external growth transactions. In this respect, Visiativ pays particular attention to the integration and support of employees who join the company.

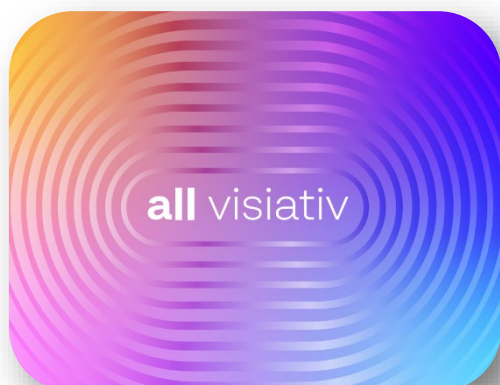
The ambition is to have a company that shares the same strategy, the same tools, and common processes with, in the long term, the integration of products into the offer proposed to our customers.

Visiativ has developed a welcome and integration plan for entities and employees who join Visiativ.

Managed by Executive Management and a team comprising the key functions of the organization (Business, Finance, Legal, Human Resources, Marketing, CIO, etc.), the plan is carried out in five major stages:

- before the closing of the transaction, based on the “deal mindset” and values of Visiativ, the integration strategy is specified, making it possible to work upstream of the post-acquisition actions;
- the finalization of the deal, which takes place after due diligence and consultation with employee representatives when necessary;
- the implementation of a communication plan;
- the management and implementation of specific integration plans by function and coordinated by a project monitoring committee, making it possible to manage the progress of the integration plan and readjust if necessary. This plan is co-developed between the teams of the acquired company and Visiativ based on an analysis of the value of the respective processes;
- the implementation of individual interviews at D+30 for all employees of the newly acquired company allowing for more individual monitoring and feedback on the process implemented.

7. Employee experience: All Visiativ



The foundation of our employee approach is characterized by programs on inclusion, diversity, gender equality, well-being, work-life balance, management and talent development. Developed by and for Visiativ employees, this approach is once again an illustration of the Company's collaborative vision.

In this context, the development of our employees is embodied in three dimensions:

- a controlled turnover, reflecting the well-being felt within the

teams;

- dynamic co-opting by our employees, which testifies to the quality of life at work at Visiativ;
- the degree of adherence to the Visiativ employee experience, through the ratings given by employees as part of the Resonance program.



Turnover

Like all companies, Visiativ is facing the global context of major resignations, which characterizes the labor market situation following the Covid crisis. Indeed, there is a sharp increase in the number of workers leaving their jobs voluntarily, whether to change jobs, look for another job or withdraw from the workforce. As Visiativ wants to better understand this phenomenon, it now favors taking into account the turnover rate (number of departures during the year in relation to the total workforce) rather than the

turnover rate previously used (sum of the number of hires and departures during the year divided by two).

It is in this context that Visiativ's overall turnover rate at Group level in 2022 (all sectors of activity and countries combined) increased by three points compared to 2021 to 24%.

*** Reminder of the targets of our roadmap**

(World scope)

2023 target		2020	2021	2022
Promote employee commitment, life balance and quality of life at work	Maintain a turnover rate below 20%	17%	21%	24%

However, the breakdown of the turnover rate by major type of activity highlights significant differences. Indeed, while the Publishing / Integration activity has a rate of 13%, the Consulting activity has a turnover rate of 34% (rate which is in line with the average observed in the consulting sector).

In general, the continuation in 2023 of the investment in the employee experience will aim in particular to maintain a low level of turnover as a key indicator of the well-being of our employees in all of Visiativ's business sectors.

Co-opting

In 2022, Visiativ filled 30% of its open positions through co-opting. Thanks to an attractive bonus (€2,000) and communication campaigns throughout the year (doubling of the bonus, exceptional prizes, etc.), co-opting remains a very important sourcing method for Visiativ.

This exceptional level of co-opting once again demonstrates the level of commitment to the All Visiativ employee experience.

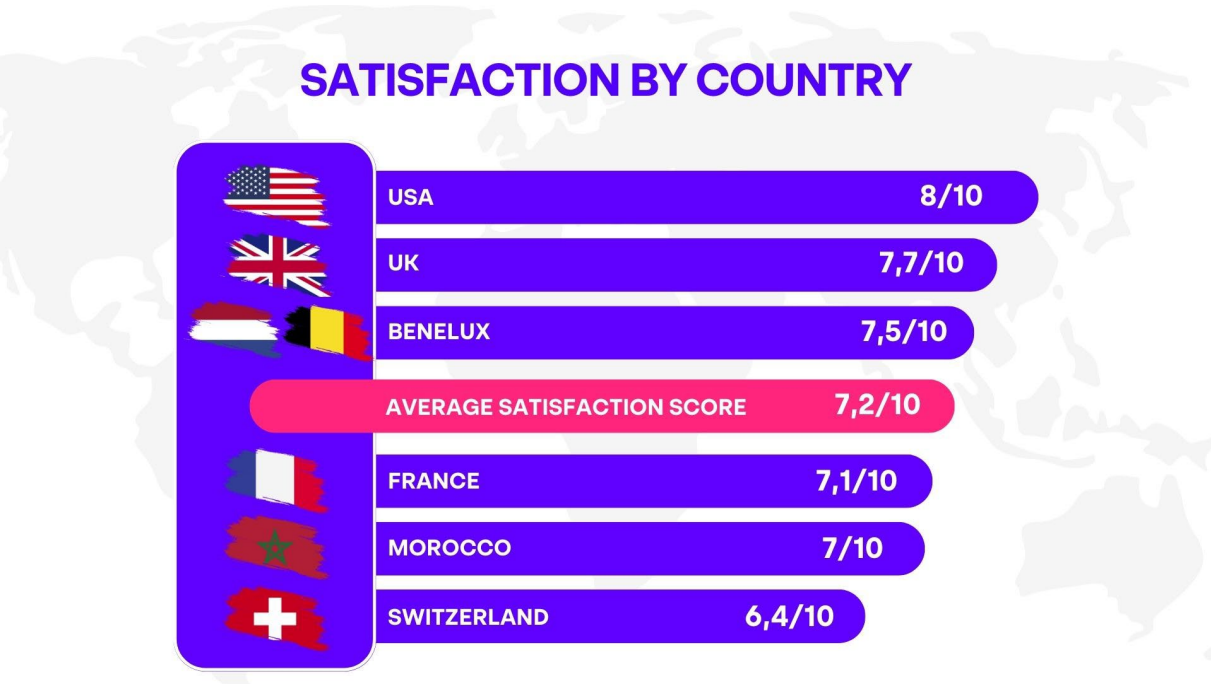
Resonance program

With the aim of co-constructing and improving the employee experience, the Resonance survey is conducted each year to identify the quality of the experience experienced by our employees.

The 2022 campaign recorded the feedback of 826 employees in six countries (France, Benelux, UK, USA, Morocco, Switzerland) and delivered the following results:

- A participation rate up by 2% compared to 2021: in fact, 80% of employees took part in the 2022 campaign;
- A satisfaction rate up by 4% compared to 2021: the satisfaction rate stood at 7.2/10 this year;
- A high employee Net Promoter Score (formulated as follows: "I would recommend my company to my network"): 7.7/10 (*new field introduced in the 2022 campaign*).

Satisfaction ratings by country:



Like France, all countries saw their results increase this year. In 2022, the United States once again obtained the highest satisfaction score, with a score of 8/10. Although Switzerland was still slightly behind the others, it was the country that experienced the strongest growth, with an increase of more than 14% between 2021 and 2022.

Overall ratings by dimension:



With an average of 8.1/10, the “My Manager” dimension was the best rated in the survey again this year. Indeed, we note particularly high scores in this category as a whole, placing management as a real strong point of the Company.

In general, in 2022, with an increase in the participation rate and the satisfaction score compared to 2021, Visiativ is proud to be able to observe a clear improvement in the objectives related to the Resonance survey. In addition, in 2022, more than 476 ideas were put forward to help improve the All Visiativ employee experience.

A feedback of the results to all employees at the end of the campaign is underway in early 2023. Their ideas and suggestions were naturally taken into account in the development of an action plan to improve the All Visiativ employee experience; this plan will be communicated to them in the first quarter of 2023.

2023 targets		2020	2021	2022
Promote employee commitment, life balance and quality of life at work	Have a participation rate above 70% and a commitment score above 7 in the Resonance survey	NA / NA	78% / 6.8	80% / 7.2

7.1 Organization and tools

7.1.1 Operational organization

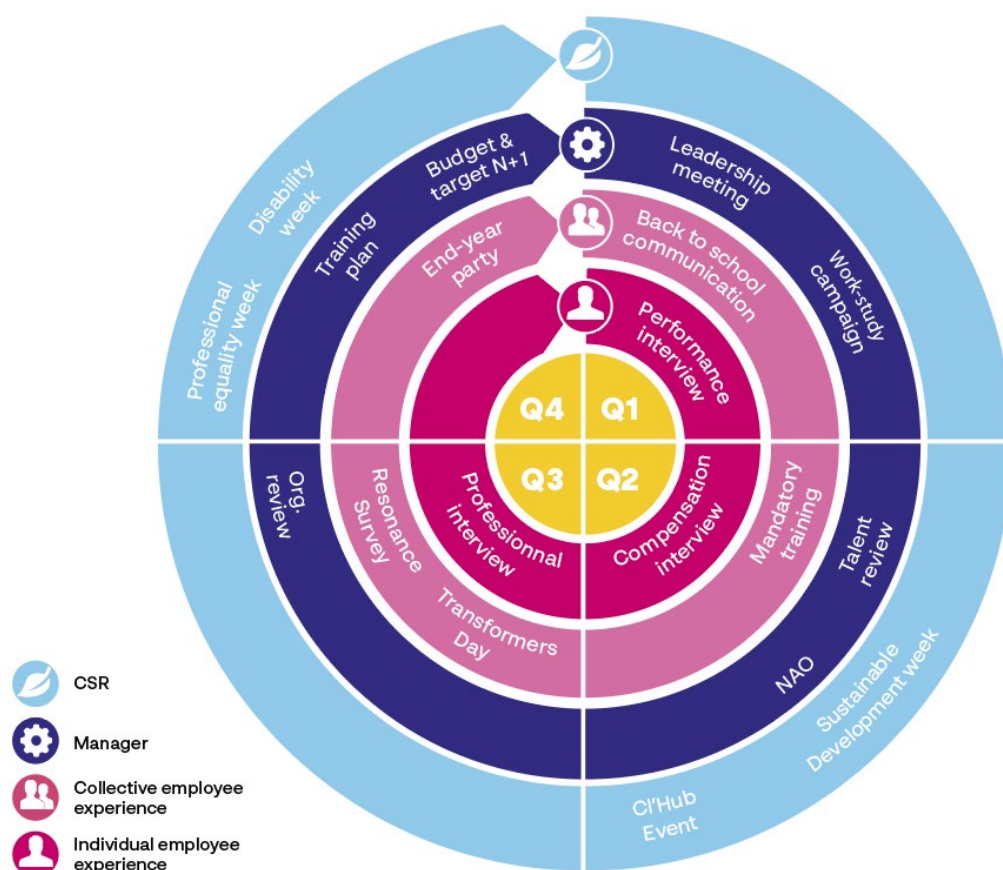
Supporting the employee experience is the responsibility of the Human Resources Department; the Company's success essentially depends on its ability to attract the best talent, develop their potential and retain them. The Human Resources Department is organized around three main missions:

- **The Visiativ Academy**, which builds and manages the employee skills development policy in line with the strategic objectives (profession/talent standards, training catalog, overall training strategy, talent development and management);
- **Talent recruitment / talent acquisition**, whose mission is to attract the talents of tomorrow in line with Visiativ's values and project through sourcing, candidate experience management, development of the employer brand as well as performance management.
- **Human resources management**, in charge of ensuring compliance, monitoring of operations and deployment of the employee experience to retain and develop talent. Real business partners, the local HR teams are deployed in each country. They manage personnel administration (employee data, contracts, payroll, etc.), talent management (promotions, internal mobility, training, performance interviews, etc.), compliance (collective agreements, responsibility as an employer, integration of acquired companies, etc.), inclusion and diversity, and, lastly, employee commitment (well-being at work, personal and professional life balance, etc.).

This organization allows us to be very responsive to the HR needs of each country, but also to have a consistent and clear vision of the HR strategy in all the countries where Visiativ is present.

7.1.2 Employee life cycle

Largely inspired by the stages of the customer journey, the employee life cycle makes it possible to assess and maximize employee commitment, loyalty and performance. At Visiativ, this cycle is a superposition of four cycles that represent the employee experience linked to the milestone events in the employee's life, the employee experience in a more collective dimension, the employee experience of managers and the employee commitment in the entire Visiativ ecosystem.



7.1.3 Recruitment policy and candidate experience

• Recruitment policy

Visiativ's activity is based on its ability to recruit committed, customer-oriented employees who wish to develop their potential within our teams.

In 2022, our recruitment volume was spread over four main business lines, namely:

- sales professions: sedentary salespeople, business engineers, sales engineers, business consultants, customer success managers;
- professional services professions: support technicians or technical/PLM consultants;
- IT business lines: systems and network development and infrastructure
- consulting businesses: innovation financing, purchasing and operations consultants.

Recruitment by business line - France scope (excluding interns and work-study students)

Professional Services	57
Sales	43
Product, IS & Cloud	46
Consulting	34
Business Partners	29
Customer Services	12
Marketing & Digital	6
General Administration	2
TOTAL	229

Recruitment by contract - France scope (excluding interns and work-study students)

Permanent	219
Temporary staff	10
TOTAL	229

Recruitment origin - France scope (excluding interns and work-study students)

Co-opting and Networking	30%
External	50%
Graduate	6%
Internal mobility	14%
TOTAL	100%

Visiativ uses external and internal sources for its recruitment needs. These two solutions each bring their benefits and weigh the same in recruiting.

The second half of recruitment is carried out thanks to sourcing efforts and according to the profiles sought. We have implemented several strategies to capture our future talents (school relations, sourcing on social networks, job dating, external partnerships, etc.).

All these strategies are deployed by our Talent Acquisition teams in each country where Visiativ operates. They are committed to sourcing future Visiativ talent on a daily basis.

• Candidate experience

Visiativ is convinced that the candidate and employee experience is a major issue for building a real relationship with our future talents and for fostering their loyalty. This is why we have implemented a simple recruitment process with shared values:

- Transparency
- Proximity
- Responsiveness

Our recruitment process is based on several steps:

1. Each candidate is contacted to carry out a prequalification by telephone in order to discuss the candidate's skills and aspirations.
2. The candidate is invited to meet the operational manager to validate the technical and operational skills expected for the position.
3. Following this interview, each candidate receives a personality test to be carried out in order to ensure the adequacy between the values of Visiativ, the candidate's interpersonal skills and the skills expected for the position.

4. Subsequently, the candidate is invited to an HR interview with the Talent Acquisition team in order to validate the candidate's good understanding of the position and expectations, and to jointly review the personality test.
5. The assessment of the technical and operational skills as well as the interpersonal skills of the candidates enable us to reach a decision. We are committed to providing feedback to each candidate. A debriefing interview is therefore scheduled for this purpose by the recruitment team and a response to all applications is systematically provided.

7.2 Originall

Our uniqueness since our beginnings: sharing our ideas and progressing together.

Living a resolutely unprecedented Visiativ experience based on collaborative commitment has been the foundation of our DNA for 35 years. An emulation that we cultivate and which leads us to move forward together towards a common goal: to support the Company's transformation and meet the challenges of tomorrow. Indeed, we encourage each individual to believe in his or her ideas, to bring them to life, to get involved and to make his or her voice heard.

To remain a leader in supporting business transformation, we must demonstrate our ability to transform ourselves and apply the best practices that we recommend to our customers, by offering an employee experience that reflects this conviction and places employees at the service of a more cross-functional and collective approach.

This approach is embodied in various initiatives that will be strengthened and accompanied by new actions implemented in 2023:

7.2.1 Open Executive Committee (Open COMEX)

In order to open the inter-hierarchical discussion, the format of the Open Executive Committee was renewed in June 2022. This innovative format enabled groups of four employees (volunteers) to participate in an Executive Committee meeting, by proposing a subject to be addressed during this meeting. This dynamic aims to strengthen the collective and involve employees in Visiativ's strategic vision in line with the Company's strategic plan.

7.2.2 The Resonance program

The Resonance survey is an annual employee survey whose objective is to collect employee opinions with the aim of co-constructing and improving the employee experience. This approach is rolled out internationally and is aimed at all Visiativ countries and integrated entities.

The Resonance survey is being rolled out through the Wittyfit solution, which anonymizes employee data and provides better monitoring of the results via an independent platform. It enables employees to directly propose ideas and vote for the ideas that seem most relevant to them.

In 2022, the survey was redesigned to better adapt it to the specificities of each country, and it is now structured according to five dimensions: Visiativ, My Company, My Position, My Manager and My Employee Experience.

In 2022, Visiativ was proud to be able to observe an improvement in the objectives related to the Resonance survey (increase in the participation rate and the satisfaction score).

A feedback of the results to all employees at the end of the campaign is underway in early 2023.

7.2.3 Value sharing - Profit-sharing and employee shareholding

In terms of services and in the context of Visiativ's activities, particularly in the digital sector, employees are a key and major asset, creator of value for the Company. As such, it appears essential for Visiativ's Management, Executive Committee and Board of Directors to involve the employees in the Company's capital, and in the sharing of value, beyond the compensation policies.

In this context, Visiativ wants to involve employees more closely and over the long term in the development and performance of the Company, by associating them with the capital, and by enabling them to become shareholders-employees.

In 2022, Visiativ launched an employee shareholding program for all its employees who are members of the employee savings plan in France. This program aims to enable employees to benefit from the value they contribute to creating on a daily basis. This employee shareholding program is implemented through the employee shareholding fund (*Fonds commun de placement d'entreprise* - FCPE) as part of the France employee savings plan. This operation was carried out partly through a capital increase reserved for employees and partly through the sale of existing treasury shares.

This program made it possible to invest the profit-sharing and incentives paid by the Company as part of this employee shareholding program.

This operation was a real success since one in two eligible employees chose to become a shareholder of the Company through the employee shareholding fund. Today, 50.8% of employees are recognized as active in the employee shareholding fund.

Through the employee shareholding fund, employee shareholders benefit from the dividends paid in the same way as any shareholder, which in this case are reinvested in the fund.

*** Reminder of the targets of our roadmap (France scope)**

Challenge	2023 target	2020	2021	2022
Share value	Have at least 50% of employee shareholders	42%	39%	50.8%

7.3 Equal

Fostering collaboration and sharing is our strength: an equal and inclusive experience for all.

Equality, diversity and inclusion are at the heart of Visiativ's values. We are committed to all our employees to guarantee them a unique experience by offering them the same opportunity to develop their talent. We adapt this vision of the employee experience to each person and each situation. It is therefore through committed and ambitious programs that we are able to collectively build an innovative, welcoming and exemplary business project.

Structuring pillars of our DNA that we wish to develop on an international scale: Diversity, Inclusion and Equality.

7.3.1 Diversity

Convinced by the richness that diversity brings to the Company, Visiativ works on a daily basis to build a more open and tolerant company, where everyone can flourish and grow professionally, thus contributing to the long-term development of the Company.

In France, these diversity commitments continued in 2022:

- As part of **the Diversity Charter** which represents the highest level of commitment for a company on this subject. Through this charter, Visiativ guarantees all its employees fair treatment and refuses any distinction, exclusion or preference based on age, sex, gender identity, origin, disability, sexual orientation or beliefs.
- Through the acceleration of the **partnership established with ERHGO's #Jenesuispasuncv awareness-raising campaign**, which aims to initiate a new approach to recruitment, by allowing each candidate to be able to express his or her potential beyond their appearance, age or diploma, which are not mentioned.

Visiativ also ensures that these fundamental principles are respected in its recruitment process, by training the entire recruitment team in recruitment without discrimination.

7.3.2 Inclusion

For many years, Visiativ has been deeply involved in the employment and integration of people with disabilities. As such, Visiativ is pursuing an ambitious policy that unites and brings together all teams around a common cause: disability inclusion.

To demonstrate its commitment, Visiativ wanted to train all of its management in the inclusion of people with disabilities. The members of the Executive Committee spearheaded this training, since they were the first to be trained in 2021.

This commitment is structured around four key areas:

- Accelerate the recruitment of employees with disabilities
- Maintain employment and guarantee the same opportunities for success for our employees with disabilities
- Develop the skills of employees with disabilities through a dedicated training plan
- Deployment of an awareness and communication plan

In France, in 2021 we chose to commit ourselves to the employment of disabled workers through a **company agreement** formalizing our commitments and providing a framework with specific objectives.

Through this agreement, set up with our social partners and approved by the DREETS, Visiativ France has established several actions in line with the four areas of its commitment:

- the formalization of a partnership with the Nouvelle Ère organization to conduct the training of 140 managers in 2022;
- the organization of training on autism spectrum disorders for managers working with employees affected by these disorders – training provided by Handigital;
- partnership with the Handigital and Signes & Formations schools to welcome interns and work-study students with disabilities;
- establishment of specific job boards and development of partnerships with competent organizations such as Agefiph, Cap Emploi and the MEDEF disability mission, Cap Emploi and Servatech (for the implementation of studies and adjustments of workstations), Thompouss for awareness-raising campaigns (Handiquiz);
- participation in events such as Inclusiv'Day, the Nouvelle Ère Congress and the "Sport & Handicap: business at the heart of the game" conference (MEDEF disability mission).

The results of 2022 under collective agreement are very positive since we achieved our quantitative objectives, namely the recruitment of three new employees with disabilities, the support of several employees in their efforts to obtain official recognition of their status as disabled workers, and the implementation of several actions.

*** Reminder of the targets of our roadmap** (France scope)

Challenge	2023 target	2020	2021	2022
Acting for diversity and inclusion	Double the number of employees with disabilities (compared to 2020)	9	13	21

Inclusion figures – France scope	2021	2022
Percentage of disabled employees at December 31	3.29%	3.39%
Percentage of employees with disabilities in the total manager workforce at December 31	1.33%	1.47%
Percentage of employees with disabilities in the recruitment process at December 31	4.38%	2.36%
Percentage of employees with disabilities in the Graduate program at December 31	6.0%	7.14%
Turnover rate of employees with disabilities	0.0	4.76%

7.3.3 Equality

Visiativ makes professional equality a key element of its employee experience and intends to commit itself even more to this goal. We have decided to strengthen our actions to promote gender equality at all levels of the Company, by implementing principles and strong actions to act and reduce these inequalities:

- reduce pay inequalities between women and men (implementation of specific increase budgets, compensation grids, etc.);
- change representations around parenthood through awareness-raising;
- implement appropriate monitoring before and after maternity leave (mandatory interview with the manager, HR interview, training plan if necessary, etc.);
- ensure equal treatment in the assessment of performance and mobility;
- increase the proportion of women in the management workforce (career support, mentoring, creation of an internal community dedicated to women managers, etc.);
- accelerate diversity in recruitment.

In addition to the actions that Visiativ carries out internally, Visiativ wishes to commit itself alongside various stakeholders in favor of professional equality between women and men.

In France, this commitment takes the form of a **company agreement** in favor of gender equality adopted at the end of 2022, and which provides for the following areas:

- attract new female talent;
- guarantee the same opportunities for professional development and promoting work-life balance (in particular by allowing the possibility of part-time hiring at 90%);
- develop female leadership;
- have an impact and drive behavioral change.

This agreement will thus make it possible to underpin the current overall trend of increasing the proportion of women in the workforce and in particular at the level of managers. Visiativ is maintaining its strong objective of achieving, by 2023, at least:

- 33% women in management positions, 33% women in managerial positions and 33% women in the workforce;
- 90/100 on the gender equality index.
-

Figures on gender equality in 2022 – Group scope

	Max. rating	ESU	Max. rating	ABG I
Compensation gap	40	33	40	31
Differences in individual increases	20	20	35	35
Differences in the breakdown of promotions	15	15	NC*	NC*
Percentage of employees receiving a salary increase upon return from maternity leave	15	15	15	15
Number of employees of the under-represented gender among the 10 highest paid employees	10	0	10	0
	100	83	100	81

* Companies with between 50 and 250 employees not covered by this item

In accordance with Act No. 2018-771 of September 5, 2018 on the freedom to choose one's professional future and Decree No. 2019-15 of January 8, 2019 implementing the provisions aimed at eliminating the gender pay gap in companies and relating to the fight against sexual violence and sexist acts at work, Visiativ calculated its **Gender Equality Index**.

The Index, out of 100 points, is calculated based on the following five indicators:

the gender pay gap;

- the difference in the distribution of individual increases;
- the difference in the distribution of promotions;
- the number of employees increased upon return from maternity leave;
- the parity among the 10 highest paid employees.

In 2022, Visiativ in France obtained a score of 83/100 (up) for its companies belonging to the ESU and a score of 81/100 (down) for ABGI.

While the two 2022 indexes once again demonstrate the absence of gender discrimination in terms of promotions and increases since the maximum scores were obtained, they highlight our area of improvement, namely the under-representation of women in management positions.

This is why, in 2022, Visiativ defined the ambition, for all its structures in France, of developing female talent and supporting them to be the Visiativ leaders of tomorrow.

Through this ambition, Visiativ is implementing measures to develop female talent and accelerate their mobility, around concrete actions in terms of salary, promotion, training and work-life balance.

*** Reminder of the targets of our roadmap**
(World scope)

Challenge	2023 target	2020	2021	2022
Guarantee professional equality	Achieve at least 33% of women in the organization and in management positions	33% / 27%	32% / 27%	32% / 27%

7.4 Inspirationall

Encourage our employees to think differently in order to impact our society, our ecosystem and the environment.

An inspired employee is a fulfilled employee! We are convinced that giving meaning to our employees is an essential dimension to their well-being and therefore to their commitment. We therefore pay particular attention to work-life balance (teleworking agreements, right to disconnect, etc.) so that everyone can evolve with peace of mind in a favorable and inspiring environment. At Visiativ, fostering employee commitment also means encouraging them to think about the world around us, which is changing and transforming, by supporting their involvement in concrete initiatives.

7.4.1 Worklife

Optimizing the quality of life at work promotes employee commitment and is a definite asset in terms of attractiveness and long-term loyalty. Visiativ has set up services to enable employees to reconcile their professional and personal lives, in order to evolve in a quality and stimulating work environment, which contribute to the quality and layout of workspaces within Visiativ branches, as well as to flexibility in the organization of work, whether through flex working or the deployment of teleworking.

In France, these commitments are reflected in the following actions:

- **Quality and layout of workspaces**

With the aim of improving the quality of life at work, Visiativ offers a concierge service at the head office that can carry out many tasks on behalf of employees, thus saving them personal time and enabling them to more easily combine personal and professional life.

The sites have also been designed to encourage employee gatherings, by offering convivial living spaces, through the maintenance of the premises and the provision of break rooms, relaxation rooms and gyms.

- **Organization of working hours and teleworking**

Flexibility of working hours has always been in Visiativ's DNA, insofar as all employees have the possibility to adjust their working hours, within the limits of the constraints related to their position and missions.

All Visiativ employees can thus alternate between remote and on-site work.

On March 9, 2022, a teleworking agreement was signed and implemented. The agreement allows employees to choose their teleworking days (up to two days per week on flexible days without prior approval from their manager) insofar as working conditions are optimal and that teleworking does not affect the smooth running of the assignments, and that the quality and continuity of the service is guaranteed.

A POC was also launched in early 2022 to test 100% teleworking for some of Visiativ's business lines, in order to continue the reflection on the reorganization of working methods. At the end of 2023, an assessment will be carried out to assess the relevance of possibly perpetuating this "100% teleworking" system in certain business lines concerned.

7.4.2 Employee commitment

Employees are encouraged to take part in projects in line with Visiativ's values and ambitions in order to generate positive social and environmental impacts. Internally, with the aim of improving well-being at work and bringing employees together, various events are organized collectively, particularly on the occasion of annual highlights such as calendar holidays or themed weeks.

In France, these initiatives are characterized by three CI'Hubs, each comprising around 15 members, who support us in the co-construction of the employee experience, as well as in the deployment of our societal and environmental approach. As such, each CI'Hub has a specific theme and carried out several actions in 2022:

- Under the impetus of the **"Fitness, Culture and Events"** CI'Hub, Visiativ employees mobilized massively to participate in **various solidarity races**, in particular for the **Courir pour Elles**

association. In order to raise awareness of female cancers, three walks/races were held in 2022 bringing together around 100 employees.

- The **“Inclusion of people in socially vulnerable situations”** CI’Hub made it possible to carry out several actions, in particular the **trip** by 12 employees to Orange **to support Gaëtan Charlot**, a disabled sports fencer supported by Visiativ through our partnership with Ligue Handisport AURA, as well as **several collections** of clothing, hygiene products, games and caps donated to associations. In addition, in November 2022, Visiativ’s employees were able to participate in the **European Week for the Employment of People with Disabilities**, with the aim of raising everyone’s awareness of disability in the workplace (in particular invisible disability and cancer awareness), notably through an escape game in all agencies with a nod to the Movember campaign as well as the **“Rando pour Elles” race organized as part of the Beaujolais Marathon**.
- The **“Environment”** CI’Hub conducted an in-depth reflection on sustainable mobility in 2022, and initiated a **long-term electric bicycle rental project** for employees. On the occasion of the 35th anniversary of Visiativ, and during the European Sustainable Development Week, bicycle demonstration stands were provided, to encourage employees to switch to softer modes of transport. In total, more than 150 employees expressed their interest in the project, which enabled the CI’Hub to materialize the approach by studying the deployment of a fleet of electric bicycles in 2023. Also focused on the theme of sustainable mobility, the **European Sustainable Development Week** was an opportunity to raise employee awareness on best practices related to travel, and more generally on the challenges of the energy transition with the intervention of Energy Observer, focusing more specifically on the use of hydrogen as a powerful lever for the environmental transformation.

In addition, at the international level, Visiativ employees also work with stakeholders in their regions, which translates into concrete social and environmental commitments. For example:

- In the United Kingdom, in September 2022 the ABGI team took part in a charity golf tournament for the Midlands Air Ambulance association. Their participation (along with those of various organizations) raised the sum of £4,172.
- In Brazil: the ABGI Brazil team made a concrete commitment by leading a blood donation campaign as well as a donation campaign for charitable actors.

In addition, during the annual Pink October campaign, which aims to raise awareness about breast cancer screening, employees in France but also internationally had the opportunity to wear pink ribbons to promote this operation and contribute to a better understanding of the challenges and prevention actions in this area.

7.5 Potential

Offering the resources to each employee to grow and develop their potential.

At Visiativ, we are committed to developing the potential of our employees by supporting them individually at each stage of their development in the Company. From the recruitment phase to the acquisition of new skills, from training of managers to mobility and career management, we have innovative, adaptable and customizable resources and programs to help employees grow and develop. In this way, we empower everyone to take on stimulating challenges that allow them to realize themselves and express their full potential. Operating in a profoundly changing environment where the world is accelerating and with businesses that are reinventing themselves, we are always attentive to our employees in order to better anticipate and meet their expectations. We believe in their talent, so we have every reason to invest in their development.

7.5.1 OnBoarding

In line with the candidate experience, Visiativ makes the onboarding of its new employees a key aspect of its talent development policy. Each new employee who joins the Company follows an induction program, which is based on seven highlights:

Pre-boarding: The commitment of future employees must take place as soon as the hiring is validated. Thus Visiativ develops the pre-boarding phase, with the objective of giving future employees access, upstream of their integration, to practical information about the Company and its promotion of new hires, and to the employee integration officers.

Administrative integration: At the same time, the administrative integration process has been fully digitized to be more efficient and agile, and to meet the expectations of candidates who wish to be able to manage their administrative process according to their constraints.

D-day: The arrival of the employee for his or her first day is an important event which, in addition to the physical welcome provided by the manager, the presentation of the team and the delivery of a welcome pack, is the starting point of personalized support to enable the new employee to understand the organization, the value proposition of Visiativ and the business.

Training & support plan: This integration plan, co-developed with the HR Department and the manager, must specify key meetings for the new employee, stipulate any training to be followed, and describe the necessary managerial support.

D+30: At the end of the new employee's first month, the HR Business Partner meets with the employee for an update. The objective of this interview is to ensure that the integration is in line with the new employee's expectations, and to, if necessary, implement corrective actions in conjunction with the operational staff.

Onboarding seminar (Welcom'In Day): Visiativ wants to bring together all its new employees in order to create a dynamic around the newcomers. The Welcom'In Day brings together all the employees of the new class, regardless of their subsidiary or position. Its objective is twofold: to deepen the new employees' understanding of the Visiativ organization and offer and to develop their internal network within their class. This day, organized around games, is also an opportunity for new employees to have a moment of informal discussion, around a meal, with the members of the Executive Committee and the Management Committee.

In France, 57 employees benefited from a Welcom'In Day session in September 2022.

Integration monitoring: At D+90, the HR Business Partners organize a meeting with the managers of the new employees to ensure the smooth running of the integration plan. Following this meeting, each new employee systematically benefits from an interview at the end of the initial formalized trial period. In addition, from 2023, a new interview with new employees will be organized by the HR Business Partner to share their amazement report, which contributes to the continuous improvement of our employee experience.

7.5.2 Training and Academy

Based on innovative, comprehensive and accessible programs throughout the employee life cycle, Visiativ launched the Visiativ Academy at the end of 2020 to address three major challenges:

- anticipate the evolution of our business lines to better meet the expectations of our customers and serve the strategic plan;
- maintain and develop the skills of our employees to enable them to develop their potential and career opportunities;
- develop employee commitment.

To this end, the Academy initiated two projects, one on the construction of an employment framework (talent framework), the other on the provision of digital content (training catalog) and more specifically:

- strategic content created by the Academy itself thanks to an internal design team;
- an “Aggregate” training offer negotiated with market-leading partners;
- referencing of face-to-face training in order to facilitate access to training.

Talent framework

Launched at the end of 2021, the talent framework is the foundation of the Visiativ Academy project, since it aims to provide all the Company’s entities with a common and harmonized framework facilitating:

- understanding of our businesses and organizations;
- talent assessment;
- implementation of compensation guidelines;
- development of business gateways and internal mobility.

This talent framework is composed of:

- the employment framework;
- the job descriptions;
- the skills framework.

To establish this Talent Framework, the first step was to reference, simplify and harmonize the existing jobs within Visiativ in France and internationally.

We identified eight business lines and 140 job titles.

This imperative preliminary step made it possible to finalize the associated function definitions. The next step is to establish the skills framework in order to meet the challenges of anticipating and developing employees’ skills. Launched at the end of 2022, the Job Management and Career Path program makes it possible to list the skills of the associated job benchmarks, in order to target the skills remaining to be acquired for employees wishing to use internal mobility.

Training catalog

As an internal training center, the Academy was developed to offer all employees, as of 2022 and thanks to a digital training catalog, innovative training courses and varied training paths, adjusted according to the business lines or employee needs. To this end, a Training Management System (TMS), a Learning Management System (LMS) and a Learning Content Management System (LCMS) were implemented in 2022.

Developed internally or with leading external partners such as Navex or LinkedIn Learning, the Academy’s catalog offers a range of more than 200 training modules and knowledge validation tests according to different learning methods (online, face-to-face, mixed, virtual classroom).

In 2022, the internal production of the first Visiativ training modules was launched, with the aim of automating and producing more than 50 learning modules, as well as creating an international catalog, in 2023.

In early 2023, the internally produced training courses will be translated into English and be made available to the United Kingdom, Benelux and Germany, as well as to the United States in the course of the year.

7.5.3 Individual interviews

As part of its employee life cycle, Visiativ plans to conduct individual interviews, combining both performance and development interviews (a single interview combining these two assessments will be effective in 2023).

With regard to the performance assessment, this key moment in the life cycle aims to take stock of the past year, define future objectives in line with the Company’s objectives and discuss areas for improvement in the manager/employer relationship to develop performance.

With regard to the assessment of the employee’s performance and potential, the development assessment makes it possible to take stock of the training needs and professional development of employees in order to align employee expectations with the Company’s needs.

This interview is strategic because it makes it possible to develop employees’ talents and retain them by anticipating their desire for professional development and by developing appropriate professional development plans.

At the end of the 2022 campaign, 96.28% of the individual interviews had been carried out, up by 2 points compared to last year.

Visiativ maintains its objective of having 100% of eligible employees having benefited from a performance and individual interview (integrating performance evaluation and development evaluation) by 2023.

*** Reminder of the targets of our roadmap** (France scope)

Challenge	2023 target	2020	2021	2022
Develop skills and potentials	Carrying out 100% of performance and individual interviews for the eligible employees	94% / 94%	94% / 94%	96.28%

7.5.4 2022 training results

In a context of transformation, the strategic priorities of skills development in 2022 focused on supporting managers in dealing with change, improving the business expertise of advisors and sales representatives and developing employees' knowledge of our product and services offer. These strategic priorities will be renewed in 2023.

As the international part of Visiativ Academy's program is being rolled out, the 2022 assessment focuses on the France scope.

For 2022, the scope of the training plan is as follows: ABGI France, Entreprise DU FUTUR, iPorta, Kalista, Living Actor, Spreading Apps, Timelab (closed on 08/31), Visiativ, Visiativ 3D Printing, Visiativ Managed Services, Visiativ Operations & Procurement, Visiativ Software, Visiativ Solutions and Visiativ Solutions Entreprise.

Mandatory training

The table below shows the data on mandatory training provided for France in 2022.

France scope (mandatory training)	2022
Number of training sessions	1,545
Number of employees trained	803
Percentage of total workforce having received at least one training course during the year	93%
Number of training hours delivered during the year	2,193.25
Average number of training hours delivered during the year per trained employee	2.73

In 2022, Visiativ in France continued to implement its mandatory training courses thanks in particular to the establishment of the Academy. The mandatory training courses include:

- cybersecurity;
- GDPR;
- the Harassment Officer;
- electrical certification;
- SST recycling;
- successful inclusion of people with disabilities (disability agreement);
- awareness of autism spectrum disorders (disability agreement);
- a webinar on stress management (not mandatory but prevention).

In particular, with regard to the security and protection of the personal data and confidential information of our customers, **compliance training courses**, **"Become a player in our cybersecurity"** and

“**Personal data protection - GDPR**”, were rolled out in 2022 as mandatory courses (100% digital and available on the HR development space *via* the Academy). They were followed by 86.85% and 79.7% of the employees respectively.

- **Development training**

The investments made in 2021 in training (through the creation of the Academy, the sharp increase in the allocated budget and the arrival of a person mobilized full-time for the implementation of the training plan) allowed a significant increase in the number of employees trained (in 2022, 629 employees received at least one training course during the year - excluding mandatory training - a figure which quadrupled compared to 2021).

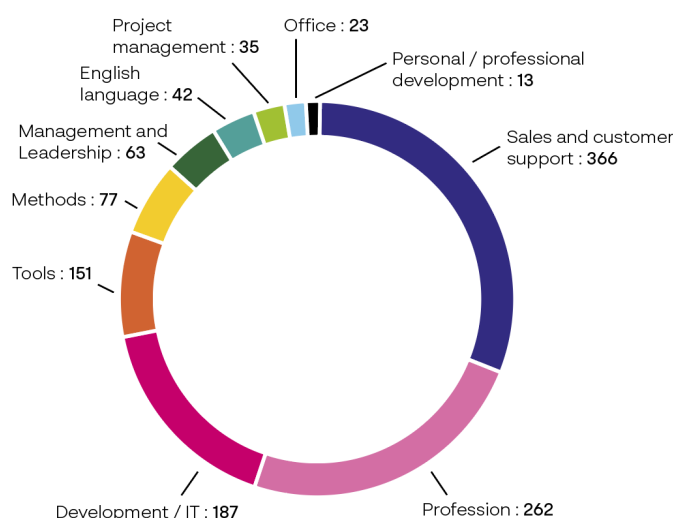
One of the emblematic examples is the Drive training course on the development of the leadership of our managers.

The Drive program

Launched in March 2021 and continuing until the end of 2023 (representing more than 37% of the training budget - excluding FNE funding), the Drive program reflects the priority given to the training of managers to support the development of Visiativ. This training is characterized by daily operational support by the HR Business Partners, a training program (led by an external firm) of leadership development and performance management of 42 hours face-to-face (as well as e-learning), as well as the creation of a community of managers for the exchange of best practices and mutual assistance.

In France, this training program was delivered to 143 managers, over more than 6,000 hours over a period of 18 months. In 2022, it was primarily delivered to Directors and their N-1s, representing 61 managers trained. In 2023, the program will continue and will be provided to all operational managers.

More generally, of the 1,219 training courses provided, the training topics were as follows:



In addition, in 2022, Visiativ continued its partnership with IRIIG to support an employee's MBA studies.

Training – France scope (non-mandatory training)	2021	2022
Number of training sessions delivered during the year	241	1,219
Number of employees who took part in at least one training session during the year	156	629
Percentage of total workforce having received at least one training course during the year	21.82%	73%
Number of training hours delivered during the year	6,215	13,348
Average number of training hours delivered during the year per trained employee	39.83	21.2
Training budget vs. Payroll	0.53%	0.9%

The table above shows the data on development training provided for France. In addition, in order to assess the number of training courses provided in 2022, these data are calculated on the basis of the average workforce at December 31, 2022 of the Visiativ entities concerned by the 2022 training plan.

*** Reminder of the targets of our roadmap**

Challenge	2023 target	2020	2021	2022
Develop skills and potentials	Achieve at least 50% of the workforce having received at least one training course during the year (excluding mandatory training)	27%	22%	73%

7.5.5 Graduate

Graduate is the program dedicated to the talents of tomorrow. Work-study students, interns or future graduates, Visiativ provides them with its tools and skills to enable them to develop.

As part of this program, Visiativ continues and deepens the partnerships with schools, universities and institutes, which makes it possible to train and support many work-study students in the jobs of tomorrow. Because innovation and sharing are at the heart of our policy, we used the French Industrial Research Training Agreements (*Conventions industrielles de formation par la recherche - CIFRE*) system to recruit new employees. This tripartite agreement between PhD students, laboratories and companies not only promotes exchanges between public research and the private socio-economic sector, but also makes it

possible to develop the employment of PhDs in companies, thus strengthening collective innovation dynamics and intersectoral synergies.

In 2022, Visiativ continued to accelerate this momentum by hiring 54 new work-study students, representing 8.16% of the total workforce. Visiativ thus exceeds the target of its roadmap by 2023, namely to have at least 6% of work-study students in the workforce.

Graduate – France scope	2022
Number of work-study students at December 31	73
Percentage of work-study students in the total workforce at December 31	8.16%
Number of work-study students recruited during the year	54
Number of interns present at December 31	28
% of work-study conversion to permanent or fixed-term contracts	31%

Beyond recruitment, the Graduate program also emphasizes the integration of interns and work-study students with a specific integration and monitoring plan. The latter are also brought together *via* a dedicated community enabling them to exchange views and obtain practical information.

These efforts resulted for Visiativ in obtaining the HappyIndex@Trainees certification for the first time. The purpose of this survey is to find out the opinions of young employees about their experience within Visiativ (see *certifications and labels*). In 2022, 88.9% of the interns and work-study students interviewed praised the quality of their integration. More generally, 81.5% of interns and work-study students would recommend Visiativ for an internship, a work-study contract or French International Internship in a Company (Program).

Key figures	
Participation rate	77.1%
Favorable opinions (between 4 and 5 stars)	77.2%
Net promoter score	7.7
“I would recommend this company for an internship / work-study / French International Internship in a Company (Program)”	

The aim of the Graduate program is to be a real springboard for the employability of future talents. To this end, before the end of their work-study contract, an interview is conducted to assess the experience of work-study students and interns to assess their expectations, their projections and their development wishes.

In 2022, 31% of the Graduates were offered a first contract within Visiativ.

7.5.6 Mobility & Career

Internal mobility is an essential part of our recruitment policy. We are committed to supporting our employees through their career paths and their development prospects.

All open positions within Visiativ are eligible for internal mobility and advertisements are published on the internal mobility platform. In addition, employees also have access to the assignment letters of the existing functions within Visiativ to enable them to apply in advance and to fully understand the purpose and main missions of the position.

At the end of 2021, this platform was also opened to all countries to promote international mobility, a new strategic development focus for our internal mobility policy.

To promote internal mobility, Visiativ has defined a specific recruitment process:

1. All internal candidates are interviewed;
2. Each employee who has been interviewed receives a response;
3. For equal skills, priority will be given to internal mobility over external recruitment.

Visiativ also wants to go further in internal mobility by having a pro-active approach. Indeed, through our annual HR development interviews, the objective of which is to support the development of employees' skills, each employee expresses his or her career development wishes. Thanks to its new HR development platform, the recruitment team will contact each employee with a defined desire for mobility as soon as a position related to his or her wishes is available.

This direct approach by the recruitment team will accelerate mobility, a major factor in promoting employee loyalty.

In 2022, the percentage of positions filled through internal mobility reached 14%, down compared to 2021. This decrease is to be correlated with the nature of the open positions and the types of skills required for these opportunities. Visiativ maintains its ambition to reach 20% of positions filled thanks to internal mobility, in particular with the development of training courses open to employees, by 2023.

Reminder of the targets of our roadmap (France scope)

Challenge	2023 target	2020	2021	2022
Develop skills and potentials	Filling 20% of our positions through internal mobility	14%	21%	14%

8. Societal footprint and ecosystem

8.1 Societal footprint

Visiativ has a very concrete and consistent approach of social and societal actions. Indeed, we provide recognized players in their field with the skills and resources to enable them to carry out their actions successfully.

This is reflected in commitments to:

H+ Sport Club

The H+ Sport Partners Club was founded as part of the major regional cause “Sport and Handicap” in 2018. Bringing together private companies, associations and foundations, this initiative encourages people with disabilities to practice sports. In 2019, Visiativ was one of the first companies to make a financial and human commitment with the H+ Sport Partners Club. The Club is run by Auvergne-Rhône-Alpes Handisport and Sport Adapté, with the support of the Auvergne-Rhône-Alpes region.

Through the latter, we support Gaëtan Charlot, a young star in disabled fencing, who aims to participate in the Paralympic Games in Paris in 2024. Regularly present in our premises for disability awareness actions, but also to discuss his sporting objectives, Gaëtan Charlot is now a known figure among Visiativ’s employees.

Entreprise des Possibles

A collective of companies committed alongside associations and public players, Entreprise des Possibles aims to help the homeless and the most vulnerable, in particular with the support of the employees of this network of companies. Their objective is to mobilize human, financial and real estate resources to amplify the action of associations on the ground. In 2022, the collective made it possible to link Visiativ with the needs of the Emmaüs Connect association, which collects unused computer equipment in companies, in order to have it reconditioned by integration projects and to finally resell it at a price affordable to people in precarious situations. This support will result in the donation of several PCs in early 2023. In addition, Visiativ employees also took part in collections of clothes, hygiene products, games and toys, donations to associations, as well as Christmas solidarity boxes distributed to homeless people during patrols.

Nouvelle Ère

Founded by Jean-Baptiste Hibon and Mirella Launay, Nouvelle Ère supports all types of organizations to succeed together in an inclusive society: from disability to the common good.

Creator of the Corporate Human Relations Charter on Disability, signed by Visiativ in 2018, Nouvelle Ère supports us in our training and awareness-raising actions on disability. In 2021, Nouvelle Ère trained the management and the entire Human Resources Department in France. In 2022, 140 managers took part in this training. In 2023, all Visiativ employees in the various branches will be trained throughout the year.

WeeeFund

WeeeFund is an association whose mission is to fight the digital divide and reduce electronic waste. It seeks to forge partnerships with companies and local authorities in order to recover their old computer equipment and then redistribute it to beneficiaries.

Already committed alongside WeeeFund since 2018, we signed a three-year partnership in 2021 to support the WeeeTeach “digital education for all” program. This support has enabled 40 students from Signes & Formations, the French sign language digital school, to be equipped to follow their training course. We are also deeply involved in this association, since an employee was a member of the jury during the students’ exit exams. Several employees, through the Visiativ Cl’Hubs, have also been involved in the WeeeJob project to participate in volunteer skills workshops (drafting of applications, job offer analysis workshop and recruitment workshops, reconditioning workshops for computers donated by Visiativ, etc.).

Robotique First France

Robotique First France is the French partner of the FIRST (For Inspiration and Recognition of Science and Technology) organization founded in 1989 to inspire the interest and participation of young people in science and technology. Based in the United States, the organization designs accessible and innovative science and technology programs that motivate young people to pursue education and discover career opportunities in science, technology, engineering and mathematics, while gaining confidence, knowledge and life skills.

In its desire to promote technical professions and in particular the digital sector among young audiences and in particular among young girls, Visiativ provides global support to the activities of Robotique First through the various programs implemented, including the First Robotics competition, which challenges teams of high school students aged 14-18 to raise funds, design a team identity, work as a team and build and program industrial-sized robots.

Université Catholique de Lyon

The proportion of young girls or women in digital training courses remains low worldwide. As a result, Visiativ is faced with a lack of female candidates, which automatically impacts their representation in the Company.

To combat this situation this year, the partnership with UCLy focused on the desire to contribute to a scholarship aimed at promoting the orientation of women, young girls, towards these professions (and in particular towards the courses offered by ESDES (*École Supérieure pour le Développement Economique et Social*)).

Hospices Civils de Lyon

A foundation recognized as being of public interest since 2017, Fondation des Hospices Civils de Lyon (HCL) aims to provide financial support to projects deployed within HCL units. One of these projects aims to equip the pediatric neurosurgery unit of the Femme Mère Enfant hospital with an exoscope, offering a robotic visualization system (with the possibility of 3D visualization) integrating both microscopic and endoscopic imaging. This technological innovation, which offers surgeons a better view of their operating site, improves the precision of brain lesion resection, with a major impact on the quality and safety of brain tumor excision. In order to provide its expertise - including in terms of innovation - and mobilize it in the service of health, Visiativ provided support for the purchase of this equipment.

École 42

The purpose of École 42 is to train students and job seekers on IT and coding free of charge so that they are able to adapt to the constant and rapid evolution of digital technology.

Since its creation in 2017, École 42 Lyon Auvergne-Rhône-Alpes has offered innovative working methods with peer-to-peer learning and error-based learning, horizontal communication and correction between peers. The training is based on strong values, such as openness to all, free access and excellence. Everything is done to ensure sustainable professional integration.

Committed to these issues, Visiativ provides global support to the activities of École 42, located at the Région du Numérique Campus in Charbonnières-les-Bains.

La Mâche

The École La Mâche Foundation trains young people on jobs in industry, construction and new technologies. Faced with the increase in the number of students in the Auvergne-Rhône-Alpes region over the next ten years, a technical world that is struggling to recruit, and constantly changing professions, it is urgent to immediately prepare more young people, particularly women, on technical professions. Committed to these issues, Visiativ has supported the implementation of innovative educational, professional and technical projects, in particular as part of the STI2D high school curriculum (science and technology for industry and sustainable development). As 3D is at the heart of technical education, one of the objectives is to strengthen its use in education by acquiring equipment using this technology.

These partnerships represent a portion of the amounts committed to societal and environmental sponsorship in 2022 (which cover a larger number of actions undertaken).

** Reminder of the targets of our roadmap* (World scope)

Challenge	2023 targets	2020	2021	2022
Developing the impact and financial sponsorship	Doubling the financial resources for societal and environmental sponsorship	€101,000	€151,288	€205,700

8.2 Visiativ ecosystem

Visiativ has always been open to its ecosystem. Over time, we have been able to create unique values and forge a special bond between our employees, our customers and our partners; essential links to meet the challenges of tomorrow.

Entreprise DU FUTUR: the phygital platform for transformative collaborations

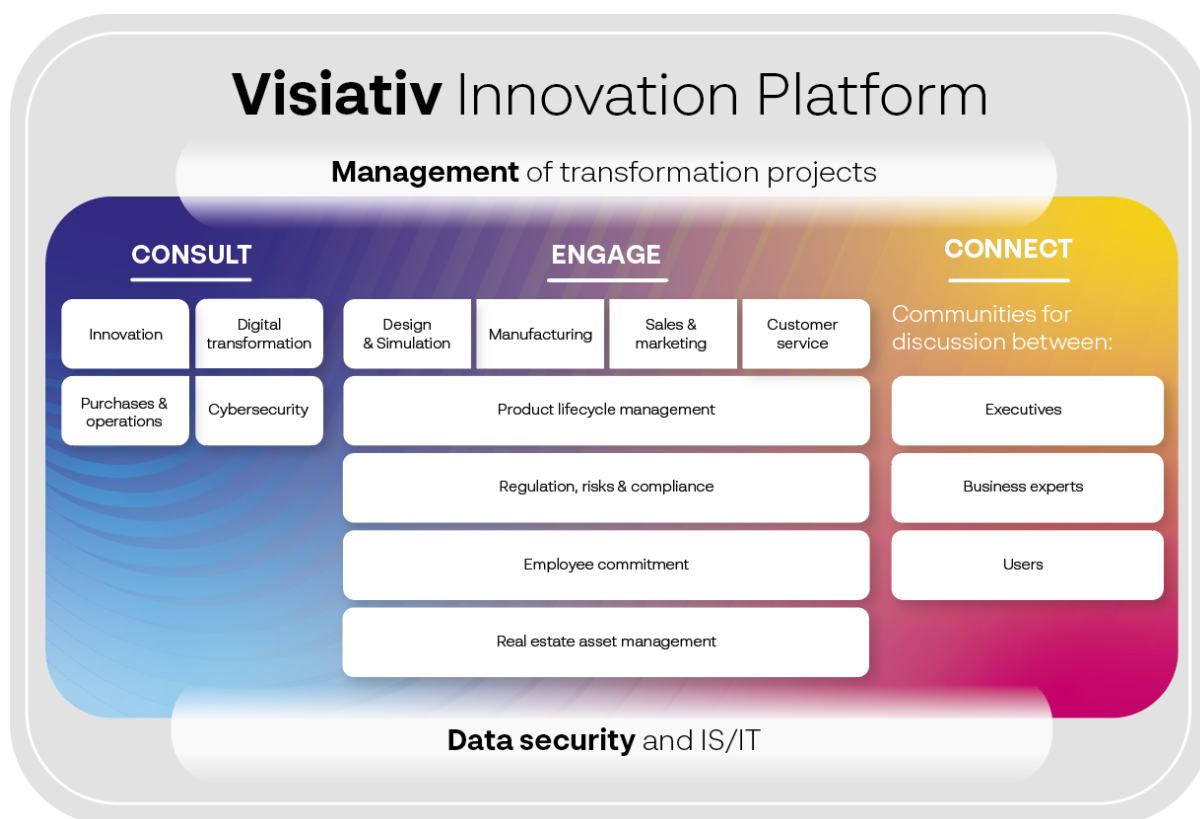
Reinventing the value of companies by bringing together a physical and digital community of managers and executive committees of SMEs and mid-sized companies, such has been the singularity of Entreprise DU FUTUR since its creation. This initiative, created and supported by Visiativ alongside a dozen founding members, is reflected in the implementation of a global platform to support companies in the evolution of their strategy; bring together and generate as many transformative collaborations as possible for growth and innovation.

This community comes together at an annual conference, which has become a key event for innovation and the transformation of SMEs and mid-sized companies. In addition, it offers a range of services and tools that meet the active demand for experience sharing and meetings between members in the service of their transformation.

SWARM: Center for innovation and transformation

With the support of the Auvergne-Rhône-Alpes region, Visiativ is a partner of the SWARM project alongside MGA Technologies, Pixminds, VR Connection, Moment'UP and Waoup. SWARM is a real operational platform serving the value chain for the transformation of industrial SMEs and mid-sized companies in the region. Located at the center of the Regional Digital Campus of the Auvergne-Rhône-Alpes region, SWARM's mission is to lead an ecosystem to support regional companies in their innovations and transformations towards a sustainable and responsible industry of the future. Driven by Visiativ, and led by a consortium of committed companies, SWARM covers 650 m² and is composed of four labs ranging from ideation (Creative Lab), to transformation (Transformation Lab) to on-demand production (Production Lab) and through training and awareness (Learning Lab).

8.3 Integration of CSR issues into Visiativ service offerings



Visiativ's value proposition for our mid-sized and SME customers is based on our **Visiativ Innovation Platform** which is embodied in three pillars: CONSULT, ENGAGE, CONNECT.

CONSULT

The CONSULT pillar includes all of our consulting offers to support companies towards sustainable growth and performance.

To meet the challenges of performance and sustainable growth of companies in our regions, we are actively working to roll out initiatives in favor of innovation and decarbonization.

Decarbonizing industry is a strategic issue in the fight against global warming. Indeed, French industry alone accounts for 18% of the greenhouse gas emissions in France. This is why, since September 2020, France has made decarbonization of industry one of the major strategies for accelerating innovation.

A key player in the management and financing of innovation, ABGI deploys a set of pragmatic solutions enabling its customers to exploit the potential of the systems in force in France and Europe. In 2023, we are working with companies in our regions, but also with large groups to improve the structuring, financing and execution of R&D projects, particularly in favor of decarbonization.

- Firstly, to support the structuring of our customers' initiatives, we deploy a comprehensive strategic diagnostic covering greenhouse gas (GHG) emissions and propose to discuss with our clients reduction actions through innovation.

- Then, to accelerate innovation, we support our customers in the identification of financing sources and the preparation of files in order to request financing for projects aimed at reducing our footprint, such as ADEME or the European Innovation Fund.
- Lastly, we deploy our consultants on a daily basis to our customers to accelerate the execution of research and development projects, particularly on initiatives in favor of the decarbonization of the economy.

All of our initiatives and approaches are part of the Green Deal for Europe, which deploys a set of measures to commit the EU to the path towards **environmental transition**, with the ultimate objective of achieving climate neutrality by 2050.

ENGAGE

The ENGAGE pillar enables the deployment of digital solutions for our customers, enhanced by our deployment, training and optimization services.

Most of our business solutions naturally contribute to the implementation and strengthening of our customers' CSR policy:

- **Design & Simulation and Manufacturing**
3D modeling and topology optimization reduce the weight and material required to manufacture new products. Similarly, simulation and 3D printing optimize the number of physical prototypes (reduction of waste / reduction in product rework) and opens up new production options (reduction of energy consumption / production at the right time and reduction of inventories). The better management of product options and variants from the design stage (for example with our partner DriveWorks) reduces the number of products, spare parts or the volume of inventory. Our myCAD solutions and its community, integrated into Dassault Systèmes' SOLIDWORKS products, make it possible to optimize and reduce the number and volumes of low-value-added tasks of design office employees: their job is enhanced, accelerated and modernized, their professional life improved, thus allowing them to be retained within the Company.
- **Customer Services and Sales & Marketing**
Optimizing customer service reduces the failure rate of products (reduction in the number of interventions and associated pollution) and strengthens the durability of products (assembly / disassembly / spare parts / repairability). In particular, our "Visiativ Condition Based Maintenance" offer makes it possible to anticipate breakdowns of connected products (IIOT or Industrial Internet of Connected Objects). Omnichannel sales (optimization of commercial routes, B2B online sales) also contribute to the objective of reducing GHG emissions.

Digital merchandising optimizes the generation of virtual photos from product data: no more time-consuming and energy-consuming travel to prepare for sales and realistic rendering of its products.
- **Product lifecycle management**
The analysis of products and assemblies through their various nomenclatures (or x-BOM: creation, industrialization) makes it possible to implement continuous improvement to reduce the weight, the number of polluting materials, the list of suppliers (or better and more local sourcing, for example). Eco-design takes shape during the 3D modeling and simulation of the product but lasts throughout the product's life cycle during which it is kept in operation (better durability / better repairability), recycling and/or dismantling. The products are continually improving ("version B of the product is even better than version A!").

The constant associativity between design, industrialization and production data in particular allows the generation, at lower energy consumption levels, of technical data for the product (in particular the production of digital catalogs, technical documentation or assembly/disassembly guides through the Product Information Management).

Employees' lives are simplified: they can focus on interesting tasks with high added value.

- **Regulation, risks and compliance**

The implementation of the right quality monitoring processes and actions strengthens the adequacy of products and solutions to the ever more stringent requirements related to the energy and environmental transition. The traceability of the necessary actions is ensured.

Our building insurance and risk management offers also strengthen the implementation of actions for the effective management of buildings (offices, storage and other production premises), including their lower energy consumption as well as their adequacy to the missions of employees.

- **Employee commitment**

Our solutions make it possible to improve the lives of employees at work through the implementation of an intranet (information sharing and better communication), the storage and sharing of their personal documents or simplified and rapid access to day-to-day tools: key actions to be able to adapt to the new Y and Z generations arriving on the market.

- **Real estate asset management**

Modeling the building (rooms, plans, technical documentation, etc.) and enabling its maintenance and optimization is at the heart of our real estate asset management solutions: less effort, less energy to take concrete action on these key assets of companies.

- **Data security and IS/IT**

Reducing the stress of the entire company and its employees, reducing downtime or even total loss of data to ensure continuity of production (thus waste of time, energy, material), these are precisely the objectives of our cybersecurity and/or backup solutions.

In general, the digital transformation of companies is at the heart of a successful CSR approach, in particular to reduce the time (and therefore energy and material) to market an optimized product.

- In addition to the business solutions illustrated above, a simple example may be the digitization of invoices through our partner [esker.fr](#)
- More importantly, our totally innovative approach covering the diagnosis, the implementation of a transformation roadmap and, lastly, the monitoring of key indicators (KPI, ROI monitoring, project/program forecasts) enable our customers to
 - Transform faster and with lower risk
 - Carry out these transformations with less effort and energy
 - Motivate and inspire their employees
- This approach is made possible through our **“Visiativ Transformation Pilot”** solution within the **“Transformation Management”** business solution:
 - The transformation is carried out by area: digital transformation, cybersecurity or CSR
 - For this last area (CSR), we aggregate and implement the know-how of key partners:
 - For example **Good Steps**, for the identification and execution of key CSR actions for the company and its employees. Indeed, Visiativ and Good Steps combine their expertise to support SMEs and mid-sized companies in the implementation and management of their CSR initiatives.
 - For example, **Naldéo**, for auditing, measuring and monitoring the energy performance of the company's assets (production tools and processes, buildings, etc.). The association with Naldéo is based on a common observation: new technologies are a key driver of the environmental and energy transition. At present, managers of industrial SMEs and mid-sized companies must therefore commit themselves to transformation plans to ensure the sustainability and attractiveness of their companies.
 - Some partners such as **AirSaas** (program management at the Executive Committee level) facilitate and accelerate these transformation projects.
 - Lastly, capitalization on the performance and successful transformations of peer companies facilitates the definition of the achievable objectives of each new transformation.

CONNECT

The CONNECT pillar concretely embodies the Visiativ “Sharing is growing” approach: sharing and exchange between communities is essential to value creation. Visiativ considers its customers as partners, and as such deploys its capacity as a catalyst through business communities (Customer Services, Sales and Marketing, IT, Industry 4.0, etc.).

This strong relationship is also embodied in dedicated events: thus in 2022, the CONNECT day took place at the Groupama stadium in Lyon and made it possible to bring these communities together around many sessions of experience sharing: management of transformations, CSR projects, etc. As in previous editions, the CONNECT day was based on feedback from customers and expert opinions.

More than 20 customers testified about their transformation: AIRWELL, ALDES, ASCENT AEROSPACE, CLECIM, ER INGENIERIE, FERMOB FIVES, GYROLIFT, LAFUMA MOBILIER, LPG, MARRE, RADIAL, SAMMODE, SOCAPS, SPIE, WELDING ALLOYS, etc.

The dynamic of the ecosystem fueled by Visiativ is also embodied in Entreprise DU FUTUR (see Societal footprint), which in 2022 launched a thematic circle on the environmental transformation for one of its CAC 40 partners, an actor in environmental issues. The objective is to bring together managers and raise awareness of the main environmental issues in companies.

8.4 Customer relationship:

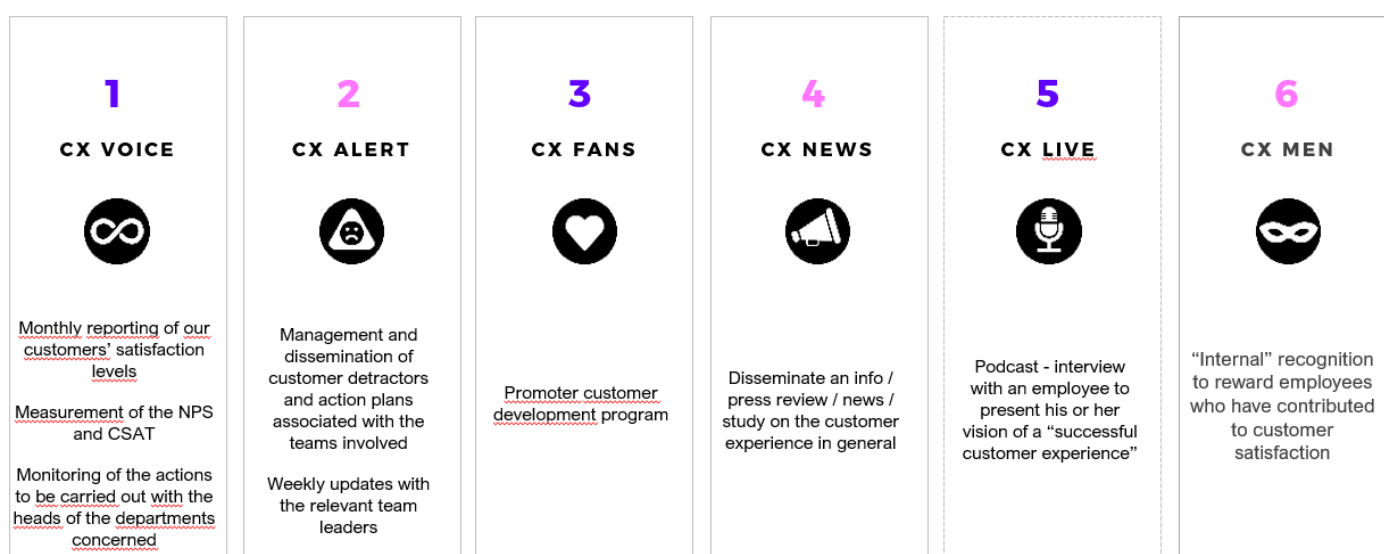
8.4.1 Customer experience

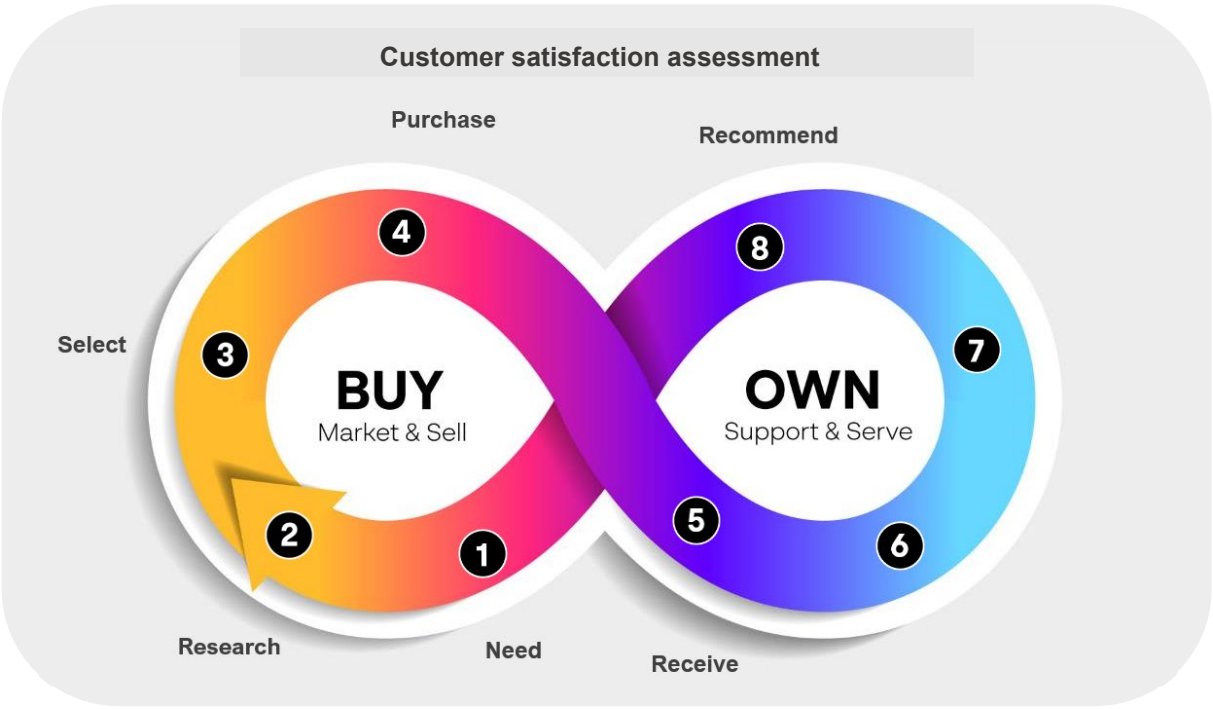
At Visiativ, the customer experience is defined as all interactions with customers. In order for them to be able to interact effectively with Visiativ, it is necessary to generate a **successful and pleasant overall experience**.

The management of the customer experience is based on a program called CX ADDICT, created in 2022, according to the following strategic axes:

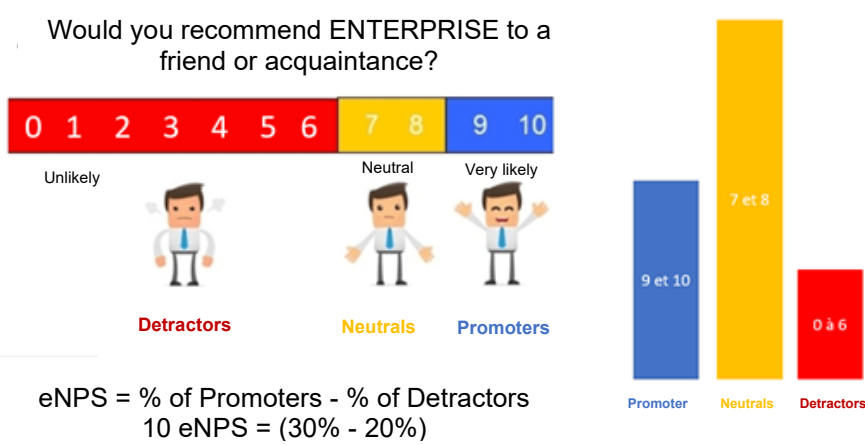
- Analysis of the customer experience and management of customer feedback;
- Handling of detractors and promoters;
- Recognition of internal contributors;
- Sharing and dissemination of the Visiativ customer culture.

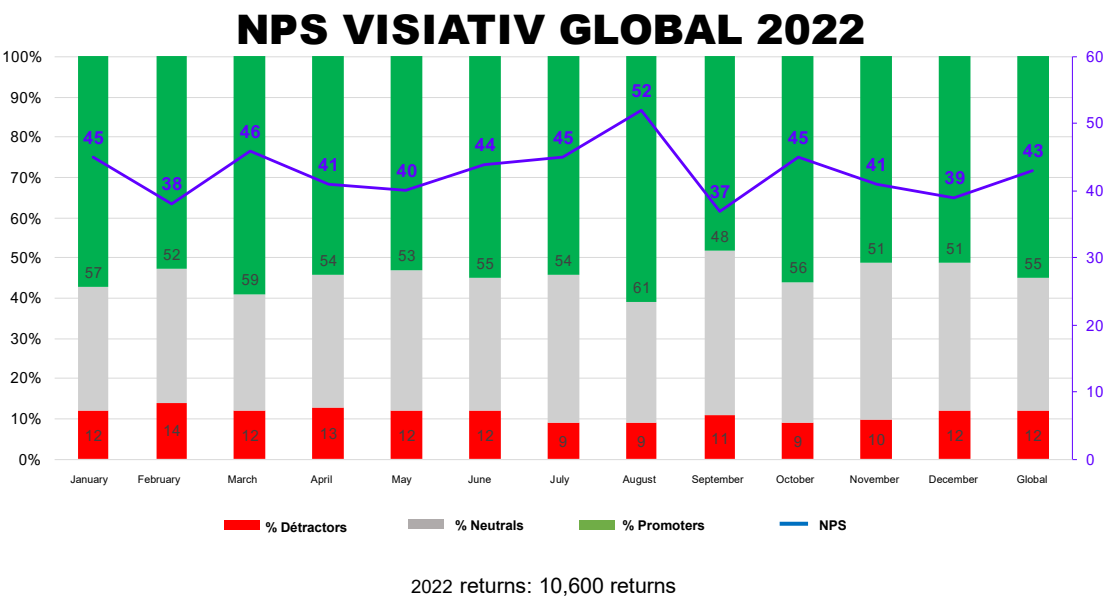
The program is divided into several initiatives, some already launched and others in the process of being launched. They are:





Customer satisfaction measurement – France scope	2022
Customer service response rate	86.5%
Net promoter score	45
Response time for telephone requests	23 s
Number of customer feedback collected via satisfaction surveys over the year	10,000





While remaining above the target of 40, there was a slight decrease in the NPS in 2022, which is explained by the opening of the survey to a higher number of contact points (+2,500 feedback items which corresponds to +24% responses), which can automatically result in a higher number of potential dissatisfactions. As these new points remain to be optimized, the objective for us is to put them under control in order to understand any dissatisfaction, if any, and to implement actions based on the feedback from our customers.

*** Reminder of the targets of our roadmap (scope)**

Challenge		2023 target	2020	2021	2022
Improve satisfaction	customer	Have an average customer net promoter score > 40	NA	52	45

8.5 Innovation LAB Customers

The “platform company”, beyond being an ambition, is the firm belief that, in a context of transformation, collective capital is the best investment and the most solid fulcrum to define its trajectory and achieve its objectives.

At the heart of our approach: mobilizing our ecosystem at 360° and leveraging everyone’s points of view and expertise to translate strategic ambitions into concrete and operational realities.

To embody this conviction, we have set up a new co-construction and collaboration initiative in cooperation with our ecosystem: the Innovation LABs.

Innovation LABs are intense periods of collaborative work based on proven methods, a program of co-construction workshops (ideation, design, prioritization, etc.) bringing together the energy of our experts, partners and customers or prospects around shared priorities and to jointly build the solutions of tomorrow.

We are also keen to remain pragmatic in our approach with the development of priority execution plans and roadmaps shared by all.

Why Innovation LABs?

- **Listen to and integrate the voice of our customers and users** from the ideation and design phases of our offers to be as close as possible to their expectations.
- **Capitalize on our ecosystem of partners** to develop new solutions in synergy.
- **Stimulate creativity and innovation.** For example, ABGI, part of Visiativ, is keen to provide concrete solutions to our customers and involves its teams and customers in the construction of a unique model for assessing the Innovation maturity of its customers. More than an assessment, we are working to determine an Innov’acteur profile framework in order to provide a precise analysis of the innovation culture and process of our customers.

In March 2022, an Innovation LAB on the Consult pillar took place with the aim of reflecting on the structuring of a service offering integrating the CSR pillars. These workshops made it possible to share with our main customers the expectations and challenges related to CSR in their businesses.

9. Environmental footprint

The new information and communication technologies (NICT) sector has long been considered as a source of innovative solutions to the challenges of the environmental transition, accelerating the processes of dematerialization and digital meetings, to the benefit of the reduction of the carbon impact of the transport sector. Nevertheless, the increasing appearance of new digital tools and software in recent decades is leading to a scarcity of planetary resources related to their production, as well as an accumulation of electronic waste at the origin of digital pollution, forcing companies to rethink their environmental strategies to turn to rationalization and efficiency approaches. In addition, international regulations are becoming stricter to combat climate change on a large scale, encouraging public and private players to take their responsibilities to reduce their environmental impact.

Visiativ's commitments to the environment are reflected in concrete actions to calculate and then reduce the Company's carbon impact. But the Company also wants to go further by involving all its stakeholders in its environmental transition, including its employees, customers and suppliers. Through its various partnerships, Visiativ intends to extend its commitments to fight on an international scale for the preservation of natural environments and planetary resources, and intends to reconsider its environmental trajectory to gradually take into account a more sustainable approach to its activities, in order to meet the increasingly stringent environmental challenges of its sector.

9.1 Our carbon impact

The carbon assessment is a major point in the implementation of Visiativ's environmental strategy and action plan. Indeed, it is thanks to this assessment that the company can implement concrete actions to improve it and target strategic areas.

9.1.1 Methodology

Visiativ draws up its carbon assessment for all its activities in France, based on the Bilan Carbone® methodology, developed by the French Environment and Energy Management Agency (*Agence de l'Environnement et de la Maîtrise de l'Energie* - ADEME). The Bilan Carbone® method records the greenhouse gas (GHG) emissions of all the activities of an organization by identifying its activities that emit the most GHG in order to initiate changes as part of a continuous improvement approach. By measuring its environmental impact, Visiativ intends to target its main sources of direct and indirect CO2 emissions, in order to implement actions to reduce them.

Scope

The scope of reporting covers the scope of Visiativ's activity in France, excluding the entities acquired during the year, as specified in the introduction to this SNFP document (see Section I).

Collection methodology by emission category

Energy

The data collected for energy concern the electricity consumption of Visiativ's offices, given that all buildings are heated and lighted with electricity. In 2022, the Company rolled out a tool to manage and monitor its energy consumption, which automatically reports data based on consumption data reported in real time by the various suppliers. Thus, for the majority of sites, the data are automatically and directly reported from the platform.

For the Moirans, Paris Gare de Lyon and Le Petit Quevilly sites, for which energy consumption is not reported directly because it is included in the rental expenses of the buildings, the consumption was extrapolated by site from the average electricity consumption per m² of all the other sites (*i.e.* 94.31 kWh per m²). The same extrapolation was made for the Auxons site, as well as for Schiltigheim, for which the data are not yet uploaded automatically.

Inputs

- Paper and supplies

The data for this item was retrieved for the most part thanks to purchase and paper orders placed centrally by Visiativ's head office. For the other sites (Caluire-et-Cuire, La Tour de Salvagny, Le Petit Quevilly, and Lyon Confluence), the data were retrieved directly from the site contacts. The other sites did not place any orders in 2022.

- Services and other purchases

The data relating to transport-related services, such as car rental expenses and ancillary travel expenses, were retrieved from Visiativ's travel agency.

The data relating to accommodation and catering services were obtained both *via* the extraction of expense accounts and *via* our travel agency, which provided us with the hotel expenses covered.

The expenses related to services related to printing, delivery and cleaning, and telecommunications services, were all obtained through the extraction of accounting expense reports.

Travel

- Business travel

All data concerning air and train travel were collected from information provided by the travel agency, by recording the CO2 consumption of the trips made by employees. With regard to travel by company vehicle, the data extracted from the vehicle fleet are the CO2 emissions emitted by the vehicles in service during 2022.

- Commuting

The data were collected *via* a survey carried out on the Company's HRIS. In line with the teleworking agreement put in place, we calculated the carbon impact of travel by taking an average of three round trips per week, for a total of 114 days worked in 2022, *i.e.* excluding weekends, public holidays, and by deducting five weeks of paid leave and ten "working time reduction" days. The employees who did not respond to the survey were calculated by extrapolation.

Non-current assets

- Real estate

The data were collected from the surface areas in m² of each of the office buildings in the region, retrieved directly from Visiativ's digital work environment management and monitoring platform, deployed in 2022.

- IT equipment

The carbon footprint of the IT equipment was determined based on the inventory of physical equipment held by Visiativ, as provided by the Information Systems Department. The consumption of our digital tools and services is also reflected in part of the electricity consumption reported in the Energy section; it is currently not possible to distinguish between uses.

- Company vehicles

To calculate the data relating to the capital expenditure of company vehicles, we used the carbon amortization linked to use, *i.e.* by taking into account the total kilometers traveled by the fleet during the year (source linked to Visiativ's centralized vehicle fleet management tool), and dividing it by the average life of the vehicles in km, provided by ADEME. The percentage obtained is then multiplied by the average weight of the vehicles relayed by ADEME in 2021, in order to obtain a weight in tons, which can be multiplied by the emission factor in kgCO₂e/ton of the Carbon Base, relating to the carbon impact of vehicle manufacturing.

- Furniture

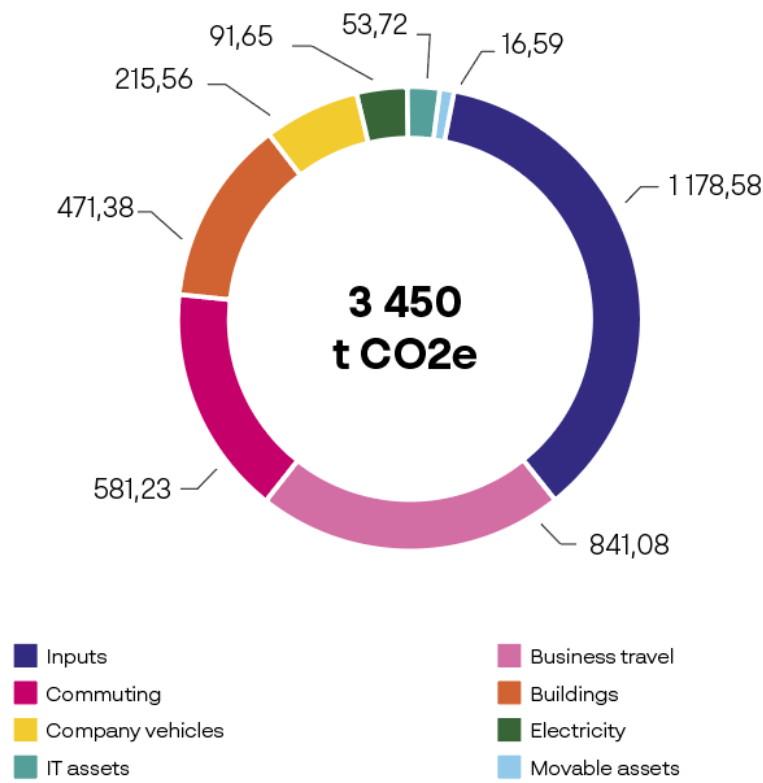
The data relating to furniture were calculated by taking as average weight 100 kg per employee, with as basis of calculation the weight of an armchair, the weight of a drawer unit and the weight of a desk,

respectively 23 kg, 23 kg and 35 kg, and adding a margin to reach 100 kg. This margin makes it possible to take collective furniture into account. This total weight was then multiplied by the total workforce, *i.e.* 895 people at the end of December 2022.

9.1.2 2022 carbon assessment

Carbon assessment - France

In 2022, Visiativ’s total GHG emissions amounted to **3,450 tCO₂e**.



Because we changed the calculation method for business travel as well as for vehicle assets, we recalculated the 2019 carbon footprint, which is the baseline for Visiativ’s reduction targets.

	2019	2022
Total GHG emissions (in tCO ₂ e)	3,178	3,450
Workforce in France	806	895
GHG emissions per employee (in tCO ₂ e)	3.94	3.85

We can thus observe an increase of 8% in absolute GHG emissions between 2019 and 2022. This increase is due, despite the many actions deployed, to the strong growth of our activity over the last three years. Indeed, the GHG emissions per employee decreased by 2% between 2019 and 2022, while the GHG emissions per revenue decreased by 17%, with revenue increasing from €203.2 million to €258.7 million.

	2019	2022
Total GHG emissions (in tCO₂e)	3,178	3,450
Annual revenue (in millions of euros)	190	258.7
GHG emissions per revenue (in t CO₂e / €M)	15.64	13.33

In order to take into consideration the strong growth of our activities and to have an objective indicator based on our business model related to our activities, the carbon reduction trajectory is now calculated based on our GHG emissions indicator by revenue.

Breakdown of GHG emissions

Breakdown of GHG emissions by scope:

Visiativ's carbon emissions have also been broken down by scope below, in order to be able to assess the most GHG-emitting items according to this new prism.

SCOPES	Associated GHG emissions in 2022
Scope 1: Direct GHG emissions	427.52 tCO₂e
Of which direct emissions from mobile combustion sources	427.52 tCO ₂ e
Scope 2: Indirect energy-related emissions	61.15 tCO₂e
Of which indirect emissions due to electricity imports	61.15 tCO ₂ e
Scope 3: Other indirect GHG emissions	2,960.93 tCO₂e
Of which indirect emissions related to transport	884.63 tCO ₂ e
Of which indirect emissions associated with the use of the organization's products	2,076.30 tCO ₂ e

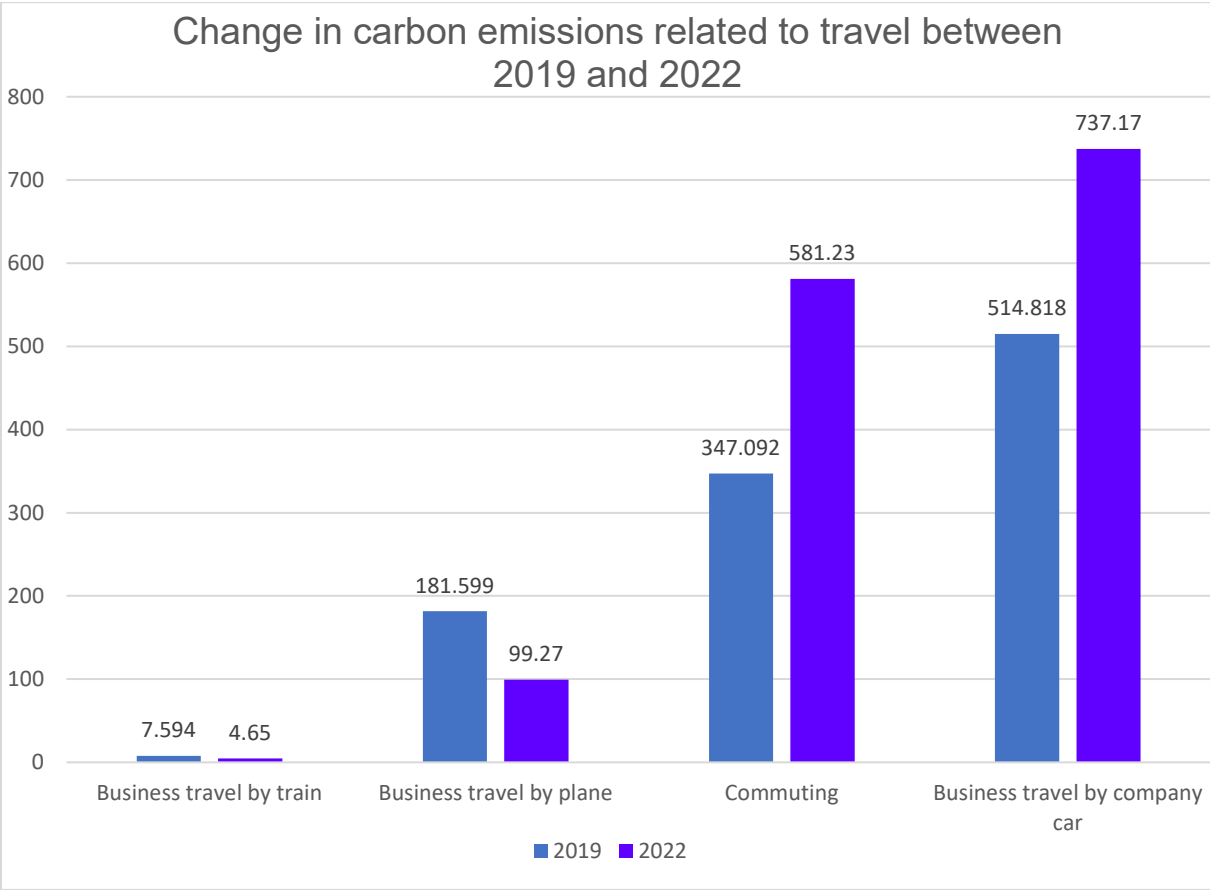
The indirect Scope 3 GHG emissions are mainly driven by the carbon impact of business travel, *i.e.* travel in company vehicles, by plane and by train, as well as the various expenses related to this travel, such as accommodation and catering services, for example.

Breakdown of GHG emissions by emission category:

This year, our most important sources of GHG emissions are inputs, with a consumption of **1,178.58 tCO₂e**, business travel, with a total consumption of **841.08 tCO₂e**, and commuting, with a total of **581.23 tCO₂e**.

- Travel

This year, the most polluting trips are business trips by car, and commuting, the use of air travel having been drastically reduced due to the increase in teleworking and videoconferencing as well as the prioritization of travel by train.



The general trend for the GHG emissions from business travel is up, with total emissions of **1,422.32 tCO₂e** in 2022 compared to a total of **1,051.1 tCO₂e** in 2019, an increase of more than 25% in three years.

This increase is due to the end of the Covid-19 crisis and the so-called traditional recovery of our consulting activities, which led to a sharp increase in physical travel to our customers in 2022.

- Inputs

The emissions related to inputs **decreased by 20%** between 2019 and 2022, with emissions of **1,410.74 tCO₂e** and **1,178.58 tCO₂e**, respectively.

The main emissions item is that relating to accommodation and victuals, which has **decreased by 38%** since 2019, from **1,228.69 tCO₂e** in 2019 to **891.07 tCO₂e** in 2022.

- Energy

Total GHG emissions broken down by branch:

Branches in France	Office area (m ²)	Electricity consumption (kWh)	kWh/m ²
Aix-en-Provence	772	43,669	56.57
Bourges	105	5,594	53.28
Caluire-et-Cuire	107	7,643	71.43
Charbonnières-les-Bains	4,463	512,044	114.73
Guilherand-Granges	1,132	82,105	72.53
La Seyne-sur-Mer	144	4,526	31.43
La Tour de Salvagny	744	514,574	691.63
Labège	311	11,941	38.40
Le Bourget du Lac	104	8,290	79.71
Le Petit Quevilly	367	34,612.53	94.31
Les Auxons	18	1,697.62	94.31
Lille	303	6,667	22.00
Lyon	1,935	80,966	41.84
Massy	818	74,947	91.62
Mérignac	128	3,148	24.59
Moirans	320	30,179.86	94.31
Paris Gare de Lyon	615	58,001.92	94.31
Pont Saint Martin	846	49,664	58.70
Saint Priest	502	23,195	46.21
Sainte Croix en Plaine	220	5,450	24.77
Schiltigheim	410	38,667.94	94.31
Sérézin-du-Rhône	140	11,740	83.86
TOTAL	14,504	1,609,322.86	---

In 2022, the total volume of GHG emissions related to energy consumption amounted to **1,609,323 kWh**, i.e. **91.65 tCO₂e**. As an intellectual services company, and because our business is mainly digital, the increase in electricity is mainly reflected in the increase in the consumption of our digital products and services, and in particular the increase in the consumption of our servers, where our customers are hosted. The presence of our servers on the La Tour de Salvagny site explains the disproportionate energy consumption compared to the other sites despite the many actions aimed at reducing the consumption at this site.

9.2 Our actions to reduce GHG emissions

In order to improve its carbon impact, Visiativ wanted to deploy lines of thought in line with the most significant GHG emissions sources, namely travel and energy consumption related to buildings. In addition, as a company mainly anchored in the software and IT services sector, Visiativ acts on a daily basis to improve its responsible digital practices.

In line with the Energy Efficiency Plan rolled out by the French State in the last quarter of 2022, Visiativ wanted to define its own energy efficiency commitments, and thus drafted its own internal efficiency plan. The Company thus undertakes to implement concrete initiatives to reduce its GHG emissions between 2022 and 2024, to contribute to achieving the French target of reducing total energy consumption by 10% by 2024.

The commitments made by Visiativ, in line with those defined by the government, are defined according to the same axes as presented below, namely:

- Mobility and travel
- Energy consumption of buildings
- Responsible digital practices
- Training and awareness-raising

This efficiency plan is managed by an efficiency ambassador appointed internally, and deployed thanks to local efficiency contacts. In order to be able to carry out this approach, in 2022 Visiativ began to install energy consumption data management tools, which allow more precise management of our consumption, in order to be able to implement reduction actions.

This plan will be integrated into the environmental roadmap, and will serve as a guide to reduce our energy consumption in 2023.

9.2.1 Mobility and travel

Due to the significant impact of travel in our carbon footprint, Visiativ wishes to prioritize this area of work to reduce its environmental impact as much as possible.

Various actions have already been implemented to limit the use of the most polluting means of transport, encouraging employees to limit their travel, and to maximize the use of soft modes of transport:

- allocation and use of a vehicle for business travel subject to the prior approval of the manager and the HR Department;
- information given to each employee with a company car on their CO2 consumption, enabling them to make an informed choice of vehicle;
- possibility for all employees eligible for a company car to choose a hybrid or electric model;
- installation of high-performance computer equipment in the meeting rooms, in order to enable employees to limit their travel by promoting the organization of videoconferences. These practices have been further developed with the massive deployment of teleworking in all branches since 2020;
- contribution of 50% on subscriptions to a public bicycle rental service (Vélib, Vélov, etc.) in France.

In 2022, Visiativ decided to accelerate its initiatives related to more sustainable mobility, and thus began the deployment of the following projects:

- Installation of electric charging terminals at the Charbonnières-les-Bains and Paris Gare de Lyon sites: in total, around ten charging points will be installed, to encourage employees to switch to hybrid or electric vehicles.

A study will be carried out on all the other sites to identify the professional vehicles that may be switched from combustion engines to hybrid or electric ones, as well as to be able to anticipate future needs in terms of charging points.

- Deployment of a fleet of electrically-assisted bicycles for all employees in France, in the form of monthly rental with part of the costs covered by Visiativ.
- Reflection on a new business travel policy, taking greater account of environmental issues, and encouraging employees to switch to softer modes of travel.

9.2.2 Responsible digital practices

Responsible Digital Charter

Visiativ became a signatory of the Responsible Digital Charter in early 2022, which is based on five commitments related to the deployment of responsible digital practices.

- Optimize digital tools to limit their impact and consumption;
- Develop services that are accessible to all, inclusive and sustainable;
- Commit to ethical and responsible digital practices;
- Commit to making digital technology measurable, transparent and readable;
- Promote the emergence of new behaviors and values.

Visiativ already has a certain number of eco-responsible initiatives that align with the commitments made in this Charter, namely:

- Recovery and reuse of IT equipment;
- Reduction and offsetting of the number of printed pages;
- Data center optimization.

Sustainable consumption: recycling and reuse of IT equipment

When employees' laptops are no longer suitable for internal needs, they are cleaned by the Information Systems Department and then given:

- either to employees for their personal use, via an internal sale at reduced prices,
- or to the WeeeFund association, which will give them a second life through upgrading within their training programs.

In 2022, 20 PCs and 3 central units were sent to the association, 9 of which were reconditioned for the WeeeJob program, which will enable students to follow their training.

Reduction and offsetting of the number of printed pages:

In line with the initiatives implemented in 2019, we now have a streamlined and more efficient fleet of printers that centralize and therefore reduce the energy consumed by the devices. We also have a badge release system that reduces printing errors and therefore the number of pages printed. The default setting of double-sided and black & white printing has enabled us not only to reduce costs, but also to raise awareness of best practices.

In January 2021, Visiativ also joined the "Green Clic" program, making it possible to measure the number of prints from our printer fleet in real time, then convert it into trees to be replanted. These trees will be replanted in reforestation projects in Ireland, Canada and California, in the United States.

Since the beginning of this partnership, Visiativ has offset the equivalent of more than 419,000 pages through the reforestation of 50 trees in total.

Data center optimization:

Hosting is not Visiativ's main activity. Nevertheless, in recent years, the Company has modernized and rationalized its data centers, which has enabled us to increase the capacity very significantly, in particular by tripling the computing and storage capacities, while reducing production consumption for customers. At the same time, customers are made aware of the importance of archiving and destroying unnecessary data and adopting more responsible digital practices.

The vast majority of the machines in the VMS data center were renewed; in fact, mechanical hard drives were replaced wherever possible by faster and less energy-consuming SSDs. The new machines are more efficient and smarter in that they are able to adjust their consumption according to load rates. These actions make it possible to increase performance while maintaining the same energy consumption.

Concentrating servers in the same room also makes it possible to avoid the installation of servers at customers' premises, where they would only be used at one-third of their capacity. In this way, the servers are used at the maximum of their capacity, and even beyond, because they are shared by different customers, which allows the energy consumption to be shared.

Servers and other IT equipment are generally designed so that they are not oversized. This allows for ease of use, flexibility and adaptability, as well as reduces the environmental footprint of the manufacturing of these products.

To limit the consumption of our data centers, we have implemented an intelligent cooling system in our computer rooms to limit the overconsumption of our equipment, and to enable it to maintain an adequate temperature.

In addition, a policy of reducing the number of servers has been put in place to avoid unnecessary consumption, particularly when the servers are not in operation. This was made possible thanks to our virtualization technologies, which allow us to concentrate our IT resources by centralizing compressed data *via* a compact storage system, which makes it possible to store ten times more data on the same storage space than on a classic system. A hosting service *via* the cloud is also provided to Visiativ's customers so that they can move from physical servers to more virtual servers, which makes it possible to rationalize and pool resources and thus reflect and work on a transition to eco-responsible digital technology.

9.2.3 Building management and energy

Electricity consumption:

Various measures to reduce our energy consumption have already been implemented in our branches, namely:

- optimization of lighting systems through the use of LED bulbs, low-energy bulbs and presence detectors with timers;
- installation of a centralized control of thermostats in certain branches: this regulation makes it possible to control temperature variations, and to introduce a heating and air conditioning schedule to avoid unnecessary consumption of buildings outside of normal opening hours.

In addition, the head office's offices are visited daily by our maintenance agent, who ensures that best practices in terms of energy efficiency are respected.

Waste management:

- Deployment of a uniform sorting system

In order to improve the sorting service offered, Visiativ has invested in identical selective sorting bins for all branches, in order to improve sorting practices and be able to more easily calculate the tonnes of waste produced nationwide.

- Recycling and recovery

In addition to the sorting of our so-called common waste, some local initiatives have been rolled out to promote more sustainable consumption, as well as practices that promote a circular economy. In this respect, we can mention the following actions:

- Recycling of coffee grounds;
- Recycling and recovery of WEEE thanks to the social service provider ENVIE;
- Recovery and recycling of our used printer cartridges through our partnership with Xerox;
- Paper recycling for a non-profit organization thanks to the "Papiers de l'Espoir" initiative.

Outdoor areas:

Although our intellectual services activities do not have a direct impact on biodiversity, Visiativ wanted to get involved with Abeilles & Environnement, a company that contributes to the pollination of the planet and its ecosystem.

As such, six beehives have been installed at the Visiativ head office in Charbonnières-les-Bains, and four others will soon be installed on the Pont Saint Martin site.

9.2.4 Training and awareness-raising

In order to involve the employees in Visiativ's environmental policy, and to make them actors in the Company's energy transition, we have put in place actions and systems that enable them to be informed and to take action in favor of both Visiativ's and society's environmental challenges.

- Environment Cl'Hub

As explained above, in the Inspirational pillar of the All Visiativ employee experience, employee commitment is reflected in the Cl'Hubs. In order to enable employees to be themselves players in Visiativ's environmental strategy, employees can get involved with the Environment Cl'Hub, which aims to support the movement to combat global warming and reduce Visiativ's carbon footprint. From raising employee awareness on these issues, to supporting our partners in their missions, this Cl'Hub is committed to acting collectively and on a daily basis to preserve the environment.

- European Sustainable Development Week

Focused on the theme of sustainable mobility, this week was an opportunity to raise employee awareness of best practices related to travel, and was punctuated by two highlights:

- More than 100 employees were able to attend Energy Observer's presentation on the solutions deployed by their teams to meet the challenges of the energy transition, notably *via* the use of hydrogen as a powerful lever for the environmental transformation.
- Presence of Cyclable Entreprises teams in five branches to have their electrically-assisted bicycles tested by employees, and thus raise awareness and encourage the use of softer means of transport.
- Energy efficiency awareness campaign

With the approach of winter, and to respect the efficiency commitments made in the Company's internal Energy Efficiency Plan, Visiativ rolled out an awareness campaign, with posters in strategic locations of the sites and virtual communications, to encourage employees to adopt the right actions in terms of energy efficiency, namely heating and cooling the offices in a moderate way and turning them off at the end of the day, turning off the lights, turning off PCs, screens and TVs before leaving.

9.3 Our environmental partnerships

The combination of innovation through new technologies and collective intelligence is a powerful lever for the energy transition. This is what Visiativ shares with the partners to which it is committed. By joining forces with organizations committed to the fight against global warming and the preservation of biodiversity, Visiativ intends to develop its synergies to extend and improve its positive environmental impact.

Energy Observer

In 2021, Visiativ signed a partnership with Energy Observer. Originally the name of the first autonomous and zero-emission hydrogen vessel, Energy Observer is now an organization that connects professionals and experts from all backgrounds, with the aim of developing zero-emission energy solutions that are both economically accessible and sustainable. Sailing around the world in search of innovative and promising initiatives, the Energy Observer vessel brings together people around ambitious and meaningful projects. As the first French ambassador of the 17 Sustainable Development Goals set by the UN, the mission of Energy Observer is to act, raise awareness and pass on knowledge and solutions to as many people as possible to meet the challenges of the energy and environmental transition. It is with this objective in mind that the founder of Energy Observer met with Visiativ employees in 2022, to share his experience and present the hydrogen challenges of the maritime sector, at a conference organized during the European Sustainable Development Week.

In addition, Visiativ combines its expertise with partners such as Naldéo and Good Steps, which are key in supporting SMEs and mid-sized companies in terms of CSR (see VII 3 "Integration of CSR issues into Visiativ service offerings").

10. REPORT OF THE INDEPENDENT THIRD PARTY

REPORT OF THE INDEPENDENT THIRD PARTY ON THE CONSOLIDATED STATEMENT OF NON-FINANCIAL PERFORMANCE IN VISIATIV SA'S MANAGEMENT REPORT

VISIATIV SA

26, rue Benoît Bennier,
69260 Charbonnières-les-Bains
RCS 395 008 246

**REPORT OF THE INDEPENDENT THIRD PARTY ON THE CONSOLIDATED STATEMENT OF
NON-FINANCIAL PERFORMANCE IN THE GROUP MANAGEMENT REPORT**

Fiscal year ended on December 31, 2022

To the General Meeting,

In our capacity as an independent third-party body of your company Visiativ SA, accredited by COFRAC for inspection activities under number 3-1077 (scope of accreditation available on the website www.cofrac.fr), we have carried out work to formulate a reasoned opinion expressing a conclusion of limited assurance on the historical information (recorded or extrapolated) of the statement of non-financial performance, prepared in accordance with the entity's procedures (hereinafter the "Standards"), for the fiscal year ended on December 31, 2022 (hereinafter the "Information" and the "Statement" respectively), presented in the Group management report pursuant to the provisions of Articles L.225-102-1, R.225-105 and R.225-105-1 of the French Commercial Code.

Conclusion without reservation

On the basis of the procedures we implemented, as described in the "Nature and scope of the work" section, and the information we collected, we have not identified any material misstatement that would call into question the fact that the statement of non-financial performance complies with the applicable regulatory provisions and that the Information, taken as a whole, is fairly presented in accordance with the Standards.

Comments

Without calling into question the conclusion expressed above and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we make the following comments:

The performance indicator "percentage of employees trained in business ethics and anti-corruption practices" could not be provided in 2022. The programs were rolled out *via* the Visiativ Academy platform in 2023.

Preparation of the statement of non-financial performance

The absence of a generally accepted and commonly used reference framework or established practices on which to assess and measure the Information allows the use of different but acceptable measurement techniques that may affect the comparability between entities and over time.

Consequently, the Information must be read and understood with reference to the Standards, the significant elements of which are presented in the Statement.

Limitations inherent in the preparation of the Information

As noted in the Statement, the Information may be subject to an uncertainty inherent in the state of scientific or economic knowledge and in the quality of the external data used. Some information is sensitive to the methodological choices, assumptions and/or estimates used to prepare it and presented in the Statement.

Responsibility of the entity

It is the Board of Directors' responsibility to:

- ☐ select or establish appropriate criteria for the preparation of the Information;
- ☐ prepare a Statement in accordance with the legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks and the results of these policies, including key performance indicators and the information required by Article 8 of Regulation (EU) No. 2020/852 (green taxonomy);
- ☐ set up the internal control that it deems necessary to prepare Information that is free from material misstatement, whether due to fraud or error.

The Statement was prepared in accordance with the entity's Standards as mentioned above.

Responsibility of the independent third party

It is our responsibility, on the basis of our work, to issue a reasoned opinion expressing a conclusion of limited assurance on:

- ☐ the compliance of the Statement with the provisions of Article R.225-105 of the French Commercial Code;
- ☐ the fairness of the historical information (recorded or extrapolated) provided in application of item 3 of I and II of Article R.225-105 of the French Commercial Code, *i.e.* the results of the policies, including key performance indicators, and actions, relating to the main risks.

As we are responsible for making an independent conclusion on the Information as prepared by management, we are not authorized to be involved in the preparation of such Information as this could compromise our independence.

It is not our responsibility to comment on:

- ☐ the entity's compliance with the other applicable legal and regulatory provisions (in particular in terms of the information provided for in Article 8 of Regulation (EU) No. 2020/852 (green taxonomy), the vigilance and anti-corruption plan and tax evasion);
- ☐ the accuracy of the information required by Article 8 of Regulation (EU) No. 2020/852 (green taxonomy);
- ☐ the compliance of products and services with the applicable regulations.

Regulatory provisions and applicable professional doctrine

Our work described below was carried out in accordance with the provisions of Articles A. 225-1 *et seq.* of the French Commercial Code, and to the policy relating to this intervention in lieu of an audit program.

Means and resources

Our work mobilized the skills of three people and took place between November 2022 and March 2023 over a total intervention period of five days.

To assist us in carrying out our work, we called on our specialists in sustainable development and social responsibility. We conducted six interviews with nine people responsible for the preparation of the Statement, representing in particular the Human Resources, Social Management, Payroll and Personnel Administration, Training, Customer Experience, Legal, Purchasing and Sustainable Development Departments.

Nature and scope of the work

We have planned and carried out our work taking into account the risk of material misstatement of the Information.

We believe that the procedures that we have conducted, exercising our professional judgment, enable us to formulate a conclusion of limited assurance:

- we obtained an understanding of all the entities included in the scope of consolidation and the description of the main risks;
- we assessed the appropriateness of the Standards with regard to their relevance, completeness, reliability, neutrality and understandability, taking into consideration, where applicable, the best practices in the sector;
- we verified that the Statement covers each category of information provided for in III of Article L.225-102-1 on social and environmental matters;
- we verified that the Statement presents the information provided for in II of Article R.225-105, when it is relevant with regard to the main risks, and includes, where applicable, an explanation of the reasons justifying the absence of the information required by the second paragraph of III of Article L.225-102-1;
- we verified that the Statement presents the business model and a description of the main risks related to the activity of all the entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services, as well as the policies, actions and results, including key performance indicators, relating to the main risks;
- we consulted documentary sources and conducted interviews to:
 - assess the process for selecting and validating the main risks as well as the consistency of the results, including the key performance indicators used, with regard to the main risks and policies presented, and
 - corroborate the qualitative information (actions and results) that we considered to be the most important presented in Appendix 1;
- we verified that the Statement covers the consolidated scope, *i.e.* all the entities included in the scope of consolidation in accordance with Article L.233-16;
- we obtained an understanding of the internal control and risk management procedures implemented by the entity and assessed the collection process aimed at ensuring the completeness and fairness of the Information;
- for the key performance indicators and other quantitative results that we considered to be the most important presented in Appendix 11, we implemented:
 - analytical procedures consisting of verifying the correct consolidation of the data collected as well as the consistency of their changes, and

¹ See Appendix 1

- detailed tests on the basis of sampling or other means of selection, consisting of verifying the correct application of definitions and procedures and reconciling the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 56% and 87% of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement in relation to our knowledge of all the entities included in the scope of consolidation.

The procedures performed as part of a moderate assurance assignment are less extensive than those required for a reasonable assurance assignment performed according to our professional doctrine; a higher level of assurance would have required more extensive verification work.

Paris, April 14, 2023
The independent third party,
DAUGE FIDELIANCE
Sarah Guereau

APPENDIX 1: INFORMATION CONSIDERED TO BE THE MOST IMPORTANT

1. Quantitative indicators including the key performance indicators

Themes	Indicators	Entities tested
Social	Workforce by country Turnover rate Percentage of women in the organization and in management positions Turnover rate of employees with disabilities	Group (SNFP scope)
	Percentage of work-study students in the workforce Share of employee shareholders Percentage of employees trained in data protection and security	France
	Number of training hours completed (excluding mandatory training) Percentage of employees trained during the year (excluding mandatory training)	VISIATIV SA, IPORTA, VISIATIV SOLUTIONS ENTREPRISE, ABGI FRANCE, VISIATIV OPERATIONS & PROCUREMENT
Environnemental	GHG emissions in tCO ₂ e Percentage reduction in GHG emissions compared to 2019 (in tCO ₂ e per employee)	France
Societal	Financial resources for social and environmental sponsorship	VISIATIV SA
	Commitment score obtained as part of the Resonance employee survey	Group (SNFP scope)
	Average customer net promoter score	France

2. Qualitative information (actions and results)

- ISO 27001 certifications of
 - Visiativ Group for its hosting and development activities
 - iPorta for the SaaS platforms of Visiativ Gestion des Risques et Assurances and Visiativ Gestion Immobilière
 - VMS for its hosting and outsourcing activities
 - Ma Sauvegarde for its outsourced backup services
- OPQCM qualification of VISIATIV OPERATIONS & PROCUREMENT
- Gaïa index
- EcoVadis rating
- HappyIndex®Trainees certification
- Responsible Digital Charter
- VISIATIV: teleworking agreement; gender equality agreement
- ABGI: teleworking charter



**Sharing
is growing***