

Non-financial Performance Statement

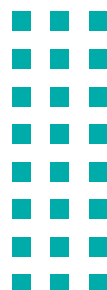
2020



One year of **positive
transitions**



inetum.
Positive digital flow



Message from the President

Vincent ROUAIX



Performance, resilience, agility and relevance of our ambition.

Dear readers and shareholder,

2020 was a unique year that saw several major events.

Firstly, it was a year marked by an **unprecedented health crisis** that hit all sectors worldwide, and that forced us to adapt our operational mode to minimize the impact of this unparalleled pandemic.

It was a pivotal year for the Group, in particular with the major acquisition of IECISA that propelled us into a new era geared towards a growth strategy that was deployed in all our markets. In addition to strengthening the Group's positions in Latin America and Iberia, and with large Spanish clients brought to us by IECISA, this transaction has enriched our expertise and expanded our catalogue of solutions in various fields such as SAP integration, digital technology, and sectors like transport, mobility, digital identity, and healthcare.

This decisive year was to a great extent also marked by the revealing of our **new identity** on 1 January 2021, when we officially became **Inetum**. A name that resembles us and that reflects our values and our DNA – rooted in the Latin word incrementum that means growth, to serve our ambition of economic as well as human development. An ambition brought to life that embodies our vision of Positive digital flow, an identity that reflects our strategy, and a renewed aspiration to take on a technological environment that is constantly on the move – with AI, IoT, 5G, virtual environments, quantum computing, and more.

The Group has demonstrated the resilience of its business model in the face of an unparalleled health crisis. The crisis engendered by the coronavirus pandemic has revealed the resilience of our business model. Our priority was to protect and safeguard all our employees for instance by maintaining salaries, communicating our solidarity, and providing psychological help, and to implement a set of measures to meet the needs and expectations of our clients – ensuring service continuity for all of them by resorting to telework, and by keeping physical presence on our and our clients' premises down to the minimum.

As a company that puts an emphasis on its social responsibility, we once again rose to the occasion for example by mobilizing our expertise and Botfoundry technology to roll out a chatbot that provides the public with information on the Covid-19 pandemic. We are proud also of helping in the fight against the virus through our solutions deployed for instance in public hospitals, private research laboratories, and emergency call management systems.

These demonstrate our capacity to respond together, as a group, to our clients' expectations through our creativity and ingeniousness to find adequate solutions and – as always – to make a difference.

Thanks to the solidity of our model, the commitment of our employees, and the ongoing trust of our clients and shareholder, we are convinced that we shall emerge from these unprecedented times, strengthened by the lessons we have learnt from it.

And finally, despite these circumstances and unfavourable macro-economic factors, 2020 was a year of increased revenue for the Group (+21.6%), due mainly to the IECISA acquisition in 2020 and a maintained margin (EBIT of 6.3% in 2019 compared to 6.2% in 2020). It is worth noting too that the dire situation did not prevent us from recruiting **more than 4, 600 talented new people**. At yearend 2020, the Group counted over 22,300 employees in 26 countries.

2020 also saw the **closure of our BOOST2020 plan**, affirming our worldwide positioning which represents nearly 60% of our turnover. The Group has in fact consolidated its presence with European companies in many sectors and now has a solid midcap portfolio that accounts for a quarter of our turnover. Though the health crisis prevented us from reaching our margin growth targets, the **BOOST2020 plan** nevertheless stabilized our operational margin and laid the foundations for our new strategic plan.

2021 is therefore the first year of our **UPSCALE 2023 plan**, which will continue the actions undertaken with BOOST2020 and thus allow the Group to confirm its position as a key player in digital transformation. We see that the measures taken in 2020 will also enable the Group to benefit from the recovery observed in the last quarter, and from the acceleration of Digital Flow in all the sectors and countries in which we operate. In the course of 2021, we shall strengthen our expertise and consolidate our scope to reach a critical size in all our markets.

This capacity for continuous transformation that we intend to share with our clients is illustrated by various notable achievements. In June 2020, we were the first IT services company to obtain the Afaq Innovative Enterprise label from Afnor. Likewise, our action in industry has contributed to the development of Axelle, the first concept machine to bring the Industry 4.0 model to life. A strategic development line at the dawn of reindustrialization in the western world.

I want to thank all of the Group's employees for their mobilization and relentless commitment amidst a critical healthcare situation, in line with the values we proclaim in our Group – a spirit of solidarity, goodwill, excellence and commitment.

More than ever we are determined – with our people and for our clients – to build a culture of digital flow.



NON-FINANCIAL PERFORMANCE STATEMENT

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2.1 ENGAGE COLLECTIVELY, MAKE SUSTAINABLE PROGRESS

The Inetum Group has been committed for several years to a proactive Corporate Responsibility policy in line with its business requirements and in step with profound changes in society. The commitment of our employees and the search for excellence and ongoing innovation shape the state of mind that drives our teams to support our clients in their digital transformation to participate, together, in building a sustainable future. This proactive commitment requires us to change the way we look at things and to work with our stakeholders for a sustainable world. This corporate project is above all about sharing common values with our teams: Ambition, Team Spirit, Commitment, Innovation and Social Responsibility.

In this chapter, the Inetum Group presents its strategy in terms of social, environmental and corporate responsibility in order to meet the new requirements of the Non-Financial Performance Statement. This Statement sets out the Group's main non-financial risks and the policies implemented to address them, monitored and measured by performance indicators and their results. This presentation includes the Group's business model as detailed in Section 2.1.1 of this document as well as a risk map as summarized in Section 2.1.2. As Inetum has a long-standing commitment to social, environmental and societal responsibility, Section 2.1.4 includes the policies and actions implemented over the past several years to address the main risks related to CSR.



OUR STRENGTHS >

OUR INDUSTRY

deployed in proximity to the international market.

OUR TALENTS

+ **27 000** employees
in **26** countries.

OUR FINANCIAL STRENGTH

2020
1.966
billion euros
revenues

BILLION EUROS REVENUES

Partnering with the best players in our ecosystem.

OUR CAPABILITY TO INNOVATE

Integrating environmental issues.

OUR EXPERTISE >



PROXIMITY AND AGILITY

21 service centers in France and abroad.



INNOVATION

7 Fablabs
Paris, Nantes, Lyon, Ghent, Lisbon, Madrid, Casablanca. (Warsaw in 2021)



INDUSTRIALIZATION AND AUTOMATION

+ reactivity
+ quality
+ productivity

7 BUSINESS SECTORS

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



Financial Services



Retail Consumer Goods



Public Healthcare



Energy Utilities Chemicals



Telecom Media Technologies



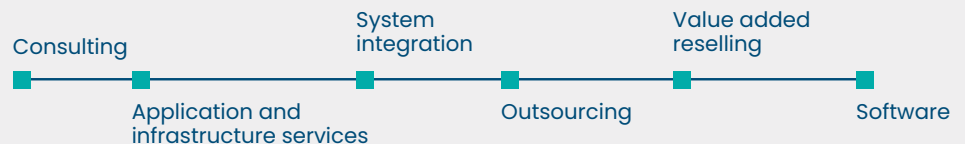
Industries



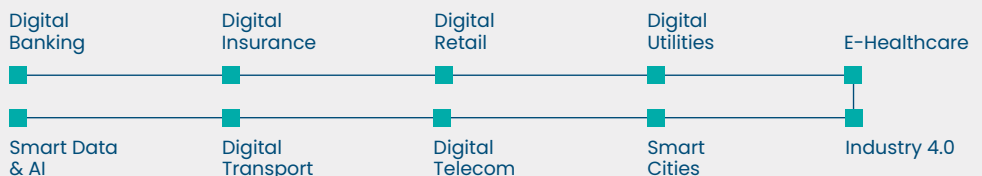
Transportation Travel Services

6 ACTIVITIES

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



10 PRACTICES GROUPE



GROUP ALLIANCES

SAP, Microsoft, Oracle, Salesforce

AWS, IBM, Sage, HRAccess, Google

PTC, Siemens, Dassault

5 VALUES & PRINCIPLES OF ACTION



#solidarity
We have an united entrepreneurial spirit.



PROGRESS SUSTAINABLY

Added value for our stakeholders

OUR CLIENTS

Expertise and differences to meet our clients' strategic challenges.

OUR EMPLOYEES

Varied and multiple career opportunities in an attractive environment.

OUR INVESTORS

Value creation and long-term development.

OUR SUPPLIERS

Risk management and ethical excellence in our supply chains in a responsible and ethical manner.

FOR THE WHOLE SOCIETY

Make innovation useful to as many people as possible and propose positive impacts sustainable solutions while reducing our carbon impact.

Always + proximity and agility to effectively support our customers until the success of their projects.

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

+ 4 200 new employees

+3,3/5 note on the Glassdoor platform

+7 900 formations

Most attractive Employers



Sustainable growth

+ 23 % turnover

– Sustainable Supply Chain.

– Evaluation **ecovadis**

Offering innovative and sustainable solutions.

Contribution to the circular economy WEEE management.

Reducing our carbon impact.



#ambition

Our local power fosters our global success.



#excellence

Our culture of excellence is a product Of our daring.



#engagement

We grow but stay close to our clients and our teams.



#innovation

We are constantly co-inventing the technology based business of our customers.

1.2 PRESENTATION OF RISKS

IN THE INETUM GROUP, CSR IS EVERYONE'S BUSINESS

Since 2006, the Inetum Group has taken initiatives to make its teams aware of environmental issues and the impact of its activity on the environment. The objective is to identify good practices and highlight certain concrete actions to share with our employees and economic partners. Depending on the country and the site, the departments in charge of Purchasing, Human Resources, Compliance, General Services or Quality are responsible for the coordination and deployment of this approach, or are sometimes directly supervised by the General Management of the country concerned.

OUR CSR RISKS: A SOURCE OF OPPORTUNITIES

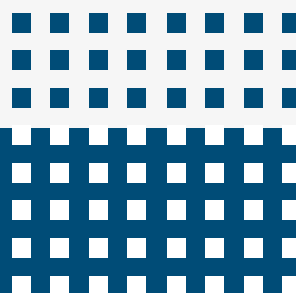
The Inetum Group conducts an annual review of social, societal and environmental risks that could have a significant adverse effect on its business model, image and reputation.

This identification of risks is based on a collaborative approach involving all departments of the Inetum Group and its subsidiaries. The Main Risks Analysis and Review Committee meets once a year, and periodic meetings are held with the countries where each subsidiary has dedicated contacts.

In a service business faced with the scarcity of certain skills and new customer needs, human-resource risks naturally occupy an important place, as do risks related to compliance with regulations and the application of laws and codes. On the other hand, the Inetum Group does not own any datacentre equipment. Only the impact of our own operations is taken into account in our environmental approach.

LEADING THE WAY TO A SUSTAINABLE FUTURE

Identifying and analysing these risks also shows that risk management provides an opportunity to innovate and implement actions that create value for all our stakeholders. This is what we want to illustrate with this overview, which paves the way to a better world and a sustainable future for all.



Risks	Risk exposure	Risk management	Opportunities	Issues	KPI
Risk related to talent recruitment	High	Strengthening partnerships with schools / An event policy to recruit differently / Encouraging work-study programmes for the younger generation / A win-win opportunity programme / A regular co-optation programme	Guarantee varied and multiple career opportunities in an attractive environment	Attracting talent	Most Attractive Employers certification Objectives: improve our Most Attractive Employers certification
Risk related to talent retention	High	Individualization of the career path Pre-integration and integration programmes / An ongoing career development system to offer motivating prospects / Encouraging mobility		Build loyalty among our employees	Turnover <u>Objectives: below market trend</u>
Risk related to employees' health, safety and well-being	High	Actions in favour of risk prevention, health and quality of life at work Satisfaction survey on well-being and quality of life at work Management of telework as a new organizational model		Guarantee a safe working environment that is conducive to the expression of talent	
Adapting the skills of our employees to the needs of our customers	High	E-learning to support our training strategy Supporting employees' career paths, developing employees' skills - Inetum universities Supporting transformation and introduction to careers of the future		Adapt our businesses and developing our skills Train our employees in new technologies Introduction to careers of the future	Training Number of people trained Objective: More people trained
Commitment to diversity and equal opportunities	Moderate	Targeted actions for disability / multigenerational diversity Deployment and awareness-raising of gender equality partnerships to promote women's leadership		Be in tune with the social diversity of our ecosystem	Number of people with disabilities; employment rate Objectives: improvement for both indicators Professional equality index: maintenance
Risk related to lawlessness, regulations and rules compliance	High	Committed management Compliance Committee Dedicated Compliance unit / a network of Compliance officers led by the Group Compliance Officer in charge of applying Group policies in all subsidiaries Compliance programme deployed: ethics charter, gifts and hospitality policy, internal alert system, policy on business partners Implemented control procedures	Become the trusted partner for our stakeholders	Be a responsible player in the management of our activities	2022 Plan - Ethics / Compliance / Awareness programme E-learning awareness for all Group employees Objectives: - 2021- e-learning Area France - 30 - 2022 - Group e-learning launched in all Group subsidiaries
		The appointment of Data Protection Officers The deployment of training for all employees Compliance with the Group's contractual policy Cyber Attack Management Programme Governance Deployed		Ensure data protection for all our stakeholders Guarantee a secure system	In 2020, 444 requests for access to personal data were processed, compared with 239 in 2019 (France)
		A Group purchasing charter for a sustainable relationship with our partners Vigilance plan Referencing of third parties (vigilance law / Sapin II law)		Ensure that our values are respected within a responsible and sustainable supply chain	Evaluation of third parties and implementation of a responsible purchasing policy Target 2021 : Evaluation of the Group's Top 30 strategic suppliers Evaluation of the Top 20 local strategic suppliers - the Group's major countries (France, Spain, Portugal, Belgium) Map the supplier risk
Risks related to the client offer	Low	Be a responsible player Reduce our carbon footprint and that of our partners Adapt our businesses to our clients' needs Anticipate the evolution of our businesses and talents to serve the client and the Group's strategy	Support our clients towards a responsible and sustainable digital transition	Generate value for our clients through innovative and sustainable solutions	Number of new offers for our clients that include environmental, social or societal objectives: improvement
Commitment to the Company	Low	Patronage of charities Blood donation operations Partnerships with associations in the field of economic development	Act for a sustainable planet	Support those in need	Skills sponsorship policy
Reduce the environmental footprint of our own operations	Low	Optimize resource consumption Develop renewable energies to cover electricity consumption Reduction of the carbon footprint linked to travel Reprocess electrical and electronic equipment		Reduce our carbon footprint from travel and control the use of our resources	Plan 2022 - D3E Valuation rate (on a like-for-like basis) Optimize recycling through operations such as "Second Life", donations to associations

1.3 OUR METHODOLOGY

NON-FINANCIAL PERFORMANCE STATEMENT: A COLLABORATIVE AND CROSS-FUNCTIONAL APPROACH

This report is the result of collaborative work carried out jointly with the Human Resources, Legal and Quality departments and all the CSR correspondents of the Group's subsidiaries. The Inetum Group strives to produce the most relevant non-financial information with regard to its business model, its activities and the main challenges and risks facing the Group.

IDENTIFY AND COLLECT

The process of identifying and collecting information was carried out for the entire Group, based on a reporting protocol that is reviewed each year to take changes in the Group's scope and new regulatory requirements into account.

Based on regulations in force and taking into account the specificities of its business, the Inetum Group measures its progress in the main areas of corporate social responsibility: social, environmental, responsible purchasing, and business ethics.

Social indicators for their part cover the entire scope of consolidation, excluding companies acquired during the past fiscal year and companies with fewer than 20 employees:

- For fiscal year 2020, the following countries were not included in the social data due to their small number of employees: England (6 employees), Angola (3 employees), Austria (2 employees), China (4 employees), Egypt (6 employees), United Arab Emirates (6 employees), USA (14 employees), Mozambique (1 employee), Singapore (15 employees), UK (5 employees).
- The IECISA group companies acquired in April 2020 have been excluded from the scope of consolidation. The IECISA companies in Spain and Latin America have approximately 2,927 employees.

Furthermore, for the purposes of this report, trainees and the manager were not calculated in the workforce and various indicators.

As far as training is concerned, as soon as an employee completes a full day of training, the hours counted are those of the Inetum Group's collective working hours, i.e. 7 hours and 24 minutes.

With regard to environmental indicators, the scope relating to transport data concerns only France (9,866 employees), Portugal (1,967 employees), Belgium (1,532 employees), Morocco (361 employees), Tunisia (190 employees), and Spain excluding IECISA (3,117 employees).

The D3E scope only concerns France (9,866 employees), Spain excluding IECISA (3,117 employees), and Belgium (1,532 employees).

Note: Morocco is not included in the scope of the analysis because their workforce does not contribute significantly to these measures.

EXCHANGE AND SHARE

The documentary base thus collected was then ordered and structured. A collaborative workshop, conducted with all the departments of the Inetum Group involved in the drafting of this document, made it possible to establish a detailed outline of the NFPS and to set the editorial line.

1.4 OUR FUTURE CHALLENGES

GUARANTEE VARIED AND MULTIPLE CAREER OPPORTUNITIES FOR OUR EMPLOYEES IN AN ATTRACTIVE ENVIRONMENT

1/ ATTRACT TALENT

Like our competitors, we are faced with a talent shortage that affects digital professions. It is therefore essential to stand out from the crowd in order to attract the best candidates with the right skills and a sense of service to support our clients' digital transformation. For several years now, we have therefore been carrying out a number of actions to detect and attract talent: partnerships with leading schools, development of the employer brand both internally and externally, welcoming and supporting trainees and work-study students with the aim of recruiting them at the end of their studies, professional retraining in our business lines, and running a co-option programme so that our employees are also ambassadors for our brand.

2/ BUILD EMPLOYEE LOYALTY

The quality of our services and the sustainability of our activities are closely linked to the stability of our teams, whose long-term commitment depends on our ability to retain them. Therefore, their professional development, career management, and functional or geographical mobility are at the centre of our attention.

We also look after their well-being and encourage initiatives that improve the quality of life at work and the balance between private and professional life. These issues were more topical than ever in 2020, and we have developed new support systems to adapt to the consequences of the health crisis and the massive use of teleworking.

3/ ENSURE A SAFE WORKING ENVIRONMENT CONDUCTIVE TO THE EXPRESSION OF TALENT

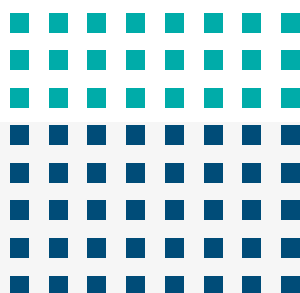
We are committed to providing a safe and pleasant working environment for all our employees, convinced that this contributes to the expression of their talents. We have been deploying various actions and programmes in this regard for several years, beyond the legal provisions in force. In 2020, the health crisis forced us to become even more aware of this risk and deploy appropriate measures to maintain the best possible business conditions.

4/ DEVELOP SKILLS

Everything moves fast in the digital age. Faced with increasingly rapid technological innovation cycles, our employees must constantly upgrade their skills to meet our clients' expectations and support them over the long term. We have therefore established an ambitious training programme. This enables us to develop our collective agility and acquire the necessary skills in a constantly changing world.

5/ PROMOTE DIVERSITY

We see diversity as a performance lever. This is why we pursue a proactive policy in favour of professional equality and access to employment. In this respect, we encourage the inclusion of people with disabilities, promote cultural diversity, and encourage sharing between generations. Beyond the ethical aspect, we see this approach as a way to broaden our sources of recruitment, bring out new talents, and enrich our collective intelligence.



ACT ACCORDING TO SHARED VALUES

1/ GUARANTEE AN ETHICAL APPROACH TO OUR ACTIVITIES

In an increasingly virtuous legislative and regulatory context, we ensure that the entire value chain operates ethically and responsibly, in order to establish a long-term relationship of trust with our clients and to support them on a daily basis towards a responsible digital transition.

2/ GUARANTEE DATA PROTECTION

The protection of our employees' and clients' data is a sign of the trust and transparency we owe them. As a business partner, we support our clients in the implementation of secure systems that guarantee the protection of their personal data. We also pay particular attention to the ongoing training of our employees to make them aware of the situations they may encounter and of what to do, and more generally, of cyber risks.

3/ ENSURE A RESPONSIBLE SUPPLY CHAIN

Because we expect our suppliers to share our requirements and values, we pay close attention to our supply chain. Our relationships with our suppliers are based on the signing of a responsible purchasing charter which guarantees compliance with our commitments throughout our value chain as well as a verification of their credibility in terms of CSR.

4/ COMMITMENT TO SOCIETY

Our international presence is based on an extensive territorial network that places us at the heart of the various regions. This Think Global, Act Local approach is a major differentiator for our clients, but it also gives us a leading social role. We participate in the community by supporting many local associations.

ACT FOR A SUSTAINABLE PLANET

1/ LIMIT THE ENVIRONMENTAL IMPACT OF OUR BUSINESS TRAVEL

The Inetum Group has made the fight against climate change its environmental priority. We act to reduce the environmental footprint of our own operations and to contribute to a better future. This is achieved through a series of concrete actions such as limiting our business travel and using a fleet of low CO₂ emission company vehicles.

2/ REDUCE OUR CO₂ FOOTPRINT FROM RESOURCE USE

With regard to the activity of the Inetum Group, the management of waste electrical and electronic equipment (WEEE) is another major environmental issue. The Group has therefore put in place measures for the prevention, sorting, recycling and elimination of waste, as well as procedures to recover materials and components for recycling.



2.2 ENSURE VARIED AND MULTIPLE CAREER OPPORTUNITIES IN AN ATTRACTIVE ENVIRONMENT

In a world where technological developments are increasingly rapid and where our clients' needs evolve at the same pace as innovation cycles, we must constantly demonstrate our ability to adapt and have the right skills to meet our clients' needs. In order to face the shortage of talents in a tight job market, the Inetum Group cultivates an innovative HR policy to reinforce the Group's attractiveness, develop loyalty, and train our employees.

2.2.1 RECRUITMENT, A PILLAR OF OUR STRATEGY

HUMAN CAPITAL AND THE SEARCH FOR TALENT ARE THE KEYS TO OUR DEVELOPMENT.

In order to support the company's organic growth strategy, Inetum recruited 1,200 people in France in 2020 and aims to recruit another 2,100 in France in 2021, including 400 students and young graduates. These recruitments, 40% of which are in the Paris region and 60% in other regions, include a variety of profiles: developers, business analysts, solutions consultants, security engineers, data experts, systems and network engineers, DevOps engineers, IT experts, Cloud architects, agile coaches and scrum masters, sales engineers, etc.

In order to meet these ambitious challenges in a highly competitive digital sector, Inetum in France has established a recruitment strategy based on different levers:

- A co-optation programme, which accounts for 30% of all recruitments;
- Online recruitment media buying;
- The implementation of a «school relations» strategy with 16 target schools, with Inetum ambassadors involved in student events;
- Dynamic digital communication via social networks and on our Careers site;
- The deployment of the new employer brand, in line with our new Group identity;
- An events policy to recruit in a different way, through direct exchange with candidates at numerous recruitment events throughout France, in person or during webinars;
- Digital sponsorship / HR marketing actions;
- A «Chance» programme aimed at integrating new employees within the framework of professional reconversion through a training programme in our businesses (Operational Preparation for Employment).

A CO-OPTATION PROGRAMME TO LINK UP TALENT

For many years already, Inetum has had a co-optation programme in place to reward employees who recommend someone in their network, resulting in the hiring of that candidate.

In 2020, to enhance the process, an application was deployed to all employees to gamify the programme.

THE DEPLOYMENT OF OUR NEW EMPLOYER BRAND

The change of identity of the Group with the adoption of its new brand Inetum was accompanied in 2020 by the formalization of an «employer promise» to present to potential candidates our assets as well as the differentiating aspects of the Inetum Group, such as its corporate culture.

This new brand, deployed in all of the Group's countries, is an additional lever of attractiveness to consolidate our employer image and to be visible both on our recruitment platforms and on social media.

CULTIVATE THE TALENTS OF FUTURE GRADUATES, WORK-STUDY STUDENTS AND TRAINEES

Young graduates trained in recent technologies and innovative methodologies contribute to the added value of assignments carried out for our clients. Their recruitment is a major challenge. In order to concentrate human and financial efforts, Inetum in France has identified 16 target schools throughout France. Partnerships are established with these schools in order to contribute to the teaching of our expertise to students (in the form of courses or conferences), but also to participate in forums or other dedicated events to make our Group better known and to offer them internship or work-study opportunities.

The work-study programme is a pool of potential candidates. To welcome, guide and train them, young people on work-study programmes are accompanied by a senior employee responsible for monitoring and evaluating them throughout their time with the Group. Each year, employees who play the role of tutor are trained to best assume this responsibility.

Millennials are a highly sought-after population that is difficult to recruit. Social media play an important role in their decision-making process. They do not hesitate to evaluate the reputation of companies on the web. This is why the Inetum Group has created a position of Community Manager whose role it is to collect opinions and respond to comments. In the Glassdoor opinion poll, Inetum in France scores 3.3 out of 5.

In addition, as trainees/employees are not involved in our appraisal interview cycles, it seems essential to us to collect their opinions. To improve our conversion rate, it is important to gather their feedback, via the "Student Feedback" interview, to fully understand their professional project and to develop a proposal that meets their expectations.

Many action plans have been launched since 2018 in the various subsidiaries of the Inetum Group. In 2020, about 100 actions were carried out in schools.

WORLDWIDE

Belgium:

Realdolmen relies on several recruitment channels: job boards (ictjob.be, Student.be...), print media campaigns, and LinkedIn Corporate Recruiter Seats, Indeed, social media, employee referral programmes, recruitment events, campus recruitment programmes, and corporate events dedicated to the specific community (students, consultants...) such as Techorama, Sharepoint Saturday and Devovx. Young talent is recruited by targeting certain top schools and universities and then integrated into an intensive 3-month training programme called AcaDDemICT.

Tunisia:

The recruitment team relies upstream on the communication manager who leads the social and university networks, and downstream on the administrative team that designs the offer and sends it to the candidate.

Poland:

We have developed a co-optation programme. Trainees are recruited throughout the year, and we strive to increase the visibility of our employer brand.

Spain:

We rely on social networks and adopt a multi-channel approach (virtual portals, universities, etc.) to reach candidates outside the traditional channels. In cooperation with the Marketing division, we have developed a brand-content strategy to improve our social media publications and attract young talent. Given the shortage of talent in Spain, we are strengthening our outsourcing policy and recruiting candidates from Latin America.

Mexico:

We have set up a new applicant site. We also conduct research via social media, and have implemented an Alumni Programme and agreements with universities. In addition, we regularly participate in dedicated trade fairs.

Colombia:

To increase the visibility of our employer brand, we participate in university fairs and virtual «first job» fairs, and maintain close ties with the Colombian government's employment service. Internally, a bonus of USD 900 is awarded to each employee who co-opts an acquaintance if the latter stays for more than 3 months.

Portugal:

In view of the dynamism of the digital sector, we have an active policy of recruiting new employees and trainees. In this way, we are helping to create new jobs, with an emphasis on IT professionals and recent graduates. It also offers professionals from other business sectors a requalification programme to acquire computer skills.

KPI	Results 2019	Results 2020	Objectives
Glassdoor Satisfaction Score	3.5	3.3	Improvement
"Most attractive employer" certification	111	113	Improvement

2.2 THE INETUM GROUP IS STEPPING UP INITIATIVES TO RETAIN TALENT

PRE-INTEGRATION AND INTEGRATION COURSES: BECAUSE IT IS ESSENTIAL TO MAINTAIN THE LINK

The pre-integration process is an important step in the life of an employee. We organize online pre-integration courses that help recruits get to know the company better: a word from the president, a presentation of the Inetum Group's values and HR policy, a look back at the highlights of the year, etc. Once they have joined the Inetum Group, employees take part in an integration course during which they are introduced to our operations, contacts, administrative tools, and all the information they need to facilitate their entry and integration in the company.

In 2019, recruitment and integration questionnaires were introduced for new recruits in order to improve the recruitment process and identify areas for attention and improvement. For employees who are leaving the company, an off-boarding process was put in place inviting them to express their thoughts and give their opinion (to help us understand their motivations), and to stay in contact with Inetum.

THE APPRAISAL INTERVIEW: THE OPPORTUNITY TO DEFINE THE RIGHT TRAJECTORIES

In order to retain the best skills and most talented profiles, we make every effort to offer motivating career opportunities. Each employee benefits from personalized career follow-up with progress reviews and evaluation interviews. The purpose of these appraisal interviews is twofold: to discuss with each employee their proficiency at their job by assessing the skills expected in their benchmark function, and to talk about expectations for the coming year. At the end of the appraisal interview, a clear action plan with immediate actions (training, expansion of assignments, regular feedback, etc.) is agreed upon with each employee.

In addition to the appraisal interview, a professional interview is offered to each employee. This interview is the ideal time to discuss the employee's career path and professional development, and to discuss the next steps in their professional development. An action plan, in line with the agreed evolution, can be defined.

In the Inetum Group, everyone plays an active part in their own career path according to their ambition, potential, performance and opportunities. There are many opportunities for career development, given the diversity of our businesses and our geographical locations. Through the mapping (in the form of job references) of all the Group's jobs, we have a clear vision of changes and/or gateways in order to better inform employees and support them in their professional projection.

These common job descriptions in France cover the following areas: Applications services, Infrastructure services, Software, Consulting, Business solutions, Sales, Management, and Support Functions.

ADAPT OUR SKILLS

Beyond the loyalty dimension supported by our different interview cycles, it is also essential for Inetum to be able to anticipate the evolution of our markets and clients' needs. For example, in 2020 we launched a major Microsoft certification plan, deployed a training plan dedicated to "IT security" (a client requirement), and took the decision to deploy a Low Code awareness and certification plan (a new market trend on which we want to be the first to position ourselves). The 2021 curricula and themes will reinforce this dimension.

ENCOURAGE MOBILITY

The Inetum Group encourages and facilitates internal mobility (functional and/or geographical). In this respect, each employee has access through our Talentsoft HRIS to all job offers countrywide, and are free to apply.

As part of our global expansion, we also offer professional career opportunities in our main locations: Spain, Portugal, Colombia, Mexico, Brazil, United States, Morocco, Ivory Coast, Angola, Tunisia, Belgium, Poland, Switzerland, Romania, Singapore, England, China, Austria, and Sweden.

International mobility has many advantages in professional life: building experience, sharing skills, open-mindedness, etc.

WORLDWIDE

Tunisia:

▪ We launched a first salary-increase campaign following the performance appraisal campaign, and a second campaign to align with the market to ensure a balance and reduce turnover in the face of local competition. Our corporate culture has been strengthened with an internal communication strategy to keep employees informed of company news, as well as internal events that strengthen team cohesion and unite employees around common values. Our presence on social networks is also a source of pride for our employees as we have become one of the most recognized players in the Tunisian IT sector.

Morocco:

▪ Faced with the talent drain to foreign countries where salary levels are more attractive, we have strengthened our retention measures and deployed a support programme for young graduates.

This includes career development, internal and external training, and a certification programme. An attractive salary package has also been put in place. The first effects are being felt with a controlled turnover that is lower than the sector average.

▪ In May 2018, on the occasion of the Assises de la Responsabilité Sociale in Casablanca, the Inetum Group was awarded, for the 3rd time, the CSR Label of the Confédération Générale des Entreprises du Maroc. This award recognizes our efforts as a dynamic Digital Services Company working towards greater accountability.

In Morocco, we have been certified since 2008 and are the only player in our sector to obtain this.

Mexico:

▪ We encourage flexible hours and telecommuting to improve work/life balance. We also allow 3 days of leave for deaths and weddings, etc. Employees are valued and we strive to develop their skills and knowledge.

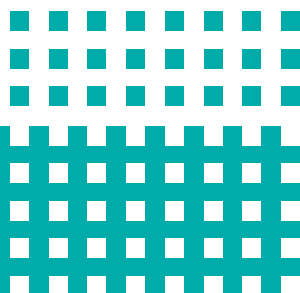
Finally, we strengthen our employer brand by listening to employees' comments and suggestions and regularly publish an occupational health and safety report (shared with employees).

Portugal:

▪ Every year for over a decade already, our subsidiary ROFF launches a survey to measure its employees' satisfaction and motivation.

KPI	Results 2019	Results 2020	Objectives
Average annual turnover France	18%	12.23%*	Below market trend

*Not significant due to the impact of the health crisis on the labour market in 2020.



2.3 THE GROUP IS COMMITTED TO PROVIDING A SAFE WORK ENVIRONMENT THAT ENCOURAGES THE EXPRESSION OF TALENT

QUALITY OF LIFE AT WORK, AN ONGOING OBJECTIVE

Promoting the well-being of employees and the quality of life at work are objectives that the Inetum Group has been setting itself for several years.

Each month, employees are invited to answer a satisfaction questionnaire and give their opinion on 3 items: overall satisfaction, atmosphere, and mission/position. The results are transmitted monthly to the managers with an analysis in order to establish appropriate action plans (salary progression plan, reinforcement of individual support, enrichment of tasks, actions contributing to personal development, etc.).

SPECIFIC MANAGEMENT OF THE HEALTH CRISIS AND UNFAILING SOLIDARITY

In 2020, the health crisis had a strong impact on all Inetum Group employees. Numerous initiatives were put in place to protect all employees, and to support global efforts to curb the spread of the virus while staying in touch with them during periods of lockdown. In addition, the Inetum Group has shown complete solidarity with its employees affected by the health crisis, limiting the use of part-time work to a strict minimum and ensuring that the salaries of the employees concerned are maintained in full.

Its highly centralized organizational model has allowed Inetum to react very quickly to protect the health of its employees, and to ensure safe working conditions more than ever before for functions requiring on-site presence. The Group immediately adopted all health and safety guidelines as published by the World Health Organization, including quarantine recommendations where necessary.

A dedicated crisis management team was set up to lead operations to protect employees' health, including the rapid activation of an alert infrastructure to mobilize the Group's human resources network and provide individual support to people with symptoms or a diagnosis of COVID-19.

In France, from the beginning of the lockdown in March and April, regular communications were sent out to raise awareness among employees about what they should do, with a dedicated campaign called "Let's be VIP – vigilant, innovative, pertinent".

Specific actions were also deployed to help employees adapt their working methods, prevent feelings of isolation, and provide them with individualized support when needed. During the first lockdown in France, more than 85% of our employees found themselves in a remote working situation, which radically changed the organization of work as well as the modes of collaboration and management.

In France, the use of part-time work was relatively limited considering the scale of the health crisis, and rapidly decreased after the first period of lockdown. The employees concerned had their full salary maintained. In addition, more than 753 people were trained during this period in France.

Group news was regularly shared through #restonsconnect, and federating events traditionally organized on site were adapted to continue remotely. On the occasion of the annual Fête de la Musique (music day), a shared playlist was put up for all employees.

TELEWORKING: A NEW ORGANIZATION OF WORK

Although a teleworking agreement has existed since 2011 for Inetum in France, teleworking remained the exception. In 2020, the health crisis, which resulted in long periods of confinement, firmly established teleworking as a way of organising activities. In order to provide a permanent framework for teleworking, a new agreement was put in place through an employee referendum, allowing for a more flexible work organisation including up to 175 days of teleworking per year.

The exceptionally massive deployment of teleworking was accompanied by the distribution of a "guide to extended teleworking", associated with awareness-raising modules in e-learning format on the right to disconnect, and an interview guide for managers on monitoring and supporting staff in extended teleworking.

A 6-week programme called #takecare was deployed to raise awareness of the right gestures and postures to adopt at the workstation, offer an introduction to yoga and muscle exercises, suggest techniques for strengthening one's immune system and managing one's emotions, sophrology, and self-massage. Guided meditation sessions were made available to employees on the e-learning space accessible to all. A psychological support unit was set up, enabling all those who felt the need to do so to seek outside help.

WORLDWIDE

Belgium:

From the start of the pandemic (beginning of March 2020), we set up a COVID-19 working group that still exists today and takes the necessary steps in all areas: people, business, sales, and prevention.

We have set up a COVID barometer (kleurbarmeter) to explain all measures.

As far as HR is concerned, we have worked on several levels. We supported our management in this new situation and in the new way of managing people by organizing online sessions to inform them, listen to their problems, and send them weekly emails.

On the other hand, we have supported all employees by setting up additional communication channels via our portal, the COVID team, and internal and external prevention services (e.g. a hotline to external prevention services). We sent them regular postcards with messages of encouragement to maintain the link with the company.

We have also run morale sessions for our employees and are now planning short 30-minute online 'snack sessions' for the coming months to coach our employees and give them tips and tricks on how to disconnect.

We already had a teleworking policy in place, but in recent months we have focused on the ergonomic aspect of teleworking.

Columbia:

Numerous activities are put in place to strengthen team cohesion and improve the working environment. Within this framework, actions have been carried out such as: active breaks, nutrition, laughter therapy, healthy practices to rest, conferences on life projects, conferences on emotional management, rumba classes, Zumba classes, etc.

We also celebrate events such as birthdays, the birth of a child, graduation, and so forth.

Poland:

During the year, numerous actions were taken to improve the quality of life at work. A specific programme was set up on the theme of ecology: we don't use plastic, we separate waste, and we clean up the Earth!

We also organized Health Week with workshops with a personal trainer, a nutritionist, psychological workshops, medical examinations, and advice on healthy eating. Healthy breakfasts were organized at work and fruit was made available to employees.

Spain:

▪ Several actions are carried out to develop our employees' loyalty: a pleasant work environment (welcome sessions, Santa Claus, Christmas party...), breakfast with the CEO, the «growing together in people management» programme, career development, training programmes, work/life balance, health initiatives, gifts, etc.



2.4 THE INETUM GROUP MAKES TRAINING A KEY PART OF ITS HR POLICY

The role of the Corporate department at Human Resources is to help Inetum's international subsidiaries cultivate the talent of each employee.

TRAINING POLICY IN FRANCE

In the digital age, everything moves fast. The advancement of our employees and the adaptation of their skills to market changes are essential, hence our comprehensive range of training courses, whether in technical, business or personal development fields.

The Inetum Group supports its employees by training them in agile methods, DevOps, Cloud (in this respect, a "Go to Cloud" programme launched in S2 2020 has enabled more than 150 employees to obtain Microsoft certification, positioning Inetum as one of the leaders in the Cloud in France), Lean Management, security and cybersecurity, project management, testing, architecture, languages and soft skills. Ambitious training plans, particularly on agility and contract management, have been launched in all regions of France where the Inetum group is present.

Through a hot and cold evaluation of the training provided (whether face-to-face or distance learning), the Inetum Group looks at the effectiveness of the training provided and the acquisition of skills by employees. With a high rate of about 90%, Inetum Group employees in France are satisfied with the acquisition of their skills.

E-LEARNING TO SUPPORT THE TRAINING STRATEGY

The Inetum Group offers its employees a wide range of e-learning courses in IT, languages, and office automation/digital skills.

Since 2018, for new generations who expect a better work/life balance, the e-learning offer has been enriched with training courses to work on their soft skills and professional efficiency. Agility, digital, banking, managing meetings better, improving presentation, organizing work time or project management and leadership are some of the themes in the catalogue.

INETUM LEARNING ACADEMY

As part of the continuous development of our employees' skills and careers, the Inetum Group has created the "Inetum Learning Academy". This digital learning platform is run by Inetum Group experts and is aimed at all employees. To date, it offers more than 150 training courses, accessible to 20,000 users. In 2019, the Inetum Group rolled out this platform to all of its international subsidiaries as part of the major Artificial Intelligence training programme "Do you speak AI?" for our 20,000 employees at the time.

In 2020, this platform was an essential tool in the face of the 2020 health crisis, enabling us to launch a distance learning plan (DLP) to train our employees on priority subjects (in line with our strategic orientations: IT security, sales, soft skills, the group's offerings, etc.). Similarly, our digital learning platform has been a key asset in the deployment of "Compliance" training within the Group.

Following in the steps of the "Master GFI" programme completed in 2019, the Inetum Group wished to pay special attention to the manager population, which is a mainstay of our strategic plan and a key relay in the management of the health crisis. This led us to think of and structure an entirely remote course – the Leadership In Management & Engagement (LIME) course – to help them cope with the changes in managerial posture required by the context and the systematic implementation of teleworking, and enhance their ability to keep their teams engaged and to create a community allowing them to exchange with their peers in these peculiar times.

WORLDWIDE

Tunisia:

▪ In 2020, a new initiative was launched to facilitate access to training and to promote and share internal expertise: the «Thursday Knowledge Share». 26 «TKS» sessions have already taken place on topics as diverse as mind-mapping, no-code, agile methodologies, RPA or public speaking.

Belgium:

- We offer our employees a wide range of training courses. As part of the definition of their career plan, Inetum Belgium employees are invited to discuss their training and personal development needs with their manager as much as necessary.
- Amidst the health crisis, and in response to employee demand, we have launched a new initiative called Lunch & Learn. The first session focused on psychosocial risks and resilience. The topics discussed during this first edition will allow us to set up new sessions in the coming months.
- In addition to professional training, we also encourage our employees to take advantage of the Flexible Income Plan, which gives them access to training programmes at reduced costs, even if these are not directly related to their professional activity.

Spain:

Each year a training plan is drawn up based on the detection of needs, covering both technical knowledge and the development of interpersonal skills.

A specific training course for managers has been designed to strengthen their team management and leadership skills.

We have furthermore reinforced our training for sales profiles, as well as training programmes for new hires with no previous experience and for junior profiles.

Training in risk prevention, quality, safety and the environment was also provided for all our employees.

Colombia:

As soon as they join the company, employees follow training courses that enable them to strengthen their technical and behavioural skills according to the needs identified. In addition, training courses on “soft skills” are offered to all employees, who are free to enrol.

We have developed agreements with universities such as unipanamericana, University of Rosario, Pilot University, and Incca University of Colombia, in order to offer degree courses at preferential rates to our employees.

We also have agreements with language schools such as “smart” and “open English” which allow our employees to benefit from preferential rates.

Romania:

We continuously upgrade our employees’ knowledge according to their individual career plans and our clients’ requirements. Specific training programmes are developed by our teams based on our internal expertise.

In the coming months we will also be hosting webinars on both technical and wellness topics.

KPI	Results in 2019	Results in 2020	Objectives
Number of people trained	8,341	7,919	More people trained

2.5 DIVERSITY IS A CENTRAL PART OF THE INETUM GROUP'S HR POLICY

TO BE IN TUNE WITH THE SOCIAL DIVERSITY OF OUR SYSTEM GENDER EQUALITY IN THE WORKPLACE

For several years, the Group has paid particular attention to professional equality between genders. Inetum is a signatory of the "Manifesto for the reconversion of women in the digital sector" initiated by Syntec Numérique and Social Builder.

The Inetum Group has 24% women in its workforce. In a predominantly male-dominated digital world, the Group demonstrates its commitment to promoting gender equality at work through its actions in favour of access to employment, professional growth, remuneration and job training.

It is thanks to this proactive policy that the Inetum Group's Unité Economique et Sociale (UES), made up of the companies Inetum and Inetum Software France and representing 94% of the Group's workforce in France, obtained a score of 93 out of 100 for the year 2020 in terms of gender equality (application of Law No. 2018-771 of 5 September 2018).

AN INTERNATIONAL ASSET

Aware of the richness that foreign employees can bring, the Inetum Group in France has more than 1,100 employees of about 60 nationalities. Through their different cultures, they contribute to the added value of the projects carried out within the Group.

GENERATIONAL DIVERSITY: KNOWLEDGE SHARING AND TRANSFER BENEFITS ALL

With an average age of 42, the Inetum Group is above all a dynamic and multigenerational group. For several years, Inetum in France has been working to promote the professional and social integration of young people. Work-study contracts and internships are considered as an asset to discover new talents who can join the Inetum Group in the long term.

The Group also provides personalized support to seniors through skill assessments and AEV (acquired experience valuation).

DISABILITY AS A LEVER TO INCREASE DIVERSITY

The health crisis of 2020 has had an impact on the social and economic world at all levels, making certain populations, including people with disabilities, more vulnerable. In this context, the Group has maintained its actions worldwide in favour of equal opportunities for all.

In France, the active policy in favor of recruiting people with disabilities has been impacted by the postponement or cancellation of various job fairs, the overall decrease in the number of recruitments, and also lower candidate turnover in a context of general uncertainty. A targeted sourcing programme was launched to optimize the recruitment of people with disabilities.

The Group also continued to support the specialized training centres of CRP 2isa and CRP Mulhouse by paying a portion of the apprenticeship tax.

Maintaining employment has been a key priority for the disability program, with support on a case-by-case basis to study the possibility of transferring or duplicating compensation means to the home, in order to adapt to new work processes.

After more than two years of partnership with Agefiph, Inetum's commitment to the employment of disabled people took on a new dimension at the end of the year with the signing of the first company agreement on the subject. This new step should enable the Group to make further progress on the topic of disability.

Existing partnerships have been maintained, such as the commitment to the Tremplin association, which works to encourage more secondary school students with disabilities to continue their studies in higher education. The network of Mission Handicap ambassadors was called upon to help the young people supported by Tremplin to discover their professions and answer their questions.

Indirectly contributing to the professional integration of disabled people has also been an area of development, with the strengthening of partnerships with structures in the adapted or protected sector. The volume of services provided in co-contracting with adapted digital companies has increased. At the end of 2020, the Group decided to entrust the recycling of paper waste from all its sites in France to the Elise company, a solidarity group with several adapted companies.

On the occasion of the 24th European Week for the Employment of People with Disabilities, a digital e-learning awareness programme was deployed to all employees in France.

All of the actions carried out in recent years have contributed to better internal knowledge of the disability policy and an increase in the number of employees declaring their situation to the company. Thus, despite a number of recruitments below the forecast in 2020, the number of people declared at the end of the year is again up compared to previous years.

A WIN-WIN OPPORTUNITY PROGRAMME

In partnership with Pôle Emploi and institutional players, the Inetum Group recruits people who have long been excluded from employment. The Chance reintegration programme is supported by a legal mechanism called "Operational Preparation for Employment" (POE). Between 2017 and 2020, 650 employees were able to take advantage of this programme and join the Inetum Group.

In the Ile-de-France region, Inetum has initiated a partnership with Plaine Commune, the Plaine Commune Employment Centre and Plaine Commune Promotion. It organizes presentations of its core businesses to students and offers internships as part of its social integration programme.

PERFORMANCE INDICATORS AND ASSOCIATED TARGETS

KPI	Results 2019	Result 2020	Objectives
Professional equality index	89	93	Maintenance
Number of people with disabilities	174	189	Improvement
Employment rate of people with disabilities	1.85%*	Not available at the date of this report / reform linked to the Law for the Freedom to Choose one's Professional Future and associated application decrees: data available in June 2021	Improvement

*according to regulations in force on 31.12.2019.



3 A TRUSTED PARTNER TO OUR STAKEHOLDERS

Ethical values and principles are embedded in the Group's culture. These values and principles are formulated in the Ethical Charter. They guide the Group's development and form the basis of all Inetum's policies and commitments.

In line with the values and ethical principles it promotes, the Group has an Ethics and Compliance programme aimed at ensuring respect for human rights and fundamental freedoms, preventing any form of corruption or influence peddling, guaranteeing respect for its values within its supply chain, and preserving the confidentiality and protection of client data.

Within the framework of the Group's risk mapping, the risk related to non-compliance with laws, regulations and compliance rules is identified as one of the main risks.

In 2020, the Inetum Group for the 5th consecutive time renewed its membership of the United Nations Global Compact, aimed at encouraging companies worldwide to adopt a socially responsible attitude by committing to integrate and promote the four areas of the Compact related to human rights, international labour standards, the environment, and the fight against corruption.

In an increasingly virtuous legislative and regulatory context, we ensure that the entire value chain operates ethically and responsibly, in order to establish a long-term relationship of trust with our clients and to support them in their daily efforts to make a responsible digital transition.

3.1 ETHICAL COMPLIANCE, AT THE HEART OF THE GROUP'S BUSINESS

3.1.1 BE A RESPONSIBLE PLAYER IN THE MANAGEMENT OF OUR BUSINESS

GOVERNANCE AND ORGANIZATION, AN EXECUTIVE COMMITMENT

In 2020, members of the Inetum Group's Executive Committee were strongly involved in the issues of Compliance and Ethics, contributing to the various initiatives led by the Group Legal and Compliance Department. This involvement at the highest level of the Group has resulted in strong messages from General Management, aimed at making Compliance and Ethics a pledge of trust to the Group's employees and partners.

This management involvement has led in the creation of a Compliance Committee.

COMPLIANCE COMMITTEE

In 2020, the Inetum Group established a Compliance Committee whose role it is to define compliance and ethics policies, raise awareness of the importance of these issues among managers, and ensure that the necessary tools, procedures and training to implement these policies are in place within the Group. The Compliance Committee also ensures that appropriate checkpoints are in place to mitigate the risks associated with ethical misconduct. The Compliance Committee meets approximately once a quarter. During this period, the Compliance Committee was unable to meet due to the health situation.

This ad hoc committee is composed of the Heads of Compliance, Finance, Human Resources, Internal Audit, Quality and Safety, the France region, the EEMEA region, Spain and Latin America, Belux, and, depending on the topics to be dealt with, other Regional or GBL Directors.

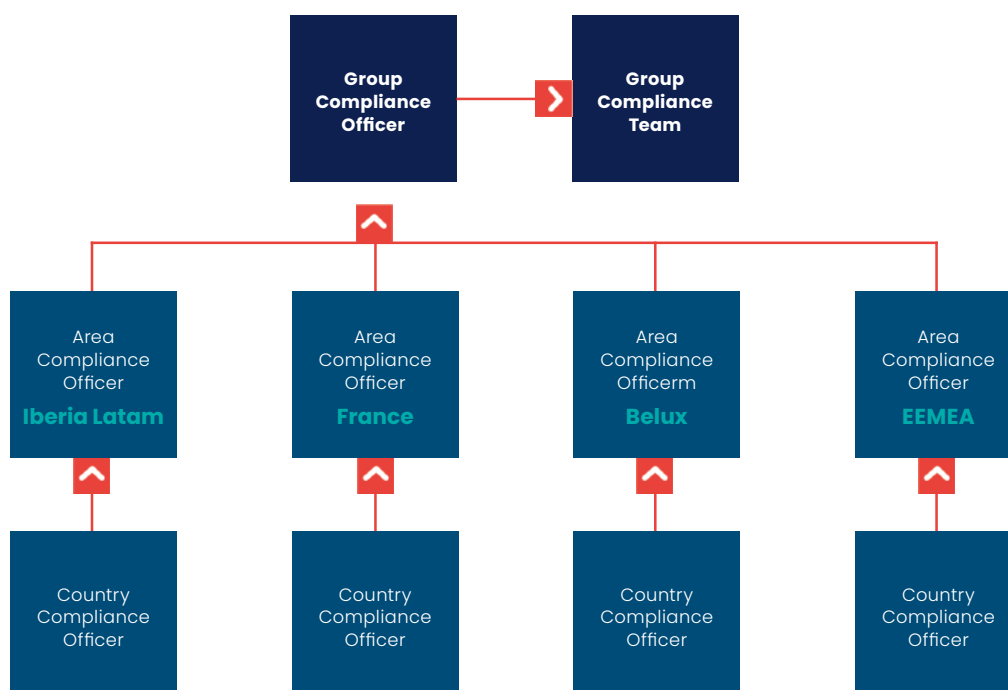
A NETWORK OF COMPLIANCE OFFICERS

In 2020, the Inetum Group expanded its network of Compliance Officers to ensure that there is a Compliance Officer in every country where Inetum operates. The mission of this dedicated network is to supervise the proper implementation of compliance processes as defined by the Group, to be present as close as possible to operations, and to ensure the compliance of business practices at the local level. This network meets monthly to discuss the progress of the Compliance programme and problems encountered in the various countries.

The Compliance Officers' network is composed of:

- the Inetum Group's Compliance Division at headquarters;
- Area Compliance Officers who oversee a region; and
- Country Compliance Officers who are in charge of implementing Compliance policies locally with the support of the network and in particular their Area Compliance Officer

The network of Compliance Officers is managed by the Group's Compliance division, which defines the Group's compliance strategy, assists the Area Compliance Officers and local Compliance Officers, opens, leads or supports investigations, consolidates and ensures the overall coherence of Compliance activities, and ensures the implementation of its Group Compliance policy.



AN ETHICAL CHARTER EXTENDED TO THE GROUP

Following the publication of the so-called "Sapin II" law, the Inetum Group's Ethics Charter was updated and strengthened in 2017 for the purpose of integrating anti-corruption provisions and extending its scope to all Group subsidiaries (anti-competitive practices, corruption, fraud, conflict of interest situations, etc.). This new Ethics Charter was the subject of a consultation with employee representative bodies in France. It is appended to the Rules of Procedure and has been in force since 1 January 2018.

At the same time, during 2018, the Group Legal and Compliance Department conducted an audit of all our foreign subsidiaries in order to assess the various policies in place and ensure that local ethics codes were aligned with the principles of the Group's Ethics Charter. This audit identified changes needed to harmonize practices, in order to deploy a set of values and ethical principles common to all the Group's employees. In 2019, the Group Legal and Compliance Department followed up with the Compliance officers in foreign subsidiaries on the deployment of its ethical policies within the Group, particularly in Spain and Latin America. To date, all foreign subsidiaries have implemented an Ethics Charter, adapted to local legal provisions and aligned with the Group's Ethics Charter.

In 2020, the Inetum Group continued the deployment of its Ethical Charter by strengthening communication to the managers.

PREVENTION AND THE FIGHT AGAINST CORRUPTION

In order to support the Group's development and growth, anti-corruption measures have been intensified for all Group subsidiaries.

The anti-corruption mechanism includes:

- strong involvement of the governing body: see. BEING A RESPONSIBLE PLAYER IN THE MANAGEMENT OF OUR ACTIVITIES – Governance and Organization;
- a cross-functional organization in charge of management: see Group strategy: BEING A RESPONSIBLE PLAYER IN THE MANAGEMENT OF OUR ACTIVITIES – Governance and Organization;
- a mapping of the risks of corruption and influence peddling, the cornerstone of the anti-corruption system, as it is the basis for defining other prevention and detection measures. It is based on the identification, evaluation and prioritization of the risks of integrity violations specific to Inetum.
- specific formalized procedures to respond to situations identified as potentially risky. For example: Gifts and Hospitality Policy; Intermediaries Policy, which continued to be rolled out throughout the year;
- strengthening the procedure for evaluating third parties. In 2019, The Inetum Group launched:
 - an in-depth diagnosis of the processes and systems currently in place within the Group:
 - Mapping of information systems managing third-party repositories (data master file for clients, suppliers and partners) at Group level and in subsidiaries;
 - Analysis of the data available in these repositories to date;
 - A first mapping of third parties;
 - Nature of third parties;
 - Volumetry.
 - an initial assessment of the level of exposure of third parties to the risk of corruption on the basis of a multi-criteria rating (geographical area, bank, nature and activity of the third party, sanction).

This initiative, launched in 2019, led to the first steps being taken from 2020 onwards in a third-party verification procedure that includes carrying out verifications for third parties considered to be at risk, particularly in countries with a high corruption index, in the scope of public contracts or for intermediaries.

The Group has therefore implemented a systematic verification procedure for intermediaries and business introducers. In France, an ethics questionnaire was introduced in the accounts-payable creation procedure.

- A training programme is being rolled out: as a vehicle for the culture of integrity within Inetum, an effective and appropriate internal training system promotes the widespread dissemination of anti-corruption commitments made by General Management. While the training system for corruption risks is primarily aimed at the most exposed managers and staff, awareness-raising for all staff is organized.
- Inetum's training system is designed to be continuous, pragmatic and educational, adapted to the exposure of employees to the risks of corruption and evolving. Its objectives are to:

1. raise awareness and get employees to adhere to an increasingly complex and restrictive legislative environment;
2. disseminate a culture of compliance within the Group;
3. provide a common base of knowledge to all exposed employees;
4. develop the specific skills necessary for employees to apply the procedures in order to:
 - maximize vigilance; and
 - make the necessary decisions;
5. determine and prioritize target populations (exposed functions at Inetum) in the company.

As of 8 January 2021, in the first e-learning campaign launched in December 2020 in France and French-speaking Africa (Morocco, Tunisia, Cameroon and Ivory Coast), 1,166 employees completed the course. By 2020, we had set ourselves the goal of training 100% of the French workforce. This objective had to be re-evaluated to take into account the successive periods of lockdown which delayed the implementation of the training modules, and we had to adapt by communicating on modules from a distance. Thanks to this new format, we were able to offer training to employees in French-speaking Africa, which was not in our 2020 objectives. In 2021, we will continue to communicate in France to increase the number of people trained and will roll out training in the Iberia-LATAM region and in English-speaking Africa, bearing in mind that the IECISA perimeter, particularly in the LATAM region, already has an extensive training programme in compliance and anti-corruption.

The Inetum Group will evaluate its training system thanks to the measurement tools put in place:

- feedback from participants on the training sessions (satisfaction questionnaire, possibility to make comments and ask questions); and
- weekly statistics on the course.

A whistleblowing procedure. A whistleblowing procedure accessible to all has been activated in the main countries where the Group operates. In the event of a suspected violation or potential violation of any of the laws, regulations and fundamental principles set out in the Charter (i.e. discrimination, violence, harassment, corruption etc.), any Group employee may report such violation via ethic@inetum.world by describing the facts that they have directly observed, and by providing all the evidence in their possession. This mechanism ensures the protection of the whistleblower.

KPI	Objective
E-learning for all Group employees	2022 plan – Ethics, compliance and outreach programme <ul style="list-style-type: none"> ▪ 2021 e-learning deployed in Spain, Latin America and English-speaking Africa ▪ 2022 – e-learning Group (Deployment to 100% of the Group's workforce excluding new acquisitions)

3.1.2 GUARANTOR OF A SECURE DATA-PROTECTION SYSTEM

DATA PROTECTION

The Inetum Group, considering that its business is centred on the processing of its clients' data, has always set itself the primary objective of scrupulously guaranteeing the protection of data entrusted to it.

Firstly, in the context of the entry into force in France of Law No. 78-17 of 6 January 1978, amended in 2004, relating to information technology, files and freedoms, by putting in place, as of that time, mechanisms to ensure that personal data are processed in complete security, in compliance with the rights of the persons concerned, and that they remain confidential.

The implementation of the provisions of the largely anticipated General Data Protection Regulation (GDPR) has enabled the Inetum Group to further strengthen its internal policy and revise its processes in order to be able to give its clients and partners all the guarantees of a leading data player. This regulation aims to reinforce the responsibilities of the various stakeholders (data controllers, processors) to reaffirm and extend the rights of European citizens and to provide new security guarantees. To their credit, European regulations have led to a better consideration of risks both on the side of the Inetum Group's clients and within the Group.

THE CENTRAL ROLE OF THE DATA PROTECTION OFFICER (DPO)

In each country of the European Union where the Group is present, a DPO has been appointed: they ensure compliance with personal data protection regulations within the Inetum Group and are responsible for maintaining the register of processing activities carried out by their company, whether as a data controller or as a subcontractor. Employees who wish to do so can at any time

request to access, modify, delete or rectify their data. The DPO is the point of contact for the Group's clients and for the supervisory authorities, to whom they report any incidents. They support the development and implementation of the outreach programme.

THE PROTECTION OF PERSONAL DATA IS EVERYONE'S BUSINESS

Training and continuous awareness-raising for all employees, both on requirements and risks, but above all on situations encountered and the conduct to be adopted, are central aspects of the Group's approach. Because data protection must be everyone's business, as of 2018, operational and sales teams have been trained in the GDPR to understand the

changes involved in this new regulation and take ownership of the new internal processes. As part of these training courses, the Group has, as of 2019, set up monitoring tools to assess the number of employees trained each year.

OUR COMMITMENTS TO OUR EMPLOYEES

Following the entry into force of the GDPR, our employees' rights have been reinforced. An awareness campaign and tools to exercise their rights to access, modify, rectify and delete their data have been put in place.

The Group has also brought its internal processes into compliance, in particular those of our Human Resources functions, by ensuring the compliance of subcontractors and third-party software used by the Group.

OUR COMMITMENTS TO OUR CUSTOMERS

As a data processor, the Inetum Group must comply with the requirements of the GDPR. While maintaining the principle that the controller is the sole guarantor of the protection of personal data towards data subjects and supervisory authorities, the GDPR accentuates the responsibilities of the processor and brings more rigour to the clauses to be included in the contract between the controller and the processor.

In this new regulatory framework, the objective is to instruct the client and assure them that, by contracting with the Inetum Group, they have a solution or a service that complies with the GDPR, while remaining the data controller. This consists, for example, of assistance with impact analyses on data protection within the framework of the services subscribed to, proposals for realignment with regulatory requirements in the

event of identified deviations, advice on functional or technical architecture, etc. This is also reflected in the design programs that natively integrate the processes and best practices leading to "by default, by design" compliance of all Inetum Group software.

COMPLIANCE WITH THE GROUP'S CONTRACTUAL POLICY

The Legal and Compliance Department has also contributed to applying the new European regulations and, in close collaboration with the DPOs and the Group Quality and Security Department, has participated in the implementation of a culture of personal data protection.

In 2018, a governance of international lawyers was established. All of them have received extensive training on data protection. This Committee is responsible for defining and harmonizing the Group's contractual policy in order to transmit the practices to be applied in all countries. This committee also advises and confers with subsidiaries on the application of the GDPR and deals quickly with any alerts. Regular updates are provided to the legal officer to take into account the Group's development (in particular data transfers outside the EU and changes in European regulations such as the recent invalidation of the Privacy Shield).

All contractual documentation has been reviewed to adapt it to the new rules resulting from the GDPR. Finally, in the interest of harmonization, an internal training programme for the Legal Department was initiated. Its aim is to raise the awareness of each legal officer so that they are able to manage GDPR aspects in their contracts in accordance with the Group's internal contractual policy and to identify points to watch out for.

CYBER-RISK MANAGEMENT

For this section, please refer to Section 1.13 Risk Factors of the 2020 Annual Financial Report.

As security management is a priority, the following means are deployed in the Inetum Group :

- Security organization: human organization (DSG), Information Security Management System (ISMS), monitoring, deployment of best practices and certifications, employee awareness and training, management of compliance perimeters (specific measures implemented and monitored for a given perimeter, most of the time for a client or partner perimeter)
- Processes and resources for organizing corporate vigilance (security continuity with our suppliers and subcontractors, VigiFraud monitoring and alert network, FR-Secur monitoring and alert network)
- Business-continuity processes and resources.

PERFORMANCE INDICATORS AND ASSOCIATED TARGETS

KPI	Result 2018	Result 2019	Result 2020
Number of requests for access to personal data processed (France)	138 requests for access to personal data processed	239 requests for access to personal data processed	444 requests for access to personal data processed

3.1.3 ENSURE THAT OUR VALUES ARE RESPECTED WITHIN A RESPONSIBLE SUPPLY CHAIN

A GROUP “RESPONSIBLE PURCHASING” CHARTER FOR LONG-TERM RELATIONS WITH OUR PARTNERS

Supply-chain risks are not one of the main risk factors for Inetum in terms of the Group's risk mapping and duty of care.

Several years ago, the Group launched a responsible purchasing programme aimed at aligning its supply chain with the Group's challenges. This programme helps to optimize purchasing processes, integrate the latest regulatory requirements (in particular duty of care, Sapin II law, see Next paragraph “COMPLIANCE WITH THE DUTY OF CARE AND SELECTION OF SUBCONTRACTORS SHARING THE SAME VALUES”) and manage the risks associated with the supply chain.

In its purchasing policy, the Inetum Group has always made a point of not working with suppliers that do not meet current ethical standards. For several years now, the Group has had a “Responsible Purchasing” charter in place, which must be systematically signed whenever a subcontractor enters into a business relationship with the Inetum Group within the framework of a contract or a call for tenders.

The “Responsible Purchasing” charter and its evaluation questionnaire are currently being rolled out in international subsidiaries.

At the end of 2016, the Inetum Group commissioned the PROVIGIS company, which specializes in the collection and verification of regulatory and legal documents from suppliers. This watchdog company, already mandated in 2014 to collect administrative, social and tax documents from all suppliers, also collects and checks the signature by the referenced partner of the “Responsible Purchasing” charter. Thus, every month, the statistics of suppliers that are not up to date with their legal documents are sent to the Inetum Group. Monitoring of supplier compliance with CSR documentation is done directly by connecting to the platform.

In 2017, the Group Purchasing Department initiated a consistency check in France on the sustainability of suppliers present on the platform and with which the Group collaborates (deletion, addition). These updates have since been carried out regularly.

In 2021, the supplier and subcontractor compliance system (Ethics and Compliance Questionnaire) will be rolled out throughout France.

COMPLIANCE WITH THE DUTY OF CARE AND THE SELECTION OF SUBCONTRACTORS WHO SHARE THE SAME VALUES

In accordance with Act 2017-399 of 27 March 2017 on the duty of care of parent companies and ordering companies, the Inetum Group in its previous Annual Financial Report announced its vigilance plan to detect and prevent the risks of serious violations of human rights, fundamental freedoms, health, safety of persons and the environment.

As a reminder, the content of the Inetum Group plan is as follows :

- a risk mapping by country in order to identify, analyse and prioritize the risks resulting from the relationship between the Inetum Group and its subcontractors and suppliers;
- an assessment of the Group's subsidiaries, subcontractors and suppliers with whom the Company has an established business relationship, with respect to risk mapping;
- concrete actions adopted to reduce the identified risks: signature of the «Responsible Purchasing» charter with all suppliers and subcontractors;
- inclusion of CSR clauses in contracts;
- internal controls on all the Group's subsidiaries through social and environmental audits at all levels of the value chain (evaluations, audits, reporting); a vigilance-plan steering committee meeting is held every six months. Annual reports are provided to the Executive VPs to monitor the prevention and evaluation measures implemented within the Group;
- deployment of the compliance programme as described above in the Social section, paragraph 1 – compliance and ethics, at the heart of the Group's activities, including a system for alerting and collecting reports on the existence or occurrence of risks.

Each year, the vigilance plan is reviewed in the light of any changes in risks, the monitoring of mitigation measures put in place, and the development of the Group's activities.

In addition, for newly acquired companies, appropriate vigilance measures will be implemented progressively during the integration phase of these companies into the Group's systems.

Throughout 2018, the Inetum Group focused on the deployment of its compliance programme, as well as the systematic signing of the "Responsible Purchasing" Charter and its associated questionnaire for all new subcontracts.

To go further, the Inetum Group entered into a partnership with EcoVadis in early 2019. The aim of this partnership is to carry out systematic audits and ensure real-time monitoring via a platform of strategic suppliers that may represent a risk with regard to the provisions of the Sapin II and Duty of Care Act.

As part of this partnership, it is planned that the CSR assessment will be integrated into the Group's strategic supplier selection process. These evaluations will enable the Inetum Group to have essential information for each strategic supplier (rating, benchmark, position in the sector, etc.) to decide whether to maintain the listing as a strategic supplier or to delist those presenting the greatest risk.

Corporate Responsibility assessment via EcoVadis (social, business ethics, environment, supply chain) extended to more suppliers and subcontractors with the launch of a new campaign in 2020.

In 2020, the Inetum Group has set up a "Landing Page" which is proposed when the supplier is listed. This is a web page with an educational and motivational purpose. Its objective is to inform, raise awareness and explain our CSR to our suppliers.

The web page can be found at <https://invite.ecovadis.com/fr/inetum/>



Se enregistrer maintenant

Votre entreprise est déjà évaluée par EcoVadis?
Partagez votre score

NOTRE DÉMARCHE RSE AVANCE AVEC VOUS

Bienvenue sur la page d'information et d'inscription du groupe Inetum. En tant qu'acteur incontournable des services informatiques à valeur ajoutée et des logiciels, présents dans 26 pays, nous lançons actuellement une initiative de développement durable / RSE (Responsabilité Sociétale des Entreprises).

En tant que partenaire clé, vous devez impérativement y participer. En effet, avec l'augmentation des risques et des opportunités liés aux pratiques sociales, environnementales et éthiques appliquées tout le long de la chaîne de valeur, les partenaires commerciaux se tiennent mutuellement responsables en cas de non-conformité au titre de la loi.

Nous avons inclus les informations ci-dessous pour vous aider à comprendre la valeur du développement durable et à participer à cette initiative obligatoire. Merci de bien vouloir vous inscrire à l'évaluation de performance RSE EcoVadis. Vous témoignerez ainsi de votre engagement envers nous et de la solidité de nos liens de confiance et de proximité.

Nos objectifs en matière de RSE



Un message personnel

Hédi TABKA, Directeur des Achats & Services Généraux

It consists of a welcome message explaining our approach, an educational video on CSR, and video testimonials from company directors of all sizes (XS to XL) who explain the interest they have found in implementing a CSR approach and the benefits they have gained from it. Finally, a last section is composed of testimonials from Purchasing Directors of small and large companies who explain how CSR assessment is becoming the norm in the world of purchasing.

This implementation has increased the number of our suppliers wishing to engage in a CSR assessment process :

Ecovadis results

	France		World (France included)	
	Number of suppliers		Number of suppliers	
Evaluated	113	49%	135	27%
Evaluation under way	37	16%	38	8%
Rejected	81	35%	333	66%
	231		506	

The average score of Inetum suppliers evaluated in France is 55.5/100 (while the average Ecovadis score is 43/100).

3.2 SUPPORTING OUR CLIENTS TOWARDS A RESPONSIBLE AND SUSTAINABLE DIGITAL TRANSITION

Generating value for our clients through innovative and sustainable solutions

The company's success depends on its ability to explore and develop new concepts and support innovation and the digital transformation of our clients, while adapting the skills of our employees to new technologies.

SUPPORTING THE INNOVATION AND DIGITAL TRANSFORMATION OF OUR CLIENTS

In a context of rapid technological developments and acceleration of the digital transformation of its clients, the Inetum Group, in order to adapt its offers to the challenges of tomorrow, offers its clients innovative and sustainable offers, allowing it to :

- assert a clear and unique strategic positioning;
- intensify its efforts to develop offers and solutions adapted to the requirements of its clients and their needs;
- adapt its ability to commercialize its offers and solutions in a market where consumption patterns are changing (end-to-end solutions, agility, production distribution, nearshore, Devops, SaaS, IT-as-a-Service, etc.).

OUR CURRENT OFFERS

Gfi Informatique-Horus

Adapts to the organisational context of each PMI (maternal and child protection agency), to provide all its professionals with optimal support, whether they work at headquarters or in the field.

The context:

Within the Department, the PMI's task is to promote the health of future parents, pregnant women and children between the ages of 0 and 6.

These missions fall within the scope of the promotion and protection of children and families. They are carried out by health professionals: doctors, midwives, nursery nurses, family and conjugal advisors, etc

All the professionals of the PMI (PPMI), intervene within the framework of prenatal or postnatal visits or consultations, health check-ups or family or conjugal advice.

Its main objectives are to:

- Offer healthcare professionals business tools dedicated to the management of the PMI medical monitoring file, whether this file concerns the mother, the child or a CPEF (family planning clinic) patient
- Ensure the necessary confidentiality
- Provide a longitudinal and transversal vision of the care pathway,
- Accelerate and secure the flow of information with a customized workflow,
- Participate in the digitization of communication with partners (family allowance fund, ministry...).

Iodas, the leading software solution for your social action management

Faced with a growing number of beneficiaries, communities need efficient tools to support them in their missions. With Iodas, which equips 2/3 of the departments in France, you get a 360° view of the beneficiaries of your community's social action to optimize your support.

IODAS covers the following areas:

- Children (maternal and child protection, adoption, child welfare, support for families in difficulty)
- Disability (accommodation, social integration and financial aid for people with disabilities)
- Elderly people and dependency (creation and management of retirement homes, grants)
- Management of individual solidarity allowances (RSA, APA, PCH), integration and employment.

Ain Department: Digitalizing social action

Departments have become key players in the fight against exclusion and poverty, aid for the elderly, childcare and aid for the disabled. However, they are faced with a scissor effect (a drop in state subsidies and an increase in the number of beneficiaries) which requires the use of more efficient tools, particularly software solutions. Having worked with Inetum for 25 years already, the Ain department is one of the forerunners of the digital transformation of social action. With 8 other departments, it has co-constructed the PCRM-IODAS offer. The aim is to create a new relationship with the public and to make daily life easier for the department's employees.

The MDPH receives 35,000 requests per year with a considerably reduced processing time since the implementation of PCRM-IODAS.

Nord Department

MDPH59 Facilitating the management of people with disabilities

As a new portal to simplify the management of requests resulting from the 2005 law, MDPHs (Departmental Centres for the Disabled) were created to become the one-stop shop for all procedures related to disability.

The MDPH of the Nord Department, MDPH59, manages the 280,000

people concerned by disability (11% of the department's 2.6 million inhabitants). Organized into five distinct sectors, the MDPH59 currently employs 280 agents who process approximately 280,000 active files per year, a list that is constantly growing (+4% in 2019).

The Public CRM-Iodas solution

The new portal went online in December 2019. It is built with Public CRM-Iodas, the digital solution from Inetum Software that combines the management of relations with the administration and the processing of social assistance files.

This new portal includes the following features: tracking, file opening, and online forms. These features are enriched every month.

The portal has already proven its effectiveness, particularly in the context of the health crisis that the country has been experiencing since 2020 spring. "During the lockdown period, the portal allowed us to keep in touch with users," says the director. "There was no flood of phone calls when the physical reception on site was no longer ensured. It is important that the portal has partly compensated for this period."

Agen Agglomeration Community

For an efficient forward-looking management of jobs and skills

Following the merger between the city and the agglomeration of Agen in 2015, the EPCI had to equip itself with an evaluation system up to this mutualisation. Anticipating retirements, retaining skills and controlling the payroll, obtaining a short- and medium-term vision of the needs of services to ensure a quality public service – these are all issues that justify the implementation of a forward-looking management of jobs and skills (GPEC) at the cutting edge.

The solution: The agent at the heart of HR management

The municipality then decided to equip itself with the Inetum4RH GPEC, to ensure a response as close as possible to its needs. The agglomeration agreed to be the pilot on the solution with a step-by-step integration of the various modules: Position, Evaluation, Training, and Recruitment. A co-construction that allows the

community to test in real time and to propose all the necessary adjustments for optimized use. On the Inetum side, valuable lessons and new ideas to improve the solution were gained. A win-win partnership that will undoubtedly benefit future users within communities.

Designed in partnership with local authorities, Inetum4RH provides a 360° view of career management: qualifications, jobs, positions and staffing, recruitment, internal mobility and professional assessment, optimizing resources and refocusing the HRIS on talent management.

Artémis TABS, an innovation for firefighters

With the deployment of the Artémis TABS tool, Inetum is putting innovation at the service of the daily operations of the firefighters in the Rhône and Doubs departments.

Since May 2020, the fire and rescue services of the Rhône and Doubs departments have been equipped with Artémis TABS digital tablets. An innovative device developed by Inetum that allows interdepartmental information exchanges to be digitized in real time, generating tangible benefits in the care of victims by teams in the field. With this tool, Inetum demonstrates the logic of a positive digital flow at the service of all, and confirms its dimension as a historical and privileged partner of the public health service.

In collaboration with the fire and rescue services of the Doubs and Rhône departments, Inetum has developed the "Artémis TABS" digital tablet, which covers all the operational aspects of daily interventions, including the care of victims, facilitating all exchanges with the regulation of the #15 call centre (SAMU). The goal of the SDMIS (Departmental-Metropolitan Fire and Rescue Service) is to be able to perform the 100,000 annual casualty reports in digital format.

Inetum : our vision of smart territories

Inetum, as a privileged partner of French local authorities, has for the past 30 years been managing software solutions for urban planning, real estate, technical services and public territorial infrastructure managers (water networks, airports, buildings, green spaces, ports, stations...), but also for healthcare, financial management, human resources management, school transport, taxation, and civil security.

The 27,000-strong group, which is present in 26 countries, also co-builds innovative customized solutions with its clients in its 7 FabLabs worldwide (France, Belgium, Spain, Portugal, and Morocco). During interactive seminars using the design-thinking method, we explore opportunities to create new services, using technology.

Inetum is also very active in research activities and the creation of innovation ecosystems, through a team of some fifteen researchers and doctoral students in the "Smart City" sector, relying in particular on the Entrepreneurship, Territory and Innovation (ETI) Chair at the University of Paris 1 Panthéon-Sorbonne, which has a network of high-level correspondents, both in France and around the world.

Two years ago, we launched a programme to create "Smart City-Smart Territories" solutions that address three issues linked to those of Gare et Connexions:

- City planning that favours densification of housing around public transport hubs, and encouragement of alternative forms of mobility to the car in order to move towards Mobility as a Service
- Think and see territorial governance through spatio-temporal data platforms allowing to simulate the evolution of the infrastructure needs of the inhabitants under the constraint of decarbonation, preservation of natural resources and inclusive access to services
- Diagnose the supply of local services for users of the territories and the capacity to link the urban, peri-urban and sparsely populated territory with new centralities (concept of the ¼ hour city and the half-hour territory) in order to move towards territories with a High Quality of Social Life.

Green mobility

Having worked for several years on European research projects around a more environmentally friendly mobility (Superhub: multimodal mobility and customization of trips, H2020 project from 2012 to 2015, Electrific: insertion of electric vehicles in a development of uses and smart recharging with RES as a priority, 2016 to 2019, POC on the optimization of the service of urban bus lines in Belfort thanks to analytics and Big data), we are currently developing innovative solutions based on machine learning and blockchain around the following topics:

- Innovative mobile applications dedicated to research and the planning of cycling, multimodal or purely electric vehicle itineraries (car, bus, scooter, etc.) allowing users to access reservation services and facilitate eco-responsible mobility and for local authorities to collect data on the geography of mobility practices and priority investment areas
- Incentive and motivation systems for commuting allowing the conversion of solo-car trips into soft mobility (carpooling, walking, public transport), thanks to an electronic wallet based on the blockchain and allowing:
- For travellers, the transformation of these journeys into «local development money» (Nudge Money concept) giving the right to advantages, discounts on local services
- For local authorities, the collection of these journeys as evidence of carbon impact in a format designed for aggregation and allowing access to dedicated green financing (Green Bonds, Aid and Subsidies, Carbon Market, etc.).

Data platform and territorial planning

Development in dense, peri-urban and sparsely populated areas is subject to a set of regulations in which travel plans (urban, company, etc.) must deal with a set of multi-faceted constraints (minimizing land artificialization, impacts on natural areas, forests and biodiversity, densification, etc.).

We are currently developing solutions that allow us to cross-reference and model these constraints in integrated systems in order to take into account the impacts of infrastructures, particularly mobility infrastructures, on the territory. These

solutions are based on satellite image processing, composite indicator calculation algorithms and isochrony calculations.

They allow us to digitally understand the different scales of regional planning, in which the management of passenger flows is a major issue.

¼ hour city, ½ hour territory

Simulating urban and territorial changes in order to imagine new services based on the concept of geo-territorial hyper proximity is one of the main contributions of the research and development work of the ETI Research Chair with its industrial partner, Inetum.

In the scope of scientific work on territoriality and its various components, including healthcare, we have developed a HQVS (High Quality of Life Societal) methodology, with the aim of creating a self-benchmarking tool on the concept of proximity for communities.

From a very deep exploration of the territorial resources with a digital platform of aggregation, we integrate algorithms and processing to understand the correlations between the essential data of a territory.

Thus, an indicator allowing to estimate the Index of High Quality of Social and Environmental Life of a district allows mayors to factualize a territorial diagnosis by district and to prioritize the topics and places of priority investment: deficit areas by district, stakes of regrouping of services, pooling of public infrastructures, and incentive policies...

KPI : Number of clients benefiting from our offers

KPI	2019	2020	Target 2021
Iodas	39	40	40
Horus	65	66	68
Artémis TABS	N/A	2	4
Total	104	108	112

KPI	2019	2020	Target 2021
France	3	4	10
Belgium	2	4	5
Spain	2	3	7
Portugal	2	2	4
Luxembourg	0	2	4
Total	9	15	30

TOTAL	113	123	142
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> 4 ACTING FOR A SUSTAINABLE PLANET

4.1 A STRONG REGIONAL FOOTPRINT

A TERRITORIAL NETWORK THAT CREATES VALUE

The Group has many decentralized regional offices (around 40 in France and as many abroad). This long-standing choice of proximity to clients allows the company to hire its employees locally and to limit the amount of travel required for its missions. This organization facilitates the integration of the intervention teams into a familiar economic and social environment and helps to reduce misunderstandings and conflicts with the clients' local contacts. The Inetum Group's contribution to local development and better resource management is a differentiating factor in its strategy.



SUPPORT THOSE WHO NEED IT

In France, the constraints of local recruitment and specific skills limit the possibilities of cooperation with integration associations, educational institutions, or other local associations on employment issues.

Nevertheless, the Inetum Group carries out several actions, partnerships and sponsorships in other areas:

- The Inetum Group supports a day-care centre managed by Babilou. The centre is mixed: multi-company and open to the population of Saint-Ouen.
- Every year, two «blood donation, self-donation» operations are organized in collaboration with the Bichat Hospital. For this purpose, donor employees are transported to Bichat, then driven back to Saint-Ouen (accompanied collection principle). An EFS correspondent has been appointed and a site dedicated to the operation has been set up on the Intranet.
- Sponsorship agreements with charity associations such as the Red Cross and Pianomasterclub have been signed. A piano was installed in the lobby of the head office followed by several other pianos installed in the main regional branches. Accessible to all employees on a self-service basis, placed according to the layout of the premises in the entrance hall or in the break rooms, the pianos encourage numerous moments of exchange, sharing and conviviality. The Inetum Group thus intends to ensure a balance between professional life and personal development of its talents through music. At the same time, the Inetum Group has become a sponsor of piano Masterclasses where the best up-and-coming pianists from conservatories are offered a weekend of training led by a maestro and financed by the Group.
- The Inetum Group has signed a partnership agreement with the G9+ Institute, whose mission it is to promote and coordinate information, exchange and training activities on information, communication and digital technologies, on a scientific, technical, technological, economic, social and cultural level.
- The Inetum Group is a partner of Women In Africa Philanthropy, which aims to promote education in the field of economic development, and more specifically the training of future women entrepreneurs.

WORLDWIDE

Belgium and Luxembourg:

- Donations are made to the SOS Children's Villages association, to enable young people who cannot finance their studies to follow a training course in technology at a technical school in Rwanda.

Spain:

- The Group offers the Espacio de Voluntariado Corporativo programme, which provides a wide range of activities to strengthen ties between the company's employees. In this regard, a partnership has been concluded with the Spanish Federation of Rare Diseases (FEDER) in order to support the Federation's actions in improving the living conditions of patients, for example through annual donations.

Morocco:

- An agreement was signed with the National Agency for the Promotion of Employment and Skills (ANAPEC). It aims to offer integration contracts to certain young unemployed people in order to facilitate their return to employment. In addition, employees are invited to participate in sponsorship initiatives, for example, through a «winter clothing drive» in partnership with the MAGHREB SECOURS Association.

Poland:

- By promoting the recruitment of disabled people, we are contributing to the social and professional integration of the most vulnerable. We adhere to the Bike2Work programme, which is designed to help people in need. The principle is to encourage employees to convert the kilometres they cycle into financial aid paid to charities and associations that help sick children. We also participate in «The noble box project» which helps families in difficulty during the Christmas holidays. The employees make material and financial donations. We promote organizations that work directly with people in need through annual auctions and fundraisers that help support their projects and improve their living conditions.

Portugal:

- We have established a partnership with the Banco Empreendedor da Cidade-Olivais Association, which supports the poorest families by organizing food collections. As such, we invite our employees to become volunteers. Following the acquisition of ROFF, the Inetum Group also benefits from two main volunteer programmes to involve employees in activities with non-profit organizations (Human Sciences Association and Bagos D'Ouro Association). We act with the «hands up» programme that organizes the collection of plastic bottle caps (in exchange for sweets for the employees) and the collection of plastic bottles to recycle this waste and to equip the local fire stations.

Tunisia:

- We organize the collection of corks to buy wheelchairs for the needy. Another initiative is "SHAREK", which donates electronic devices to pupils and students to complete their studies at a distance.



> 5 ACTING FOR A SUSTAINABLE PLANET (GROUP)

The Inetum Group has made the fight against climate change its environmental priority. We are taking action to reduce our environmental footprint in our activities and those of our employees. This translates into a set of daily actions around two axes: (i) reducing the carbon footprint of travel, and (ii) resource use.

5.1 REDUCTION OF THE CO₂ FOOTPRINT RELATED TO TRAVEL

Our group policy encourages employees to (i) use low-carbon transportation, and (ii) use digital communication systems to limit travel to the necessary minimum.

(i) TRAVEL / TRAVEL POLICY

The Inetum Group applies a strict travel policy in order to streamline processes (travel, expense reports, invoicing) and control indirect costs. In this way, we can influence our employees' modes of business travel. For example, for all business trips between 1 and 3 hours, our travel policy gives priority to the train over the plane. For example, Spain limits business travel to what is strictly necessary (limited travel to LATAM). It encourages employees to use public transport whenever possible. During this fiscal year, business travel decreased significantly due to the health situation.

CAR FLEET

Since 1 January 2018, according to our Car Policy, only vehicles emitting no more than 100g CO₂/km (compared to 110g CO₂/km in 2017) are eligible for our catalogue and offered to 99% of our French employees. Actions are also being taken to encourage the use of hybrid vehicles (gasoline-electric or diesel-electric) in the vehicle fleet.

In 2020, we renewed 5% of our fleet with hybrid/electric vehicles with CO₂ emissions of around 83g/km.

Our ambition for 2021 is to increase to 10% the share of our renewals by low-carbon-emission or plug-in hybrids.

We are currently studying the feasibility of such a catalogue by carrying out a comparative study of the emissions on the models proposed by each manufacturer and matching the vehicle to the use of our employees.

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

Belgium :

Employees with a company car are encouraged to take an eco-driving course. This encourages eco-responsible driving with fewer accidents.

CYCLING

A mileage allowance is offered to employees who use a bicycle to get to work.

(II) Use of digital communication systems

TELESERVICE

In France, a teleworking agreement (2 days) was signed in 2011, helping to reduce the costs and CO₂ emissions associated with travel while maintaining social ties. In 2018, more than 10% of the Inetum Group's employees in France asked to benefit from teleworking on a recurring basis or exceptionally (e.g. due to a transport problem). In 2020, an amendment to this teleworking agreement was validated by referendum among employees. The agreement now allows teleworking for up to 175 days per year, the equivalent of 4 days per week.

NETCONFERENCING TOOLS

The Inetum Group provides its employees with remote working tools (Teams, Arkadin, Skype...). Our sites have meeting rooms with equipment suitable for teleconferencing/videoconferencing (screen, octopus, Wi-Fi & wired network).

HEALTH CRISIS – IMPACT ON TRAVEL AND USE OF DIGITAL COMMUNICATION SYSTEMS

Given the health context, the deployment of netconferencing tools and the provision of laptops are becoming widespread in order to limit travel to the strict minimum.

5.2 REDUCTION OF THE CO₂ FOOTPRINT RELATED TO THE USE OF RESOURCES

In its environmental policy, the Group strives to extend on-site selective sorting, increase waste recovery, and maximize the lifecycle of resources in order to prevent pollution.

Inetum contributes (i) to the circular economy by optimizing the management of waste, especially waste electrical and electronic equipment (WEEE), and (ii) promotes the control of resource consumption.

(I) WASTE REMOVAL

The management of waste electrical and electronic equipment (WEEE), which has been in place for years, helps to reduce the CO₂ footprint of our business. The Inetum Group in France relies on a Cedar-approved supplier in IDF in 2020 to maximize the lifecycle of electronic equipment through donations to employees, schools, self-help organizations & NGOs.

From 2021, Inetum will set up a framework contract with the company ELISE* at national level, for the recovery, selective sorting and treatment of its waste (including WEEE), and will engage in WEEE recycling campaigns (resale or donation of equipment removed from the inventory, repair of equipment when appropriate, dismantling if end of life, for material recovery, broking).

() Note that ELISE calls on ESATs (Institutions and Services of Assistance through Work) and EAs (Adapted Enterprises) in the scope of its activities.*

In addition, the Inetum Group distributes electronic equipment to its clients. In this regard, the Inetum Group uses the ECO-SYSTEM network, which is responsible for the collection and processing of waste professional electrical and electronic equipment.

This organization collected the following quantities of equipment:

Year	Total weight	Total recycled weight
2019	296 kg	101 kg
2020	1,051 kg	590 kg

WASTE / PACKAGING/ SELECTIVE SORTING

The Inetum Group promotes recycling and selective sorting on its sites by using adapted containers. They are gradually being deployed in centralized collection areas (cafeterias, photocopy areas, etc.).

Since 2020, our sites are gradually replacing single-use plastic cups. Some sites provide the employee with an INETUM bottler.

Spain :

As part of the Company Prevention Plan (PEP) 2018-2020, cardboard packaging has been redesigned.

Portugal :

Plastic lids and bottles are collected and recycled to contribute to the equipment of local fire stations.

(II) CONTROLLING RESOURCE CONSUMPTION

The Group is attentive to the consumption of resources and strives to reduce its energy, water and paper consumption in order to prevent pollution by implementing ambitious policies.

Awareness campaigns reinforce the system for more responsible and better controlled consumption (poster & emailing campaigns, articles on the Inetum intranet, incentive messages at the end of emails).

REDUCTION OF ENERGY CONSUMPTION

The Group optimizes the consumption of resources in the management of its activities and develops the use of renewable energy to cover electricity consumption. France and Spain purchase a share of green energy from their energy suppliers. Our sites are continuing their relamping action (use of low consumption lamps). The installation of a timer system for the automatic shutdown of lighting is in progress. Given the health context, on-site energy consumption decreased significantly during the year.

REDUCTION OF WATER CONSUMPTION

Poster campaigns encourage employees to consume in an ecologically responsible manner.

Our sites are progressively being equipped with water-saving taps (PRESTO or detection taps, Eco flushes).

Sanitary installations are regularly revised to limit leaks and damage.

REDUCTION OF PAPER CONSUMPTION

In September 2018, in France, the Inetum Group provided secure collective printers-scanners-copiers, encouraging the reduction of paper use (use of printing in optimized modes and awareness campaigns to reduce printing, and the purchase of ecolabelled paper). This initiative has resulted in a reduction in printing.

In addition, the Inetum Group offers its employees the possibility of replacing their paper pay slip with an electronic version, with an adapted electronic safe.

Finally, the use of lunch vouchers has been replaced in France by an electronic card.



HEALTH CRISIS – IMPACT ON CONSUMABLES

In 2020, with the COVID health context, teleworking has greatly reduced paper consumption.

Belgium:

A few years ago we started our “Think Green Keep it on the Screen” vision, which aims to favour digital exchanges over paper.

This approach takes the form of a series of actions such as raising the awareness of our employees, clients and partners to encourage this type of exchange and to avoid unnecessary printing.

Morocco:

A paperless bidding process (including public bids) has been implemented, with almost universal use of electronic filing and signature. Paperless internal processes are also used, particularly with recruitment files.

Tunisia:

Paper is collected for recycling.

OTHER ACTIONS

Spain:

INETUM is ISO 14001 certified and prepares a concrete action plan every year:

- communication: use of company channels to report on environmental aspects
- awareness: limiting the misuse of assets to avoid waste
- training on environmental management
- an annual environmental improvement programme
- a procedure applied to all company activities on the premises and at all levels of the organization to recycle and dispose of waste.
- highlighting the consumption criterion when purchasing computer equipment (Energy Star certification),

This procedure includes normal and abnormal operating situations, as well as emergency situations and potential accidents with environmental impact.

A tree is planted for each new recruit,

The association “Acacias For All”, in partnership with Inetum, is involved in a reforestation initiative.

5.3 OUR CSR LABELS



WE SUPPORT THE UNITED NATIONS GLOBAL COMPACT

In 2020, we renewed our membership of the United Nations Global Compact for the fifth consecutive year and thus our commitment to human rights, international labour standards, environmental protection and the fight against corruption.



ECOVADIS GOLD LABEL

Since 2010, we have called upon experts at EcoVadis to carry out the Group's CSR assessment. In August 2020, for the 4th consecutive year, we were awarded the "GOLD" label. According to EcoVadis, Inetum is in the TOP 3% of suppliers evaluated by EcoVadis in the category Computer programming consultancy and related activities.



CGEM LABEL MOROCCO

In May 2018, during the Assises de la responsabilité sociale in Casablanca, Inetum in Morocco was awarded, for the 3rd time, the CSR Label of the Confédération Générale des Entreprises du Maroc. This award recognizes our efforts as a dynamic Digital Service Company working towards greater accountability. Inetum Morocco has been certified since 2008 and is the only structure in its field of activity to obtain this label.



ISO 14001 CERTIFICATION

Environmental Management: In 2020, our Spanish subsidiaries in Madrid and Bilbao renewed their 14001 certification in the 2015 version of the standard for their consulting, project implementation and information systems maintenance activities.

6 NON-FINANCIAL PERFORMANCE INDICATORS (KPIs)

6.1 KPIs – GUARANTEEING VARIOUS AND MULTIPLE CAREER OPPORTUNITIES IN AN ATTRACTIVE ENVIRONMENT

Title of the KPIs		Total		France	Spain	Portugal
		2019	2020	2020	2020	2020
Headcount 31.12 by work contract without trainers	Permanent contract	17 409	18 125	9 516	3 310	1 650
	Fixed term contract	953	1 006	53	161	319
	Other contract (a apprentices...)	363	218	201	1	
	Total	18 725	19 349	9 770	3 472	1 969
Gender distribution headcount at 31.12	Male	13 664	14 172	7 345	2 519	1 323
	Female	5 061	5 177	2 425	953	646
	Total	18 725	19 349	9 770	3 472	1 969
Average age at 31.12		39,7	40,0	42,0	39,2	37,8
Average seniority in the Group at 31.12		6,47	6,50	8,20	4,00	5,80
Average annual fixed income (€) at 31.12		37 641 €	38 203 €	45 314 €	30 833 €	24 835 €
Average annual global income (included contractual bonus) (€) at 31.12		39 232 €	39 677 €	46 874 €	31 844 €	27 440 €
Average income / legal minimum wage of the country		-	-	2.45	2.32	2.79
Minimum income practiced / legal minimum wage of the country		-	-	1.09	1.00	1.10
Number of recruitments	Permanent contract	3 644	2 801	1 015	969	144
	Fixed term contract	806	966	66	168	232
	Trainees	218	221	84	86	27
	Other contract (apprentices...)	209	103	85	-	-
	Employees from acquisitions	270	124	-	124	-
	Total (with trainees)	5 147	4 215	1 250	1 347	403
	Included recruitments of young graduates	710	649	235	186	42
Transformation rate of apprentices and trainees		N/A	37%	37%	36%	53%
Recruitments realized by cooptation		18%	54%	30%	85%	18%
Turnover	Turnover at 31.12	18%	13.8%	14%	14%	11%
	Included unmanaged turnover at 31.12	15%	10.4%	9%	11%	10%
	Included dismissal (except mutual agreement)	3%	3.4%	5%	3%	1%
Employee's satisfaction at 31.12			84%	93%	62%	81%
Rate of individual interviews conducted		N/A	48%	27%	82%	70%
Rate of trained employees each year		44%	41%	34%	57%	49%
Number of training hours by year and by employee		304	28.2	24.0	35.6	18.3
Satisfaction rate on acquisition of skills (delayed assessment)		N/A	79%	84%	65%	73%

Title of the KPIs		Belgium	Mexico	Morocco	Others*	
		2020	2020	2020	2019	2020
Headcount at 31.12 by work contract excl. trainees	Permanent contract	1 476	447	537	1 111	1 189
	Fixed term contract	3	166	13	298	291
	Other contract (apprentices...)	4			38	12
	Total	1 483	613	550	1 447	1 492
Gender distribution headcount at 31.12	Male	1 186	442	355	972	1 002
	Female	297	171	195	475	490
	Total	1 483	613	550	1 447	1 492
Average age at 31.12		40.8	37.6	32.9	34.4	38.2
Average seniority in the group at 31.12		7.50	3.00	4.40	2.30	5.0
Average annual fixed income (€) at 31.12		53 960 €	21 400 €	23 898 €	21 195 €	31 698 €
Average annual global income (€) au 31.12		55 174 €	21 635 €	26 357 €	22 810 €	34 181 €
Average income / legal minimum wage of the country		2.81	11.68	8.23	-	-
Minimum income practiced / legal minimum wage of the country		1.51	2.50	1.13	-	-
Number of recruitments	Permanent	162	64	127	529	320
	Fixed term contract	53	209	6	309	232
	Trainee	-	-	-	2	24
	Other contract (apprentices...)	-	-	-	39	18
	Employees from acquisitions		-	-	167	-
	Total (with trainees)	215	273	133	1 046	594
	included recruitments of young graduates	40	14	58	124	74
Transformation rate of apprentices and trainees		60%	0%	15%	N/A	15%
Recruitment realized by cooptation		36%	94%	0%	16%	68%
Turnover	Turnover at 31.12	5%	15%	15%	30%	30%
	Included unmanaged turnover at 31.12	4%	13%	15%	27%	25%
	Included dismissal	1%	2%	0%	3%	5%
Employees' satisfaction at 31.12		N/A	N/A	82%	N/A	81%
Rate of individual interviews conducted		N/A	N/A	94%	N/A	87%
Rate of trained employees each year		41%	35%	69%	22%	30%
Number of training hours by year and by employee		26.5	90.5	18.5	39.1	31.2
Satisfaction rate on acquisition of skills		N/A	90%	72%	N/A	84%

Others * : This group includes Brazil, Colombia, Peru, Poland, Switzerland, Romania, Tunisia, Ivory Coast, Cameroon, Luxembourg.

6.2 KPIs – BEING A TRUSTED PARTNER TO OUR STAKEHOLDERS

A RESPONSIBLE PLAYER IN THE MANAGEMENT OF OUR ACTIVITIES

KPI	Objectif
E-learning for all Group employees	Plan 2022 – Ethics, compliance and outreach programme <ul style="list-style-type: none"> 2021 e-learning deployed in Spain, Latin America and Anglophone Africa 2022 – e-learning Group (Rolled out to 100% of the Group's workforce excluding new acquisitions)

GUARANTOR OF A SECURE SYSTEM

KPI	Result 2018	Result 2019	Result 2020
Number of requests for access to personal data processed (France)	138 requests for access to personal data processed	239 requests for access to personal data processed	444 requests for access to personal data processed

ENSURE THAT OUR VALUES ARE RESPECTED WITHIN A RESPONSIBLE SUPPLY CHAIN




KPI	Objective
Evaluation of third parties and implementation of a responsible purchasing policy	Evaluate the Group's Top 30 strategic suppliers Evaluate the Top 20 local strategic suppliers <ul style="list-style-type: none"> the Group's major countries (France, Spain, Portugal and Belgium) Map the supplier risk




6.3 KPIs – SUPPORT OUR CLIENTS TOWARDS A RESPONSIBLE AND SUSTAINABLE DIGITAL TRANSITION

KPI	Objectif
Number of new offers for our clients that include an environmental, social or societal dimension.	Target 2021 : More client offers.

6.4 KPIs – ACT FOR A SUSTAINABLE PLANET

REDUCTION OF THE CO² FOOTPRINT RELATED TO TRAVEL

			Plane 												Rental car 				Company car 			
			2019		2020		2019		2020		2019		2020									
			Distance travelled	CO ₂ emissions	Distance travelled	CO ₂ emissions	Distance travelled	CO ₂ emissions	Distance travelled	CO ₂ emissions	Distance travelled	CO ₂ emissions	Distance travelled	CO ₂ emissions								
Country	Average head-count		Km	Tonnes of CO ₂ equivalent	Km	Tonnes of CO ₂ equivalent	Km	Tonnes of CO ₂ equivalent	Km	Tonnes of CO ₂ equivalent	Km	Tonnes of CO ₂ equivalent	Km	Tonnes of CO ₂ equivalent								
	2019	2020																				
France	10 242	9 866	4 090 950	670	1 270 734	198	2 608 406	321	1 283 444	147	18 500 000	1 812	11 000 000	1104								
Spain	2878	3 117	2 047 214	340	678 558	102	Not monitored				Not monitored		236 560	24								
Portugal	1 668	1 967	329 185	43	523 120	100	Not monitored		99 748	10,3	2 197 271	231	1 596 953	162								
Belgium	1 448	1 532	681 730	102	388 000	60			0	0	34 303 982	5 142	20 193 000	3 101								
Poland	140	127			N/A				N/A				N/A									
Morocco	294	361			66 925	10			N/A				168 392	17								
Tunisia	195	190			14471	2			N/A				22 080	2								
TOTAL	16 865	17 160	7 149 079	1155	2 941 809	473	2 608 406	321	1 383 192	157	55 001 253	7 185	33 216 986	4 409								

	Train 				Energy 				WEEE waste 				TOTAL CO ₂		
	2019		2020		2019		2020		2019		2020				
	Distance travelled	CO ₂ emissions	Distance travelled	CO ₂ emissions	Distance travelled	CO ₂ emissions	Distance travelled	CO ₂ emissions	Distance travelled	CO ₂ emissions	Distance travelled	CO ₂ emissions	CO ₂ emissions	CO ₂ emissions	Ecart
	Km	Tonnes of CO ₂ equivalent	Km	Tonnes of CO ₂ equivalent	Km	Tonnes of CO ₂ equivalent	Km	Tonnes of CO ₂ equivalent	Km	Tonnes of CO ₂ equivalent	Km	Tonnes of CO ₂ equivalent	Tonnes of CO ₂ equivalent	Tonnes of CO ₂ equivalent	Tonnes of CO ₂ equivalent
Country															
France	10 132 740	20	3 196 873	8	6 026 504	129	4 650 620	99.6	22.5	7.8	6.8	2.4	2 959	1 558	-47%
Spain	765 225	34	207 898	0.5			3 779 721	81.0	1,2	0.1	0.1	0.0	374	208	-
Portugal	118 340	5	46 200	0.1			3 236 778	135.3	Not monitored	0.0	0.0	0.0	280	408	-
Belgium	151 410	3	7 512	0.0	1 351 000 670 000	297,2	1 040 000 692 000	367,2	5.3	1.8	0.7	0.2	5 546	3 529	-
Poland			N/A				N/A						0	0	-
Morocco			124 411	0.3			27 193	0.6					0	28	-
Tunisia			N/A				229 800	4.9			0,10	0.03	0	9	-
TOTAL	11 167 715	62	3 582 894	9	6 026 504	426	11 924 112	689	29	10	8	3	9 159	5 739	

(*) The weight of CO₂ emissions is calculated by our suppliers based on consumption weighted by conversion factors supplied by ADEME.

REDUCTION OF THE CARBON FOOTPRINT LINKED TO THE USE OF RESOURCES

MONITORING THE VOLUME OF REPROCESSING OF WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT AND OTHER WASTE IN 2020

			Miscellaneous waste				WEEE				TOTAL				
			2019		2020		2019		2020		2019		2020		
			Weight	CO ₂ emissions	Weight	CO ₂ emissions	Weight	CO ₂ emissions	Weight	CO ₂ emissions	Weight	CO ₂ emissions	Weight	CO ₂ emissions	
			Tonnes	Tonnes Equivalent CO ²	Tonnes	Tonnes Equivalent CO ²	Tonnes	Tonnes Equivalent CO ²	Tonnes	Tonnes Equivalent CO ²	Tonnes	Tonnes Equivalent CO ²	Tonnes	Tonnes Equivalent CO ²	
Country	2019	2020	Average head-count												
France	10 242	9 886		65	1.0	37	0.6	22.51	7.84	6.80	2.4	87.77	8.84	44.24	3.0
Spain	2878	3 117		Not monitored		Not monitored		118	0.62	0.07	0.02	118	0.62	0.07	0.0
Portugal	1 668	1 967		Not monitored		Not monitored		Not monitored		0.00	0.00	0.00	0.00	0.00	0.0
Belgium	1 448	1 532		Not monitored		0.00	0.0	5.30	1.84	0.00	0.0	5.30	1.84	0.00	0.0
Poland	140	127		Not monitored		Not monitored		Not monitored		Not monitored		Not monitored		Not monitored	
Morocco	294	361		Not monitored		Not monitored		Not monitored		Not monitored		Not monitored		Not monitored	
Tunisia	195	190		Not monitored		Not monitored		Not monitored		0.10	0.03	Not monitored		0.10	0.03
TOTAL	16 865	17 160		65	1	37	0.6	29	10	7	2.4	94	11	44	3.0

CROSSWALK TO THE 10 PRINCIPLES OF THE UN GLOBAL COMPACT AND THE SUSTAINABLE DEVELOPMENT GOALS

Global Compact principles	Sustainable Development Goals	Chapter(s) of the document
HUMAN RIGHTS		
1. Businesses should support and respect the protection of internationally proclaimed human rights.	1. No poverty 2. Hunger "ZERO" 3. Good health and well-being 4. Quality education 5. Gender equality 6. Clean water and sanitation 7. Clean and affordable energy 8. Decent work and economic growth	Social section – Societal section
2. Companies are invited to ensure that they are not complicit in human rights abuses.	10. Reduced inequalities 11. Sustainable Cities and Communities 16. Peace, Justice and Effective Institutions 17. Partnerships to achieve objectives	Social section
INTERNATIONAL LABOUR STANDARDS		
3. Companies are called upon to respect freedom of association and to recognize the right to collective bargaining.	1. No poverty 3. Good health and well-being	Social section
4. Businesses are called upon to contribute to the elimination of all forms of forced or compulsory labour.	5. Gender equality 8. Decent work and economic growth	Social section – Societal section
5. Companies are invited to contribute to the effective abolition of child labour.	9. Industry, innovation and infrastructure 10. Reduced inequalities	Social section – Societal section
6. Businesses are invited to contribute to the elimination of discrimination in employment and occupation.	16. Peace, Justice and Effective Institutions 17. Partnerships to achieve objectives	Social section – Societal section
ENVIRONMENT		
7. Companies are encouraged to apply a pre-cautionary approach to environmental issues.	2. Hunger "ZERO" 6. Clean water and sanitation	Environmental section
8. Businesses are invited to take initiatives to promote greater environmental responsibility.	7. Clean and affordable energy 9. Industry, innovation and infrastructure 11. Sustainable Cities and Communities 12. Responsible consumption and production 13. Measures to combat climate change 14. Aquatic life	Environmental section
9. Companies are encouraged to promote the development and diffusion of environmentally friendly technologies.	15. Life on Earth 17. Partnerships to achieve objectives	Environmental section
FIGHT AGAINST CORRUPTION		
10. Companies are urged to take action against corruption in all its forms, including extortion and bribery.	3. Good health and well-being 10. Reduced inequalities 16. Peace, Justice and Effective Institutions 17. Partnerships to achieve objectives	Social section

REPORT OF ONE OF THE STATUTORY AUDITORS DESIGNATED AS AN INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED STATEMENT OF NON-FINANCIAL PERFORMANCE IN THE MANAGEMENT REPORT

INETUM

Year ended 31 December 2020

To the Shareholders,

In our capacity as Statutory Auditors of Inetum, appointed as an independent third-party body, accredited by COFRAC under number 3-10804, we hereby report to you on the consolidated statement of non-financial performance for the year ended 31 December 2020 (hereafter the "Statement"), presented in the management report in accordance with the legal and regulatory provisions of Articles L. 225-197-1 et seq. of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Head of the company

It is the responsibility of the Board of Directors to 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, and a summary of the results achieved, including key performance indicators. The Statement was drawn up using the company's procedures (hereafter the "Framework"), the significant elements of which are presented in the Statement.

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the Commercial Code and the profession's code of ethics. In addition, we have set up a quality control system that includes documented policies and procedures to ensure compliance with the rules of ethics, professional doctrine, and applicable legal and regulatory texts.

Responsibility of the appointed independent third-party auditor

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

- the compliance of the Statement with the provisions of Article R. 225-105 of the Commercial Code;
- the accuracy of the information provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code, namely the results policies, including key performance indicators, and actions, relating to the main risks, hereafter «Information».

It is not for us to comment on :

- the company's compliance with other applicable legal and regulatory provisions, in particular with regard to the vigilance plan, anti-corruption and taxation;
- the compliance of products and services with applicable regulations.

⁴The scope of accreditation of which is available at www.cofrac.fr.

Nature and scope of the work

Our work described below was carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code determining the terms and conditions under which the independent third-party body conducts its mission and in accordance with the international standard ISAE 3000.

- *Assurance engagements other than audits or reviews of historical financial information.*

We have performed procedures to assess the compliance of the Statement with the regulatory requirements and the accuracy of the information :

- we have taken note of the activity of all the companies included in the scope of consolidation, and the presentation of the main social and environmental risks associated with this activity;
- we assessed the appropriateness of the Framework in terms of its relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices in the industry;
- we have verified that the Statement presents the information required by II of Article R. 225-105 when relevant to the main risks and includes, where appropriate, an explanation of the reasons for the absence of the information required by the 2nd paragraph of Article L. 225-102-1.III ;
- we have verified that the Statement presents the business model and the main risks associated with 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 policies, actions and results, including key performance indicators;
- we consulted documentary sources and conducted interviews to :
 - assess the process of selection and validation of main risks and the consistency of the results, including the key performance indicators selected, with the main risks and policies presented, and
 - corroborate the qualitative information (actions and results) that we considered most important⁵ ;
- we have verified that the Statement covers the consolidated perimeter, i.e. all the entities included in the scope of consolidation in accordance with Article L. 233-16;
- we have examined the internal control and risk management procedures implemented by the entity and have assessed the collection process aimed at ensuring the completeness and accuracy of the information;
- for the key performance indicators and other quantitative results that we considered most important⁶, we performed :
 - analytical procedures consisting of verifying the correct consolidation of the data collected and the consistency of their evolution;
 - detailed tests on a sample basis, consisting of verifying the correct application of definitions and procedures and reconciling the data with supporting documents. This work was carried out on a selection of contributing entities⁷ and covered between 57% and 97% of the consolidated data selected for these tests ;
 - we assessed the overall consistency of the Statement with our knowledge of all the entities included in the scope of consolidation.

We consider that the work we have carried out in the exercise of our professional judgement enables us to provide a conclusion of moderate assurance; a higher level of assurance would have required more extensive auditing.

Means and resources

Our work required the expertise of three people and took place between November 2020 and March 2021.

We called on our specialists in sustainable development and social responsibility to assist us in carrying out our work. We conducted interviews with the people responsible for preparing the Statement.

⁵ **Qualitative information** relating to the following parts: "The Group is committed to ensuring a safe and supportive working environment"; "The Inetum Group makes training a key part of its HR policy"; "Ethical compliance at the heart of the Group's activities"; "Ensuring compliance with its values within a responsible supply chain".

⁶ **Quantitative social information** : total workforce and breakdown by gender, type of contract and professional category; recruitments; departures; number of hours of training and number of people trained.

Quantitative environmental information : electricity consumption; gas consumption; CO₂ emissions associated with energy consumption; kilometres travelled and CO₂ emissions associated with business travel; volume of electronic waste and percentage of recycling.

⁷ Inetum France, Realdolmen.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the non-financial performance statement does not comply with the applicable regulations and that the information, taken as a whole, is not presented accurately in accordance with the Framework.

Neuilly-sur-Seine, le X April 2021

One of the statutory auditors

Grant Thornton

French member of Grant Thornton International

Samuel Clochard
Partner

Tristan Mourre
Manager

