



# **/**CSR 2024

CORPORATE  
SOCIAL  
RESPONSIBILITY

For more  
Sustainable  
Development

empowered by  
**/**vermeg  
FOR EMPLOYEE WELLBEING RESPONSIBILITY





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By Bqdreddine OUALI Founder  
Chairman, Marwan HANIFEH VP  
and Tarek ACHICHE CEO

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## CSR COMMITMENT

Bearing the fruit of our transformation journey, as a global leading Financial Services digital Tech company



**Badreddine OUALI**  
Founder Chairman



**Marwan HANIFEH**  
VP



**Tarek ACHICHE**  
CEO

After three years of radical transformation toward a pure Intellectual Property Tech company, we can all be honored of the achievements we delivered. Our organization around three businesses lines – Collateral Management & Asset Servicing, Insurance, Regulatory - powered by VEGGO, our No Code Low code platform, has produced tangible benefits : this year, we finished 2024 truly recognized as a global leading Financial Services digital Tech company by our Clients , our partners and all of us are proud of what we accomplished today: We over-performed our financial and non-financial targets and fully leveraged our global footprint as we are now stronger in the US and in Asia.

It has been so successful that we decided early September 2024 to further focus our business on where we have incontestable critical business size and the biggest growth platforms: "Collateral & Asset Servicing" and "Insurance". As a matter of fact, our Regulatory Agile solutions are satisfactory for financial monitoring requirements, but it does not yet cover major compliance demands such as transaction or CSR reporting, so we questioned the expected value of investing our talented staff time and money to enlarge our regulatory solutions rather than sell all our regulatory business and invest the money to focus on making Collateral & Asset Servicing and Insurance the platforms to grow.

Thus, in October 2024, I consequently proposed VERMEG Board to enter into an agreement to sell our RegTech division "Agile" to Regnology, a renowned global expert in regulatory compliance. This strategic transaction strengthened our focus on VERMEG core areas of expertise, Collateral & Asset Servicing and Insurance, while ensuring a promising future for the Agile team under Regnology's leadership. Agile has represented a distinct and specialized segment of the company, accounting for approximately 10% of its workforce. Over the years, as part of our transformation journey, Agile has evolved into a best-in-class modular and scalable SaaS platform that delivers end-to-end regulatory reporting solutions, from data ingestion, through calculation to last-mile reporting. Positioned as a high-performing entity in the complex regulatory environment, Agile has garnered industry recognition for its innovation and capabilities. This move enables Regnology to expand its international footprint and leverage the expertise and talent cultivated in Tunisia. The strategic partnership ensures service continuity while creating exciting opportunities for Agile and its team. Therefore, with that transaction going forward, 2024 represented a significant milestone: concentrate on its core strengths and consolidate its leadership in Collateral & Asset Servicing and Insurance to power our platform for growth.



Build it and drive the change!

## /Committed, Ingenious and Authentic

So proud to have all our staff embedded with our 3 values, to meet our client digital transformation Journey



To enable the delivery of this new journey, Marwan and I, with the executive committee, decided to adapt our organization to ensure empowerment and clear responsibilities around three levers of performance:

- / Business solutions: split product strategy and operations both for Banking and Insurance
- / Distribution: America, Apac & Middle East, Europe, UK
- / Corporate & Operations: Innovation, Legal & Finance, Compliance

Insurance Market Operations were reorganized to assign clear ownership on following solutions: SOLIFE, SOLIAM, Digital Insurance, SaaS & AI and Project Quality.

I know 2024 was another demanding year for all VERMEG employees, as 2023 was and 2025 will undoubtedly be. We are expanding in a very competitive environment and I have strong ambition for all of us as my priority is to provide sustainable benefits for our staff. When VERMEG grows, each of us benefit from it individually and collectively. When I promoted the culture of performance within VERMEG in 2022, I know it was perceived as a pivotal moment and was a bit stressful. But you know our success has never been against my ADN of ethical behaving, with all staff and also with Clients, suppliers and partners.

Last but not least, I would like to insist on our engagement to continue investing being more responsible. Whatever the political spectrum, our CSR strategy is among top priorities for all of us. The Board and the executive committee are fully dedicated to deliver our low carbon strategy and measuring the contribution of each level of the organization to reach our ambition. You will read how much we progressed again in 2024 as you point out our CSR achievements.

Our ability to turn challenges into opportunities have been impressive. I say it again "we can be all proud of what we are today". Many thought our transformation was impossible. We did it because we have fantastic staff. Committed, Ingenious and Authentic.

More excitement ahead to build and drive the change!

# Brearing the fruit of our company transformation

Delivering Best in Class  
Collateral - Insurance -  
Regulatory Solutions





VERMEG provides Collateral Management & Asset Servicing, Insurance, Regulatory software solutions to more than 400 blue-chip clients in over 40 countries across Europe, UK, NAM, LATAM, Asia & Middle East , addressing growing demand to connect to industry standards »

# Providing Leading-edge solutions to grow our Clients business safely

Our transformation toward a pure value-added Intellectual Property driven business has made VERMEG a Tier-1 global finance software provider for Collateral management & Asset servicing and Insurance Top Players

## Who we serve



/ Industries

## Who we serve?

Our specialized solutions for collateral management and asset servicing, and insurance serve the needs of institutions across financial sectors.



### Collateral management and asset servicing

Stay ahead of challenges in a complex financial landscape. Our Collateral Management and Asset Servicing solutions provide you with the agility to innovate and streamline onboarding, collateral management, optimization, post-trade, and corporate actions.



### Insurance

Drive your growth, streamline operations, enhance customer interactions, and achieve compliance with our advanced solutions for life, health and property insurers and asset managers.



# **/ We have focused our range of Core Solutions to make it the best one stop shop for Finance Industry Leaders**

**Now VERMEG teams is organized around 2 vertical solutions:**

**/ Collateral Management & Assets Servicing**

**/ Insurance**

## **Core Solutions**



**/colline™**  
Collateral Management Solution & Optimization

The collateral management technology of the future

Control risk, manage collateral services, and leverage margin automation across all asset classes with our cutting-edge Colline solution.



**/megara™**  
Financial Markets & Securities Services

The leading suite for post-trade processing

Central banks worldwide choose Megara as their all-in-one, flexible suite for collateral management, monetary policy, and post-trade processing in financial markets and securities services.



**/solife™**  
Life & Health Insurance

Exhaustive life insurance solution

Streamline life insurance processes from end to end with Solife, our cutting-edge modular policy administration solution. Enable rapid product development, increase operational efficiency, and enhance customer experience.



**/soliam™**  
Wealth & Asset Management

Portfolio management in a single solution

Manage the entire value chain with security and autonomy using Soliam, our integrated core solution for portfolio management

# **/ We reinforce continually our transformation thanks to our VEGGO Low Code No Code Platform that deliver Ready to plug Digital Solutions**

VEGGO launch on the market of was a crucial step as gathers VERMEG capabilities in a unique platform: **veggoplatform.com**

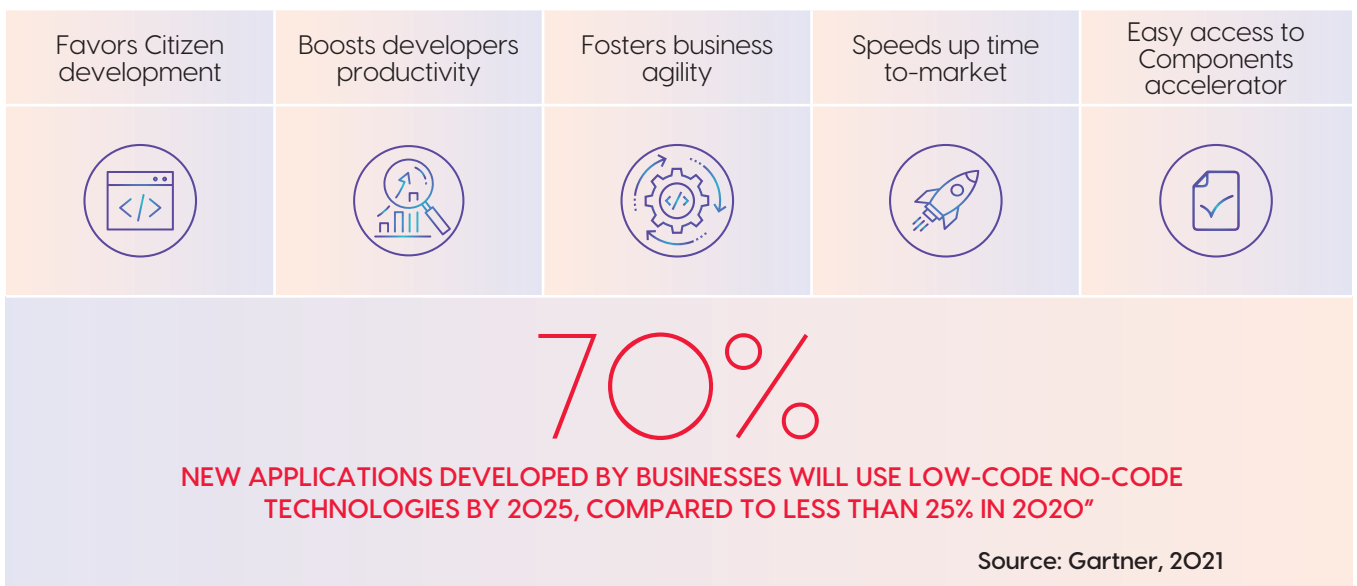
VEGGO is a financial industry specific Low-Code No-Code Platform encapsulating VERMEG’s 25 years of unique technical and functional expertise in leading digital transformation of global industry leaders.

VEGGO’s Marketplace offers reusable, open code modules, connectors, UI components, and business solutions to help users make customized solutions that meet their business needs. Simply by dragging and dropping the relevant components software, users can easily build customized applications.

With continual extended Marketplace, VEGGO’s users enjoy endless opportunities to build their own applications

- /** Get VEGGO platform and start building your own processes and workflows
- /** Purchase already existing and ready-to-use Use Cases
- /** Design together the solution you need

## **Benefits of VEGGO for our Clients are already proven by the industry**



## **Why choose Veggo ?**

We've designed a revolutionary service platform that meets the complex transformation challenges specific to your industry.



### **Business expertise**

Capitalizing on 30 years of experience in developing Software for Banking & Insurance Veggo helps financial businesses embrace and accelerate their digital transformation journey.



### **Technical Performance**

Whether it's extending the capabilities of legacy applications or building brand new apps, Veggo is designed to meet the needs of financial markets organizations.



### **Endless opportunities**

With an extended list of ready-to-use Digital Solutions counting more than 60 components, we provide Veggo users with limitless opportunities to craft bespoke solutions precisely tailored to their business requirements.

## What VEGGO offers is Ready-to-use Low-code No-Code digitals solutions

### /optimizer®

Turn collateral scarcity into liquidity strength  
Optimizer is the intelligent collateral optimization engine that digitizes agreements, consolidates inventories, applies advanced strategies, and automates allocations, delivering speed, simplicity, and resilience when markets are under stress.

### /collateral email channel automation®

Automate manual email processing  
Unlock greater efficiency and operational excellence, ensuring full compliance with cross-border payment regulations.

### /easy agreement

Automate your collateral terms capture for smarter, faster integration  
Simplify and optimize the capture, normalization, and integration of collateral terms from multiple formats.

### individual life & health insurance®

Advance your life and health insurance operations With VERMEG's digital platform for life and health insurance, streamline every aspect of your business agreements, from onboarding to commission payments.

### /non-life insurance®

Policy insurance life-cycle management solution for most "non-life" business lines.

### /group insurance member enrolment®

Accelerate group insurance onboarding  
Streamline employee onboarding while efficiently managing multi-party relationships between brokers, companies, and employees with Vermeg's Group Insurance Member Enrolment.

### /digital commercial agreement®

Solution to unlock unparalleled efficiency.  
Build stronger business partnerships With Vermeg's Digital Commercial Agreement solution, streamline the way your institution handles business agreements with partners.

### /default management

Elevate your institution's risk-handling processes  
Manage risk in actual or simulated default scenarios with Vermeg's Default Management solution.

### /fast track®

Full life-cycle digital client onboarding platform.

### /collective health & protection insurance®

Automated end-to-end subscription process for collective health and life solutions.



Digital platform to optimize liquidity and collateral.



Get your business data on the fast lane  
Centralize, streamline, and control your cash and securities flows with Vermeg's Xchanger.



Control your financial plan  
Predict your future to maximize your pensions and savings management with Vermeg's Money for Life solution.



Streamline your Payment Flows with one solution for all message Formats  
Simplify and accelerate your payment operations with a single solution that handles all message formats, protocols, and workflows.



A lifeline to Central Bank liquidity & collateral management  
Unlock seamless access to ECB liquidity with a smart, cloud-based solution built to simplify eligibility, valuation, and connectivity to ECMS—so you can act with confidence when it matters most.



Digital platform to optimize liquidity and collateral. A digital lighthouse for global collateral management  
Modernize your collateral operations with Easy Collateral for CCPs and clearing brokers to optimize allocations, manage liquidity, and reduce risk.



One dashboard for all your reporting needs  
Take control of your group-wide reporting with a secure, digital dashboard that simplifies scheduling, centralizes oversight, and ensures compliance—across all your entities, all in one place.



Advance your life and health insurance operations  
With Vermeg's digital platform for life and health insurance, streamline every aspect of your business agreements, from onboarding to commission payments.



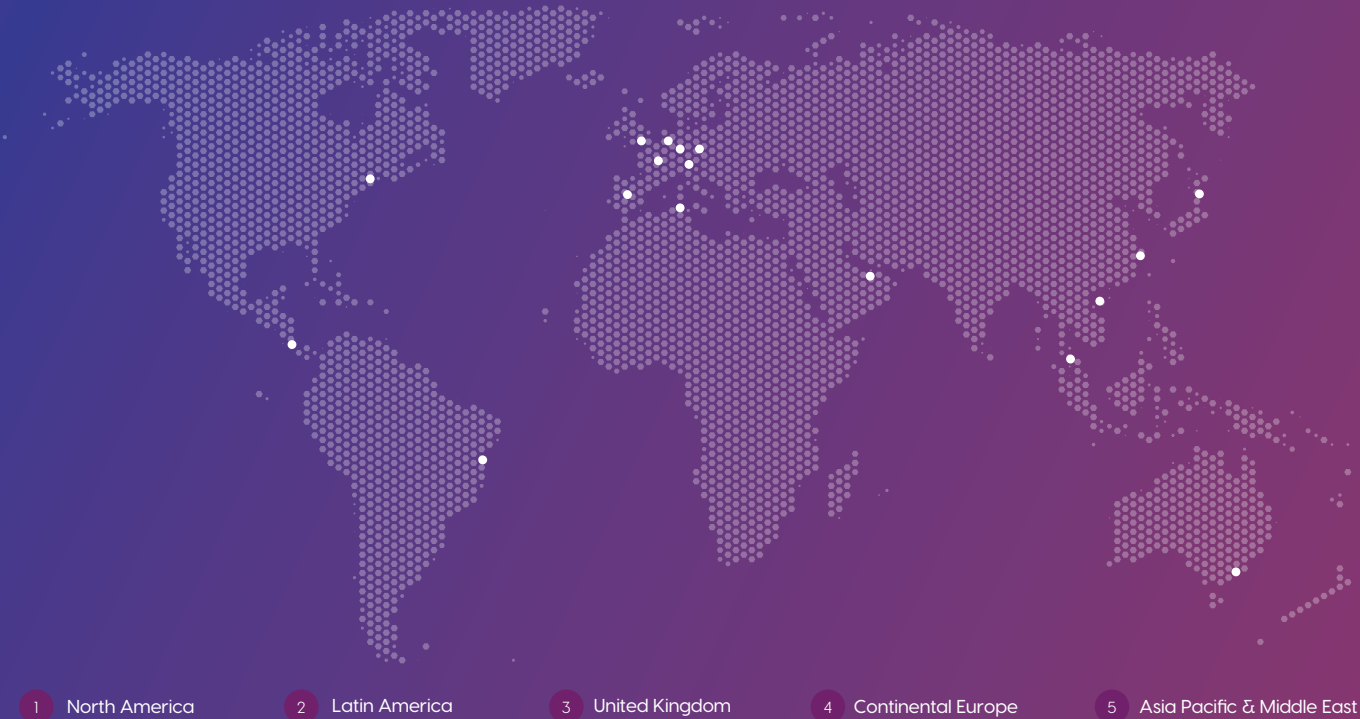
Navigating ISO 15022 to ISO 20022: From Tactical Fixes to Strategic Transformation  
Unlock greater efficiency and operational excellence, ensuring full compliance with cross-border payment regulations.



Ensuring customer data compliance and updates  
Insurers must ensure that customer data remains up-to-date and compliant in the face of increasing regulatory demands. Streamline this process to achieve both efficiency and compliance.

# Global footprint to deliver growth and operational efficiency to our clients and partners

Client centric organization for best client satisfaction



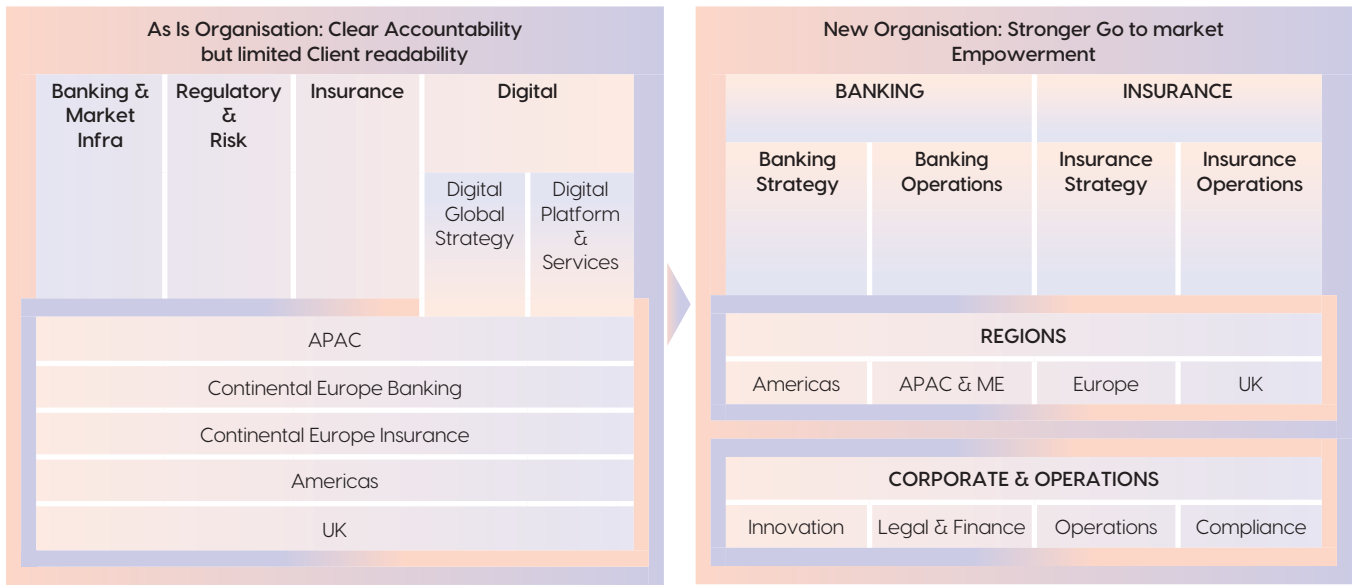
## Operational objectives driving the organization

	<b>Regional Sales Focus</b>	<b>To boost go-to-market capacity and address local market</b> / Key account management / Development of brand awareness / Go-to-market acceleration	<b>Boost GROWTH</b>
	<b>Financial Monitoring</b>	<b>Transformation to IP model</b> / Sales Financial / Budget monitoring / \$ Recurrent forecasts	
	<b>Business Lines</b>	<b>3 Business Lines</b> / Banking & Collateral Management / Insurance / Regulatory	<b>Improve OPERATIONAL EFFICIENCY</b>
	<b>Quality &amp; Efficiency</b>	<b>Better delivery quality</b> / Project Portfolio management / High-quality and reliable processes / SaaS readiness / Project quality monitoring	
	<b>Governance</b>	<b>Clear roles and responsibilities of accountability</b> / Formalized committees / Clear definition of expectations of the management functions / A set of KPIs to monitor performance	

# Simplifying again the organization for more Go to Market effectiveness

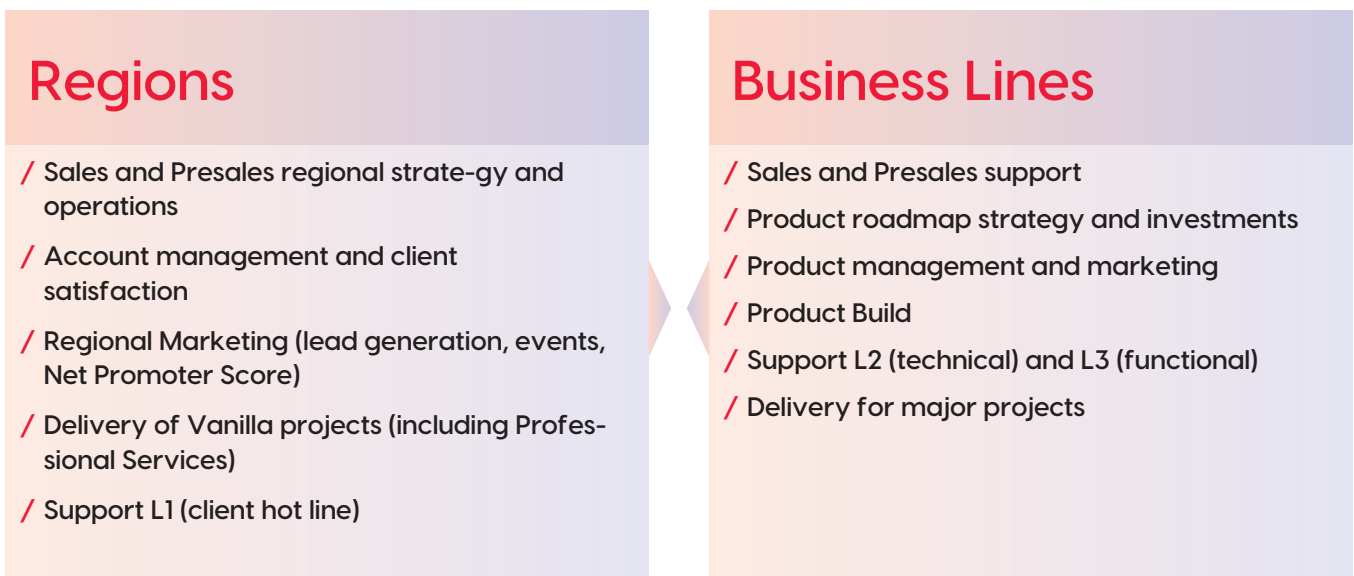
The new organization is based on 3 levels :

- / Business : including Vision , Strategy and operations for each line
- / Regions : including sales & consultancy
- / Corporate & Operations: including Innovation



Regions are focused on client management, sales and brand awareness development whereas Business Lines will focus on product growth.

## Scope of Regions & Business Lines



# VERMEG Leadership Team for the new Organization 2025

## CEO



Tarak ACHICH  
CEO

## Corporate & Operations



Mousser JERBI  
Operations



Michael CARNANO  
Innovation



Eric GUILHOU  
Legal & Finance



Mousser JERBI  
Compliance & Risk

## Business Markets



Khaled BEN ABDELJELIL  
Banking Market Strategy



Med BEN MIMOUN  
Banking Market Operations



Brahim HALMAOUI  
Insurance Market Strategy



Anis LOUKIL  
Insurance Market Operations

## Regions



BRAHIM HALMAOUI  
Americas



Joseph KUBEYKA  
APAC & Middle East



Francisco JARREGA  
Europe



Jay MISTRY  
UK & South Africa

# As VERMEG Governance proved to be successful, no major changes during 2024

The same group governance was continued this year as follows:

**A Bimonthly executive committee attended by the Group’s Board, with the following agenda:**

- / Business tracking indicators
- / Issues being addressed
- / Risks and mitigation plan

**A biannual sales seminar bringing together all sales forces, with the following agenda:**

- / Sales performance indicators
- / Strategic workshops on the offerings
- / Business ambition

**A Voice of the CEO, where Badreddine OUALI updates all the staff on the Group’s activity and progress.**

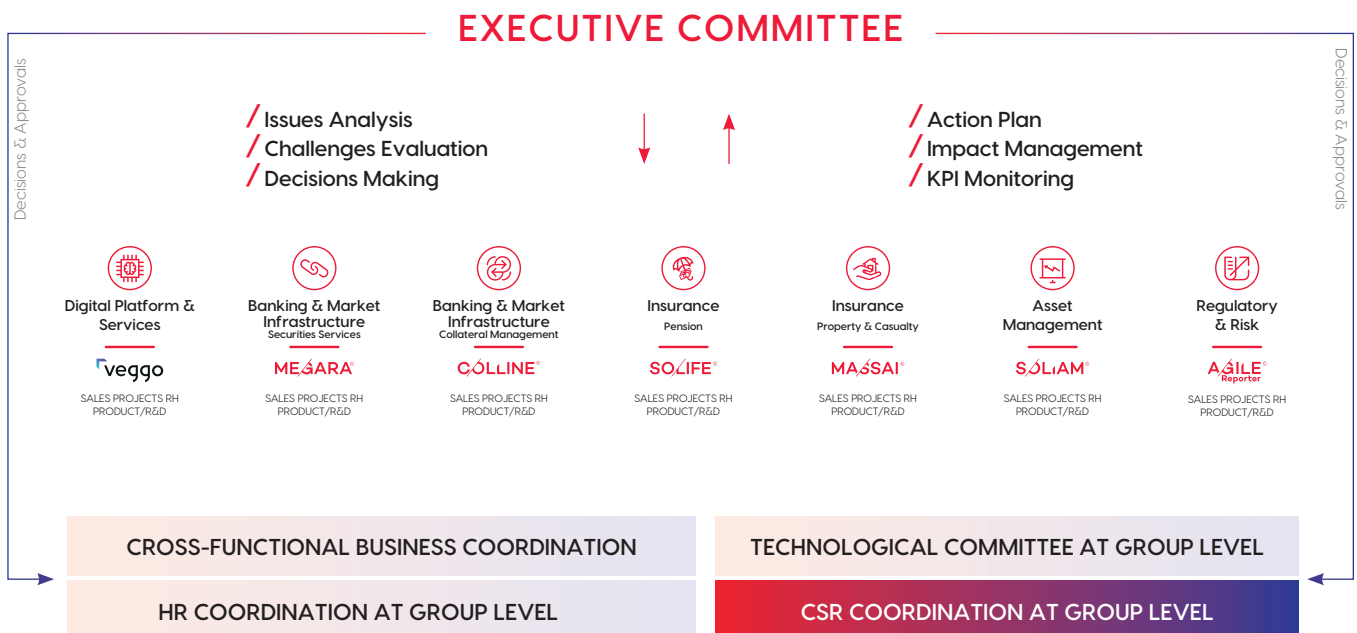
Every Board member is entrusted with cascading down the governance into their area of responsibility as they see fit.

Mousser JERBI by heading the responsibility of all Operations and with the transversal power this role grants, guarantees the convergence of all the group practices according to VERMEG CSR engagement, and the spreading of the CSR spirit worldwide throughout all business units, industries and levels.

Therefore, the Group’s Environmental Social Governance (ESG) implemented since 2017 to incorporate the coordination and management of all CSR initiatives in line with the collective dynamic launched through the CSR Challenge in 2016, continues to be strongly effective including new regions and new business lines.

The Group’s Executive Committee keeps on emphasizing the implementation of responsible initiatives in the various regions, as being essential to the Group’s successful transformation, with the aim of measuring concrete annual results and progress.

## CSR AT THE HEART OF VERMEG GOVERNANCE Including ESG in all Regions



## Empowering VERMEG staff to strengthen public commitment to sustainable development with continual assessment of its CSR program

The Group continues since 2012 to annually subscribe to the certification services of **EcoVadis** (ecovadis.com), which became the world's largest and most trusted provider of business sustainability ratings. Since 2017, **the Silver then Gold level was reached** and VERMEG is now placed **among the top 5%-15% (depending on the year achievements)** of suppliers recognized by ECOVADIS as being the most advanced and committed to sustainable development in all sectors, and among the top 7% of companies rated by ECOVADIS in the Software publishing industry.

Furthermore, starting from June 2018, VERMEG joined the United Nations Global Compact initiative to support its social and societal component. By signing the UN GC, VERMEG is devoted to applying the **10 fundamental principles** and to report annually on its progress made in the 4 areas highlighted for all adherents regardless their activity sector.

1. Human Rights

2. Environment

3. Labor Standards

4. Fight against Corruption

VERMEG is of course also committed to align its CSR strategy with the 17 Sustainable Development Goals (SDG) highlighted by the United Nations.

The detail of this commitment is made publicly available by UN GC on its website and accessible from [vermeg.com](http://vermeg.com) ([unglobalcompact.org/what-is-gc/participants/132942](http://unglobalcompact.org/what-is-gc/participants/132942)), and was strengthened by joining the Science Based Targets initiative (SBTi) in 2022 ([sciencebasedtargets.org/companies-taking-action](http://sciencebasedtargets.org/companies-taking-action)).

The screenshot displays the VERMEG website's CSR page. At the top, the VERMEG logo is on the left, and navigation links for Banking, Capital Markets, Insurance, Digital Transformation, About us, Insights, Partnerships, and Careers are on the right. A 'Contact us' button and a search icon are also visible. The main content area features a paragraph stating: 'VERMEG joined the "United Nations Global Compact", in June 2018 to support its environmental & societal component. Thus, VERMEG commits to apply the 10 fundamental principles in the areas of human rights, labor standards, environment, fight against corruption and to communicate annually on the progress made.' Below this text are several certification and membership logos arranged in two rows. The first row includes: 'WE SUPPORT UN GLOBAL COMPACT', 'ECONOWIN', 'SCIENCE BASED TARGETS' (with the tagline 'DRIVING AMBITIOUS CORPORATE CLIMATE ACTION'), and 'BEST PLACES TO WORK for LGBTQ+ Equality 2023 100% CORPORATE EQUALITY INDEX'. The second row includes: 'Great Place To Work Certified Oct 2020 - Oct 2021 TUNISA', 'GDPR compliance', 'EMPOWERMENT 52 WOMEN'S LEADERSHIP 2023 UN WOMEN UNITED NATIONS GLOBAL COMPACT', 'AICPA SOC', 'ISO 27001 Information Security Management System Certified', and 'GOLD 2023 ecovadis Sustainability Rating'.

“

Thank you for submitting your greenhouse gas emission reduction targets to the Science Based Targets initiative (SBTi). The SBTi has assessed your company's submission against the SBTi criteria and, after careful review, has approved the targets. Please find enclosed the target validation report and approval letter. Please find an image below setting out that your company has completed the target review process and now can focus on communicating your approved sciencebased targets. The SBTi's Target Validation Team has classified your company's scope 1 and 2 target ambition and has determined that it is in line with a 1.5°C trajectory. The SBTi commends your ambitious 1.5°C-aligned target, currently the most ambitious designation available through the SBTi process. ([sciencebasedtargets.org/](http://sciencebasedtargets.org/)).

”

# Urging VERMEG stakeholders to read & sign its CSR policies handbook and Ethics policy describing its code of conduct

To achieve its commitment to sustainable development, VERMEG has implemented policies, procedures and controls in the organization demonstrating concrete proofs as:

- / All day-to-day activities and efficient services of the group company are in line with the chart and principles of Corporate Social Responsibility (CSR)

- / All stakeholders (investors, suppliers, business partners, etc.) must also be committed to these CSR principles.

VERMEG’s commitments are now formalized in its “**CSR Policies Handbook**”, under which VERMEG pledges to:

- / Reduce its environmental footprint and build a lasting legacy for generations

- / Ensure a stimulating work environment in line with labor standards and human rights.

- / Promote the skills development and social advancement of its employees throughout their professional life

- / Promote diversity and equal opportunities and fight against any kind of discrimination

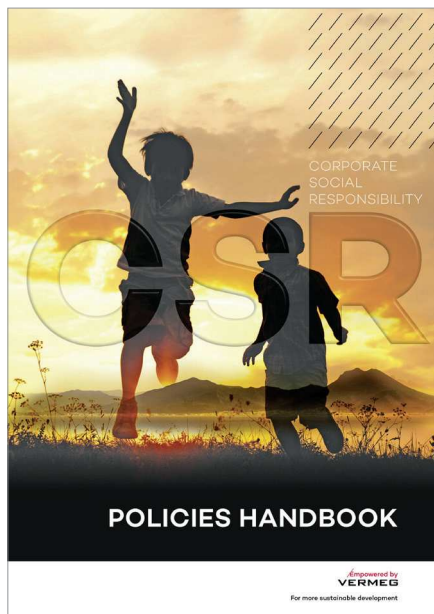
- / Ban corruption and engage in fair business

- / Educate employees about environmental and social issues

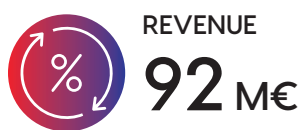
- / Influence its partners, suppliers and subcontractors to ensure their compliance with CSR values

Therefore, in addition to its employees, VERMEG is inviting all its stakeholders to read the company “CSR Policies Handbook”, applicable for the whole group in order to formally become aware of its CSR commitments and expectations regarding its suppliers and partners.

Likewise, VERMEG invited suppliers and partners to sign also the “Ethics Policy as Code of Conduct for VERMEG and all its Stakeholder”, in order to acknowledge their engagement to respect this ethical behavior code.

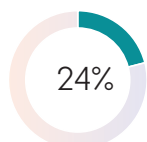


# 2024 Key Data and Indicators

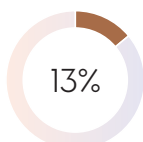


## REVENUE SHARE BY BUSINESS

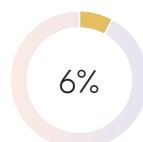
FINANCIAL MARKETS & SECURITIES SERVICES



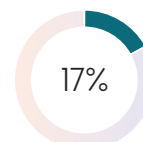
PENSION AND INSURANCE



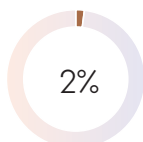
WEALTH & ASSET MANAGEMENT



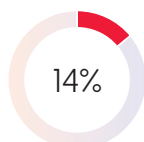
DIGITAL TRANSFORMATION



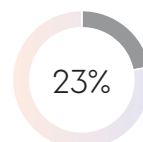
PROPERTY & CASUALTY INSURANCE



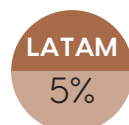
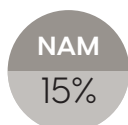
COLLATERAL MANAGEMENT



REGULATORY REPORTING



## REVENUE SHARE BY REGION



## WORKFORCE HC



**1166**



**42%**



**58%**

## NATIONALITIES



**30**



1%  
BELGIUM



0,2%  
BRAZIL



1,5%  
FRANCE



0,1%  
HONG KONG



0,2%  
LUXEMBURG



0,3%  
SINGAPORE



0,1%  
SPAIN



88,9%  
TUNISIA



0,3%  
UNITED KINGDOM



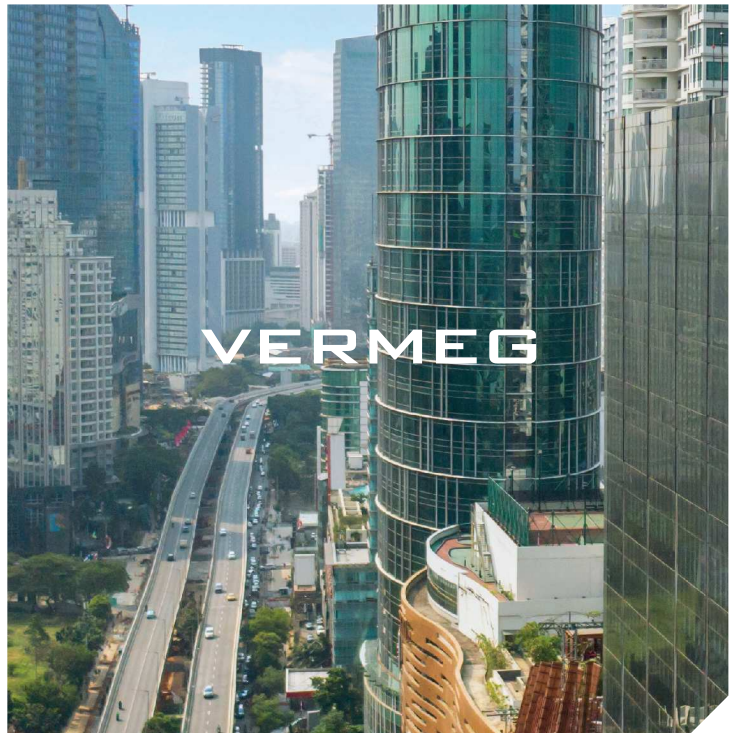
1,6%  
UNITED STATES




4,9%  
OTHERS

“ VERMEG’s commitment for sustainable development is empowered year after year. This is why, improving and extending continually our CSR scope according to ECOVADIS’ Gold Medal score requirements remains a must.


This certification is based on a comprehensive diagnosis of criteria related to companies’ actions and policies on 4 Areas: the environment, working conditions, business practices and sustainable procurement. VERMEG is now placed among the top of suppliers recognized by ECOVADIS as being the most advanced and committed to sustainable development in s in the Software publishing industry. This demonstrates a continual improvement since we started this evaluation in 2012 which leads us from Bronze to Silver level in 201, then Gold level from 2019 to 2023, and again Silver in 2024.



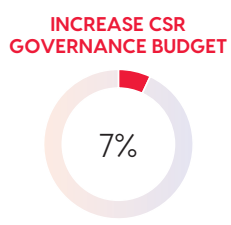
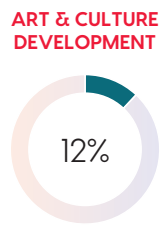
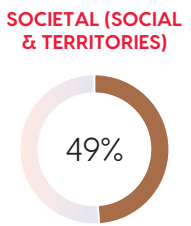
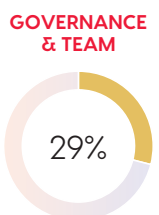

**BUDGET FOR CSR**  
**1 192 500 €**



**REVENUE AS VALUE  
CREATED**  
**93,7 %**



**CSR BUDGET VERSUS  
TURNOVER**  
**1,29 %**



# Employee Well-being Responsibility

## Corporate Social & Environmental Responsibility



“For VERMEG, being a responsible market player lies at the heart of our human adventure and the very essence of the engaged software company we aim to be for all of our stakeholders.

As a key player in the financial services industry, our mission is to offer the best solutions available, to advise and support individuals, businesses and institutions in the development of their projects and to ensure a positive long-term impact on the business, social and environmental world around us.

Since the beginning, I have strived to engage the company and all employees in initiatives directed towards improving life and society. Our values – Committed, Ingenious, Authentic – and our Corporate Social and Environmental Responsibility set VERMEG apart as a radically different human adventure.

In 2016, we pursued our determined approach by deciding to drive our whole ecosystem forward, sustainably, involving every one of our employees, in every country where we operate, in making VERMEG exemplary in everything it does. To achieve our goal, we initiated the “Empowered by VERMEG” program, reaching all the way through to the highest levels of the company, in order to build, steer and measure the fulfilment of our commitments.

It is my firm belief that VERMEG must stand out in the market as much for its collective intelligence and knowhow, as well as for the demonstration of values and ethics that unite and make our day-to-day actions meaningful. As you will discover, VERMEG demonstrates that in concrete terms and ranks as a leading financial player in Europe for its achievements as a responsible publisher.

VERMEG is wholly committed in robust and responsible action for the service of our clients. That commitment relies with all of us, and on our exemplary behaviour both individually and collectively. I am convinced that VERMEG’s leadership model, driven by our employees’ capacity to be empowered and built on our solid values, will further strengthen our position as one of the world’s most responsible IT firms.”

Badreddine Ouali  
**Founder & Co-CEO**



- VERMEG CSR Report 2022
- VERMEG CSR Report 2021
- VERMEG CSR Report 2020
- VERMEG CSR Report 2019
- VERMEG CSR Report 2018
- VERMEG CSR Report 2017
- VERMEG CSR Report 2016

### OUR CSR PROGRAM «EMPOWERED BY VERMEG»

3 Axis	7 Challenges	17 Targets	Main partners
  	GOVERNANCE	<ol style="list-style-type: none"> <li>1 CSR within Governance &amp; ESG</li> <li>2 Ethics</li> <li>3 Employees Protection</li> </ol>	
	ENVIRONMENT	<ol style="list-style-type: none"> <li>4 Energies Climate</li> <li>5 Resources &amp; Biodiversity</li> </ol>	
	SOCIAL	<ol style="list-style-type: none"> <li>6 Work Life Quality</li> <li>7 Job Quality - Attraction</li> <li>8 Equitable Values Sharing</li> <li>9 Non-discrimination – Equality, Diversity, Inclusion</li> </ol>	
	TERRITORIES	<ol style="list-style-type: none"> <li>10 Contribution to prosperity in the regions</li> <li>11 Contribution to education</li> </ol>	
	CORE BUSINESS	<ol style="list-style-type: none"> <li>12 Fair Practices</li> <li>13 Green IT with Eco Socio Products &amp; Services</li> </ol>	
	PURCHASE	<ol style="list-style-type: none"> <li>14 Sustainable Procurement</li> <li>15 Solidarity Procurement</li> </ol>	
	ART & CULTURE	<ol style="list-style-type: none"> <li>16 External Art &amp; Culture Development</li> <li>17 Internal Art &amp; Culture promotion</li> </ol>	



- Volunteering policy



- Ethics Code Of Conduct



Ethics Alert

### Statement of Equal Employment Opportunities (EEO)

# A collective ambition

Deploying globally  
our CSR program  
«Empowered by VERMEG»





VERMEG all over the world is One company!  
This is obviously demonstrated in our business ambition, but also in our sustainability strategy. In fact, 3 CSR axis were identified when launching our valued program Empowered By VERMEG:

- / Carbone Reduction
- / Equal Opportunities
- / Art Culture Development:

This strategic framework, elaborated with all our staff, became the cornerstone of the group's sustainable development initiatives.

Today, we are proud to see our CSR framework becoming also Global, as employees share the same objective:

Act as a role model for others and Inspire.

# A COLLECTIVE AMBITION

## Deploying Globally our program «Empowered by VERMEG»

From the outset, Badreddine OUALI, the Chairman and Founder, involved the company and its staff in initiatives to benefit wider society: actions for economic and social development by founding “Réseau Entreprendre” in Tunisia then “Fondation Tunisie pour le Développement” in France focusing on education, employability and entrepreneurship, support for the social and solidarity economy, improving the lives of disabled and disadvantaged children, patronage to help young artists... He made VERMEG’s spirit driven by the ambition to be an exemplary company, recognized for the quality and dedication of its teams working for all stakeholders.

Starting from January 2017, the Group’s Executive Committee, led by people recognized for their leadership, humanity and team soul, launched a new Program “Empowered By VERMEG” through an internal CSR Challenge, enabling every member of the company to submit her/his proposals for more sustainability.

A collaborative platform was created to allow all our staff, at all hierarchical levels, to put forward ideas and vote for the proposals posted on the platform in order to implement the CSR initiatives that receive the most votes.

In fact, at that time few companies consult all their staff to develop a framework structuring their CSR initiative, as generally initiatives are defined by the Board’s CSR manager, and often staff are only asked to participate in the implementation of annual plans.

Mousser JERBI, the Group’s COO and Myriam SANHAJI, the Group’s CSRO, have deliberately chosen to ask the staff for their views and ensure that they want to follow the path taken by the company’s founder.

As VERMEG decided to involve all employees in the Empowered By VERMEG Program, it was definitely not a given!

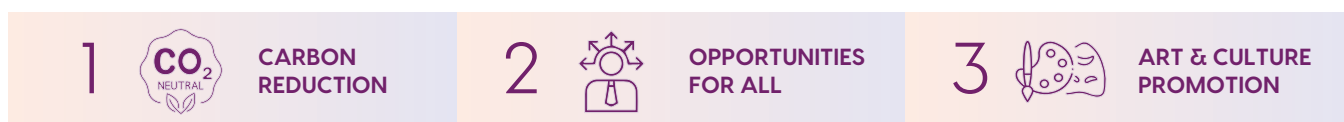
Awareness sessions were held through to mobilize staff and get their appetite to be part of VERMEG CSR strategic guidelines, through an enthusiastic road trip to reach all the subsidiaries. This worked far above original expectations, demonstrating that the CEO’s dedication to sustainable growth and ethics in business as a person has inspired all levels of management.

## Three CSR Axes gathered under what is now a valued label in the company organization « Empowered by VERMEG »

The initial CSR Challenge launched within the program “Empowered by VERMEG” raised the interest of over 300 members of the Group, who proposed over 60 CSR initiatives.

Thanks to the staff’s vote choosing the best proposals and the analysis of all the suggestions compiled on the platform, it was possible to identify **3 Axes** for the Group’s CSR strategy.

The interest of VERMEG employees for these 3 axes has been reinforced and confirmed during the following



years through the **CSR Survey** which is undertaken annually for all the employees.

Latest years were challenging and intense to transmit the passion from Tunis and continental Europe, where the program was initially launched, to the new regions and get the commitment of employees all over the world in order to support the 3 axes.

Ambassadors were named in all regions as volunteers and « Empowered by VERMEG » is now a Globally valued Program.

The responses from the staff to the CSR survey are collected annually since the launching of Empowered By VERMEG program, and new suggestions are analyzed continually before submission to the CSR committee and selection of the activities to be added in the CSR road map.

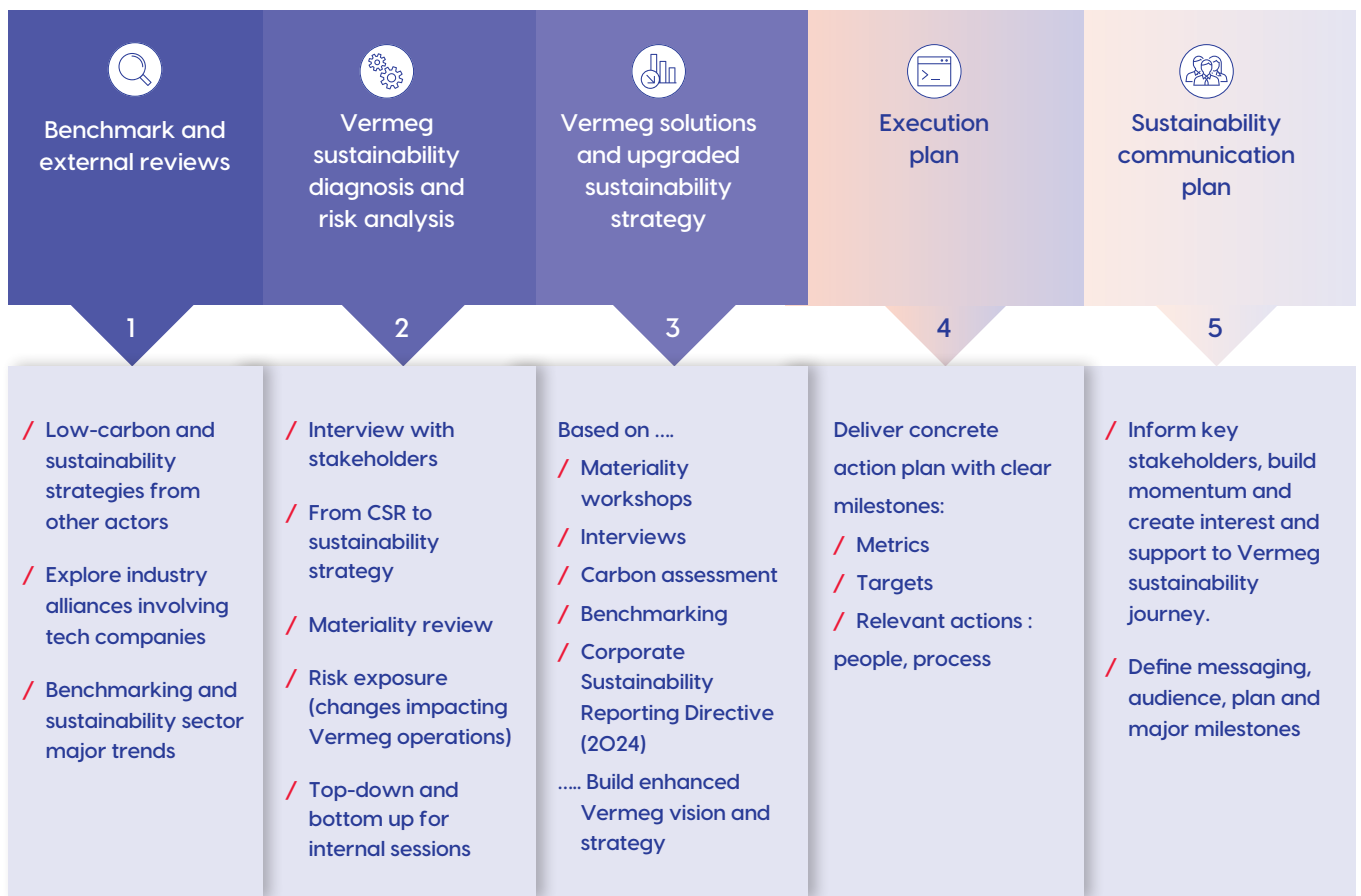
	Number of CSR proposals collected	533
<p><b>CARBON REDUCTION</b></p> <ul style="list-style-type: none"> <li>/ New transport policy: car, plane, cycle, etc.</li> <li>/ Development of videoconferencing, teleworking, etc.</li> <li>/ Converting buildings and server rooms</li> <li>/ Offsetting CO2 emissions by tree planting</li> </ul>	 <p><b>CARBON REDUCTION</b></p>	200
<p><b>EQUAL OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>/ Support for education</li> <li>/ Boost employability &amp; entrepreneurship</li> <li>/ Non-discrimination – Diversity</li> <li>/ Occupational wellbeing</li> </ul>	 <p><b>EQUALITY OPPORTUNITIES FOR ALL</b></p>	166
<p><b>ART &amp; CULTURE PROMOTION</b></p> <ul style="list-style-type: none"> <li>/ Support for talent at VERMEG</li> <li>/ Grants for young artists</li> <li>/ Artistic and cultural patronage emphasizing socially conscious activities and events</li> </ul>	 <p><b>ART &amp; CULTURE PROMOTION</b></p>	167

In addition to the annual consultation of the staff , VERMEG launches every 5 year a global mission “Benchmarking for Sustainability approaches and Assessment” with external consultancy firms (ailancy.com/), in order to enhance its CSR commitment & strategy and make them evolve in accordance to the new requirements and priorities from UNGC SDG but also SBTi (Science Based Targets initiative: (sciencebasedtargets.org/).

In fact, this ambitious corporate Climate action, helps VERMEG to accelerate its efforts and adopt more structured approach by setting concrete, science-based emissions reduction targets for the Carbon trajectory.

### SUSTAINABILITY MISSION STRUCTURE AND KEY COMPONENTS

<b>Sustainability Mission Objectives</b>	Leverage on VERMEG CSR ambition and actions to date, integrate core sustainability dimensions in order to position the company as a strong stakeholder to achieve collective ambition regarding decarbonation and the other Sustainable Development Goals targeted by the group.
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# CSR STRATEGY

**ECOVADIS highest levels  
thanks to continual  
dialogue with  
stakeholders**





We are proud to be recognized in the top of suppliers in the Software publishing industry for our Corporate Social Responsibility initiatives. Our CSR program, called Empowered By VERMEG, is based on a strong bridge bringing together the Social Corporate Responsibility and the Employee Wellbeing. This Responsibility is carried by all our staff all over the countries where we operate.

Targeting ECOVADIS highest certification demonstrates an ongoing effort that we take seriously to integrate CSR into our business strategy and values. We are actively engaged in building a culture that offers innovative, sustainable solutions, acts ethically and responsibly and limits our impact on the environment to ensure a better future for our world, employees, customers and communities.

# CSR STRATEGY




## VERMEG Awarded the Highest ECOVADIS levels Thanks to Continual Dialogue with Stakeholders

It is essential that VERMEG listens to its stakeholders all over the world - clients, staff, investors, financial backers, suppliers, public authorities, regulators, students, charities, etc. - in order to understand their expectations, how they view our company and the road that they want to see us take. This interaction enables VERMEG to identify the main risks and opportunities, adapt its approach and improve its performance.

It is by listening that VERMEG intends to create the conditions for responsible, sustainable and shared economic development with its stakeholders.

The huge challenge was to extend this dialogue from Belgium, France, Luxemburg, Spain and Tunisia to include new countries where the expansion has taken the group, to include : United Kingdom, Singapore, Hong Kong, Australia, Japan, United States, Brazil, Mexico.

Then harmonizing the CSR strategy for the whole group and adapting the annual activities (actions, events, support, etc.) to the specific context & priorities of each country, continue to be the perpetual challenge for the CSR team & ambassadors.

 <p><b>Clients</b></p>	<p><b>Our mission</b></p> <p>Establish a real partner relationship with customer, based on mutual trust and close communication, in order to accompany them by offering the best products and services,</p>	<p><b>Forms of dialogue</b></p> <p>VERMEG evaluates continually the quality and performance of each product and service through a project portfolio management by the leaders of the business who guarantee a regular monitoring.</p> <p>A new appraisal process was implemented by which a Client communicates its satisfaction in terms of quality of products and services. This includes the evaluation of business loyalty, data protection, security (ISO 27001) and CSR behavior such as promoting carbon reduction initiatives, energy spending, food care, staff protection and respect to others.</p>
 <p><b>Authorities</b></p>	<p><b>Our mission</b></p> <p>Maintain direct and constructive relations with the regulators and being part of professional bodies, both locally and internationally.</p>	<p><b>Forms of dialogue</b></p> <p>The company founder and leaders are solicited by some local and international economic organizations (i.e. the Tunisian government) to contribute to the reflection around various development and structuring projects, sometimes impacting legislation.</p>
 <p><b>Investors</b></p>	<p><b>Our mission</b></p> <p>Attracting engaged donors who are more and more concerned with socially responsible investments and meeting the expectations of financial backers who are increasingly seeking more sustainable development businesses</p>	<p><b>Forms of dialogue</b></p> <p>By opening to new external investors, VERMEG remains up to date in terms of international standards and the company is constantly challenging itself. In the same way, it collects through its board of directors the expectations of its shareholders and their return to improve its sustainable development performance and its Environment Social Governance (ESG) quantitative measures and indicators.</p>



**Our mission**

Raising its Eco system toward more sustainable development compliance, by choosing responsible business counterparts, behaving responsibly towards them and influencing them through a flawless exemplarity.

**Forms of dialogue**

To spread a responsible business spirit, VERMEG’s CSR Policies Handbook and Code of Conduct reminding Faire Practices and Anti-corruption basic Rules are communicated to all the counterparts for signature, to formalize the company high expectation regarding the compliance with the sustainable development, as mandatory behavior in business with VERMEG. So, any entity who would act against the CSR standards will be removed from its relationship.

In addition, its Ethics Policy and annual CSR Report are made available to all its counterparts on its web ([www.vermeg.com/about-us-empowered-csr/](http://www.vermeg.com/about-us-empowered-csr/)).

Likewise, VERMEG accepts to sign and comply with the ethical guidelines it receives from any of them (clients, investors, providers, partners, etc.).



**Our mission**

Being a determining actor and innovator who pro-actively contributes to the public debate, the development of the city, on the crucial axes of development, namely environment, education, health, employability and inclusion.

**Forms of dialogue**


VERMEG is involved with several organizations, associations and think tanks to contributes intellectually to the public dialogue in line with its industry expertise and knowledge and how to increase its contribution to more sustainability.

In this approach, VERMEG wants to be at the forefront of practices in its field. In other words, beyond the public debate, it encourages and pushes to adopt new initiatives in the countries where the company is located, while remaining very connected to reality and the local problems.

This is also done through the many partnerships developed with non-governmental organizations, associations, schools, universities, companies in the same sector, to raise common issues, reduce inequalities and disseminate new management methods, concerned about the social and environmental responsibility.

The last years were remarkable for VERMEG since the company significantly increased its contribution to Public State initiatives in Tunisia. This was materialized for example in: Environmental initiatives launched to rehabilitate urban parcs and devastated forests, Education efforts reinforced to emphasize partnerships with universities (ESPRIT engineering school, Sesame, Tunisia Business School, etc.) in order to enhance employability in the ITC sector by increasing the number of engineering and business analyst graduates: since 2018, over 500 students integrated VERMEG as work-study members and are continuing school alternately with their new job.

Furthermore, through the Tunisian Association for Communication and Technology many companies from ICT sectors were embarked by VERMEG in its sustainability engagement, to make more small and medium companies follow their example.



**Our mission**

Encourage an open and flexible working environment, constantly developing staff skills, identify talents, grow High Potential and raise future leaders.

**Forms of dialogue**

VERMEG promotes happiness at work as the company cares about its employees. Therefore, the group is constantly looking for new, more interactive and reliable mechanisms, stemming from the principles of proximity, to make the discussion and the exchanges with its employees not limited to the classical framework of the assessment process. This is materialized through:

- /The VERMEG Academy which welcome all new joiners and points out the importance of proximity management but also the importance of the other support structure for employee within the company (the HR team, the CSR Team, the Work Council members)
- /The crucial role of the Empowered by VERMEG program to stand for Employees Well Being through Corporate Social Responsibility. The success of this program and its extension to all regions demonstrates VERMEG’s ambition to continually improve the quality of life at work across the company thanks to the contribution of all the staff to more sustainable world. Its annual CSR Survey made available for all on the intranet allow a continual exchange between the employees and the company
- /The usage of engagement and satisfaction measurement platforms in some regions, such us Peakon internally, BPTW, GPTW, Glassdoor externally.
- /The reinforced HR team who keeps listening to staff’s member when leaving the company and record their reasons, as any resignation is closely analyzed to understand the raison behind it and get lessons learned to promote Staff’s happiness and ensure that career paths are on track at their best interests.
- /The dialogue with Work councils members to fight against the brain drain that was intense in some countries the latest years, so VERMEG continue to be creative to deploy various retention actions: compensate again the high inflation in Tunisia through exceptional salary increase rate, pack auto , Flex office, seniority plans intended to all employees still in the company after 2 years,5 year, 10 year, 15 year, etc. ....

## MATERIALITY ANALYSIS

The materiality exercise remains the backbone of VERMEG’s CSR strategy. It is essential to structure the process by identifying clearly and unanimously the challenges for VERMEG, and prioritize the efforts according to the three dimensions of the Materiality Matrix:

1. Importance for our stakeholders, on the vertical axis.
2. Importance for VERMEG’s leaders, on the horizontal axis.
3. Maturity Level reached, through the size

The materiality analysis involves identifying and ranking the various objectives inherent to our economic, environment and societal responsibility as an actor in the ICT and FINTECH sectors.

Resulting from an initial working group in 2017 led by the global CSR Director, around twenty VERMEG leaders, managers and staff representatives, other members were also involved in establishing and developing the Materiality Matrix through several workshops, with the aim of promoting responsible company management and innovation.

Since then, this analysis has been polished annually with the focus on assessing VERMEG’s level of maturity for each identified objective, with the aim of measuring the concrete results of all initiatives, each objective is given a level of achievement reflecting current practices in all divisions and countries where the group operates:

1. No action in place to meet the objective.
2. Some isolated actions, but performance is not measured.
3. Several actions in place, with performance measured.
4. Actions in place that are fully anchored in the company’s governance at all management levels (structured action plans with performance management targets and indicators).
5. Structured action plans with performance details communicated to stakeholders.

As VERMEG continue growing its global footprint, CSR management involve periodically new stakeholders from all the regions (EMEA, UK, NAM, LATAM, APAC) in reviewing the Materiality Matrix through focused interviews to align views on:

- / The year’s achievements
- / The regions attention points, priorities and expectations
- / The matching of the challenges highlighted by VERMEG’s stakeholders with the 17 Sustainable Development Goals identified by United Nations ([un.org/sustainabledevelopment/sustainable-development-goals/](https://un.org/sustainabledevelopment/sustainable-development-goals/)).



The emphasis is always set on the bridge between the “Corporate Social Responsibility” and the “Employee Wellbeing Responsibility”, as the ultimate Goal for VERMEG through its sustainability approach.

### CONVERGING CORPORATE SOCIAL RESPONSIBILITY FOR VERMEG STAFF TOWARD THE «GOOD HEALTH AND WELL-BEING» SD GOAL



In fact both management and employees are persuaded that without addressing the CSR challenges worldwide (saving the planet, climate change, protecting the natural resources and biodiversity, etc.), and in each territory (inequality, poverty, safety, health, education, employment, etc.), the well-being of every human cannot be truly reached even if its company offer to him the best place to work.

The periodical review of the Materiality Matrix was based on the same bottom up approach described the years before as follow:

- / Workshops led by the head of CSR and external experts with the ambassadors to recognize the issues raised under the 3 sustainability axis voted by all the employees
- / Inquiries with the managers, the Directors and the Executive committee members to validate the stakes and the priorities and include them in the strategical approach of VERMEG.

## BOTTOM UP APPROACH CSR CHALLENGE AND MATERIALITY ANALYSIS

<p><b>CSR Challenge</b></p>	<ul style="list-style-type: none"> <li>/ Launch the CSR Challenge at the Group level (BE, FR, LU, TN)</li> <li>/ More than 60 suggestions via the SLACK application,</li> <li>/ The votes results raised 3 Axis which are very important to our employees</li> </ul>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3 AXES</p>	<ul style="list-style-type: none"> <li> <b>CARBON REDUCTION</b></li> <li> <b>EQUALITY OPPORTUNITIES FOR ALL</b></li> <li> <b>ART &amp; CULTURE PROMOTION</b></li> </ul>	
<p><b>Materiality Analysis</b></p>	<ul style="list-style-type: none"> <li>/ Workshops led by external CSR experts with the ambassadors to recognize the Issues raised under the 3 axis.</li> <li>/ Inquiries with the managers, the directors and Executive committee to validate the stakes and their priority</li> </ul>		<p style="writing-mode: vertical-rl; transform: rotate(180deg);">7 CHALLENGES Grouping 13 TARGETS</p>	<ul style="list-style-type: none"> <li>● <b>GOVERNANCE</b></li> <li>● <b>SOCIAL</b></li> <li>● <b>REGIONS</b></li> <li>● <b>CORE BUSINESS</b></li> <li>● <b>ENVIRONMENT</b></li> <li>● <b>PROCUREMENT</b></li> <li>● <b>CULTURAL AND ARTISTIC DEVELOPMENT</b></li> </ul>
<p><b>Materiality Review</b></p>	<ul style="list-style-type: none"> <li>/ Present the CSR Challenge output to all the stakeholders</li> <li>/ Embark new ambassadors in each country</li> <li>/ Confirm the 3 Axis that are the backbone of the CSR strategy, globally in all the regions</li> </ul>			
<p><b>CSR Assessment</b></p>	<ul style="list-style-type: none"> <li>/ Annual Event to present the group's CSR strategy and achievements in all the countries</li> <li>/ CSR Survey launched annually and filled online by employees, that is kept continually available via the Intranet, to persist the dialogue with all the internal stakeholders and collect feedbacks about wellbeing and sustainability.</li> </ul>			

## VERMEG'S CSR STRATEGY 3 Axis - 7 Challenges - 17 Targets

	7 Challenges	17 Targets	3 Axis
1	<b>GOVERNANCE</b>	<ul style="list-style-type: none"> <li>/ CSR within Governance &amp; ESG</li> <li>/ Ethics</li> <li>/ Employees Protection</li> </ul>	<ul style="list-style-type: none"> <li> <b>CARBON REDUCTION</b></li> <li> <b>EQUALITY OPPORTUNITIES FOR ALL</b></li> <li> <b>ART &amp; CULTURE PROMOTION</b></li> </ul>
2	<b>ENVIRONMENT</b>	<ul style="list-style-type: none"> <li>/ Climate &amp; Energy</li> <li>/ Resources &amp; Biodiversity</li> </ul>	<ul style="list-style-type: none"> <li> <b>CARBON REDUCTION</b></li> </ul>
3	<b>SOCIAL</b>	<ul style="list-style-type: none"> <li>/ Work Life Quality</li> <li>/ Job Quality – Attraction</li> <li>/ Equitable Values Sharing</li> <li>/ Non discrimination – Diversity - Inclusion</li> </ul>	<ul style="list-style-type: none"> <li> <b>EQUALITY OPPORTUNITIES FOR ALL</b></li> </ul>
4	<b>TERRITORIES</b>	<ul style="list-style-type: none"> <li>/ Contribution to prosperity in the regions</li> <li>/ Contribution to education</li> </ul>	<ul style="list-style-type: none"> <li> <b>EQUALITY OPPORTUNITIES FOR ALL</b></li> </ul>
5	<b>CORE BUSINESS</b>	<ul style="list-style-type: none"> <li>/ Fair without E</li> <li>/ Green IT with Eco Socio Products &amp; Services</li> </ul>	<ul style="list-style-type: none"> <li> <b>CARBON REDUCTION</b></li> <li> <b>EQUALITY OPPORTUNITIES FOR ALL</b></li> </ul>
6	<b>PURCHASE</b>	<ul style="list-style-type: none"> <li>/ Sustainable Procurement</li> <li>/ Solidarity Procurement</li> </ul>	<ul style="list-style-type: none"> <li> <b>CARBON REDUCTION</b></li> <li> <b>EQUALITY OPPORTUNITIES FOR ALL</b></li> </ul>
7	<b>ART &amp; CULTURE</b>	<ul style="list-style-type: none"> <li>/ External Art &amp; Culture Development</li> <li>/ Internal Art &amp; Culture promotion</li> </ul>	<ul style="list-style-type: none"> <li> <b>ART &amp; CULTURE PROMOTION</b></li> <li> <b>EQUALITY OPPORTUNITIES FOR ALL</b></li> </ul>

# THE 3 DIMENSIONS OF VERMEG'S CSR STRATEGY

- / The **3 Axis** of the CSR Challenge result from the staff vote
- / The **7 challenges** behind these axis, involve all the stakeholders, internal and external ones
- / The **17 Targets** underlying these challenges result from the materiality analysis as the most urgent for VERMEG

As described in our previous CSR reports, the Materiality Analysis has enabled us to identify **7 Challenges** for VERMEG, structured around a total of **17 Targets** clearly defined.

During the year, the CSR team of course coordinates actions and events in respect with this strategy, in all the countries where VERMEG operate. However a different emphasis was rolled-out in each country according to the local specificities, the needs and the maturity of the subsidiary.

## 1/ Incorporating CSR and ESG into the company's governance

1. Implement CSR governance at all management levels and ESG under the Corporate Governance.
2. Define a code of Ethics for the company and all its stakeholders (investors, managers, staff, providers, sub-contractors, partners, etc.).
3. Provide optimal Protection for Staff in the various countries where the group operates.

## 2/ Minimizing our environmental impact

4. Implement an effective policy to protect Climate and save Energy.
5. Include in the environmental policy and procedures the defense of Resources and Biodiversity

## 3/ Internal social responsibility making us a Leading Employer

6. Provide excellent Working Conditions and premises.
7. Propose Attractive Positions enabling the development of staff skills.
8. Ensure the Fair Distribution of value creation.
9. Maintain non-discrimination at all levels and encourage Diversity and Inclusion.

## 4/ More Equality in the Regions

10. Contribute to Wealth development in the regions.
11. Contribute to Education in the regions to boost employability.

## 5/ Doing Business responsibly

12. Implement Fair Business Practices with emphasis on anti-corruption and data protection.
13. Invest in Green IT including Eco-socio design of products and services proposed to clients.

## 6/ Responsible Purchasing and ethical supply chain

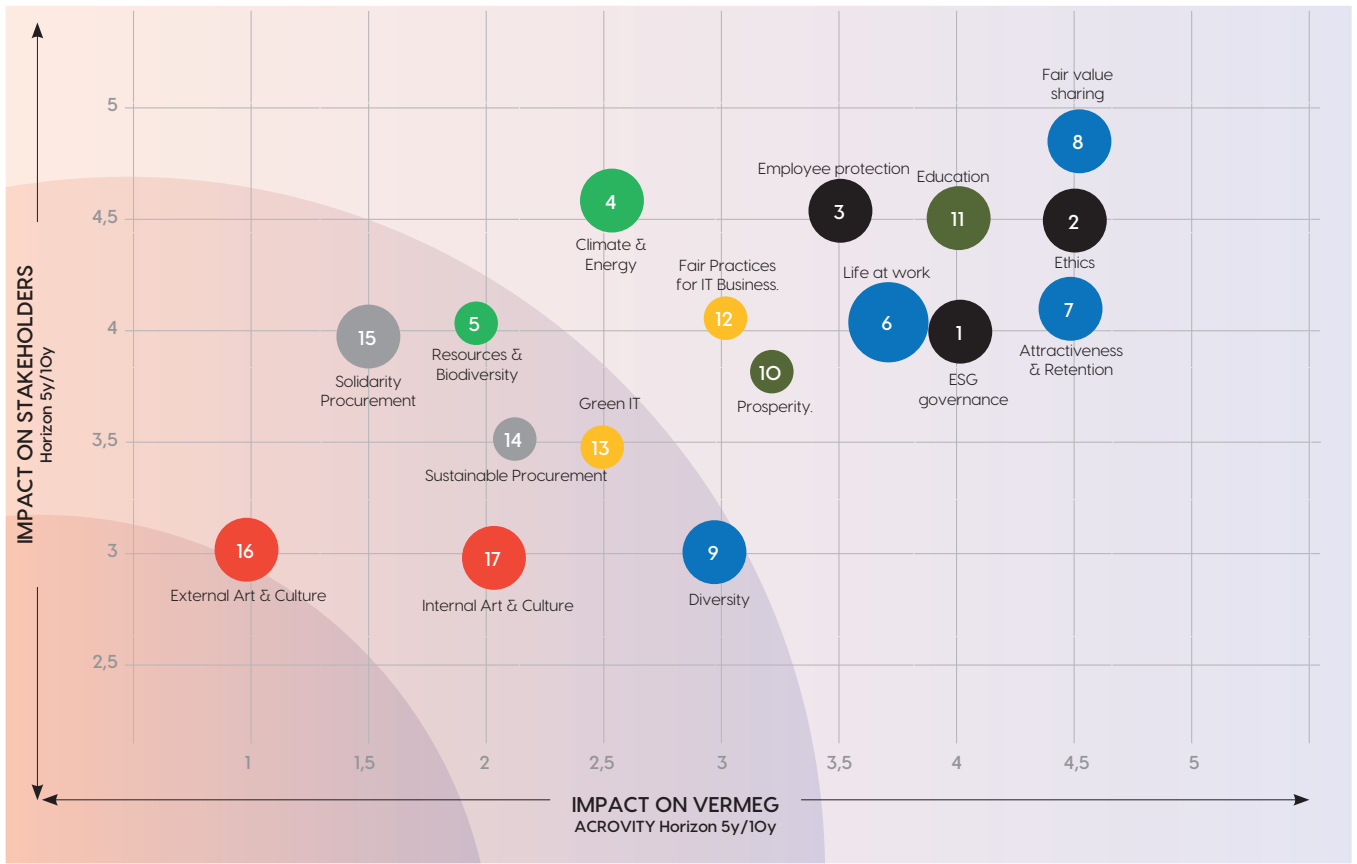
14. Follow a strict Sustainable Procurement policy in-house and with suppliers.
15. Support Solidarity and inclusive Procurement through minority purchase programs.

## 7/ Cultural and artistic development

16. Support External artists and cultural Initiatives through patronage.
17. Promote Internal artistic & cultural taste and Talents within the company.

# MATERIALITY MATRIX

## 17 Targets for VERMEG CSR Strategy



- GOVERNANCE  
T1, T2, T3
- ENVIRONMENT  
T4, T5
- SOCIAL  
T6, T7, T8, T9
- REGIONS  
T10, T11
- CORE BUSINESS  
T12, T13
- PROCUREMENT  
T14, T15
- CULTURAL AND ARTISTIC DEVELOPMENT  
T14, T15

**LEVEL OF MATURITY**

- 1 : No action
- 2 : Isolated actions, performance not measured
- 3 : Several actions with performance measured
- 4 : Structured actions in the management system (action plan, target and indicator)
- 5 : Structured action plans with performance details publically communicated

This materiality matrix, underpinned by the collective ambition reiterated by our staff during the CSR Challenge, has become the backbone of VERMEG’s CSR policy.

To monitor its CSR commitment, VERMEG defined a dashboard with indicators enabling the group to measure the progress made in the 17 aspects of its CSR strategy.

The table presented is updated annually with the maturity acquired in each area, but also taking into consideration the recommendations received from EcoVadis that laid the groundwork for VERMEG to enhance its score and reach the certification top levels

As previously committed, VERMEG will keep evolving its CSR strategy and its extra-financial ESG communication according to the level of maturity reached for the Targets.

In addition, for the update of this materiality matrix, VERMEG’s Leaders are considering to interview the main external stakeholders in the coming years, through an annual survey to all the counterparts involved in a business relationship with the company.

## Matching VERMEG's TARGET with the 17 Sustainable development goals

UN Sustainable development goals	AXIS	TARGET
1 Partnerships for the goals	CARBON REDUCTION  EQUALITY OPPORTUNITIES FOR ALL  ART & CULTURE PROMOTION	1. CSR within Governance & ESG 10. Contribution to prosperity in the regions 11. Contribution to education
2 Peace justice and strong institutions	EQUALITY OPPORTUNITIES FOR ALL	2. Ethics 12. Faire Practices for Software Business
3 Good health and wellbeing	EQUALITY OPPORTUNITIES FOR ALL	3. Employees Protection 6. Working Conditions 17. Internal Art & Culture Promotion
4 Climate action	CARBON REDUCTION	4. Climate & Energy
5 Life on land	CARBON REDUCTION	5. Resources & Biodiversity
6 Decent work and economic growth	EQUALITY OPPORTUNITIES FOR ALL	3. Employees Protection 6. Working Conditions 7. Job Quality 8. Equitable Values Sharing
7 Quality education	EQUALITY OPPORTUNITIES FOR ALL	11. Contribution to education
8 Gender equality	EQUALITY OPPORTUNITIES FOR ALL	9. Nondiscrimination – Diversity – Inclusion
9 Reduce inequality	EQUALITY OPPORTUNITIES FOR ALL	8. Equitable Values Sharing 9. Nondiscrimination – Diversity – Inclusion 10. Contribution to prosperity in the regions 11. Contribution to education 15. Solidarity procurement 16. External Art & Culture Development 17. Internal Art & Culture Promotion
10 Sustainable cities and communities	CARBON REDUCTION  EQUALITY OPPORTUNITIES FOR ALL  ART & CULTURE PROMOTION	4. Climate & Energy 16. External Art & Culture Development
11 Responsible consumption and production	CARBON REDUCTION  EQUALITY OPPORTUNITIES FOR ALL	10. Contribution to prosperity in the regions 13. EGreen IT 14. Sustainable procurement 15. Solidarity procurement
12 No poverty	EQUALITY OPPORTUNITIES FOR ALL	10. Contribution to prosperity in the regions
13 Zero hunger	EQUALITY OPPORTUNITIES FOR ALL	10. Contribution to prosperity in the regions
14 Clean water and sanitation	CARBON REDUCTION	5. Resources & Biodiversity
15 Affordable and clean energy	CARBON REDUCTION	4. Climate & Energy
16 Industry innovation and infrastructure	CARBON REDUCTION	10. Contribution to prosperity in the regions
17 Life below water	CARBON REDUCTION	5. Resources & Biodiversity

## CSR QUANTITATIVE GOALS FOR 2025

On the basis of the approved strategy and calculated indicators, the Executive Committee has set quantified goals for the 7 Challenges, to reach the «Gold» level of EcoVadis certification. These goals are continually reviewed and adjusted each 5 years to take into consideration the new dimension of the group and the evolution of the stakeholders expectations especially regarding CSR governance, ESG measures (KPIs) and climate change for sustainable development.

1	<b>GOVERNANCE</b>	/CSR direct budget to be stabilized around 0,5% of revenue
2	<b>ENVIRONMENT</b>	/Carbon emissions, set against revenue, to fall 8% per year
3	<b>SOCIAL</b>	/Percentage of women amongst the managers and directors to reach 25%
4	<b>TERRITORIES</b>	/Volume of VTO contribution in the regions, to reach the average of 0,5 Volunteering day a year per employee as granted by the Volunteering Policy
5	<b>CORE BUSINESS</b>	/Implementation of an Environmental Management System (EMS) for better Green IT
6	<b>PURCHASE</b>	/Proportion of solidarity procurement to move towards 15% of total purchases
7	<b>ART &amp; CULTURE</b>	/Budget allocated to cultural and artistic development to be stabilized above 30% of CSR budget

# VERMEG AS A RESPONSIBLE COMPANY

Challenges  
and achievements  
by Target





We continue to be convinced that focusing on the improvement of our employees' well-being through our contribution to protecting their environment, to perfecting their work conditions, to supporting their territories and to continuously feed them culture and arts, will benefit all of us! Either directly with our achievements or indirectly by setting an example to push others, whatever their kind or size, to do the same and commit to sustainable development.

# / Challenge 1

## CSR Management results and ESG embedded in VERMEG Corporate Governance

VERMEG has reached a global footprint as one company, operating in Tunisia, Continental Europe, United Kingdom, North America, Asia Pacific and Latin America.

This fast-growing international expansion enables the company to support Client global projects and open many opportunities for career possibilities. It also required an efficient CSR leadership to adapt the operational CSR governance according to the evolution of VERMEG's company governance.

The new management rules are: Empowerment of executive leaders and set-up of validation toll gates for strategic decisions, as strongly required to reach the company objectives. This approach mainly concerns strategic decisions on Budget (plan and reviews), Client proposals, People management, Logistics, R&D and Strategic guidelines.

Corporate operational committees directly under Executive Leaders responsibility, allowing CEOs focusing their role on defining the vision, building and implementing the strategic roadmap for VERMEG with Executive Leaders and the Board of Directors.

Therefore, the CSR direction aligned the CSR governance to meet the new management rules with the following strategic guidelines:

- / Empowerment of CSR Leader requiring gate decisions points with CEOs and COO to set yearly objectives and make strategic choices
- / Mobilization of CSR Ambassadors across the 5 regions, within the 10 main countries
- / CSR embedded in VERMEG operating model for all Business Units and transversal Directions
- / CSR benefits can be measured and valued for Clients, Employees and other stakeholders
- / «Empowered By VERMEG» program continues to fulfill its promises to employees in order to enhance their wellbeing through its various CSR initiatives and its commitment for sustainability
- / Reporting on the implementation of the CSR strategy to support the Executive committee and the Board in incorporating the ESG under the umbrella of the corporate governance, as ESG involves the monitoring and management of issues that can potentially impact a company's long-term success and value creation. In fact, while CSR focuses on corporate volunteering, lowering carbon footprint, and engaging with charities for more equality, the ESG must provide a more quantitative measure of sustainability, considering environmental, social, and governance factors by conducting audits, and setting quantifiable goals, to improve the valuation of the business.

### WHAT IS THE DIFFERENCE BETWEEN CSR AND ESG?

- / Corporate Social Responsibility (CSR) refers to sustainability strategies that businesses employ to ensure that the company is carried out ethically. In contrast, Environmental, Social and Governance (ESG) are criteria used to measure a company's overall sustainability. So, CSR is a sustainability framework employed by organizations, while ESG measures the organization's level of sustainability – increasingly demanded by investors and other stakeholders."

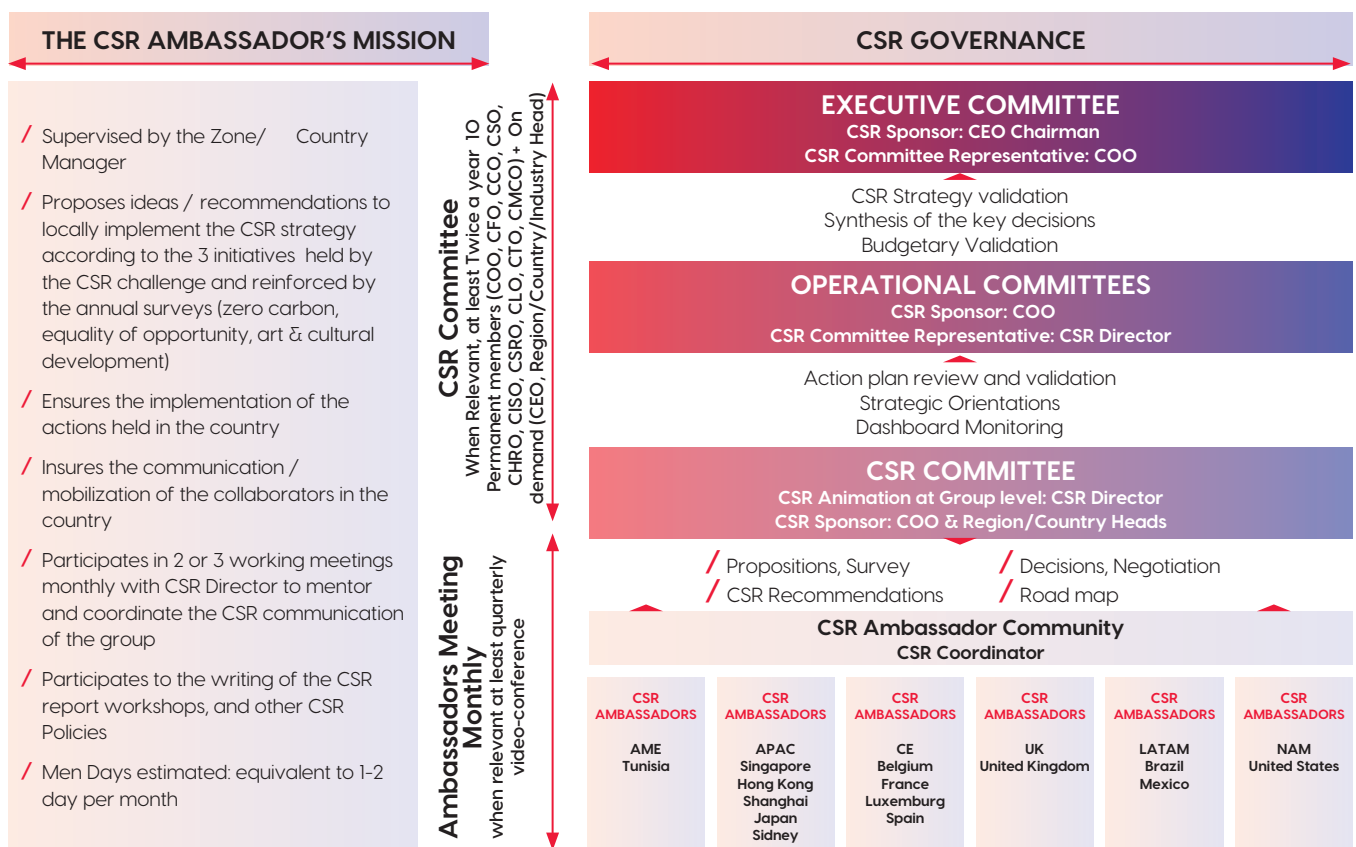
# TARGET 1 IMPLEMENTING CSR GOVERNANCE WITHIN THE CORPORATE GOVERNANCE

As described in the previous CSR Report, the CSR governance was extended to integrate all the regions where VERMEG Group has offices (CONTINENTAL EUROPE, MEA NORTH AMERICA, LATIN AMERICA, UNITED KINGDOM and ASIA PACIFIC) increasing the CSR team and community to more than 30 members.

This CSR governance is adjusted regularly to take into consideration the evolution of the group worldwide.

- / Extending CSR Director missions, roles and responsibilities to new Countries
- / Appointments of new voluntary ambassadors and replacement of previous ones
- / Simplification of the CSR operational governance to reflect empowerment guidelines

## CSR GOVERNANCE INCLUDING ALL REGIONS



Globally, the CSR Governance takes shape in:

**1** A full-time CSR Directory, that was instrumental in getting VERMEG recognized as a responsible role model company in the main country where the group operates. In fact, VERMEG was awarded the Gold Medal from ECOVADIS for 4 years in the row since 2019, which is a great achievement in the industry as reflects the strong investment to structure its CSR activity since the company creation, by formalizing and organizing its contribution to environment protection, equality, non-discrimination, gender diversity, talent and educational support for disadvantaged categories and regions. This reinforcement of the CSR structure remains critical for the success of its sustainability program «Empowered by VERMEG». Furthermore, to adapt constantly to the evolution of the management rules, the CSR Director with the COO review and validate the mission, role and scope of the CSR team at VERMEG every year.

In terms of missions, roles and responsibility, the CSR Director:

- / Is responsible for monitoring the CSR Strategy and Management
- / Sets with the COO the annual CSR performance priorities and objectives
- / Propose the budget for delivering expected performance
- / Reports to COO who validates CSR objectives, budget, and present progress to the Executive Committee
- / Reports when relevant (but at least twice a year) to the CSR Committee headed by the COO, to arbitrate and require strategic decisions from the Executive Committee.
- / Leads the CSR team and the community of ambassadors and volunteers
- / Represents VERMEG for CSR ambitions and corporate support to various Environmental and Social initiatives in the Regions, with various organisms and the State

**2 The CSR voluntary Ambassadors in each country who remain the CSR management backbone.** Their role is key to enrich «Empowered by VERMEG» program, deploy its initiatives locally and reflect VERMEG’s corporate governance:

- / Liaise with local teams to deploy CSR strategic guidelines and make recommendations to the CSR Director
- / Promote Carbon Reduction, equal opportunities, Art & Culture in the regions and local countries
- / Coordinate with the CSR Director to maintain Gold level for EcoVadis certification
- / Taking steps to meet the challenges a targets selected within the Materiality Matrix studies
- / Measure the results obtained in each country and contribute to measuring the performance indicators of VERMEG’s CSR policy for the redaction of the annual CSR Report

HR colleagues from each region continue to be highly involved to ensure the «Employee Wellbeing Responsibility» by mutualizing efforts with the CSR team.

Working with the VERMEG Academy members is namely key here. Especially with Yasmine EL GHOUL as Training coordinator who continues, in addition to her CSR ambassador role, to organize the awareness welcome sessions and LMS campaign highlighting the important role of the employees and the new joiners for the success of VERMEG’s CSR program. This provides a substantial assistance to Hadhemy BEN CHAABANE, our CSR Coordinator in orchestrating the large community of ambassadors, volunteers, work council members across the world, as the number became important following the inclusion of offices in new geographic regions.

**CSR TEAM 2024**

CSR Director						
CSR Ambassadors						
AME (Africa Middle East)	APAC (Asia Pacific)	CE (Continental Europe)	UK (United Kingdom)	LATAM (Latin America)	NAM (North America)	
HADHEMY BEN CHAABANE TN YASMINE EL GHOUL TN MALEK TOUHAMI TN HELA HICHRI TN	AMIR AMDOUNI TN WASSIM BOUAJIZ TN MOHAMED GHAITH BASLY TN MONTAHA JOMAA TN FATMA JAOUA TN	FANN ONG SG RAGHUNATH VENKATAPPA SG CHLOE LAU HK SHRINATH DIVAS HK	CHRISTELLE VAN DEN BRANDE BE NATHALIE HOTTIN FR YAMEN BOUSRIH FR HALA HAFEZ FR SOFIENE CHAMEKHES	SOPHE WALLACE UK EMILY SHWEEPWASH UK	SUSAN MIKE US TANG TRANG US	

**3 CSR Committee** continually adapted to align with the organization empowerment guidelines. Its role is still to discuss and approve CSR strategy, decisions and budget. Participants and frequency has switched to «when relevant» with a minimum of twice a year against regular monthly committees

The CSR Committee is chaired by COO and is composed of CSR Director, Finance (CFO or deputy), Compliance (CCO or deputy), Legal (CLO or deputy) , Strategy (CSO or deputy) , Human Resources (CHRO or deputy) , Information Technology & Systems (CITO or deputy), Marketing & Communication (CMCO or deputy), Information Security (CISO or Deputy) and Executive Leaders of Region/Country and/or Industry are invited by COO when relevant.

For the CSR Committee meetings, the CSR Director is responsible of proposing to the COO the planning to address the following topics:

- / CSR annual strategic guideline and objectives
- / CSR ambassadors framework review
- / «Empowered by VERMEG» Program issues to address
- / Propose initiatives
- / Share achievements
- / Alert on risks and propose mitigation actions
- / Budget monitoring

The CSR Committee meetings frequency is at least twice a year (March and November as guidelines). If escalation to CEO is required in order to take critical decisions, the COO reports to him.

Consequently, the CSR Director adapted the way of working with ambassadors, switching from bi-monthly CSR Ambassadors Committee to «when relevant» forum with all ambassadors with a minimum of quarterly video-conference meeting. The CSR Director favored bi-lateral interactions with ambassadors and ensured opinions and ideas are shared using digital collaborative tools rather than forum meetings.

In total, although CSR governance has been simplified, it is important to stress that it does not jeopardize CSR Achievements, as was namely shown by the continual improvement of the Gold Medal ECOVADIS award the last years. Direct interactions and digital collaborative way of working was favored to optimize time, reduce number of meetings and committees and therefore improve the quality of life at work. The Simplification of CSR governance resulted in more efficiency, more impact on operating model and more results.

Furthermore, the CSR Director is empowered to ensure that VERMEG CSR policy is fully considered in the company's transformation and expansion, since it affects all the Regions and Industries, and not only the corporate function division.

During the last year, the CSR Committee met to:

- 1 Approve priorities and objectives with the target to be awarded the ECOVADIS Gold Medal
- 2 Approve guidelines to review the CSR governance alignment with the new Corporate governance including new regions and review the ambassadors and the volunteer's community
- 3 Approve actions and initiatives for Carbon Neutral, Equal opportunities and Art Culture Support
- 4 Approve the budget including the organization of workshops in the regions to build new strategic CSR guidelines and targets.

In addition to the governance above, and as already described in the previous CSR Reports, the Board of Directors has already organized its functions to ensure a level of control over its sustainable development:

- / The merged function of Chairman with Chief Executive Officer gave Badreddine OUALI, the full latitude to continue developing the CSR strategy and make it fully embedded within his business growth strategy, thanks to solid partnership with his "Fondation Tunisie pour le Développement" (fondationtunisie.org), with the contribution of his Co-CEO Marwan HANIFEH who is also strongly committed to CSR for more sustainable development
- / The composition of the Board targets a balance of experience, competence and independence. Indeed, on one hand the high expertise of the financial world and the management of large companies, and on the other hand, the acute knowledge of global geopolitical issues - attests to the concern given by Group executives to engage the company on a long-term maintainable basis with stakeholders.

## TARGET 2 SPREADING ETHIC SPIRIT TO ALL STAKEHOLDERS

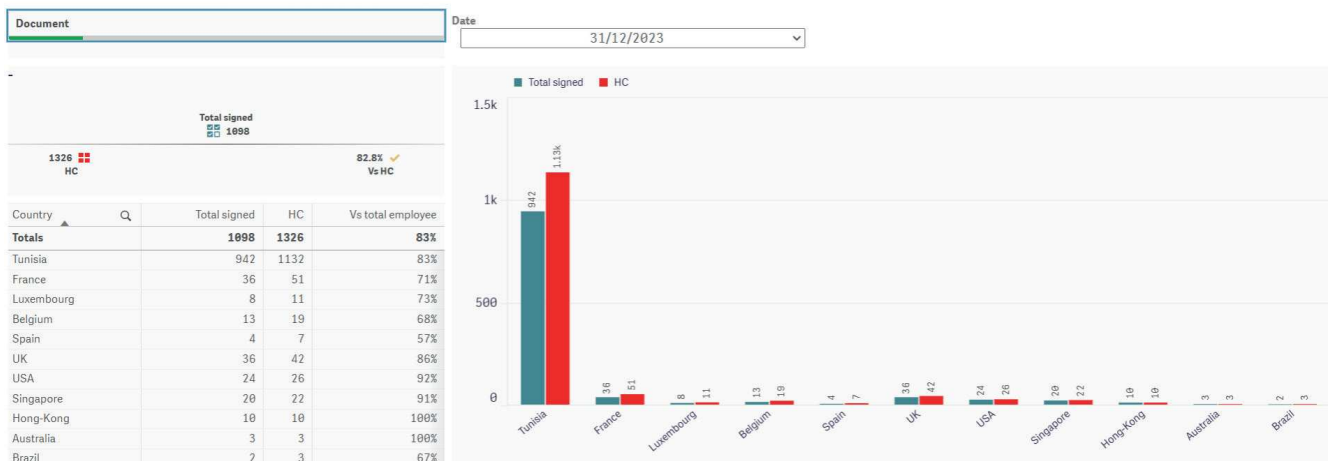
With its 3 strong values (Authentic, Committed, Ingenious), and above all its Authenticity value (integrity, morality, sincerity), VERMEG has always been a good example in terms of ethical, both through its practices and its employees, but also in the choice of its customers, suppliers and partners.

That being said, this did not prevent the launching of a transversal project for the formalization and the harmonization of all the practices at group level in order to spread the ethic spirit to all its stakeholders, internally but also externally.

- / The acquisitions of international companies and the integration of new geographical areas with existing local country policies
- / The evolution of international standards in terms of ethical conduct and their convergences towards global standards
- / The EcoVadis certification, which reinforces the emphasis on this requirement of formalism and communication
- / The expectation of employees regarding more transparency and awareness, to improve their feeling of security and their adhesion

### ACHIEVEMENTS

- / Publication of the "Ethic Policy as Code of Conduct for VERMEG and all its Stakeholders" on the p website (vermeg.com/empowered.html)
- / Enhancing within the Ethic Policy the previous Alert process based on emails, by implementing a new procedure on the internal systems in a way that guarantees first accessibility for all internal and external stakeholders (on vermeg.com/csr/) and anonymity to encourage whistleblowers. An Ethics alerts Dashboard is also made available to the ethic committee members to allow better monitoring and responsibility assignment
- / Sending the "Ethic Policy as Code of Conduct" for signature to main IT suppliers and partners
- / Redaction of some complementary Rules documents to clarify the procedure for some Ethic issues mentioned in the Policy: for example, the policy rules document for Whistleblowing to explain how to report any incident/alert including Ethic ones, and the escalation from the management and/or HR to the hotline of the CSR Committee that guarantee confidentiality
- / Signature of the "Ethic Policy as code of Conduct" and the "CSR Policies Handbook" by VERMEG Top management and employees through the HR information system
- / Distribution of the CSR Policies Handbook and all the relating Policy Rules documents internally (through Intranet and internal systems) and externally (through response to RFI/RFP, various publications, etc.) to spread the compliance spirit. This manual is crucial as it centralizes in a unique document the group CSR Charter of the group (incorporating the 10 UNGP universal principles, as a kind of high-level Constitution) and all the resulting policies including the Ethics Policy.
- / Offering a CSR hotline email (empowered@VERMEG.com) accessible to the CSR committee members and the CSR team responsible of monitoring all the CSR issues, not only the ethics ones.



## COMPLEMENTARY ACTIONS FOR NEXT YEARS

- / More awareness training on critical Policies Rules by VERMEG Academy, for current employees and new joiners, with a special focus on Anti-Slavery And Trafficking Policy (to guarantee conformity of the management with modern Slavery Act 2015 of UK Parliament ), Health and Safety policy (to maintain a low rate of work-related accidents and illness and prevent some risks in the ICT sector such as musculoskeletal disorders, burnout and vision troubles), Anti Bribery and corruption policy for people in direct relation with clients and markets actors (sales, consultants, projects managers, etc.).
- / Extending the Signature of the "Ethic policy as a code of conduct" to other external stakeholders and completing all the providers list, globally and locally according to the register of suppliers.
- / Stronger monitoring of the Providers Register through the new purchase system (the recording of Ethic policy signature, evaluation of behavior and reputation taking into consideration CSR commitment, market certification or label awarded if any, list of banished suppliers for proved or public non- conformity) and reinforcement of the control and audit of the supply chain.
- / Survey to all third parties requesting the compliance and sustainably assessment, but also some recognized label or certification (i.e. EcoVadis based on Iso26000 standards from important providers, UNGC CoP, LUCIE, B-CORP, AFNOR certification in France for companies with less than 50 employees) to guarantee due diligence on ESG and ethics issues.
- / More formalism from the Finance department regarding internal & external process , controls and audit of procedures to prevent Financial crimes such as corruption, bribery (approval for sensitive transactions such as gifts, entertainment, corruption risk analysis , gifts and entertainment log, etc.), money laundry, conflict of interest (documented in a centralized register) , fraud, market abuses, tax evasions, etc.



## TARGET 3 STAFF PROTECTION

As already described in the previous CSR Reports, VERMEG is present in countries where staff protection levels by the local regulation are different, and some are lower, therefore the group is committed to apply the international standards in all its subsidiaries.

The following actions are continually in progress to reduce the potential gaps:

- / Equity in labor rights by granting equivalent ones in all countries even where it's not mandatory by local regulations (i.e. generalize flexibility Policy to the whole group allowing remote work and flexi time, extending paid sick leave in Tunisia where only 3 days are covered by local social security, etc.).
- / Generalizing same advantages and reducing payroll gaps taking into consideration the purchase power in each country (i.e. Extra cost engaged even not mandatory such as exceptional increase rates, additional private health insurance for complementary coverage, international health insurance, supplementary pension contribution, etc.).
- / Centralization of all the process same way in the internal systems (HR system, Time Sheet and Project Monitoring system, etc.) to be able to have KPI and Dashboard monitoring improvements and risks globally and by county (such as sick leaves, work accidents, functional diseases, extra time work, worked weekends, CSR alerts, etc.).
- / In addition to the internal Anonymous Whistleblowing process, electing an external anonymous whistleblowing Platform as Hotline (in some countries where this is possible and offered), to reinforce the feeling of protection for the informers.
- / Reinforcing the monitoring by the CSR committee of the various compliance and operational Committees (including Health and Safety compliance, Anti-slavery within Ethic conduct, Inclusion Non-Discrimination, Labor & wellbeing conditions, etc.) where the CSR officers and the CSR ambassadors in each subsidiary must be invited, as described in the governance section.

## CSR MONITORING REINFORCED FOR EMPLOYEE PROTECTION VERMEG GOVERNANCE including ESG in all Regions



## CSR IN GOVERNANCE ASSESSMENT

### Strengths

INCORPORATE CSR INTO DECISION-MAKING	
<p><b>+1 192</b> K€</p> <p>Maintaining the CSR Direct Budget around 1% of the group Turnover</p>	<p><b>533</b> Proposals</p> <p>Collected from staff through the CSR Survey that continue to be communicated periodically to get feedback and suggestion enriching VERMEG sustainably strategy and activity</p>
<p><b>+636</b> Man-Days</p> <p>VTO Budget granted yearly by the volunteering Policy to allow employees supporting environmental or social initiatives</p>	<p><b>8</b> Charters</p> <p>Initiative/Certification joined to reinforce the environmental and social commitment (UNGC, ECOVADIS, WEPS, GPTW, ISO27001, HRC, SOC2, CDP)</p>
<p><b>+735</b> Man-Days</p> <p>Keeping the workload of the CSR team in coherence with VERMEG's size</p>	<p><b>42</b> Staff</p> <p>Full- or Part-time employee involved in CSR Governance &amp; activities, from top management to junior members (as CSR ambassadors or CSR Committee members)</p>
ETHICS	STAFF PROTECTION
<p><b>75%</b> Signatures</p> <p>Ethical policy &amp; CSR Handbook signed by staff on the HR internal system and publication on VERMEG website for the external stakeholders (Providers, Partners, investors, clients, prospects, candidates, etc.)</p>	<p><b>Flex Office Policy and system</b></p> <p>Granted to the whole group and offering the staff the choice between work from office (WFO), work from home (WFH) and even work from abroad (WFA), to emphasize the employee wellbeing (life balance, reduce transport pressure, physical and mental health, etc.)</p>
<p><b>Anonymous Whistleblowing</b></p> <p>Process implemented in the internal system with public access from VERMEG's website (VERMEG.com/about-us-empowered/) to allow any internal or external stakeholders raising alerts on suspected wrongdoing (bribery, conflict of interest, fraud or other criminal activity, miscarriages of justice, health and safety risks, damage to the environment, breach of legal or professional obligations, discrimination, managerial practices, labor rights, etc.)</p>	<p><b>Exceptional BCP</b></p> <p>Maintained to continue facing the worldwide sanitary crisis thanks to the COVID Cell monitoring the main measures: Work from Home mandatory periods for all the offices, periodical satisfaction Survey, 24/24 internal Help Desk to manage remotely all the logistic IT &amp; HR aspects, external Psychological assistance free of charge, various Wellbeing actions, etc.</p>
<p><b>○</b> Critical Alert</p> <p>None of the alerts received via the whistleblowing process are severe: they all refer to improvement only improvement track.</p>	<p><b>○</b> Perilous Work accidents</p> <p>4 work accident declared to the insurance team with average gravity of 21 Man-Days</p>

## Areas For Improvement

INCORPORATE CSR INTO DECISION-MAKING	STAFF PROTECTION
<p><b>VTO taken</b></p> <p>The total Man-Days per year remains low regarding the volunteering time Off policy that target more than 650 Man-Days yearly, thanks to the half day offered to each staff member and the possibility to take till 5 day if surrendered by other colleagues.</p>	<p><b>Worked evenings &amp; Occupational accidents/ illness</b></p> <p>Still need to be logged in the internal systems, as only worked WE and work accidents are recorded and monitored in the internal systems.</p>
ETHICS	
<p><b>External Whistleblowing channel</b></p> <p>Only some subsidiaries are offering a secure and anonymous external channel for alerts, in addition to the internal one provided by VERMEG, as this service is not made available by the local authority in all the countries.</p>	<p><b>Online Ethical training</b></p> <p>CSR Awareness training and ISMS training with quiz is launched on the eLearning Platform every year for the whole group, but must be reinforced with more specific Faire Practices trainings (anti-corruption, bribery, conflict of interest, money laundry, non-discrimination, modern slavery, fraud, tax evasion, etc.) to enhance ethics assimilation for critical functions (Executive, Sales, Project Managers, Finance, Purchase, etc.)</p>

## Challenge 2

### Minimizing VERMEG's environment impact

Although its environmental impact is naturally low due to the primarily intellectual nature of its services, VERMEG continues to carry out an annual carbon assessment to measure its GreenHouse Gas (GHG) emissions over its financial year and constantly questions its working methods to reduce the environmental footprint of all its activities and limit waste.

This annual exercise allows to identify new areas of improvement to be pursued and to reinforce VERMEG effort to improve its environment policy.

#### ENVIRONMENT POLICY

##### 6 Principles

1. **Environmental Governance** to fulfil all national and international compliance obligations, including the implementation of an Environmental Management System (EMS), that takes into consideration the different requirements of ISO 14001 (Environment), Iso14064\_3 (Greenhouse gases) and guarantee compatibility with other ISO standards such as 9001 (Quality), ISO 45001 (Occupational Health & Safety).
2. **Net Zero Program** to reduce the environmental footprint of all the activities and operations especially regarding key emissions and resources by joining the SBT initiative, that guides companies for publication of ambition climate action plan, as promised on its website ( [sciencebasedtargets.org](https://sciencebasedtargets.org)) : "Science-based targets show organizations how much and how quickly they need to reduce their greenhouse gas (GHG) emissions to prevent the worst effects of climate change".
3. **Green IT approach** for products and services design, conception, development and implementation, to drive direct and indirect reduction of environmental and climate impact.
4. **Sustainable purchase policy against overconsumption** and wasteful habits, giving preference to services and goods with low impact on environment, equipment with higher life cycle and more fair-trade supply chain.
5. **Waste management** for trash Reduction, Reuse and Recycling in all the countries where the company operate, regardless their maturity level regarding environment and local regulations.
6. **Green offices** based on a continual watching and benchmarking of the market innovations regarding Eco constructions, infrastructures, materials, equipment, furniture, logistics, etc. but also on an Employee engagement program to reduce polluting habits and increase adoption of green practices with less negative impact on environment.

## TARGET 4 CLIMATE & ENERGY

As climate and energy security are closely intertwined, various measures were taken for their protection, as requested by all VERMEG staff within the first CSR Challenge, which highlights the Carbon Reduction as main sustainability axis for the group.

- / Formalize an Environmental Policy within VERMEG's CSR Policies Handbook for the whole group.
- / Publish annually a Carbon Assessment including scope1, scope2 and scope3.
- / Provide shuttle buses to limit the emissions from staff home/work travel by mutualizing transport morning and afternoon for biggest offices. In fact, following an analysis of the journeys made by staff with little access to public transport in some countries, the use of individuals cars and taxis appeared huge, so collective transport is continually increased thanks to extra meeting points added in the staff's main residential areas.
- / Reduce diesel cars till banishing them by replacing company cars exclusively with electric or hybrid vehicles when possible, in the countries where VERMEG operates (for example, in Brussels diesel cars were replaced by gasoline and by hybrid vehicles, in Luxembourg diesel cars were replaced by gasoline ones).
- / Promotion of car-sharing although not mandatory by local authority, the pooling of transport methods is widely recommended in the communication campaigns, particularly in the countries where home/work journeys are long.
- / Reducing movements between VERMEG's offices by generalizing to all employees the use of telecommunication software (such us Skype Enterprise, Teams, etc.) and optimizing the network usage though high-tech solutions (such us Cisco WebEx).
- / Provision of quality and high-tech video conference tools on all sites and in several meeting rooms, making it possible to limit air travel (i.e., the number of video Conference and equipped rooms in Tunisia doubled the last years).
- / Implementation of a new Service Operations Center (SOC) in the largest office serving the whole group, to monitor and optimize the IT of VERMEG including the impact on environment of the infrastructure (servers, desktop, laptops, internet traffic, Cloud, etc.) , with the possibility to add the centralization of lights and AC control of all the buildings (i.e., programing extensions, etc.).
- / Systematic detection of refrigerant leaks when there is any doubt about them through an annual energy audit and report, as these gases have a major impact in terms of GHG (greenhouse gases).
- / Generalization of the waste-reduction program already implemented in many offices, to all countries even those where no regulation and no collection services are operated by the local authorities.

These measures were taken immediately as described in the previous reports and continue to be reinforced every year to reduce the impact of VERMEG's emission on environment.



Furthermore by joining the SBT initiative , VERMEG established a climate risk matrix to take into consideration the IPCC Report ( UN Intergovernmental Panel on Climate Change’s report “Climate Change 2022: Impacts, Adaptation and Vulnerability , climate-governance.org/ipcc-february-2022-summary/; ipcc.ch/report/sixth-assessment-report-working-group-ii/ ) , that demonstrates Climate risks will have significant impact on human organizations and activities.

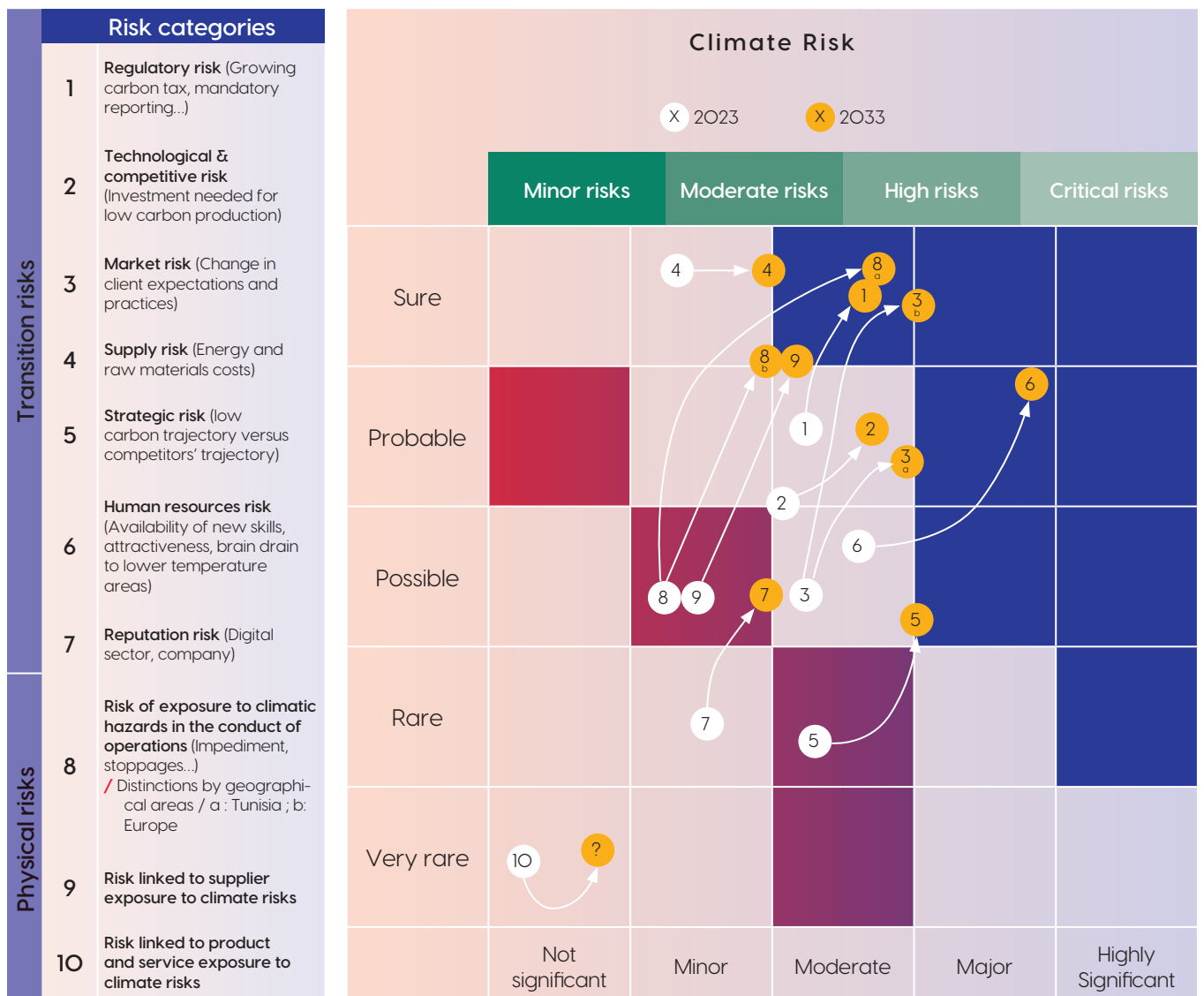
This Climate Risk matrix allows VERMEG to analyze how its operations are exposed to climate risks and identify example of scenarios:

- / Heat waves to increase significantly, in length and intensity impacting employee health, reducing VERMEG productivity rates, and also increasing talent migration to European countries
- / Water and food supply are under significant pressure in some countries, consumer prices increase, thus obliging economic actors to increase salaries
- / Market risks can be materialized if clients prioritize providers with lowest carbon intensity
- / Energy supply issues (cut) for VERMEG and / or VERMEG clients

The recommendation for the next step, is to work with key stakeholders on this risk Matrix and build risk assessment to elaborate the mitigation plan.

### A first Climate Matrix for VERMEG 2023-2033

First thoughts on Vermeg risk exposure to climate



## SUB TARGET 4.1 Waste-reduction program

### THE 5R "REFUSE, REDUCE, REUSE, REPURPOSE, RECYCLE"

- / **Waste management campaign**, through intranet publication, posters, videos and awareness sessions animated by external specialists when possible (such as Elise in VERMEG France) or local CSR ambassadors
- / Increased use of **re-manufactured consumables** (such as coffee cups, spoons, etc.)
- / Recycling **coffee pods** in countries where collections are done, such as Europe
- / Collecting **plastic bottle lids** in Tunisia to benefit some charity for the disabled (i.e: Association "Amel Tounes")
- / Collecting **computers and ink cartridges** for recycling by specialized organisms (such as Ecoprint and Green Teck in Tunisia, WediIT et Save Market in Continental Europe, etc.)
- / **Saving paper and ink print** by modernizing the printers, adding access code to log the consumption by employee, and switching to white-black and double-sided printing by default setup on the printing systems
- / **Green electronic signature** encouraging recipients not to print the messages
- / **Shredding "paper"** for **recycling to** make documents easily collected by partners (MCA in Belgium, Elise in France, Valorlux in Luxembourg, Ecora In Tunis, Green Offices in London, etc.)
- / **Reducing paperwork** in countries with supporting more electronic versions (i.e.. extending electronic pay slips already implemented in Tunis to France and other countries, electronic approval of internal policies and contracts on internal HR system, electronic signature through DocuSign, etc.)
- / **IT and general donation policy** extended to the entire Group. For example, in Luxembourg, expiring PCs are systematically resold to employees by the delegation for symbolic prices, while in Tunisia they are given to working students and interns or to employees against a symbolic financial donation to a charity (50 units of the local currency), and finally the remaining stock is donated to students, NGO, schools, hospitals, public entities or any other non-profitable organism.
- / **Waste sorting and collection in all offices**, offered in the countries where local authority does not provide this service through private contractor for waste collecting and recycling (i.e. Elise [www.elise.com.fr](http://www.elise.com.fr) in France, AFREC African Recycling, [www.afrec.tn](http://www.afrec.tn) in Tunisia, etc.)
- / **Sponsoring Waste collection in the employee houses**, by taking in charge 50% of the fees as in some countries this service is not offered by local authority as not mandatory (i.e. partnerships with specialized association Tunisie Recyclage, [www.tunisierecyclage.org](http://www.tunisierecyclage.org))



Brussels



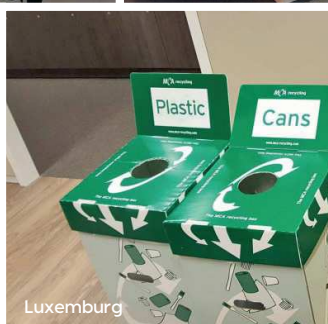
London



London



Tunis



Luxemburg



New York



Paris

## SUB TARGET 4.2 Carbon Reduction Program

Since 2016, the Carbon Assessment is carried out annually including all countries where VERMEG has offices: Belgium, France, Luxembourg, Tunisia, United Kingdom, United States, Singapore and Hong Kong.

For this carbon footprint, the initial approach till 2022 financial year, was based on Bilan Carbone® Methodology and limited to considering 5 sources (excluding home-work commuting).

Starting from 2023 the GreenHouse Gas Protocol (GHG® Protocol) was adopted to comply with SBTi requirements, so the list of emissions sources are extended as below and 12 are collected now for VERMEG's annual Carbon assessment :

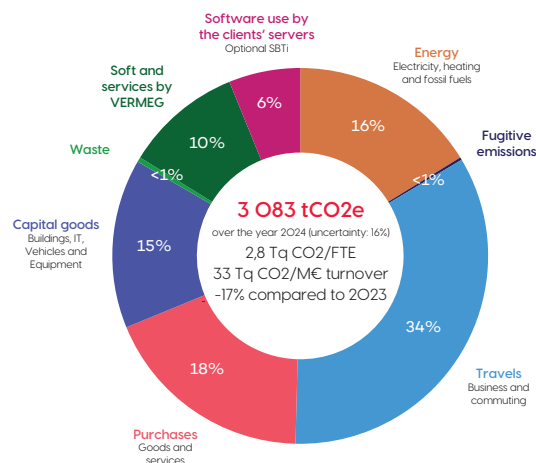
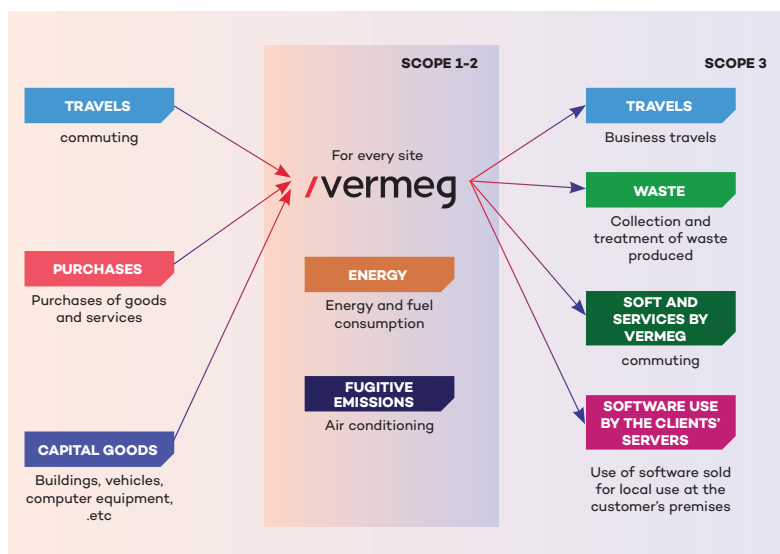
Scope	Number	GHG Protocol category	Minimum perimeter emissions (tCO2e)	Optional perimeter emissions (tCO2e)
Scope 1	1.1	Direct emissions from stationary combustion source	X	
Scope 1	1.2	Direct emissions from mobile combustion source	X	
Scope 1	1.3	Direct emissions from process	-	
Scope 1	1.4	Direct fugitive emissions	X	
Scope 2	2.1	Indirect emissions from electricity consumption	X	
Scope 2	2.2	Indirect emissions from steam, heat or cold consumption	X	
Scope 3	3.1	Purchased Goods and Services	X	
Scope 3	3.2	Capital Goods	X	
Scope 3	3.3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	X	
Scope 3	3.4	Upstream Transportation and Distribution	-	
Scope 3	3.5	Waste Generated in Operations	X	
Scope 3	3.6	Business Travel (Plane, Train, Car)	X	
Scope 3	3.7	Employee Commuting (home-work)	X	
Scope 3	3.8	Upstream Leased Assets	-	
Scope 3	3.9	Downstream Transportation and Distribution	-	
Scope 3	3.10	Processing of Sold Products	-	
Scope 3	3.11	Use of Sold Products	-	
Scope 3	3.12	End-of-Life Treatment of Sold Products	-	
Scope 3	3.13	Downstream Leased Assets		X
Scope 3	3.14	Franchises		-
Scope 3	3.15	Investments		-

### Recognized standards and methodology for Carbon Assessment



## THE SCOPE OF THE ANALYSIS

The study covers the implementation of all direct and indirect activities by each of the company's sites, over a full year of activity (As a reminder, direct emissions are those linked to the consumption of energy for offices and company cars, as well as air conditioning. Indirect emissions are therefore everything else).



## STRENGTHS

- / Progress the reliability of the information lifts by upgrading the skills of the actors (referents for carbon data collection by country)
- / Use a dedicated tool to optimize the data collection for more stabilization and improve the reporting method in order to move to a more mature system (i.e. TooValu Carbon assessment Platform [www.impact.toovalu.com](http://www.impact.toovalu.com))
- / Standardize the source data concerning business travel (especially air travel). Therefore, systematic reporting by transport providers is recommended to make the process more reliable and matching with internal data.
- / Set accent on emissions associated with commuting (work -home travel) that are estimated through survey to collect data must become more reliable as included in the Global scope starting from 2023
- / Taking inspiration from the methodology proposed by Carbone4 "Net Zero Initiative" (NZI) to engage VERMEG in an active system contributing to planetary carbon neutrality in line with the objectives of the Paris Climate agreements, to SBTi, as engagement taken at submission in July 2022.
- / Submitting VERMEG's Carbon Trajectory and greenhouse gas emission reduction targets to the Science Based Targets initiative (SBTi), for assessment against the criteria and careful review, followed by reception of the Official validation in Nov 2024 and publication on SBTi Targets Dashboard ([sciencebasedtargets.org/target-dashboard](https://sciencebasedtargets.org/target-dashboard)) , as detailed in the Section Carbon Trajectory & Reduction Targets Monitoring for SBTi.

## AREA OF IMPROVEMENTS

- / Enhance continually the quality to the data collected and add when applicable the sources of emissions not considered in the global scope of the last Carbon assessment (i.e. Scope1 Direct Process emissions, Scope3 Freight transport and distribution – Upstream, Scope3 Freight transport and distribution-Downstream, Scope 3 Leased Assets, Transformation of Products Sold, Use of Sold Products (Software), Scope3 End of life of sold Products, Scope3 Franchises, Scope3 Investments, Scope3 Emissions without associated category)

# 2024 CARBON ASSESSMENT based on GHG Protocol

## Breakdown of total VERMEG greenhouse gas emissions

### THE RESULTS - 2024



#### CARBON ASSESSMENT UPDATES

- / The Global Emission calculated for 2024 according to GHG Protocol reached 3083 Teq CO<sub>2</sub> (uncertainty around 16%), representing -17% compared to 2023 (3702 Teq CO<sub>2</sub> in 2023 uncertainty around 17%)
- / This decrease is mainly thanks to Reduction of Business Travels emissions -15% compared to 2023: The number of km traveled for business trips decreased by 17%. Medium and long-haul air travel decreased the most (by around 30%). However, short-haul travel increased slightly (+9%).

#### BY SOURCE

- / Taking into consideration the change to GHG Protocol (versus Bilan Carbon method till 2022) some adjustments were done in the calculation and also some reclassifications between scope 1, 2 and 3. Therefore comparison of the variations by source, as displayed in the previous reports, is no more relevant et can only be done for 2023 & 2024
- / Indirect emissions account for 85% of emissions and TOP 3 emissions are : Travel 34% (Employee commuting by gasoline car 20%, 14% Business travels), Purchase 33% (Good & Service 18%, Capital good 15% Buildings, IT, Cars, Equipment) and Energy 16% (Electricity 9%, Fossil Fuel of company cars 7%)

#### BY COUNTRY

- / Global Scope Emissions by country continue to be approximatively matching with the size of each site.
- / The emissions that cannot be attributed to a specific country were grouped under Company Transversal (Capital good, Purchase, Travel, Software, etc.)

#### CARBON INTENSITY

- / Both Carbon Intensity Vs Turnover 33,4 and Carbon Intensity Vs Staff 2,6 (considered as key indicators and yearly reference to monitor the improvement for the, (group Carbon impact) has both decreased compared to 2023
- / We kept previous years for history even comparison is no more pertinent taking into consideration the extension of the Scope2 by adding new emissions sources for SBTi for 2023 & 2023.

#### CARBON ASSESSMENT CONCLUSION

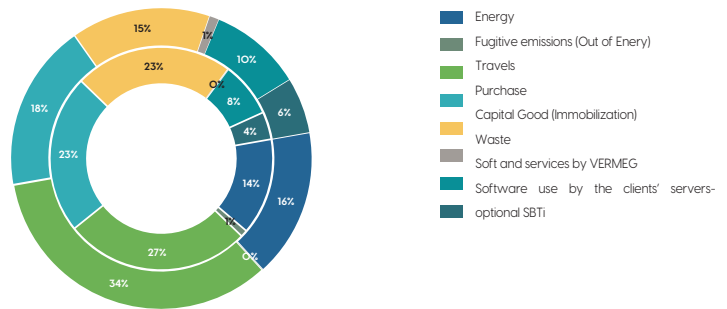
As engaged in July 2022, VERMEG submitted in July 2024 its Carbon Trajectory to SBTi in order to benefit from a strong and structured methodology for Carbon Reduction as follows:

- / Validation of VERMEG's Near-Term Reduction Targets 2023-2024 by SBTi in Nov 2024
- / Establishing and launching in 2025 a solid action plan to reach the Carbon Trajectory, as done end of 2024 (-17%)
- / Keep a strict control and monitoring to respect its Near-Term Reduction Targets which usually cover the next 5-10 years
- / Identify new initiatives to compensate the not compressible emissions and achieves the Net zero challenge which must be reached in 2050,

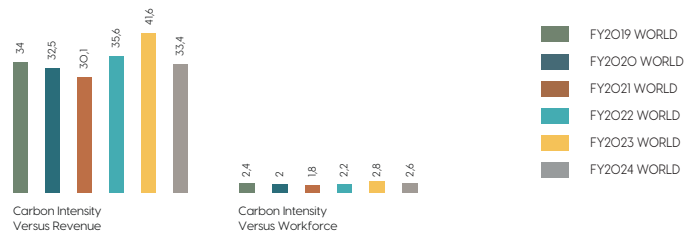
VERMEG Carbon Emissions 2024 by Sources' Category / Sub-category (Teq CO<sub>2</sub>) including Commute



Emissions by Source 2024 (3083 tCO<sub>2</sub> external) Versus 2023 (3702 tCO<sub>2</sub>)



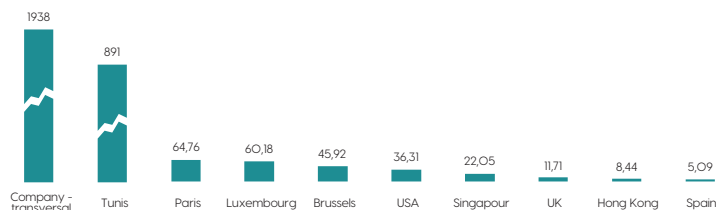
VERMEG Carbon Intensity Teq CO<sub>2</sub> including Commute



VERMEG Carbon Emissions by Year Teq CO<sub>2</sub>



VERMEG Carbon Emissions by Country Teq CO<sub>2</sub> including Commute



# 2016-2022 CARBON ASSESSMENT based on Bilan Carbone® Methodology – Trend Evolution

## Breakdown of total VERMEG greenhouse gas emissions -Excluding Commute

### THE RESULTS - 2022



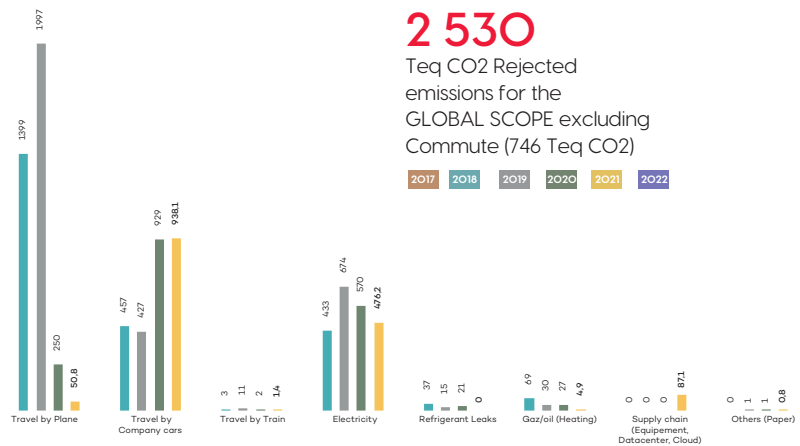
#### CARBON ASSESSMENT UPDATES

- In 2022, global Emissions increased to reach 2533 Teq CO2 (uncertainty around 19%) against 1560 Teq CO2 in 2021, but even though, it remains less than the level before COVID (3190 Teq CO2 in 2019).
- At constant scope and after 2 years with strong reduction thanks to travel limitations induced by COVID health crisis, the GHG balance increased sharply (around +62% compared to 2021) and this is almost exclusively due to the increase in emissions associated to mobility.
- This global Scope continues to exclude the emissions from Work-Home Commute, which was measured again in 2022 via a global Survey, and estimated to 746 Teq CO2 (against 1305 Teq CO2 in the previous survey 2017).

### VERMEG – CO2-EQ TONNES REJECTED 2022

**2 530**

Teq CO2 Rejected emissions for the GLOBAL SCOPE excluding Commute (746 Teq CO2)



### BY SOURCE

- Mobility (Plane, Company cars, Train) increased sharply to reach 1858 Teq CO2 and accounts for 73% of VERMEG's GHG emissions (excluding commute)
- High Increase of Emissions by plane that move to second source with 1085 Teq CO2 and 32% of Total Emissions in 2022 (against 4th source and 3% of Total Emission in 2021). But they remain lower than 2019 (when they reached 2000 Teq CO2 and 63% of the total Emissions).
- Car travels remain the first source, and represent 41% of the global emissions, against 60% in 2021 (and 14% in 2019 as only the function car where included, not the service cars).
- The electricity emissions in the offices increase but come back to 3rd source with 628 Teq CO2 and 25% of the global emissions (against 465 Teq CO2 in 2021)

### BY COUNTRY

- The Global Scope Emissions by country is approximatively matching with the size of each site.
- The proportions of direct emissions generated by the use of Energies shows differences between the offices worldwide. This can be explained by the country's heating methods but also the energy mix. I.e. France and Tunisia use only electricity (including for heating) but France «enjoys» a CO2-low energy mix whilst Tunisia has «disadvantageous» energy mix, In Belgium and Luxembourg the use of fossil fuels penalizes their Carbon impact.)

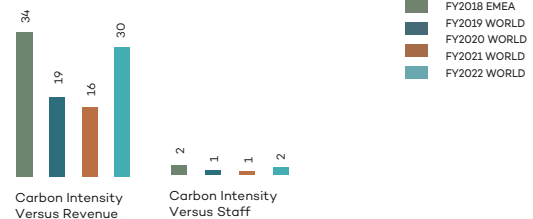
### CARBON INTENSITY

Carbon Intensity Vs Turnover 30,4 and Carbon Intensity Vs Staff 1,9, considered as key indicators and yearly reference to monitor the improvement for the group Carbon impact, show an encouraging enhancement compared to reference year 2019, before COVOD (respectively 34 and 2,4).

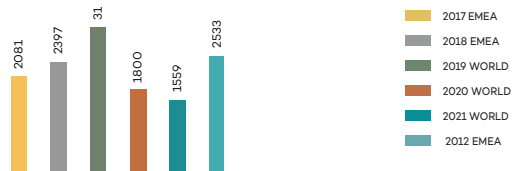
### CARBON ASSESSMENT CONCLUSION

- To decrease its CO2 emissions, the efforts of VERMEG must be reinforced and strongly structured with this 3 big challenges:
- Keep a strict control on the air travels to keep the levels 2020 2021
- Reduce its car impacts thanks to the Flex offices adopted all over the world and using more electric cars
- Eradicate the electricity perdition and the refrigerant leaks by implementing intelligent systems and more renewal energies.

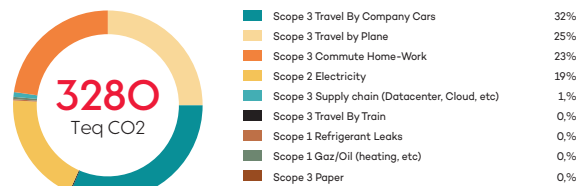
### Carbon Intensity (CO2 Teq)



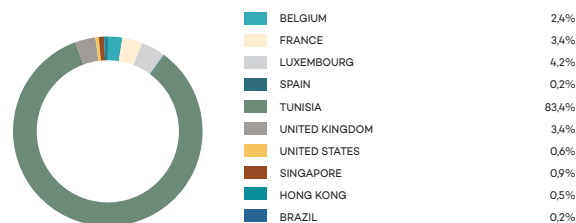
### Total emissions by year (CO2 Teq)



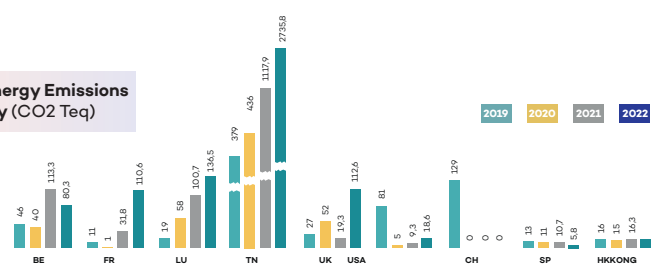
### % Emissions by source (CO2 Teq) Including commute



### % Emissions by Country



### Related Energy Emissions By Country (CO2 Teq)

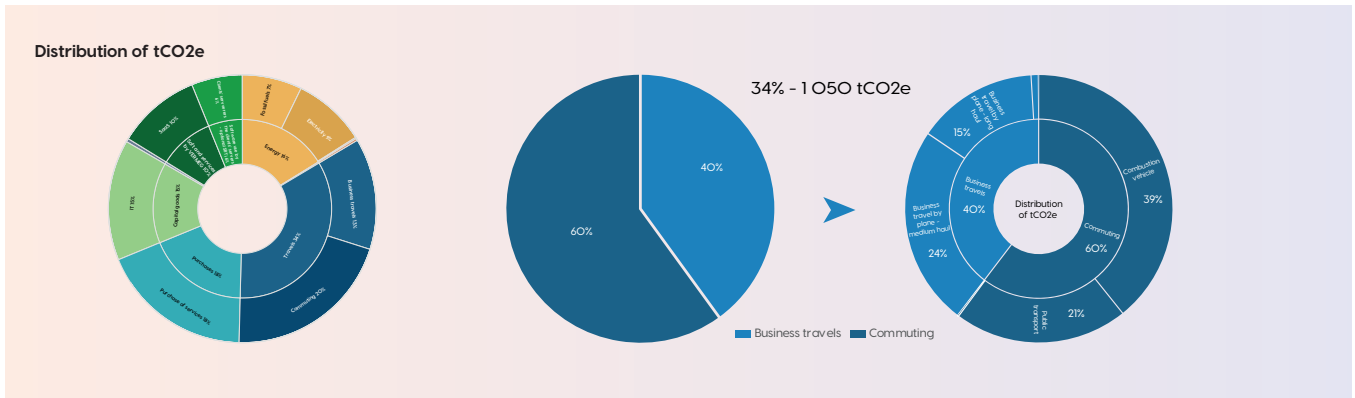


\* Global scope = Legal scope + emissions associated with professional transport (plane, train, car), excluding commuting home-work travel  
 \*\* Legal scope = emissions associated with fossil fuel combustion to heat premises (fuel oil, gas), electrical consumption of buildings and leaks of refrigerants from cold units

## SUB TARGET 4.3 Travel reduction

As Travel remains among the Top 3 of VERME’s Carbon emissions, the focus on this source continues to be imperative and include now Home-Work Travels in addition to Business Travels.

In fact, the employee commuting, excluded the first year 2017 from the global carbon assessment scope (as the analysis is carried out by using a Survey communicated periodically to all the subsidiaries to collect data and compare local practices), is included since 2023 to make the carbon trajectory more exhaustive and add officially the monitoring of the home-work travels emissions among VERMEG’s carbon reduction targets.

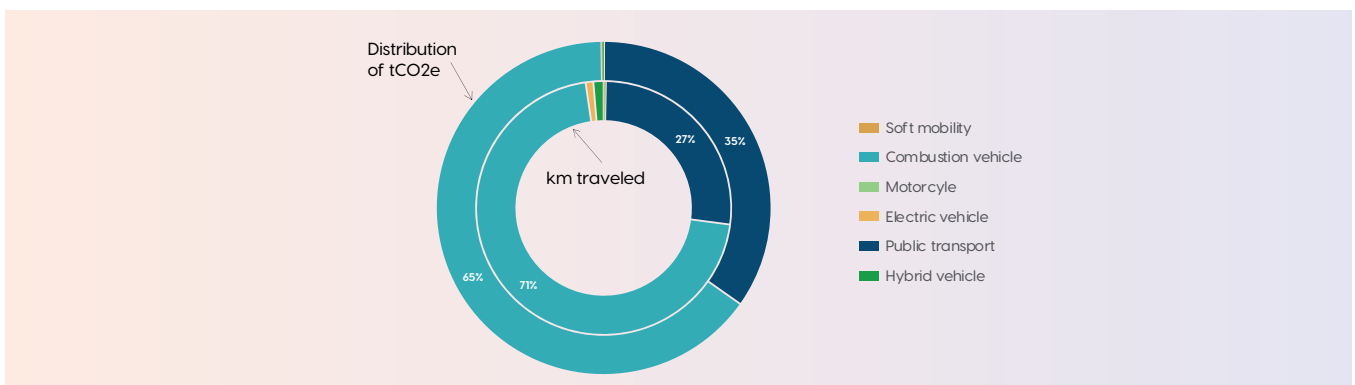


### Travel improvement

The VERMEG performance to reduce the travel emissions is incontestable. Taking into consideration the reduction trend since the launching of the CSR program in 2017

- / For Business travel VERMEG decreased highly the emissions despite the business growth and the fact that the very polluting air travels remain almost 100% of the transportation mode.
- / For Home-work travel VERMEG decreased also highly the emissions, despite the increase of staff number and the fact that commute by combustion engine car remains the highest transportation mode and very far from the collective transport.

EMISSIONS FROM TRAVELS TEQ CO2 VERSUS BUSINESS GROWTH		Y2017	Y2021	Y2022	Y2023	Y2024
Company Size	Turnover	54.90	95.30	92.00	88.87	92.2
Company Size	Staff	686	1614	1506	1312	1166
Business Travel	Scope3 Business Travel by Plane -Downstream	941	50,8	820	486,2	414,2
Business Travel	Scope3 Business Travel by Train - Downstream	1,6	1,4	6	0,5	0,51
Business Travel	Scope3 Business Travel by Car - Downstream	603	938,1	1 032,00	-	-
Home-Work Travel	Scope3 Employee commuting (Home-work) - Upstream	1 305,00	1 305,00	746	518,5	631,8



## BUSINESS TRAVEL AREA OF IMPROVEMENT

Compared to the initial business travels emissions estimated in 2017, their reduction remains significant. But this decrease could be improved more as the number of kilometers traveled for business trips decreased thanks to Medium and long-haul air travel that decreased consistently. However, short-haul travel increased slightly which should be replaced by Visio as much as possible.

## HOME-WORK TRAVEL AREA OF IMPROVEMENT

Compared to the initial commute emissions estimated in 2017, their reduction remains significant. But this decrease could be improved with more incentive and push for:

- / The change in method of displacement (walk, bike, public transportation train or bus) to reduce taxis
- / More carpooling between colleagues or external solutions to reduce the individual cars usage
- / The reduction in the number of km traveled by employee thanks to the teleworking
- / More electric and hybrid cars instead of combustion vehicles

## First Commute Survey for 2017 CARBON ASSESSEMENT

Results and the conclusions of the first Home-Work Survey highlighted the following main statements:

1. Almost 5 MKm have been estimated following this study on an average staff of 700, which explain the importance of the emissions due to commuting
2. Very different practices between the countries requires implementing various initiatives (e.g. 78% individual and collective taxi travel in Tunis, 85% public transport in Paris, almost only car travel in Brussel and Luxembourg).

LAST SURVEY WORK HOME TRAVEL IN KM – EMEA REGION 2017				
PARIS	LUXEMBOURG	BRUSSELS	TUNIS	GROUP
352 473	548 290	297 193	3 621 557	4 819 514
<b>GROUP</b>				<b>4 819 514 km</b>

Furthermore, the analysis of commuting result and the qualitative feedbacks from users, who were asked to suggest solutions to reduce the commute, identified 3 mains expectations:

1. The importance of developing car-sharing, particularly in Tunisia where the volume of rotations at midday made it necessary to find solutions encouraging the staff to lunch around the worksites in Tunis and proposing food corner inside VERMEG premises.
2. Promoting teleworking especially in countries where people live far such as Brussels and Luxembourg, and in other countries where public transport system is very weak such as Tunisia.
3. Incentives to use common transport also in Brussels and Luxembourg as already done in France (subsidize the monthly subscription Navigo) and in Tunisia («VERMEG Bus» initiative in Tunisia remains very popular and the number of shuttles as increased regularly according to the needs)

## Commute Survey for 2022 & 2023 & 2024 CARBON ASSESSEMENT

Results and the conclusions of the latest Home-Work Surveys confirmed the same statements as the first survey:

- / The Kilometers for Commute is reduced thanks to the Flex office generalized for all the offices all over the world since 2020 that's why VERMEG must keep encouraging remote Work from Home as much as possible
- / Furthermore the reduction of commute Carbon impact was relevant thanks to the change in the transport means (i.e. more public transport, less polluting cars in Europe, more carpooling , and around 6-12 shuttle bus morning and evening to replace individual and collective taxis in Tunis offices where the staff number is the highest , the public transport insufficient and electric/hybrid cars still very hard to deploy).
- / Finally, the key takeaway for commute is that reducing emissions will now require reducing the use of combustion engine vehicles which remain the highest transport mode in various countries (Tunisia, Belgium, Luxembourg, etc.) and very far from the second which is the collective transport

## SUB TARGET 4.4 Carbon compensation program

As VERMEG works on Carbon reduction for more neutrality, taking part and launching initiatives, to counterbalance its CO2 emissions by planting trees, was totally integrated in its strategical action plan since the first carbon assessment.

Therefore, the various planting operations launched in Tunisia since 2017 continue annually, and similar actions are continually examined in the other countries where the group operates.

Furthermore, by joining the SBT initiative in 2022, VERMEG commit to net-zero and plans working with external expert on the SBTi's Corporate Net-Zero Standard, that provides the guidance and tools for companies to set their science-based net-zero targets. The publication of its Carbon trajectory is aimed before end of 2024 to cover the period 2024-2034.

### Operation 1 green parks patronage

Parks planting operation, "Mécénat Vert", is a tripartite program launched by the Tunisian Environment Ministry with local authorities and companies to revitalize the urban parks that can no longer be maintained by the state. Each company pledges to manage two parks for renewable three years.

The first one for VERMEG is near the registered office in Le Lac1 business district and the second in a disadvantaged residential area of the Kram, opposite to Le Lac 3 district. For the two parks, VERMEG engaged the volunteering participation of its staff and specialist charities such as Gaia care farm and Acacias for All.

Furthermore, VERMEG hired a landscape company to be responsible for the maintenance services of the parks and to organize planting days not only for VERMEG's staff but also open to the public.

**Municipalite de Tunis**

**وزارة الشؤون البلدية والبيئة**

**Ministere des Affaires Locales et de l'Environnement**

**Empowered by VERMEG**

**MECENAT VERT**

**AVANT**

**APRES**

**MÉCÉNAT VERT**

VERMEG s'est alliée à ses partenaires pour une meilleure gestion de l'espace public et à l'initiative de la Ville de Tunis, de Tunis.

RDV le 12 Novembre 2017 à partir de 10h45 au parc Lac 1

Un partenariat avec la Ville de Tunis pour une meilleure gestion de l'espace public et à l'initiative de la Ville de Tunis, de Tunis.

**COMPOSANTES DU PROJET**

- NETTOYAGE GÉNÉRAL
- RÉPARATION RÉSEAU D'ÉCLAIRAGE
- RENFORCEMENT PLANTATION
- RÉPARATION BLOCS SANITAIRES
- RÉPARATION ET PEINTURE MOBILIERS URBAINS (BANCS, POUBELLES)

**Gaia** Un enfant, un handicap, un espoir

**Acacias for All**

## Operation 2 FIGHT AGAINST DEFORESTATION

Forests planting operation, "Green Boots", is launched by the NGO TACT "Tunisian Association for Communication and Technology", with the state organism CRDA "Commissariat Régional au Développement Agricole", to save devastated forests after natural or human damages (fire, etc.)

VERMEG as a TACT's founder member takes part in this yearly expedition involving the staff of more than 8 TIC companies, that consists in planting more than 1,000 trees in various forests (Zeldou forest near Testour the first year, then in Sejnane forest in the region of Bizerte, Zaghouan forest, Ghar el Melh hill, etc.). As usual other organisms from the civil society were involved such as the ATR « Association Tunisienne des Randonneurs».

The generalization of the CO2 emission compensation scheme remains a priority point in the VERMEG road map, by prospecting every year for various and strong partnerships in Tunisia and all over the world with specialized planting organisms



“ Aware that the effort to reduce our greenhouse gases will not be able to reduce our impact to 100%, we have already initiated our first compensation actions in some countries with the aim of structuring a global Compensation approach and a plan which covers all the countries where VERMEG’s subsidiaries are located. ”

Christelle VAN DEN BRANDE, CSR Ambassador Belgium

## **TARGET 5** **NATURAL RESOURCES & BIODIVERSITY**

VERMEG added the Natural Resources and Biodiversity protection among its targets, taking into consideration the fact that ICT companies could have a significant role to play in addressing environmental challenges, and their contributions to the protection of natural resources (air, water, soil, minerals, fuels, etc.) and biodiversity (different kinds of life like animals, plants, fungi, and even microorganisms like bacteria that make up our natural world) are crucial for a sustainable future.

As described in other targets already initiated (such as Climate and Energy Protection, Responsible IT Businesses, Responsible Procurement, and Contribution to education and wealth creation on the territories) various initiatives integrating environmental responsibility into its business practices and product development, were already introduced by VERMEG to make a positive impact on these critical issues.

### **ACTIONS IDENTIFIED FOR PROTECTION OF NATURAL RESOURCES & BIODIVERSITY**

- / Make commitments to use renewable energy sources, as investing in and promoting renewable energy technologies, such as solar and wind power, contribute to the conservation of natural resources in addition to its important impact on carbon footprint.
- / Promoting responsible water sourcing within VERMEG's offices (i.e. implementing Kumulus machine, which generates water from air, etc.). This initiative to explore new sources for water also serves as a gentle reminder for our staff to use water consciously wherever they are, helping us collectively preserve this invaluable resource and reduce water waste also (i.e. water taps with timed flow and automatic shut-off delay, water-saving faucets, etc).
- / Implement effective e-waste recycling and disposal programs to prevent the release of hazardous materials into the environment and reduce the demand for new resource extraction.
- / Purchase products with a focus on longevity, repairability, and upgradability, reducing the need for frequent replacements and conserving resources. They can also use eco-friendly materials in their product designs.
- / Ensuring that its supply chains for various materials and electronic components are sourced from environmentally responsible suppliers, who also promote responsible taking out practices and the use of recycled materials to reduce the environmental impact of resource extraction.
- / Design and manufacture energy-efficient products and technologies to reduce energy consumption and help to decrease the demand for fossil fuels and reduce greenhouse gas emissions, which in turn can protect natural resources and biodiversity.
- / Empower education and awareness about the environment challenge by expanding access to the internet and digital resources, which help people and organizations better understand the importance of protecting natural resources and biodiversity and take proactive steps in preservation efforts.
- / Support Startup and entrepreneurship relating to:
  - / Environmental Data Analysis and machine learning helping to better appreciate and address issues related to natural resources and biodiversity conservation.
  - / Smart Solutions for Resource Management to develop smart city and smart agriculture solutions that optimize resource usage and reduce waste (i.e. design and operate machines that turn air into fresh drinking water as made by KUMULUS [www.kumuluswater.com](http://www.kumuluswater.com), using IoT sensors with data analytics can improve water and energy efficiency in urban areas and agriculture, etc.)
  - / Technology solutions for remote monitoring and data collection, which can aid in the conservation and protection of biodiversity (i.e. sensors, drones, and remote sensing systems that assist in tracking wildlife populations, monitoring ecosystems, and enforcing conservation laws).
  - / Collaborate with protection and non-profits organizations, government agencies, to support and fund projects related to natural resource and biodiversity protection. VERMEG also tries to use its influence and resources to support policies and regulations that promote sustainability and preservation.

## Environnement & climate protection assessment

### AREA FOF IMPROVEMENT

#### / Move towards more nature-positive business.

Taking into consideration the fact that the global efforts to reach the SDGs 2030 relating to environment are not enough as highlighted by the CEO of the UNGC calling to support the SDG Flag Campaign , VERMEG must accelerate its actions on the climate-biodiversity nexus focusing more strongly on the 2 environment issues that were in the top list of the 5 key areas declared by UNGC:

- / Climate
- / Water
- / Equity Diversity & Inclusion (EDI)
- / Living Wage
- / SDG finance and investment in sustainable business

#### / Enhance Carbon Reduction Monitoring.

Taking into consideration the fact that VERMEG is now committed to the Net-Zero Standard, the next steps are:

- / First the implementation of the action plan to reach its Gas emissions Near-Term Reductions Targets 2023-2034 as validated by SBTi ([www.VERMEG.com/sustainability-science-based-targets/](http://www.VERMEG.com/sustainability-science-based-targets/))
- / Secondly, the strict control of the results as indicated in the Section Carbon Trajectory & Reduction Targets Monitoring for SBTi



### What is net zero?

Put simply, net zero means cutting carbon emissions to a small amount of residual emissions that can be absorbed and durably stored by nature and other carbon dioxide removal measures, leaving zero in the atmosphere.

### Why is net zero important?

The science shows clearly that in order to avert the worst impacts of climate change and preserve a livable planet, global temperature increase needs to be limited to 1.5°C above pre-industrial levels. Currently, the Earth is already about 1.2°C warmer than it was in the late 1800s, and emissions continue to rise. To keep global warming to no more than 1.5°C – as called for in the Paris Agreement – emissions need to be reduced by 45% by 2030 and reach net zero by 2050. ”

<https://www.un.org/en/climatechange/net-zero-coalition>



## **Challenge 3**

### **Remaining a leading, responsible and attractive employer**

VERMEG's competitiveness and brand image has always been closely linked to our responsibility as an employer, because the quality of our products and the added value of our services depend primarily on our staff.

Therefore, from the beginning we strongly decided collectively to meet the following social challenges with actions and results constantly demonstrating our concrete commitments in the following 4 areas:

- / Occupational wellbeing
- / Quality of positions offered to staff
- / Non-discrimination, inclusion and diversity
- / Fair value sharing

The staffing and improving of our Human Capital team continues to be strengthened every year to be able to meet this high challenge, in all the regions where VERMEG operates: Continental Europe, Middle East and Africa, United Kingdom, North America, Latin America and Asia Pacific.



## TARGET 6 OCCUPATIONAL WELLBEING

VERMEG group maintains its yearly effort and actions to ensure that every staff member, in every country, is given working conditions enabling them to be happy and fulfilled in the performance of their duties.

For VERMEG’s leaders, staff wellbeing in their day-to-day environment and roles is the best guarantee of bringing clients satisfaction of quality products and services.

### / Strengths

OCCUPATIONAL WELLBEING	
+1 203 k€	Budget on the 5 last years to improve the work environment (new offices in some countries, welcoming break areas, green spaces, comfortable and ergonomic furniture, etc.)
<220 k€	Budget for various wellness activity including Work Council initiatives, team building, after-works, sports, clubs, various gifts for birthday (awards, end of year, Christmas, etc.)
5,7 day	Average sick leaves remain low and under the days granted (till 10 days offered by the HR policy in some countries)
22,2 day	Average day-off taken during the year are improving every year

### / Areas For Improvement

OCCUPATIONAL WELLBEING	
Occupational illnesses and Work accidents	Worked evenings and Public holidays
Currently managed manually as included in the global Sick leaves, with the target to detail them in the HR information system (cf. List of legal recognized occupational illnesses and work accidents by country)	Currently managed in the Time Sheet and Payroll systems for recuperation & compensation, with the target to make them reflected and monitored by local HR through their information system to reduce them



## SUB TARGET 6.1 Better workspace

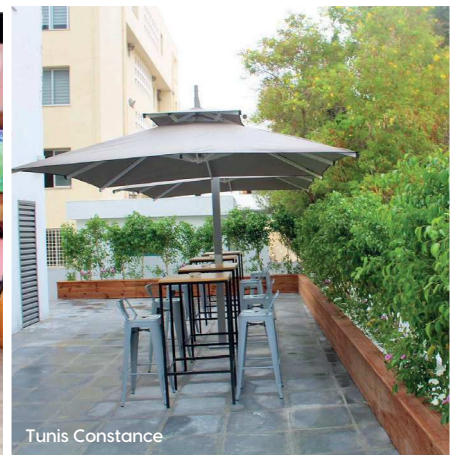
Offering a modern approach for workplace design to all employees become for VERMEG a must for a good mood and productivity booster. Therefore, the refining of all its offices, started when launching its program “Empowered by VERMEG”, continues with the same focus and action plan for all the countries.

1. The optimization of all the premises according to the best standards for workplaces:

- / Good situation in the best business centers, close to the major roads
- / Easy access by several means of transport
- / Large airy working area offering optimized working conditions
- / Workstations with ergonomic chairs and light, high-performance laptops
- / Close to quality food restaurants and cafés
- / Access to a canteen and cafeteria within the building shared with other companies when possible
- / Sociable break, relaxation and dining areas with modern and ergonomic furniture
- / Various entertainment in the break area such as bike desk, pool table, baby foot, video game consoles, Chess table, etc.
- / Green outdoor space when possible
- / Big plants and green decoration through vegetate frames and plants walls



2. Moving some old offices to new buildings when current one cannot be modernized and upgraded
3. Extending also the offices in some countries to take into consideration the group growth.
4. Launching the Flex office as a new working mode for the whole group based on a user-friendly application for desk reservation and space optimization.



## **SUB TARGET 6.2** **Multiplying welfare initiatives**

With the aim to increase staff wellbeing, VERMEG encourages the welfare initiatives suggested by the staff, the work council members, the managers and the CSR ambassadors.

Therefore, every year several new initiatives are launched and enriched, in addition to the existing ones. Among the more common welfare activities already implemented in various countries:

- / Allocating multiple Budgets for Team Building, to boost and diversify extra professional activities proposed by the Management, the Country Managers and the Work Councils (retreat WE or day with special animation and dynamic games, cooking courses, painting workshop, cultural visits, various shows tickets sponsoring, etc.).
- / Offering symbolic and usually fair-trade gifts to the staff on various occasions (organic product selection from Gaia care farm with personalized packaging and card in VERMEG Tunisia, homemade chocolate for Men day celebration in Luxembourg, rose gift during International women day, local handmade artifact for end of the year gifts and foreigners visiting VERMEG premises, etc.)
- / Encouraging birthday celebration (such as the "Anniversaries of the month Day" in Brussels, the birthday parties by team in Tunis, etc.).
- / Availability of organic fruit baskets in large working and relaxation areas on all sites
- / Regularly hosting sales of organic and fair-trade products on the premises, including small businesses from disadvantaged areas as well as companies employing disabled workers or people reentering the job market
- / Sponsoring drinks and food dispensers in all the offices and exploring continually new partnerships with local fair trade suppliers to offer more healthy products (i.e. non industrial snacks/juices)
- / Providing grinding grain machines or filter coffee machine for those who do not want to use coffee pods for healthy or environment protection reasons
- / Encouraging socialization and entertainment activities (i.e. breakfasts, cocktail parties, outings, after-work drinks, cultural show, games parties such as bowling game and "pétanque" game, etc.)
- / Organizing various on-site events during special occasions that can include family members (theatre clubs, yoga sessions, after work Karaoke, Saint Nicholas celebration during Christmas in Brussels, National Day of Traditional clothes in Tunisia, World Cup match display, etc.)
- / Offering diverting cultural & artistic activities (i.e. sponsoring "Holidays in your own country" to promote local tourism and better knowledge of hidden gems showcasing locations that are often overlooked but rich in history-culture and natural beauty, organizing "Discover the World" weekly virtual guided tours in various cities such Latin America ones, online painting and drawing courses available for all employees, remote music class, online sport sessions with various coaches, etc.)
- / Launching continually internal challenges to celebrate various occasions (i.e. National Traditional Clothing Day Challenge, Photo challenge for international Women Day, Women Achievers Challenge, Healthy Cooking Challenge, Wikipedia Posting Challenge, Padel tournament prediction Challenge, etc.) with awards granted from fair trade partners.

In addition, new suggestions are always collected to enrich the road map:

- / Sponsoring Team building voyages to discover all together new countries and culture (i.e. Sri Lanka Tracking with VIP discovery agency)
- / Find special gifts for personal occasions such as wedding and newborn
- / Studies awards and scholarships for the staff's kids as requested by the work councils in various countries
- / A "wall of expression" in each office allowing employees the publication of messages, quotes, photos, draws, etc. to share with their colleagues on various topics that create spontaneous and material exchange, counterbalancing the virtual one through the social media

## SUB TARGET 6.3 Promote healthy physical activities

As expectations related to occupational well-being evolve constantly, VERMEG continues to listen to its staff’s suggestions through bimonthly meetings with the ambassadors, CSR annual survey and also meetings with each country’s Works Council members, to develop new original initiatives for the next years. Among, new suggestions validated and implemented by local ambassadors according to each country preferences:

- / Old fashion sports such as football, running, fitness , cardio, baskets, etc.
- / New trendy sports such as Padel, Cross Fit, Pilate, Climbing, Hacking, Camping, etc.
- / Yoga Mediation sessions and retreats outside and inside VERMEG premises
- / Introducing some self-defense sports such us Jiu-jitsu, Krav Maga, Kick-Boxing, etc.
- / Online sport sessions at least twice a week that are kept available for all employees who cannot attend physical or external sessions during work from home periods.
- / Participation to various internal and external sport tournaments and events thanks to the sport committee coordination (i.e. Tunisia Corporate Cup Football, Morocco Business Cup football, Internal Padel tournament, Business League Padel , marathon "TACT RUN", London Royal Parks Half Marathon, Shanghai Health Run, Dark Run Luxembourg,



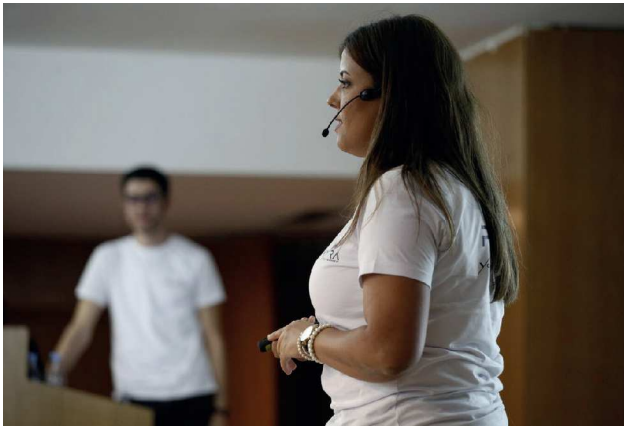
## TARGET 7 Employment quality

Each year, the executive Committee headed by the CEO of VERMEG, emphasizes on the importance of deploying new efforts in each country to better manage teams, rise talent, value and share experiences, increase efforts of training and thus build a responsible managerial model ensuring the development of each employee in his/her position.

Therefore, VERMEG puts significant energy to integrate incessantly the performance of the Human Capital function as a key success lever for VERMEG's transformation program which led the group to get recognized market labels (such as Great place to Work greatplacetowork.com).

The group include these assessment programs in his strategy to evaluate periodically (each 3-5 years) his practices as employer and to extend according to his external growth this market recognition to the subsidiaries that become mature.

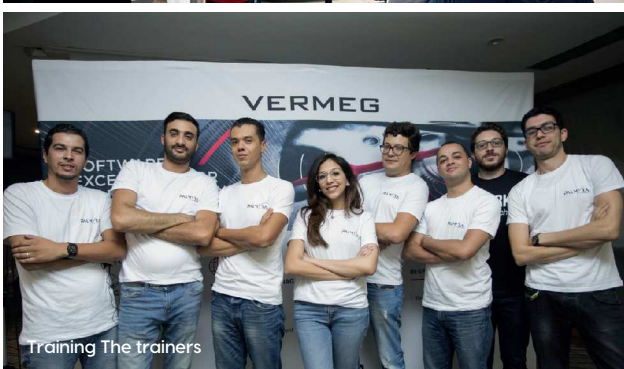
In a meanwhile internal Employee Satisfaction & Engagement Surveys are launched yearly by the Human Capital department to collect the employee feedbacks and expectations in order to monitor their wellbeing.



Training Young Student work study program



Training VERMEG Academy New Joiner Welcom Session



Training The trainers



Training Young Student work study program

## SUB TARGET 7.1 Consolidation of the hr structure

A reflection was launched about the Human Resources global and transversal role in the context of the whole worldwide group, and this reflection led to the conclusion of the necessity to identify its main strategic scopes and clearly distinguish them in the organization with a formal mission, goals, tasks and required skills.

The new global Human Resources structure approved by the Executive Committee, with the appointment of a single Group Head overseeing one Global Supervisor by each skills' area, was deduced from the following main functions

## FUNCTIONS CONSOLIDATED AROUND THE HR STRUCTURE 4 main Operational functions and 3 Cross-Disciplinary functions

HR COORDINATORS FOR EACH BUSINESS UNIT								
1	HUMAN CAPITAL MANAGEMENT		2	TRAINING	3	ADMINISTRATION	4	EMPLOYEE WELLBEING
<b>CAREER MANAGEMENT</b>	<b>RECRUITMENT</b>	<b>VERMEG ACADEMY</b>	<b>PAY &amp; SOCIAL</b>	<b>CORPORATE REPORTING</b>	<b>EMPOWERED By VERMEG CSR</b>			
Skills profiles Career paths Talent management Mobility	Recruitment pitches/ Employer brand Headhunters/ partnerships Turnover management	Training modules Training programs Management Management of service providers	Pay Social (paid leave, WC, etc.) Legal	Centralization Reconciliation KPI	Initiatives Annual report Communication Management			
<b>5</b>	<b>ORGANIZATION AND PROCESSES</b>		/ Organizational charts, job descriptions / HR processes / HR communication					
<b>6</b>	<b>HR MANAGEMENT SYSTEM</b>		/ Practical development / Online tools/templates					
<b>7</b>	<b>MANAGEMENT OF THE HR STRUCTURE</b>		/ HR Strategy / HR Economic Model / Dashboard					

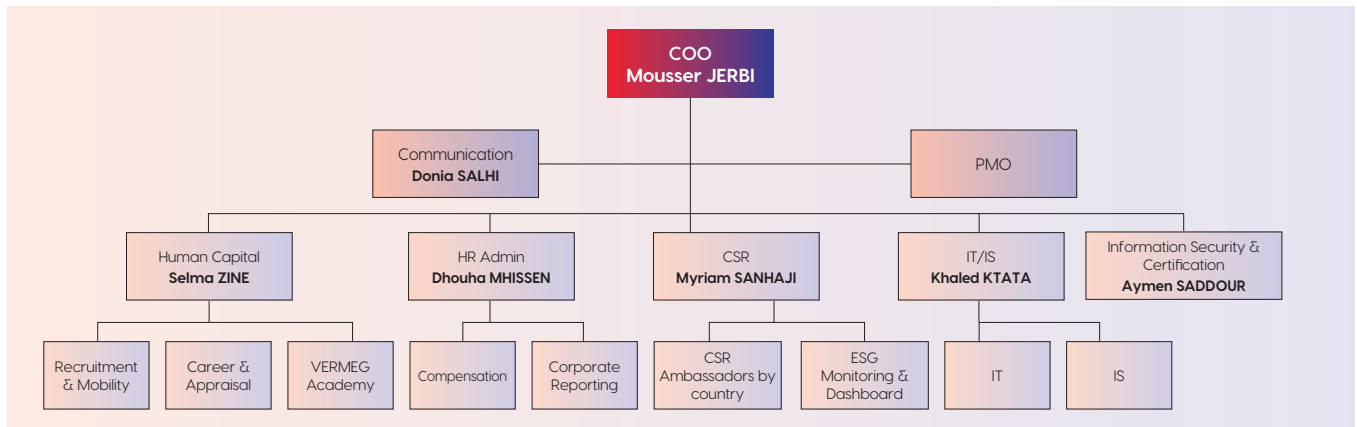
In parallel with this structure, a Group HR Committee was launched, chaired by the COO and led by the Chief Human Officer, to monitor VERMEG's Human Capital Management.

Furthermore, HR correspondents in each business lines where designated, and the HR function managers report the progress of their work to these correspondents regularly..

These structural reviews led to the following HR organization principles within VERMEG :

- / Integrate the Human Resources as a part of Operations transversal structure, taking into consideration the cruciality of the HR in VERMEG business
- / Separate totally between Human Capital management and Administrative HR management as two main HR directions, in order to allow each one to focus on its huge challenges resulting from the integration of the new regions and optimizing the HR process on the group level.
- / Consider the VERMEG Academy as a part of the Human Capital management and no more as a separate training center, due to the crucial role this entity plays in the skills development, the carrier path , the succession plans and the knowledge transfer plans.
- / Strengthen the HR management by creating opportunities for new director positions instead of manager ones, reporting directly to the group COO Mousser JERBI, acting also as the group CHRO among the Executive committee.

## / HR organization within OPERATIONS



All the HR restructuring and reorganization investments realized by VERMEG, allow to take quickly steps to many positive achievements among which :

- / Better integration of employees upon their arrival in the company with the WELCOME program: it is during the embedding of newcomers that the company's DNA is communicated and the expectation of having employees empathic, tolerant, assertive with a broad cultural openness.
- / Define attractive development opportunities with progressive career paths tailored to the position
- / Define the requirements of key company positions in terms of responsibilities, expected results and necessary skills
- / Make Group practices consistent between the countries and business lines, in order to offer the same level and quality of positions according to skills and performance, irrespective of the project or roles
- / Clarify the need for joint training and training specific to each business line
- / Organize occasional coaching sessions on VERMEG premises (anti-stress, crisis management, etc.)
- / Train the staff for advanced positions either in expertise or management, such as, consultant, project manager and manager
- / Structure mobility programs between the business lines, but also internationally to enlarge the staff's horizons and guarantee more transparence and equality.
- / Reach more digitalization facilities as requested by the staff and the management, through various launched initiatives:
  - / A global HR dashboard for the whole group to better monitor the risks and opportunities. This was possible thanks to the generalization of the same HR System, HR Access, to all the countries by migrating and stopping specific ones (People Soft in UK and US, Sage Payroll in Tunisia, etc.).
  - / A Centralized recruitment platform accessible to applicants through the web site, HR members and managers from all the countries.
  - / HR Portal which is an Employee/Manager interface based on a guided process approach, an intuitive user interface, responsive Mobile architecture, and employee self-service orientation accessible from any web browser, tablet or mobile phone that will replace the currently used application: HRIS Space.
  - / A Global Internal Documentation (GID) platform offering a unique, quick and multi device access to the whole group; centralizing both the common doc and the specific ones by countries (policies, internal regulations, processes, employee Handbooks, etc.)
  - / A VERMEG TV channel where periodical videos and webinars are made available for all employees.
  - / A global employee-oriented Intranet, concentrating all VERMEG's information feeds, programs, activities and news, with a link to all the internal tools and sites (HR system, Time Sheet, GID, GIS-JIRA, the CSR Collaborative platform, VERMEG TV, etc.)

The positive impact of these achievements can be reflected through the improvement of the attrition rate, especially in Tunisia where VERMEG's position remains amongst the companies with the better retention rate , despite the high turnover in ICT sector.

RETENTION	FY2021	FY2022	FY2023	FY2024
Attrition Rate (Turnover) GLOBAL	13,2%	20,8%	20,9%	24,8%
Regretted Attrition - Unwanted Turnover GLOBAL	9,7%	15,6%	20,9%	10,3%
BELGIUM	17,9%	4,3%	0,0%	0,0%
FRANCE	14,5%	1,9%	9,4%	2,0%
LUXEMBOURG	11,4%	2,9%	5,3%	9,1%
SPAIN	0%	0%	0,0%	0,0%
TUNISIA	8,4%	16,3%	10,8%	11,1%
UNITED KINGDOM	26,8%	25,5%	16,7%	9,5%
UNITED STATES	11,1%	2,9%	6,5%	3,8%
SINGAPORE	12,5%	28,0%	15,0%	4,5%
AUSTRALIA	0%	0%	0,0%	33,3%

Furthermore, staff commitment, which has always been vital to VERMEG’s success, remains a key strength that boosts its attractiveness to job applicants despite the very competitive environment resulting from the brain drain that touch all the ICT industry worldwide. This allows the group to keep an important recruitment trend, in many countries where business growth requires staffing.

ATTRACTIVENESS	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024
Recruitment over the period	GLOBAL	240	243	124	148
	BELGIUM	0,0%	0%	1,6%	0,0%
	FRANCE	0,8%	3%	3,2%	3,4%
	LUXEMBOURG	0,0%	0%	0,0%	0,7%
	SPAIN	0,4%	0%	0,0%	0,0%
	TUNISIA	87,1%	84%	73,4%	87,2%
	UNITED KINGDOM	6,3%	8%	9,7%	7,4%
	UNITED STATES	0,8%	1%	1,6%	0,7%
	SINGAPORE	2,5%	1%	4,8%	0,0%
	HONG KONG	1,3%	2%	4,8%	0,7%

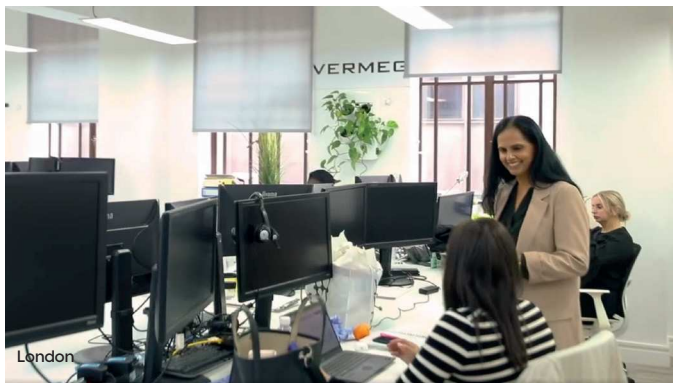
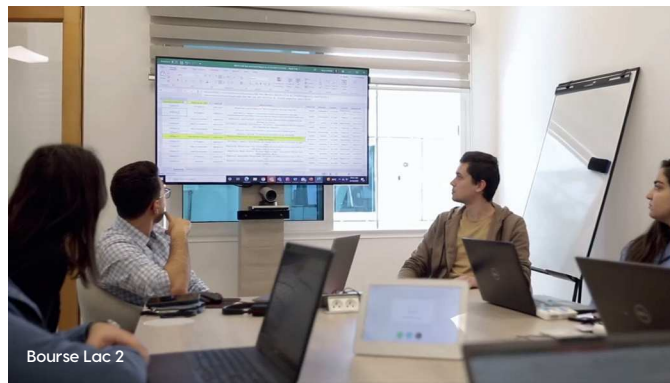
The screenshot displays the VERMEG internal portal interface. At the top, there is a navigation bar with the VERMEG logo and icons for Home, Directory, and Notifications. The main content area is divided into several sections:

- Home:** A sidebar menu with options like News Feed, GIS Tickets, HR, Profile, Holidays Calendar, VM Cost, Security Operation Center, Communication Team, and VERMarket.
- News Feed:** A central section for news and announcements. It includes a 'Start a post' button and a recent post from VERMEG.COM dated May 30, 2025, titled 'Thank You for Making the Tunis Town Hall a Success!'. The post text reads: 'A heartfelt thank you to all of you who attended the Town Hall in Tunis! Your energy, enthusiasm, and positive spirit made all the difference.' Below the text is a photograph of a large indoor event space with many people.
- Upcoming Birthdays:** A widget showing birthdays for Anouar BEN HASSINE (November 29) and Shrinath DIVASE (December 01).
- Calendar:** A calendar for November 2025, with dates 1 through 30 displayed.
- Quick Links:** A section with icons for VERMEG TV, CSR, GID, SOC, Mktg & Com, and More.

Beside to the encouraging effect on Retention and Attractiveness of the HR reform, the focus is kept on the quality of the new recruits' stability from year to year. The rate is kept globally good in almost all the countries, reaching even 100% for many of them, despite the volatility of ICT staff.

ATTRACTIVENESS	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024
Recruits still Present end of period	GLOBAL	223	207	104	118
Rate of Recrutement stability	GLOBAL	93%	85%	84%	80%
	BELGIUM	-	-	100%	0%
	FRANCE	100%	100%	100%	60%
	LUXEMBOURG	-	-	-	100%
	SPAIN	100%	-	-	0%
	TUNISIA	95%	87%	86%	81%
	UNITED KINGDOM	60%	58%	67%	64%
	UNITED STATES	100%	100%	50%	100%
	SINGAPORE	100%	100%	83%	0%
	HONG KONG	100%	100%	83%	100%
	AUSTRALIA	-	-	100%	0%
	BRAZIL	100%	100%	-	0%

In parallel of the structuration actions above, the HR team is continually using the results of the studies and benchmarks, conducted with the management or by external HR & compensation consultancy firms, in order to implement creative and out of the box solutions to emphasize retention, especially in the developing countries where the risk of the brain drain remains high. Thus, new initiatives are always emerging with focus on the expectations of each employee's segment, as described in the following sections.



## SUB TARGET 7.2

### A strong commitment to staff training

VERMEG's strong commitment to training remains an essential resource to adapt to transformations, develop skills, facilitate professional development for our staff and so contribute to a more efficient company.

Therefore, every year the Group continues to provide a significant amount of trainings within the VERMEG Academy to advance all the company staff according to their needs.

The main training challenges remain:

- / Successfully induct new recruits (welcome and integration)
- / Train the teams in project management and service management (consulting soft skills)
- / Increase the business expertise of teams (banking, insurance, digital transformation, etc.)
- / Keep the technical expertise UpToDate taking into consideration the very fast technological evolution
- / Strengthen the management skills based on the manager coach approach
- / Train internal instructors, coaches and mentors to leverage training capacities
- / Use VERMEG Academy to leverage the employability in ICT sector

To reach these challenges and ensure the success of the action plans decided collectively in a worldwide context covering more than 10 countries, VERMEG Academy reinforced innovative training courses in its catalogue by deploying more advanced modern methods able to reach bigger target and spread the knowledge transfer faster: e-learning, MOOC, virtual classrooms, and quiz.



Among the accomplishment that VERMEG Academy deals with every year, here some examples:

- / **New Joiner Integration Program:** A 2 day's integration sessions where organized each month in a hotel with an average attendance of more than 25 persons. Animation of the sessions were done by VERMEG academy members, but also by experts and managers from the business lines.
- / **Train the Trainers Programs:** workshop sessions for all seniors and experts involved in internal trainings The Consultant program: Launched in all the offices by HeadLink Partners, to harmonize and strengthen consulting soft skills levels according to the international standards and the client's high expectations.
- / **The manager Coach Program:** The quality of management is a major lever for employee success, motivation and commitment in VERMEG. For this reason, the group positions the manager as the company's first HR contact and representative of the Group's Human Resources policy. The Group started by rolling out a collective intelligence seminar with its senior executives to jointly define the objectives of VERMEG's transformation, and how to support the renovation of managerial postures towards more entrepreneurship, transversally and promoting talents and diversity. The first experimental seminar, after getting the adhesion of the participants (mix of director and managers), were proposed on a larger scale to take stock of the transformation and ensure the implementation of these good practices over time. This seminar was followed by various individual coaching program in leadership development (duration between 6 and 12 months).
- / **Reinforcement of the language's programs:** According to the group expansion, programs are launched in English (partnership with Berlitz) and in Spanish and Portuguese (partnership with Cervantes).
- / **Selecting the best DIGITAL PLATFORMS for eLearning:** By Introducing them to enlarge its offer and promote online training, VERMEG Academy included in its catalogue access to :
  - / **PLURAL SIGHT:** Specialized in technology-related courses, including software development, IT operations, and cybersecurity, it's technology skills platform providing web development, IT certification and on demand training through +6000 courses, skill assessment and live mentoring.
  - / **INTUITIONS Know-How :** The Leading Digital Learning Solution for Finance" is a thorough online platform crafted to deliver top-notch digital learning experiences customized for individuals in the field of finance (replacing / FIT FOR BANKING the digital learning on technical topics in Corporate as Investment banking, Private Banking and Digital Awareness)
  - / **PREPLAY :** Specialized in language learning, it connects students with private tutors for personalized, one-on-one lessons.
  - / **TALENT LMS :** A cloud-based platform known for its user-friendly interface, scalability, and robust features, including gamification and reporting. Before implementing this Learning Management System for the whole group, various tools to manage training programs were used by VERMEG Academy according to the business line and the region (HR Access, Confluence, Learn Upon, etc.). The latest choice was finally made to put accent on **TALENT LMS and to centralize the maximum of training on this platform thanks to an integration of this tool with the global HR system (HR Access) for training monitoring and reporting.**
- / **Launching a VERMEG TV Channel** with various Training Video produced by VERMEG Academy teams for operational skills (such as Stock exchange, Market Players) but also for personal development skills (Work From Home, Annual assessment, etc.).
- / **Organizing internal WEBINARS** periodically on various business and technical topics, that are hosted by VERMEG Experts and made available on VERMEG TV for all employees.

The last years were explosive in term of training volume taking into consideration the massive launch by VERMEG of its strategic "Work-Study program" starting from 2019. The impact of this strategic investment on the training figures are reflected in the KPI below.

TRAINING INVESTMENT	FY2021	FY2022	FY2023	FY2024
Days training received	20 002	13 894	19 639	9 821
Number of Work-Study Employees	585	660	508	242
Average days training per Beneficiary	15,0	13,0	13,4	7,9
% People trained (versus average workforce)	82%	72%	88%	85%
Training Days given by internal trainers	1273	1116	536	0
Average Man-days by Internal Trainers	5,0	6,0	-	0,00
Average Training Cost by Employee (EUR, €)	1 656 €	1 172 €	1 536 €	1 552 €
Training Budget Rate Versus Revenue	2,7%	2,0%	2,5%	2,1%
Training Budget Rate Versus Wage bill	4,3%	2,9%	3,7%	3,3%



“ The massive training investment, to enhance young people employability, by offering complementary education in a very competitive ICT sector where the market suffers from a lack of skills and resources, proves the engagement of VERMEG, to contribute in value creation on the territories where the group operates. It also confirms its ambition to be a major actor for their sustainability through better employability of young graduates, beyond VERMEG’s own growth as a TOP 10 worldwide software publisher. ”

*Raoudha ARFAOUI, Head of VERMEG Academy*

## SUB TARGET 7.3 International mobility for talents

Since VERMEG's creation, mobility has been strongly encouraged and valued as a skill to be developed. Employees from all countries travel to the Group's various offices and work on the sites of their clients' countries. Also new joiners are generally invited to travel to VERMEG Academy headquarter in Tunis for the Welcome integration training session.

In addition, medium and long-term mobility programs have been set up to meet the clients' needs as well as the demands of the employees. The proposed mobility formulas are adapted to the different contexts to ensure the best professional experience for the Group's employees: temporary assignment, secondment agreement, transfers, expatriation, etc.

Taking into consideration the new acquisitions, the mobility can be slowed down in order to be able to clarify the needs of each region according to the adjustments of the group organization.

A communication to all VERMEG declaring the resumption of the mobility program, is then sent through multi channels with publication of open positions including various opportunities: New York, San Paolo, London, Singapore, Sousse, Paris, Brussels, etc.

The application process is made with transparency on the HR System, through "My Mobility" space, where each employee can apply and present his/her motivation. The HR with the business line and the country manager validate the eligible ones.

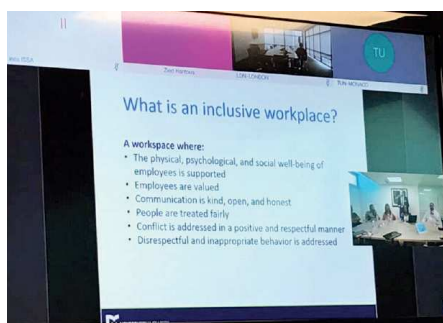
ATTRACTIVENESS	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024
<b>International mobility</b>	<b>GLOBAL</b>	<b>2</b>	<b>8</b>	<b>5</b>	<b>3</b>
% Mobility per Destination	TO BELGIUM	0%	25%	20%	0%
	TO FRANCE	0%	13%	40%	33%
	TO LUXEMBOURG	50%	0%	20%	0%
	TO TUNISIA	50%	0%	0%	67%
	TO UNITED KINGDOM	0%	13%	0%	0%
	TO UNITED STATES	0%	0%	20%	0%
	TO SINGAPOUR	0%	38%	0%	0%
	TO HONG KONG	0%	13%	0%	0%
	FROM SPAIN	0%	0%	20%	0%
% Mobility per Origin Country	FROM TUNISIA	50%	63%	60%	20%
	FROM SINGAPOUR	0%	13%	0%	40%
	FROM HONG KONG	0%	25%	20%	0%
	FROM BRAZIL	50%	0%	0%	0%

## **TARGET 8** **FAIR VALUE SHARING**

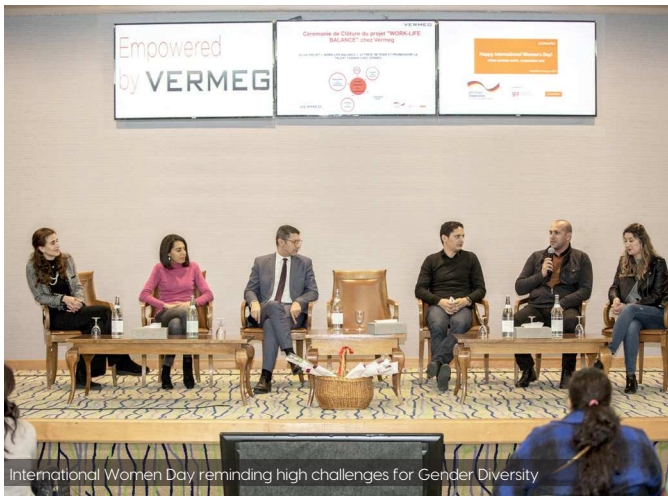
Sharing the value created by VERMEG staff has been important to the VERMEG Board for years, with the implementation of a legal structure enabling senior staff to hold a percentage of VERMEG's capital.

During the studies to develop the materiality matrix, the leaders and CSR ambassadors asked to go even further. Therefore even more engaging initiatives, based on profit-sharing, incentives and employee benefits, that were measured in the previous year, were granted to confirm the staff's crucial role in the group and also to fight against the brain drain in the least developed countries.

- / Increasing the comparative studies by HR team on pay levels in each country to ensure that VERMEG provides appropriate levels of pay for the positions and fair advantages (meal sponsoring, transport sponsoring, sport sponsoring, kindergarten sponsoring, medical insurance sponsoring, pension sponsoring , various artistic & cultural & welfare & holidays & travel activity sponsoring for employee and family members through the work councils, etc.)
- / Adjustment of pay policy based on setting clear and measurable targets taking into consideration local difficulties, including for example very attractive financial supporting terms available for the staff in some countries, a generous restaurant vouchers higher than the legal ones in Tunis where usually people struggle to access food service in the lac areas due to high inflation, etc.
- / Launch VERMEG Car pack to allow young people leaving in areas that public transport and VERMEG shuttles cannot cover, to have their first car. This pack offers access to best car prices with automobile partners, better loan conditions with also banks partner, but also includes a partial assumption by VERMEG of the personal contribution and the monthly reimbursement. Are eligible to this advantage all employees after probation period with at least 1,5 years in VERMEG and with a good appraisal result. The success of this advantage was huge as the number of car packs granted, grow from 3 when it was launched in 2017 to more than 50 the next years.
- / Granting special pay raise for all staff in the countries where money devaluation was very important (i.e. in Tunisia the average rate superior to 12% while national increase rate is around 6%; Validation of a special compensation adjustment for Managers, equivalent to 30% of salary increase, in order to reduce the gap generated by the devaluation of the local currency compared to other countries where the group is present, etc.)
- / Various retention plan with specific incentive (such as the Talent Plan equivalent to one year of salary, for all employees still in VERMEG after 2 years, enlarging the choice of Business Cars for the Managers and Experts thanks to more brands and models in the countries , Extending the car advantage to the top managers spouses, etc.)
- / Loyalty program to celebrate seniority at VERMEG ( 5 years, 10, 15, 20, 25, ..) during a collective Party and through an award including a discovery travel for two people among a large choice of countries with strong cultural heritage.



VALUE SHARING WITH STAFF	FY2021	FY2022	FY2023	FY2024
Average Wage Bill	38 581,14 €	39 948,29 €	41 690,48 €	46 622 €
% Evolution Average Wage Bill	-7%	4%	4%	12%
% Capital held by the staff	4,60%	4,60%	4,60%	7,00%
Beneficiaries of Capital Parts	46	41	41	75
% Beneficiaries of Capital Parts (Versus Average Staff)	2,90%	2,70%	2,80%	6%
% Beneficiaries of Meal Support	NA	91%	90%	91%
% Beneficiaries of Transport Support	NA	13%	23%	23%
% Beneficiaries of Car Support	NA	12%	7%	6%
% Beneficiaries of School Support	NA	2%	2%	2%
% Beneficiaries of Sport Support	NA	25%	32%	24%
% Staff with social security cover	100%	100%	100%	100%
% Staff with medical cover	95%	100%	100%	97%
% Staff with retirement cover	100%	100%	100%	100%
% Staff with Life Insurance	10%	10%	9%	18%
Resources allocated beyond legal requirements	2 276 022 €	2 506 332 €	3 045 688 €	1 520 225 €



## TARGET 9 DIVERSITY INCLUSION AND NON-DISCRIMINATION

Based on the principle of Equal Opportunities For all, VERMEG reminds in its CSR Charter but also its Code of Conduct the importance of equality, diversity, inclusion and non-discrimination.

Internally, as long as the candidate or the employee carry the Company three values, "Authentic- Committed - Ingenious", and her/his skills meet the jobs requirements, her/his position is granted and protected regardless of any consideration. Furthermore, some positive discrimination programs are conducted with the HR committee to reinforce diversity and inclusion in the workplace.

Externally and especially in the cities and communities where VERMEG can have an impact, the group support multiple activists and NGO carrying out various nondiscrimination and inclusion causes ton to enlarge the maximum its scope, through the following actions communally adopted in the different countries and empowered by the top management:

- / Take part in the public debate to first of all, establish the legal framework protecting from discrimination when missing, secondly strengthen the application of this framework and thirdly change mentalities (as VERMEG is often approached as a company to testimony on her position internally as employer, but also on her position in the territories as a CSR player)
- / Make VERMEG people take part in this public debate (through some kind of internal workshop, or webinar) to listen to their feeling and option, collect their ideas, make their mentalities evolve if necessary and push them to act as ambassador of these causes through their volunteering.
- / Establish partnerships with the associations to offer them sponsoring, that could be legal, financial, logistical or through volunteering.
- / Keep a continual eye on the best practices through a market watch ensured by the CSR ambassadors globally and in each country in order to benchmark them and Launch minority support programs (i.e. with HR Team for positive discrimination recruitment / promotion, with the Finance department for solidarity purchase program, with Communication and Public Relation service to launch campaign, etc.)



## SUB TARGET 9.1 Statement of Equal Employment Opportunity (EEO)

Since VERMEG applied to the Corporate Equality Index Survey since 2017 to be recognized as an employer meeting the requirements of U.S. federal law as enforced by the Equal Employment Opportunity Commission. Its application was approved and VERMEG was the only non-American company to gain that official recognition.

Actions taken as part of the evaluation include the official publication on the VERMEG website of its "Equal Opportunities in Employment Statement", which was ratified by the Board and warmly welcomed by internal and external stakeholders.

VERMEG has since included its statement in its job adverts to attract all competent candidates for its vacant positions, without exclusion based on race, color, ancestry, ethnic origin, sex, pregnancy, sexual orientation, gender expression, civil status, age, religion, political convictions, social status or disability.

### EQUAL OPPORTUNITIES IN EMPLOYMENT STATEMENT

VERMEG is committed to creating a diversified environment and is proud to be an equal opportunity employer for all qualified individuals. Our Policy prohibits discrimination in employment without distinction, exclusion, or preference based on race, color, ancestry, ethnic origin, sex, pregnancy, sexual orientation, gender expression, civil status, age, religion, political convictions, social status or disability. All staff actions, including, but not limited to, pay, benefits, transfers, and lay-offs are based on the principle of equal employment opportunities.

VERMEG prioritizes equal opportunity for all to create a workplace where every individual can thrive, regardless of background, with focus on ensuring fairness and inclusivity across all company operations through:

- / Diversity and Inclusion Initiatives: Implementing programs to promote diversity and inclusivity in the workforce.
  - / Equal pay and benefits: Ensuring all employees receive equal pay and access to benefits regardless of demographic factors.
  - / Accessibility and accommodation: Creating an accessible work environment and providing accommodations for employees with disabilities.
  - / Training and development: Offering accessible training programs to support professional growth for all employees.
  - / Zero tolerance for discrimination: Establishing clear policies to address discrimination, harassment, and bias.
- Community engagement: Supporting initiatives in local communities that promote equal opportunity.

[vermeg.com/empowered](https://vermeg.com/empowered)



To spread this EEO statement, training and awareness sessions about “Inclusion in workplace” animated by external experts, were organized for all the Executive Committee members then for all the Directors. These sessions are also planned periodically in each country for the same audience and larger ones, as follow:

- / First sessions for the Executive Committee
- / Second sessions for the Directors
- / Third sessions for the Managers
- / Fourth sessions for all employees ( global ones and country by country by the local CSR ambassadors )

For the fifth year in a row VERMEG was awarded this Best Place to Work for Equality Label and is proud to take part in this noble cause that not only concerns the US, but also the other countries where the group operates.

“ For well over two decades, businesses have played an important role in furthering LGBTQ+ equality by centering employee needs and voices when it comes to workplace inclusion. While there is much more work to be done, year-over-year growth in CEI participation is evidence of a business community that recognizes the responsibility and value in upholding equity and inclusion.

Our goal at the Human Rights Campaign Foundation is to work in a spirit of partnership with companies, providing educational resources and leading benchmarking, and collaborating on ways for businesses to support the LGBTQ+ community at a time when we face unprecedented legislative attacks, heightened anti-LGBTQ+ rhetoric and physical violence. The CEI is an ever-evolving tool – a blueprint that companies can use to show up more effectively in supporting their LGBTQ+ employees and their families. ”



RaShawn "Shawnie" Hawkins, Human Rights Campaign Sr Director of Workplace Equality  
<https://www.hrc.org/press-releases/hrc-foundations-2023-2024-corporate-equality-index-shows-record-breaking-business-support-for-lgbtq-community>



## **SUB TARGET 9.2** **Equality between men and women**

Since VERMEG continues its efforts to promote gender diversity and professional equality between men and women, and create the conditions for true fairness at all stages of working life:

### 1. Women Recruitment

### 2. Women Retention

### 3. Women Promotion

Fighting for this cause never end, even during growing period , therefore basic and essential goals for non-discrimination between men and women have been set very early by the group founders, and reconducted year after years regardless the growth, the organization and the management changes. These goals are even more highlighted by Top management in all occasions (corporate event, executive committee, Chairman speech, public intervention, management meeting, etc.) to prevent against any discrimination risk and regression, that could occur, especially during crisis periods.

### GENDER EQUALITY ESSENTIAL GOALS

- / Enhance the women recruitment and retention to reach gender parity
- / Empowering Women by implementing the Women's Empowerment Principles (WEPs)
- / Promote professional development of women via access to senior and key positions
- / Implement solutions to enable a fair Work-Life balance,
- / Provide equal pay for men and women
- / Train the staff, managers and leaders to address micro-discrimination
- / Develop diversity intelligence for both men and women
- / Understand and ban stereotypes, particularly through targeted internal communication

The company is recognized for years for its pivotal role promoting gender diversity in the MENA region and its efforts to facilitate the life of female staff.

This role was boosted again through its partnership with the GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit ) that started in 2015 as part of its "Work-Life Balance" project, which was launched in the framework of the EconoWin program "When Women Work, Economies Win" with a very ambition action plan.

Many achievements to balance family and working life were reached and have even been joined continually by new initiatives, mainly described below:

- / Flexibility Policy implementation, even on the HR system, since 2016 with Flexible hours, Teleworking and Partial time.
- / Training and support for managers on the flexibility policy with the development of reduced hours and teleworking, but also in terms of organizing the work and accommodating the demands of parenthood
- / Formal monitoring when mothers return from maternity leave to offer special support (such as «new mom» initiative offering night help during the 2 first weeks, assistance and advices through internal moms' community, etc.)
- / Sponsoring Kindergarten to open close to VERMEG with flexible hours and take in charge 50% of fees by kid. This allows parents to have their kids near to their workplace and let them after usual working hours, taking into consideration the challenging projects in ICT sector
- / Awareness sessions for the staff with external experts about the importance of malefemale equality in the workplace and fighting against stereotypes for intelligent gender diversity

- / Celebrating International Women’s Day and local equivalents through sponsoring engaged events with women NGO in VERMEG premises or outside (i.e. the Wikigap challenge with Wikipedia and the Swedish embassy, the senior women celebration by the Institut Français de Tunisie IFT, run by women in order to remind that the challenge for their empowerment is still running, etc. ) but also through symbolic gifts for all VERMEG’s women ( i.e. artifact bought from woman fair-trade businesses in Africa, roses, etc)
- / Greater emphasis placed on hiring young women graduates but also experienced women as their contribution to the IT sector has been widely proved, even in countries where women in IT sector became very rare (i.e. France and Belgium)
- / Coaching for women in management positions, addressing in particular the rights of women in the workplace, the progress to safeguard and the action needed to reduce inequalities in the business sector
- / Workshops on diversity intelligence and non-discrimination during the induction of new staff members to stress the importance of the issue for VERMEG and highlight the inclusion
- / Reinforcing the partnership with GIZ by taking part in its GD programs (Gender Diversity Circulator which brings together the companies seen as successes in gender diversity to share experiences and benefit from new solutions, and the Women Talent program which addresses best engineering and business students before their graduation to empower their leadership preparing them to the professional world)
- / Various partnership with women ONG, such as the association FACE against exclusion and for female empowerment in regions other than the big cities, which led to the organization of a female recruitment day, training seminar on basic soft skills to enhance employability of graduated women

/ Work life balance project with giz - econowin

AXIS	Communicate on the Gender Diversity (GD) and the project to boost best practices in other companies	
<b>Module 1:</b> Facilitate reconciliation of family and professional life to build loyalty among parents, especially Women	<b>Effort 1</b> <b>Effort 2</b> <b>Effort 3</b> <b>Effort 4</b> <b>Effort 5</b>	Institutionalize a flexible schedule / working from home system. Train employees and managers on the new flexibility system and make them aware of performance and benefits. Sponsor special hours agreements with nurseries, kindergartens and summer clubs around the offices Sponsor a network of nannies to ensure the care of children in case of a specific needs especially for women coming back from maternity leaves Install a catering support with take-out meals by employees in the evening, for themselves and their families
<b>Module 2:</b> Retain women new recruits and long-term employees	<b>Effort 1</b> <b>Effort 2</b> <b>Effort 3</b>	Promote the long-term career path and evaluation process for Women. Establish a mentoring system for young women by senior ones Launch a coaching system to deconstruct stereotypes and psychological resistance.
<b>Module 3:</b> Communicate on the GD and the project to boost best practices in other companies	<b>Effort 1</b> <b>Effort 2</b> <b>Effort 3</b>	Formalize and communicate the GD strategy as well as a GD charter. Position VERMEG as a model company in terms of GD internally and externally Develop a GD and retention Dashboard in a participatory manner and use it for decision-making and GD communication.

To better structure this initiative as indicated in its Gender Diversity action plan, VERMEG included in its annual report some indicators comparing the situation of women and men in the company, to highlight changes and evolutions.

The initial dashboard, showing the positive results already achieved, is updated periodically and presented again to the staff representative bodies. Now it also includes all regions and all the stages of the women working life.

In addition VERMEG is reporting annually on its achievements and potential difficulties about gender equality in UN Global Compact Communication On Progress COP ([unglobalcompact.org/participation/report/cop](http://unglobalcompact.org/participation/report/cop), [unglobalcompact.org/what-is-gc/participants](http://unglobalcompact.org/what-is-gc/participants)) and also in the WEPs Annual Survey from UN Women ([weps.org/resource/2025-weps-global-survey-report](http://weps.org/resource/2025-weps-global-survey-report))

/ Women Recruitment : The gender parity continues to be around 42% for the fourth year, even the percentage of the women recruitment decreased regarding the men one.

WOMEN ATTRACTION	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024
<b>Female Number</b>	<b>GLOBAL</b>	<b>670</b>	<b>632</b>	<b>561</b>	<b>489</b>
Gender Diversity: % Female	GLOBAL	41,50%	42,00%	42,80%	41,90%
	BELGIUM	47,80%	50,00%	42,10%	43,80%
	FRANCE	26,90%	22,60%	25,00%	25,00%
	LUXEMBOURG	17,60%	15,80%	25,00%	28,60%
	SPAIN	12,50%	12,50%	14,30%	16,70%
	TUNISIA	44,10%	44,50%	45,50%	44,90%
	UNITED KINGDOM	25,50%	23,10%	26,20%	20,50%
	UNITED STATES	32,40%	35,50%	32,00%	26,10%
	SINGAPORE	28,00%	25,00%	22,70%	7,10%
	HONG KONG	38,50%	50,00%	20,00%	14,30%
	BRAZIL	0,00%	20,00%	33,30%	0,00%
<b>Female recruitment</b>	<b>GLOBAL</b>	<b>110</b>	<b>102</b>	<b>54</b>	<b>49</b>
% Female recruitment versus Men	GLOBAL	46%	42%	44%	33%
	FRANCE	0%	13%	0%	0%
	TUNISIA	49%	45%	48%	37%
	UNITED KINGDOM	27%	26%	42%	9%
	UNITED STATES	0%	50%	0%	0%
	SINGAPORE	50%	0%	50%	0%
	HONG KONG	0%	25%	33%	0%
	BRAZIL	0%	100%	0%	0%

/ Women Retention and global stability are improving in comparison to the men one, especially for the business function where they remain the majority, and in the countries where the proportion of women departure remains lower..

WOMEN RETENTION SUB-INDICATOR	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024
% Women by Profile Versus Men	<b>TECHNICAL Profil</b>	<b>32%</b>	<b>32%</b>	<b>33%</b>	<b>32%</b>
	BUSINESS Profil	55%	56%	56%	55%
% Women Departure Versus Men	GLOBAL	33%	40%	39%	42%
	BELGIUM	17%	25%	75%	33%
	FRANCE	8%	38%	0%	9%
	LUXEMBOURG	30%	19%	0%	20%
	TUNISIA	40%	44%	41%	45%
	UNITED KINGDOM	30%	44%	27%	29%
	UNITED STATES	50%	17%	44%	50%
	SINGAPORE	25%	22%	75%	50%
	HONG KONG	0%	0%	63%	25%

/ Women Promotion has obviously enhanced as the HR committee stressed its importance during the appraisal process. This progression is recorded at almost all levels, except for the executive and board ones, where it is becoming critical. Therefore, for the new high-level open positions, women's applications are often privileged for the same level of skills.

WOMEN PROMOTION	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024
Women in Management	GLOBAL	97	56	65	77
% Women in Management versus men	GLOBAL	28,00%	25,70%	26,30%	30,20%
% Women By Level versus Men	ENTRY Level	44%	46%	48%	46%
	EXPERIENCED Level	49%	45%	46%	48%
	SENIOR Level	40%	41%	43%	41%
	MANAGER level	25%	28%	30%	30%
	DIRECTOR level	14%	18%	18%	21%
	EXECUTIVE C Level	11%	13%	13%	9%
	BOARD Level	27%	27%	27%	27%
% Women Promotions	MANAGER level	25%	25%	29%	55%
	DIRECTOR level	0%	0%	42%	43%
	EXECUTIVE/C level	0%	13%	100%	0%

/ Women Salary gap is monitored in order to reduce it in all the countries, as decided and communicated by the HR Committee to the management, following the alert generated by the compensation analysis after each appraisal results. Therefore, effort must still be done, and the focus is still highlighted on the important gap of salary for the management positions where more equity must continue to be forced.

EQUAL PAY	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024
Gender pay Gap of Average salary <b>Women / Men</b>	BELGIUM	68%	54%	125%	90%
	FRANCE	84%	89%	89%	91%
	LUXEMBOURG	63%	70%	54%	78%
	SPAIN	48%	49%	48%	50%
	TUNISIA	73%	75%	74%	80%
	UNITED KINGDOM	88%	77%	77%	82%
	UNITED STATES	75%	75%	67%	71%
	SINGAPORE	54%	40%	52%	38%
	HONG KONG	73%	79%	85%	135%
Gap of salary Manager Women Average / Men	BELGIUM	109%	113%	117%	116%
	FRANCE	99%	100%	93%	86%
	LUXEMBOURG	89%	-	-	-
	TUNISIA	86%	90%	87%	89%
	UNITED KINGDOM	123%	76%	82%	86%
	UNITED STATES	85%	86%	87%	97%
	SINGAPORE	73%	-	-	-
Gap of salary Director Women Average Versus Men	FRANCE	142%	119%	119%	102%
	LUXEMBOURG	-	-	71%	-
	TUNISIA	57%	70%	73%	76%
	UNITED KINGDOM	127%	123%	116%	137%
	UNITED STATES	76%	77%	70%	77%

“ The GD Circulator is a global exchange platform with 40 companies already selected from Europe, the Middle East and North Africa. Connecting companies both regionally and globally creates the potential to collaboratively enhance the economic and political relevance of GDM. The GD Circulator boosts know-how and strengthens networks on Gender Diversity Management.

MENA and Europe will be represented by key actors from the private sector, political entities and civil society to lay out the way ahead to boost female employment in the MENA region and Europe. ”

<https://econowin.org#>



## SUB TARGET 9.3 Intergenerational work place

VERMEG, like any technological company, encourages the recruitment and retention of young people under the age of 25 bringing innovative and creative new spirits among the teams. Therefore, numerous job offers continue every year for beginners and juniors, including, since 2019, the work-study positions.

However, the company is also committed to taking every opportunity to recruit staff over 55, when their skills and expertise match with the job requirements .

INTERGENERATIONAL RECRUITMENT	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024
% Recruitment by age range	Senior recruitment >55	1%	1,7%	2,1%	4,8%
% Recruitment by age range	Young recruitment =<25 & first-time jobseekers	43%	47,9%	34,2%	25,0%
% Recruitment by age range	Young recruitment =<25 & first-time jobseekers	43%	47,9%	34,2%	25,0%

The representativeness of seniors is enhanced thanks to the integration of new subsidiaries but also the recruitments of new senior people in various offices.

In Tunisia the huge recruitments of young people including the work study positions impacted the global rate , but it remains almost stable in the other countries.

SENIOR PRESENCE	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024
Workforce older than 55	GLOBAL	39	38	35	49
% Workforce older than 55	GLOBAL	2,40%	2,50%	2,70%	4,20%
	BELGIUM	21,70%	22,70%	21,10%	43,80%
	FRANCE	7,70%	5,70%	6,30%	13,60%
	SPAIN	12,50%	12,50%	14,30%	0,00%
	TUNISIA	0,40%	0,50%	0,50%	1,30%
	UNITED KINGDOM	15,70%	13,50%	19,00%	28,20%
	UNITED STATES	35,30%	45,20%	44,00%	43,50%
	SINGAPORE	0,00%	0,00%	4,50%	7,10%
	HONG KONG	15,40%	8,30%	10,00%	0,00%
	AUSTRALIA	0,00%	0,00%	0,00%	100,00%
BRAZIL	16,70%	20,00%	0,00%	0,00%	

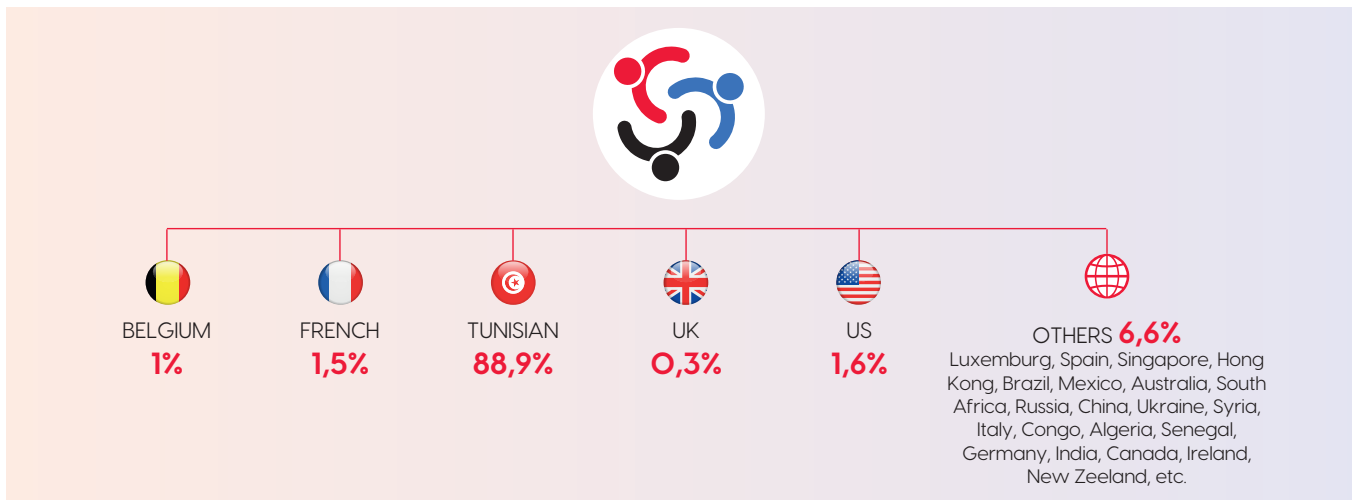


## SUB TARGET 9.4 Multiculturalism

VERMEG, is always enthusiastic to share its humanitarian values as well as its expertise and to spread the spirit of «World citizen» in each member. Therefore, it promotes multiculturalism and encourages the recruitment a wide range of nationalities in all the countries where the group has offices.

CULTURAL DIVERSITY	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024
Cultural Diversity: Number of Nationality	GLOBAL	39	29	31	30
	BELGIUM	3	3	2	2
	FRANCE	3	4	4	4
	LUXEMBOURG	7	6	6	6
	SPAIN	2	2	2	2
	TUNISIA	7	7	7	7
	UNITED KINGDOM	11	9	9	12
	UNITED STATES	8	4	5	6
	SINGAPORE	11	10	10	9
	HONG KONG	4	5	2	2
	AUSTRALIA	3	2	2	2
	BRAZIL	2	1	1	1

### CULTURAL DIVERSITY 30 Nationalities



VERMEG also continues to encourage hosting overseas students from all countries following spontaneous applications or partnerships with associations such as AIESEC (interns from Greece, Mexico, Brazil, Malta, Ukraine, US, etc.) and IAESTE (interns from India, Japan etc.).

Through the CSR ambassadors or the work council members, various cultural celebration are held each year in the offices, such as a traditional day in Tunisia, Chinese day in UK, Saint Nicholas Day in Luxembourg and Brussels, Noel celebration in Paris, etc.

## Assessment as leader employer: strengths & areas for improvement

All these efforts described to improve employment conditions, which have been ongoing for years to remain a leading, responsible and attractive employer internationally, gave VERMEG the honor of being granted various Top Employer recognitions from the market.

A first distinction was awarded as part of an International Best Place to Work program in 2018, were many Tunisian companies took part.

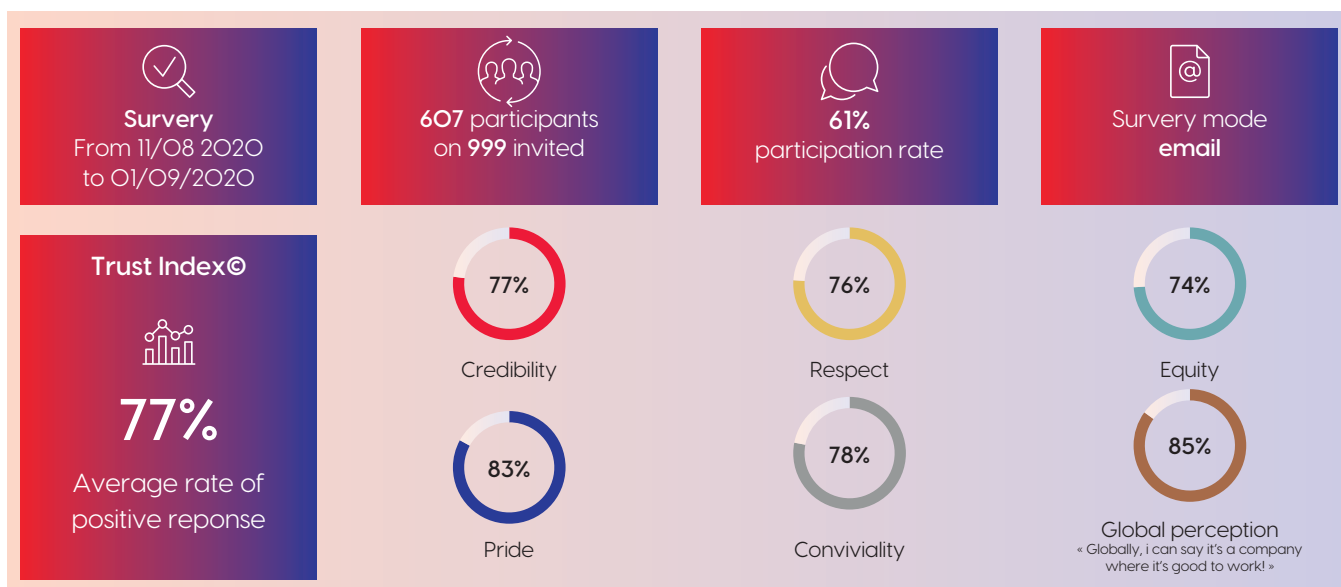
- / The survey was conducted via two questionnaires, one emailed to HR and the other to a wide sample of staff
- / More than 80% of employees were interviewed (around 500) , with a return rate of 52%
- / Based on the survey result, areas for improvement were identified for each section and action plan was launched

A second distinction from the international as GREAT PLACE to WORK was awarded again for 2020-2021 with a very high and impressive score.

- / The survey was conducted via two questionnaires, one emailed to all the staff and the other called the Culture Brief, were filled by the HR team.
- / 100% of employees were interviewed (around 1000) , with a return rate of 61%
- / Based on the survey result, VERMEG is placed among the Top scored companies in the Trust Index of the Great Place to Work (greatplacetowork.com)



## / GREAT PLACE TO WORK RESULT 2020-2021



In addition to these recognitions , other evaluation platforms were also used to assess VERMEG as a good employer, among which:

- / **Peakon**, the world’s leading platform for measuring and improving Employee Engagement deployed in VERMEG UK, US and APAC countries. The diagnostic by segment and the various comments were used to launch first quick win actions with the HR teams and the CSR ambassadors.
- / **Glassdoor**, the international website, where current and former employees anonymously review companies essentially relating to their management and culture.

**MARKETS RECOGNITIONS AS TOP PLACE TO WORK**  
thanks to the CSR & ESG Governance



# Challenge 4

## Equality in the regions

Since its creation VERMEG was involved in various social and economic initiatives to reduce inequalities on the territories where the group operates.

One of the major decisions taken to promote Equal opportunities, was launching a volunteering policy at the whole group level, as requested by the staff during the CSR Challenge.

This demonstrates the strong will of VERMEG employees to contribute to the initiatives benefiting various causes that affect the regions.

The policy gives every employee who wants to participate in a CSR initiative, whether initiated by VERMEG or by an approved external organism, the opportunity to get a volunteering time off for half a day. A system allowing staff to donate their half day to their colleagues in case they cannot use their VTO has also been approved in order to optimize the use of volunteer days.

Making VERMEG staff at all hierarchical levels aware of the realities of unequal opportunities on the territories was necessary to boost the numerous initiatives supported, launched and repeated by VERMEG for many years.



**ANNEX 3 - LIST OF VALIDATED ORGANISM**

This list is validated by the CSR Comitee and updated every year by adding or removing new according to the suggestions received from VERMEG members.

NGO	Description	BE	FR	LX	TN	ES	PT	Website
WWF	An international non-governmental organization for the protection of nature and the environment, with a strong commitment to sustainable development.	x	x	x	x	x	x	wwf.org
SOIS VILLAGE	An association that offers orphaned siblings a framework for family life and the assurance of a lasting emotional and educational relationship until their adulthood.	x	x	x	x	x	x	soois.org
EFE	An affiliated network of locally-run non-profit organizations in the middle east & north africa (mena)	x	x	x	x	x	x	efe.org
AFS	Prepares and activates future leaders, global citizens with intercultural skills to engage, lead and collaborate effectively in different cultural settings.	x	x	x	x	x	x	afs.org
ODON ROUGE	An international humanitarian movement that protects human life and health to ensure respect for all human beings, and to prevent and alleviate human suffering.	x	x	x	x	x	x	odonrouge.org
HÉROÏNES JAUNES FRONTIÈRES	An international humanitarian non-governmental organization best known for its projects in war-torn regions and developing countries affected by endemic diseases.	x	x	x	x	x	x	mfdr.fr
GREENPEACE	An NGO of global and national presence fighting what it believes to be the greatest threats to the environment and biodiversity on the planet.	x	x	x	x	x	x	greenpeace.org
FACE	Promotes the social and societal commitment of companies to combat all forms of exclusion, discrimination and poverty.	x	x	x	x	x	x	fondationface.org
RESTOS DU CŒUR	Distributes free food to the most deprived people.	x	x	x	x	x	x	restosducoeur.org
NORTALSANS FRONTIÈRE	A humanitarian organization set up within rotary international to rehabilitate and equip the poorest health centers in the world.	x	x	x	x	x	x	hsd.be
SOIS FARM	An organization whose general objective pursued by six hunger is to reduce poverty in rural areas by supporting peasant agriculture and its actors.	x	x	x	x	x	x	soisfarm.be
RESEAU ENTREPRENEUR	An association of business leaders under the motto: "to create jobs, create employers". It has developed an international presence in 19 countries.	x	x	x	x	x	x	reseau-entrepreneurs.org
MAISON DU MEUBLE RECYCLÉ	Protects the environment by collecting old wooden furniture and by recycling them.	x	x	x	x	x	x	maisondumeublecycle.lu
MOUVEMENT ÉCOLOGIQUE	Focuses on sustainable development, safeguarding a healthy and livable nature and environment, improving the quality of life.	x	x	x	x	x	x	meco.lu
CENTRE POUR LA PROMOTION DES ARTS VISUELS	An organizations that enhances teaching methods by focusing on creativity and art and implement continuous training of artistic techniques.	x	x	x	x	x	x	cpav.lu
LIGHT FOR THE WORLD	Its objectives are to combat blindness, improve the quality of life of blind persons and their families and defend their rights in the most disadvantaged countries.	x	x	x	x	x	x	light-for-the-world.org
VIA DON BOSCO	A ngo active in education, training and employment support for young people in africa	x	x	x	x	x	x	viadonbosco.org
ANAF	An international non-governmental organization of cybermilitarism	x	x	x	x	x	x	anaf.org
INSTITUT FÉDÉRAL D'AVANCEMENT	Its activity is the personal accompaniment of isolated people who are living difficult psychological health whether in collective accommodation or hospital.	x	x	x	x	x	x	pfedf.be
SECOURS POPULAIRE FRANÇAIS	A non-profit association whose mission is to act against poverty and exclusion.	x	x	x	x	x	x	secourspopulaire.fr
ONAL	An association that works on sustainable development and research in order to promote the emergence of a culture of ecology.	x	x	x	x	x	x	onala.org
CŒUR D'ESPÉRANCE	Association working in the field of education and health.	x	x	x	x	x	x	coeurdesperance.org
AMÉRIQUE EN VALET	Association fighting against all forms of exclusion.	x	x	x	x	x	x	americainval.fr
CEDES	An association committed to improving the living conditions of populations and the preservation of natural resources.	x	x	x	x	x	x	cedes.lu
AGRI POUR L'ENVIRONNEMENT	An association of citizen mobilization in favor of the protection of the environment.	x	x	x	x	x	x	agripourl'environnement.org
FRANCE NATURE ENVIRONNEMENT	A federation of associations for the protection of nature and the environment, representing 3500 associations, grouped in 80 member organizations.	x	x	x	x	x	x	fnec.org
FONDATION TRIESTE POUR LE DÉVELOPPEMENT	Designed to promote and support the economic and social development of the territory whether by direct action or in partnership with institutions.	x	x	x	x	x	x	fondationtrieste.org
LA FONDATION DE L'AMBIÈRE	Its mission is to enable every deprived person to access decent housing and a dignified life, irrespective of the amount of his resources and his social situation.	x	x	x	x	x	x	fondation-abbé-pierre.fr
VERACT	Association for children created by VERMEG	x	x	x	x	x	x	vermeg.com
GAIA	Committed to preserving the right of hip by providing them with appropriate care through a personalized therapeutic and educational follow-up program.	x	x	x	x	x	x	gaia-pain.com
TUNISIAN ASSOCIATION FOR COMMUNICATION AND TECHNOLOGY	A non-profit organization devoted to the advancement of the ICT sector in tunisia and to the development of the employability of graduates.	x	x	x	x	x	x	facebook.com/TACT
ADAPTA FOR ALL	Cares about climate change adaptation for rural populations awareness campaigns/training for farmers adaptation information program.	x	x	x	x	x	x	facebook.com/adaptforall
LA RÉGION TUNISIENNE DES FILLES	An association that works on the cultural development and the artistic deactivation through projects in favor of the youth and the artists.	x	x	x	x	x	x	culturenetwork.tn
LA RÉGION TUNISIENNE DES FILLES	Deals with dissemination of the cinematographic culture through discussions, conferences and thematic filmic events.	x	x	x	x	x	x	filles.tn
UNIT RISE	Invests in public space and working to promote access to culture and the democratization of the arts	x	x	x	x	x	x	unitrise.com
UNITISE PLATICIENS DANS MONDIE	The association actively promotes the tunisian artists internationally, helping them to follow the right steps in order to expose.	x	x	x	x	x	x	art-sanctifiers.com

# TARGET 10 CONTRIBUTING TO DEVELOPMENT ON THE TERRITORIES

VERMEG strategy continues to be expansive as contribution to territories became the last years more needed in all the countries where VERMEG operates, to support national systems in their effort to reduce the various and innumerable opportunity gaps on their territories .

Therefore, the actions and initiatives are extended every year through new partnerships with local and international organisms acting for at least one of the sustainable development goals.

39		PARTNERSHIPS WITH EXTERNAL STAKEHOLDERS ON SOCIETAL ISSUES			
	<b>GIZ ECONOWIN</b> Gender Diversity, promotion of women Talent & Leadership (econowin.org/fr)		<b>RESEAU ENTREPRENDRE</b> Entrepreneurship new startups (reseau-entreprendre.org)		<b>FACE Fondation Agir Contre l'Exclusion</b> Non-exclusion, Female Empowerment and Youth reintegration (fondationface.org)
	<b>GAIA</b> Non-exclusion, Mentally handicapped children (fth-gaia.com)		<b>TACT Tunisian Association for Telecommunication and Technology,</b> Employability and Education (tact.tn)		<b>FTP D Fondation Tunisie pour le Development,</b> Health, Employability, Entrepreneurship and Culture (fondationface.org)
	<b>SOS Village</b> Non-exclusion, Abandoned children (sosve.org)		<b>ATUGE Association Tunisiennes des Grandes Ecoles,</b> Entrepreneurship and Employability (atuge.org)		<b>ENVIRONNEMENT MINISTRY</b> "Green Patronage », Parks rehabilitation (environnement.gov.tn)
	<b>ACACIAS FOR ALL</b> Environment, Trees planting (acaciasforall.org )		<b>CFW Cultural Funding Watch, Entrepreneurship</b> Support creative industry for culture and arts (culturefundingwatch.com)		<b>KALLPA</b> Association for the Integral Promotion of Health and Development for population (kallpa.org.pe/)
	<b>SMART TUNISIA</b> Employability & Foreign Investment in ITC (smarttunisia.tn)		<b>MINASSA by INCO and DROSOS</b> Incubator for cultural & creative industry (minassa.co, inco-group.co, drosos.org)		<b>TUNISIAN STARTUP</b> Entrepreneurship Startups (facebook.com/tunisianstartups)
	<b>ARCHIVART</b> Digital Platform to promote Young Artists and art archive (archivart.co)		<b>IFT Institut Français en Tunisie</b> Art & Culture Development (institutfrancais-tunisie.com)		<b>OLYMPIC BEJA</b> Sport in deprived areas (facebook.com/OfficielOB)
	<b>AMIES de l'INPE</b> Protections of abandoned Children (amisinpe.net/)		<b>AFREC African Recycling</b> Waste Management (afrec.tn)		<b>TUNISIE RECYCLAGE</b> Waste Sorting (tunisierecyclage.org)
	<b>KLINK</b> Digital booking platform for Musicians (klink.tn)		<b>ARC EN CIEL ABSL</b> AWaste Management: collection, sorting and recycling (arc-en-ciel.be)		<b>WIKIMEDIA</b> Free educational content to the world (wikimedia.org)
	<b>SENIATNA</b> Faire trade products platform for farmer products. (seniatna.tn)		<b>WWF World Wildlife Found</b> Conservation of endangered species (wwf.tn)		<b>OYA On Y Arrivera</b> Help sick children (oya-asbl.be)
	<b>CJD</b> Chambre des jeunes dirigeants, Promote Young Leaders (cjd.tn/)		<b>AUTIS PAS A PAS</b> Support to Autistic children (facebook.com/PasAPasAssociation DesParentsEtAmisDautistesDeTunisie/)		<b>EI BIO</b> Women Fair trade platform for Bio and healthy products (elbionet)
	<b>EU European Union</b> Dialogue with Private Sector about ESG and Decarbonization Issues in Tunisia (european-union.europa.eu)		<b>SBTI</b> Driving ambitious Coporate Climate actions for optimized Carbon Trajectory (sciencebasedtargets.org/)		<b>Little Lives</b> Children Charity through IT material Donations (littlives.org.uk)
	<b>OFFICE GREEN</b> Office products waste solution provider at the heart of recycling (officegreen.co.uk)		<b>SPC</b> Environment Agency licensed IT recycling business to extend the IT lifecycle (www.spcmm.co.uk/)		<b>UNICEF</b> Debate with Private Sector about their potential for the realization of Children Rights in Tunisia (unicef.org/)
	<b>RSE Time</b> Boost VTO to reinforce CSR activity (rsetime.com)		<b>VER'ACT</b> Association for caritative actions including Life unit for abandoned children		<b>Hultprize</b> Challenges young people to solve the planet's most pressing issues (hultprize.org/)

## ACTIONS TO PROMOTE EQUAL OPPORTUNITIES

### RECURRENT INITIATIVES

- / Financial and human support to the **VER'ACT** association launched in 2012 to collaborate with the association Amis de L'INPE and create a life unit in Tunisia accommodating eight abandoned young teenagers because the local Child Protection organism (INPE) can no longer takes care of them anymore. These kids are still educated in the shared facilities under the responsibility of adult hired to play the roles of the "mother" and/or "father".
- / Sponsoring for the **GAIA** therapeutically farm educating mentally handicapped children.
- / Sponsoring the charity **SOS VILLAGE** by financing two units for abandoned children and additional initiatives Initiating volunteering at weekends to support various charity purposes.
- / Partnership for female empowerment in rural areas in various towns (with **FACE** in Tunisia, **KALLPA** in Peru).
- / For over ten years, VERMEG Luxembourg supports **OYA** (On Y Arrivera), group of friends working to help sick children, particularly children with neuromuscular diseases , for confectioning more than 32000 candy bags then by buying some to offer them to the staff and their children when Santa visits the offices.
- / Implementing collection boxes placed in the break areas for stuff donation ( clothes, book, school bags, toys, blankets, winter shoes, given to NGO such as **LIONS CLUB, ROTARACT** etc.)
- / Financing through **FTPD** the Brain Health program of Hospital Razi Manouba, that aims to create research centers and care spaces for the study of brain disease.
- / Contributing with **GIZ** to the project "Promote Women Talent" in the best engineer and management schools to enhance their leadership and to prepare them to better fight against stereotypes and reach success in their professional career.
- / Donating IT material for external organizations (schools, **ATUPE, LITTLE LIVES, SPC, OFFICE GREEN UK**, etc.) and organizing various collection for charity donation (Winter for **LIONS CLUB**, Educational material for **TRISOMY 21** association)
- / Participating in **SMARTRUN**™ in Luxembourg, that contribute to support various solidarity initiatives, such as hosting refugees (Caritas and the Red Cross), support for youth (Adecco's Win4youth program), integration of people with reduced mobility.
- / Sponsoring various activities and events aiming to achieve equal opportunities (i.e. House construction for needy family in Vietnam through **SCOUTS DE FRANCE**, Earth day organized by World **WILDLIFE FUND**, Volleyball youth girls' team of Yutz- Thionville ASVB club , etc.).
- / Developing chess activity for young people by financing digital equipment and coaches (i.e. Chess Clubs Siliana, Chess Club Hammam-lif, etc.).
- / Sponsoring various sport clubs in underprivileged areas (i.e. VolleyBall Club Étoile Olympique La Goulette, The Olympic Beja foot club, etc.).
- / Periodical fundraising launched internally to support various causes proposed by the staff on behalf of associations or non-profitable organisms (i.e. Association **TRISOMY 21** Nabeul, Les Amies de l'**INPE**, Hospital of Sahloul Sousse, Association **AUTIS PAS A PAS** Tunis, etc.).

### CONTEXTUAL INITIATIVES

- / Various supports to face the world & international crisis with macro impact and micro crisis and its sanitary, social and economic impacts (i.e. in Tunisia contribution to the fundraising 1818 launched by the government, sponsoring and volunteering for the implementation of various solutions such as the Digitalization of the administrative process and a mobile solution for the HEALTH MINISTRY that connects the SAMU to the hospitals, etc. ).

## SUPPORT FOR THE SOLIDARITY ECONOMY

### RECURRENT INITIATIVES

- / Co-funding and coordination of **RESEAU ENTREPRENDRE** in Tunisia that provides business support for young entrepreneurs in their startup phase in a shape of a mentoring from big companies Leaders and financial support in the form of interest-free loans.
- / Founder member and Active participation since 2011 in the **TACT**, Tunisian Association for Communication and Technology, dedicated to advancing the IT and the Telecom sector in Tunisia and to developing the employment of graduated people by: Working in cooperation with the government to develop a competitive environment that may encourage investors to employ more IT and telecom specialists ; Working on the development of training programs for graduated people that may improve their knowledge; Working with all national and foreign organizations to promote Tunisia as an interesting investment destination by serving the existing (already established) investors as well as the global companies; Cooperating with the similar companies and associations located in Tunisia or abroad.
- / Co-funding **SMART TUNISIA**, a national public–private project aiming to create 50,000 jobs in the IT industry by 2025 through funding and co-management, and accepting its presidency through VERMEG’s CEO , Badreddine Ouali, with the target to extend the international notoriety worldwide of this ICT investor destination , including with Silicon Valley companies in US.
- / Partnerships for buying eco-socio products (artifact, handmade, healthy food, ground coffee instead of aluminum pods, etc.) in various occasions (birthday gifts, Christmas gifts, internal quiz prizes, etc.) from local fair-trade companies (**SENIETNA, GAIA, EL BIO, KALTA, KALYS, VERRERIE DE CARTHAGE, QARTAJ**, etc.).
- / Make VERMEG premises available free of charge for various artisan sales, new fair-trade companies supported by local associations (**FACE, GAIA**, etc.) but also new fair-trade companies sales, young artists sales, etc. In addition and in this context, the VERMEG’s sales and marketing teams offer also trainings free of charge to enhance the sales skills of these starter entrepreneurs.
- / Taking part in spreading the CSR culture in countries where the compliance with sustainable development goals is not yet mandatory by the regulations (i.e. through various organisms, such as **CONECT, EU TUNISIA, UNICEF TUNISIA**, etc.).
- / Taking part in increasing employability and job offer of the ICT sector in the regions, for example by implementing new offices outside Tunis capital (i.e. VERMEG Gafsa in 2006, VERMEG Sousse far from with target of more than 100 new recruits.
- / Sponsoring the program **ELIFE** of **FTPD** that aims to design, construct, and lead 10 centers of technology, entrepreneurship, and culture in 10 interior Tunisian cities to enhance the wellbeing, the skills development and the opportunities for ISET schools’ graduates.
- / Taking part in various Public debates with strong engagement to continue to be a major actor for promising States initiative boosting the ICT sector (i.e during the last Tunisian-French Economic Forum, about the project of opening a «Station F» in Tunisia, which is an incubator of startups in Paris that brings together an entire entrepreneurial ecosystem under one roof. VERMEG’s Founder and CEO, Badreddine OUALI, was affirming his total support and involvement in this project through his foundation **FTPD** to promote young startups in Tunisia).



## CONTEXTUAL INITIATIVES

- / Reinforcing support to entrepreneurship with focus on Cultural and Creative industry as very affected (i.e. sponsoring **ARCHIVART** an art platform to young artists and archiving visual art created during COVID, new partnership with **KLINK** a first musicians booking platform and live concerts in North Africa, etc.).
- / Reconducting the partnership with **CULTURAL FUNDING WATCH** to support its mission that consist in the establishment of inclusive, responsible and sustainable resources mobilization practices for the Arts and Culture Industry, through a central hub serving as a platform for capacity building, information and research in the field of financing creative industries in the MENA region and increasingly in the African continent.
- / Sponsoring **TUNISIAN STARTUPS** for the DIGICC Challenge launched with MINASSA, **CFW** and **TICDCE** dedicated to the emergence of digital solutions serving cultural and creative Industry to encourage entrepreneurs in this sector (i.e. launching online music school by **ALGORYTHMES**).
- / Participation to **MINASSA-INCO** for its diversity project with CHANEL foundation, supporting women inclusion and leadership in ICT sector during their first **POW'HER IN TECH WEEK 2020** in TUNISIA.
- / Supporting on new development project by launching in VERMEG premises **THE DOT**, Tunisia's leading Hub for digital innovation and entrepreneurs. The Dot will support the entrepreneurial, innovative and digital community by gathering programs, initiatives and services for young innovative entrepreneurs and the overall ecosystem in order to spread transformation across the regions thanks to various partners (i.e. **EUROPEAN UNION, FTPD, EXPERTISE FRANCE, GIZ, SMART TUNISIA, AFKAR**, etc.).
- / Sponsoring **CJD**, whose mission is to promote and empower Young Leaders' companies.



“ The selected regions for ELIFE centers face the highest unemployment rates in the country and have scarce access to growing opportunities. Each center will welcome 5% of youth (ages 19-29) in the city. The goals are: Reduce inequality between young Tunisians, increase employability, Develop greater entrepreneurship skills and improve wellbeing. ”

Houssam Manai Executive Director of FTPD

# TARGET 11 CONTRIBUTING TO EDUCATION IN THE REGIONS

In developing countries where VERMEG operates, the support of education coming from private sector became vital for employability and economic development. Therefore, VERMEG allocates a large part of its financial and volunteering support to projects relating to education, as well as to development of hard and soft skills required by the job market.

24		NUMBER OF EDUCATION-RELATED PARTNERSHIPS IN THE REGIONS			
	<b>AFS Inter-Cultural Programs</b> International student exchanges from and to Tunisia (afs.org)		<b>TBS School</b> Internship program for actuarial science students (utunisrnu.tn)		<b>4C, Career and Certification skills Center of Higher Education Ministry</b> Orientation for students (4c.tn)
	<b>UTICA Digital Talent</b> ICT training platform in Tunisia based on the national ICT jobs and skills database, (digitaltalent.tn)		<b>AIESEC</b> The world's longest youth run organization Cross-cultural internships (aiesec.org)		<b>EFE Education for Employment</b> Program review in IT technician schools (efe.org)
	<b>Maison de la Tunisie</b> Grants for overseas disadvantaged students (ciup.fr/maison-de-la-tunisie)		<b>SUPCOM school</b> Annual Hackathon for social entrepreneurship (supcom.mincom.tn)		<b>IAESTE International Association for the Exchange of Students for Technical Experience</b> Internships for overseas students (iaeste.org)
	<b>DAUPHINE Tunis</b> Scholarships for Tech and Finance studies (tunis.dauphine.fr)		<b>TAYLO Institute</b> Startup Hakhthon (taylorinstitute.org)		<b>IREX, Thomas Jefferson Scholarship program</b> Grants for US exchanges to develop the leadership of young Tunisians; Employability and action against the brain drain (irex.org)
	<b>SESAME University</b> Work-Study program for engineers and management students (universitesesame.com)		<b>ESPRIT, Engineering and Technologies School &amp; School of Business</b> Work-Study program for ICT students (esprit.tn)		<b>ATUPE Tunisian Association for parents of pupils</b> Enhancing conditions in the elementary schools
	<b>Graines d'entrepreneurs club</b> Entrepreneurial and leadership spirit for kids (grainesentrepreneurs.tn)		<b>ELIFE Centers</b> Technology, Entrepreneurship, training and culture in disadvantaged areas (fondationtunisie.org/elife/, facebook.com/elife.tn, facebook.com/Centre-ELIFE-Beja)		<b>HOLBERTON</b> Alternative ICT school for coding (holbertonschool.com/tn/en)
	<b>USAID</b> Inclusive and dynamic private sector-led employment (usaid.gov/tunisia)		<b>POLITECH Sousse School</b> Work-study Program for engineer (polytecsousse.tn)		<b>EPI International Multidisciplinary School</b> Work-study Program for engineer (episup.com)
	<b>SAFAHAT</b> Book promotion as basic tool for knowledge development (safahat.tn)		<b>ECOLE DE LA CARICATURE</b> Train a new generation of cartoonists among the young talents in drawing (ecole-caricature.com)		<b>Enactus</b> Support students how take entrepreneurial actions for others (enactus.org.tn/)

## RECURRENT INITIATIVES REPEATED

- / Contribution to the national **UTICA-INFOTICA** project project to implement the Digital Talent platform, started by the end of 2015, for which VERMEG has been the "pilot" company for the implementation of the national ICT jobs and skills database.
- / Reinforcing the partnership with **EFE** to boost the employability of the ICT qualification by launching additional training programs, both hard skills and soft skills with a new focus in 2017: the ISET (Higher Institute of Technical Studies), whose employability rate is one of the lowest
- / Grants for schoolchildren and students to finance their studies, both locally and abroad (Maison de la Cité in Paris, Dauphine Tunis students, etc.).
- / Sponsoring **AFS** students exchange program permitting students between 15-18 years from all over the world (Italy, Belgium, France, Switzerland, US, Canada, etc.) to come Tunisia for one study year, hosted by a local family, and in a meanwhile permitting Tunisian students to live same experience abroad.
- / Partnership with **IREX** to support the reintegration of young people returning from the US following a year of study sponsored by the Thomas Jefferson Scholarship program, with immersion in the company enabling them to gain whatever is needed to find a job quickly in their country of origin with prospects as ambitious as their projects (job fairs, speech during the reintegration day, panel and round tables, etc.)
- / Schoolbags are purchased every year then distributed by the staff to benefit children from needy families in different regions far from the capital, as part of a global initiative «**TACT** 1,000 schoolbags» repeated since 2017.
- / Sponsoring various educational activities for students such as entrepreneurial projects , exchange programs for young initiated by Schools or Institutes (robotics project of **ENIM** school students, artificial intelligence project of **INSAT** school students, technology social and environmental innovation such as SupCom school Hakathon, Startup We of **TAYLOR** Institute at **COGIT**, student competitions such us **HULT PRIZE**, etc.).
- / Holding open days within VERMEG with essential training on expression techniques and the fundamentals of the business world, to which are invited schools in disadvantaged areas and unemployment graduates being supported by NGO (i.e. FACE's project relating to women from rural zones , sub-Saharan migrants, young released from prison, etc.)
- / Contributing through VERMEG experts, coach and trainer to events and actions launched by the **MINISTRY OF HIGHER EDUCATION** in Tunisia through the 4C centers that aim to give all students and graduates of higher education access to an advisory, training, certification and support service for professional integration.
- / Partnership with the **ATUPE**, an organism representing voluntarily the students and parents in primary schools, supporting its educational projects and defending the quality of its teaching, in order to provide a structured framework for parent involved in improving the life in their kids' schools, with material or immaterial help.
- / Participating to the program "Egalité des Chances" through **ATUGE** in partnership with Article 1 (<https://article-1.eu/>) which works for a society where orientation, success in studies and professional integration do not depend on social, economic and cultural origins.
- / Partnership with **SESAME**, **ESPRIT**, **TBS** and **ESB** schools for the work-study new program in ICT sector that aims to enhance the employability of students at graduation
- / Taking part in various new actions, events and organization related to education and sponsoring them when required (**ENACTUS** which acts to foster progress through entrepreneurial action and youth engagement, Wikimedia conference a global movement whose mission is to bring free educational content to the world, Help me Learn which targets training coach in Education for a Peace Culture world Citizenship and Tolerance, sport association inside school etc.
- / Supporting all **FTPD** educational current projects (i.e. **ELIFE-TACT-ISET** program, etc.) and future initiatives ( i.e. the proposal to carry the project of the first "Ecole 42" in Tunisia, following discussions during the last Tunisian-French Economic Forum on 2018 between the French president, Tunisian government and the founder, Xavier Niel, who agreed to provide the technology, educational tools, course videos and servers).

## CONTEXTUAL INITIATIVES

- / Sponsoring actions of **GRAINE d'ENTREPRENEURS** and connecting them with various partners (i.e. FTD with its 10 ELIFE Centers in Siliana and Beja, TACT, Etc.) in order to support developing their educational program in other underprivileged regions as currently deployed only in the Tunisia capital. This organism offers young people aged between 7-16 an initiation to the self-entrepreneurship world to boost their basic skills and leadership.
- / Extending the Partnerships for its leading Work-Study program in Tunisia with new school located in regions other than the capital (i.e. **POLYTECH** and **EPI Sousse**) to improve ICT employability in other cities with good economic growth potential ..



“ If we look closely at the map of Tunisia, we can detect the existence of a border separating the marginalized interior regions from the more favored coastal regions. This border, invisible to the naked eye, is not subject to any right of passage or customs control but is nevertheless well anchored in our economy, our society and everything we do in general. The most blatant examples are access to culture, employment, healthcare or infrastructure, which are very difficult when one is born on the wrong side. This divide that has undermined the country for years has prompted us to create the Tunisia Foundation for Development, whose primary purpose is to help break down this border. Tunisia Foundation for

Development acts through direct actions or in partnership, around 4 strategic axes which are: health, employment and employability of young people and Culture by promoting gender balance and correcting regional imbalances . We have provided it with financial and human resources that give it agility and speed in proposing and implementing operational programs and establishing profitable partnerships with public authorities and private, national and international players. ”

Badreddine OUALI VERMEG Chairman & CEO VERMEG and Founder Fondation Tunisie pour le Développement  
<https://fondationtunisie.org/en/about-us>

## Challenge 5

### Doing the software edition business responsibly

In continuation of the responsible governance, which emphasizes among all ethics, it is important for VERMEG to do business as a software publisher responsibly as well as profitably.

Indeed today, whatever the field in which the company operates, it has become vital to meet the expectations resulting from the international standards for sustainable development in its specific business area. Especially since all the calls for tenders (RFI and RFP) received and the risk assessment questionnaire from the clients' purchase departments, whatever their source, refer to these strict compliance requirements.

This means that additionally to its corporate conscience, VERMEG must also think about the positive impacts of its products, services and practices on the environment, clients, users, employees and any other stakeholders, in order to enhance them and above all, to reduce any potential negative impact.

In this context where protecting environment and fighting against climate change become more crucial, a global R&D study was launched and an action plan is deployed in order to highlight how VERMEG, with its willing to become a major sustainability actor, can have even better effect through a Green Development strategy.



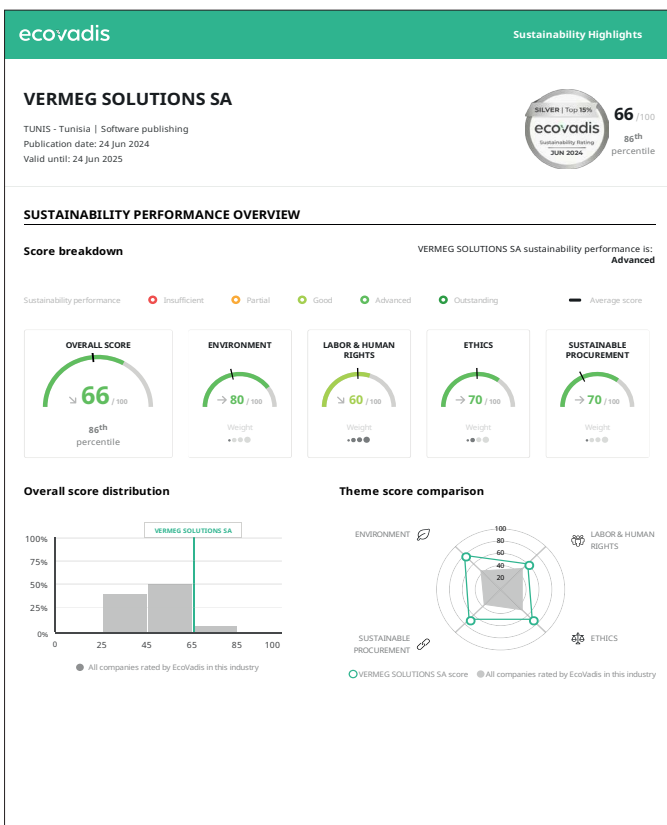
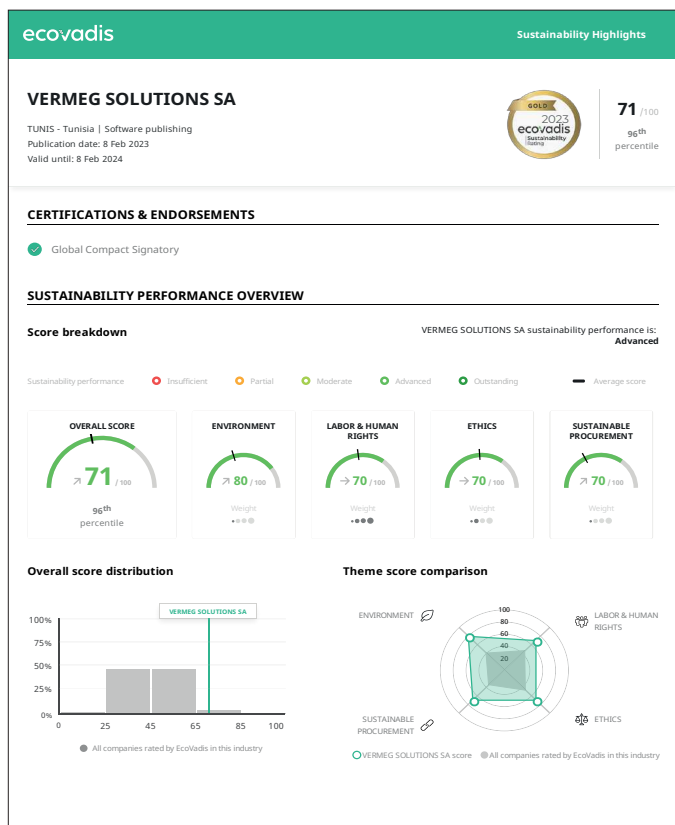
To move towards the responsible software business, VERMEG identified these transversal and essential steps:

- / FairFair practices for business
- / Data security protection
- / Green IT and Eco-Socio Products & Services



The inclusion of new regions and products following new acquisitions required also a huge harmonization effort during the last years.

All these efforts were combined to reach the Gold level for EcoVadis Rating, and then to maintain it taking into consideration the big challenge for that, as the continual reinforcement of the sustainability requirement makes the assessment more strict every year as reflected in the last one.



## TARGET 12 FAIRE PRACTICES FOR RESPONSIBLE BUSINESS

In the framework of Company Social Responsibility, VERMEG pledges to do business professionally, diligently and fairly, through its Code of Ethics which records the company's ethical commitments:

- / It gives the staff and all stakeholders an overview of the various good conduct guidelines to be followed and insight into legal requirements with the compilation of legislation and reference documents such as laws and the internal regulations.
- / It reiterates the guidelines specific to staff transactions on the financial markets, use of IT equipment and communication in the company.
- / It sets the rules applicable to all of the Group's business lines in terms of preventing, identifying and managing potential or proven conflicts of interest.

But this was not enough, thus VERMEG launched a global project to centralize and harmonize its Fair Business practices all over the group according to the framework of its CSR Chart.

This effort will be continually deployed to cover all the regions including the new ones in case of acquisitions, through the following 3 phases:

### FORMALIZATION PHASE 1

All the fair practices documentation was structured to simplify the harmonization between all the countries where VERMEG is present through its offices or its clients.

All the fair practices documentation was structured to simplify the harmonization between all the countries where VERMEG is present through its offices or its clients.

/ The **CSR POLICIES HANDBOOK** which centralizes:

- / The CSR Charter of the group
- / The CSR Governance
- / All CSR Policy referring to this chart, including:
  - / Ethics Policy as Code of Conduct for VERMEG and all its Stakeholders
  - / Safety and Health Policy
  - / Environmental Policy
  - / Responsible Procurement Policy
  - / Donation Policy
  - / Volunteering Time Off Policy
  - / Equality, Inclusion, Diversity & Non-Discrimination Policy

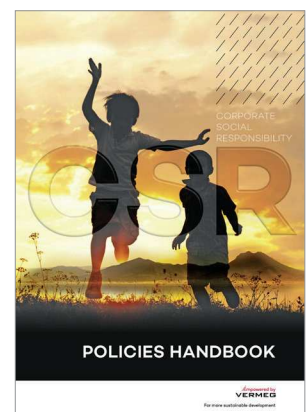
/ The **POLICY RULES** annexed to the CSR Policies Handbook that clarify the procedures:

- / Anti-Bribery and Corruption Policy Rules
- / Conflict Of Interest Policy Rules
- / Anti-slavery and Trafficking Policy Rules
- / Equality, Diversity, Inclusion (EDI) Policy Rules
- / Health and safety Policy Rules
- / Flexibility Policy Rules
- / Volunteering VTO Policy Rules
- / Welfare Activity Policy Rules
- / Whistleblowing Policy Rules

/ The **EMPLOYEE HANDBOOKS** by country with the following structure:

- / The Common part describing the HR Policy rules for all the group
- / The Specific part by Country to clarify the local rules resulting from each country laws and specificities

/ The **INTERNAL RULES** documents only in the countries where they are required by law to be clearly published and physically displayed in specific places.



## COMMUNICATION PHASE 2

The following communication actions about fair practices are planned and will continue till 2020:

- / Signature of the CSR Policies Handbook by VERMEG’s management and employees through the HR System
- / Signature by the Ethic Policy As Code of Conduct for VERMEG and all its Stakeholders by external parties (providers, partners, etc.)
- / Publication and communication of CSR policy Handbook internally and externally through various channels to spread the compliance spirit
- / Awareness sessions through VERMEG Academy for new joiners but also for current employees (live sessions, LMS courses and quizzes, webinar, Intranet, CSR site, etc.) to root the fair practices spirit and remind the compliance obligation to all staff and specific roles (management, sales, HR, Finance, etc.)

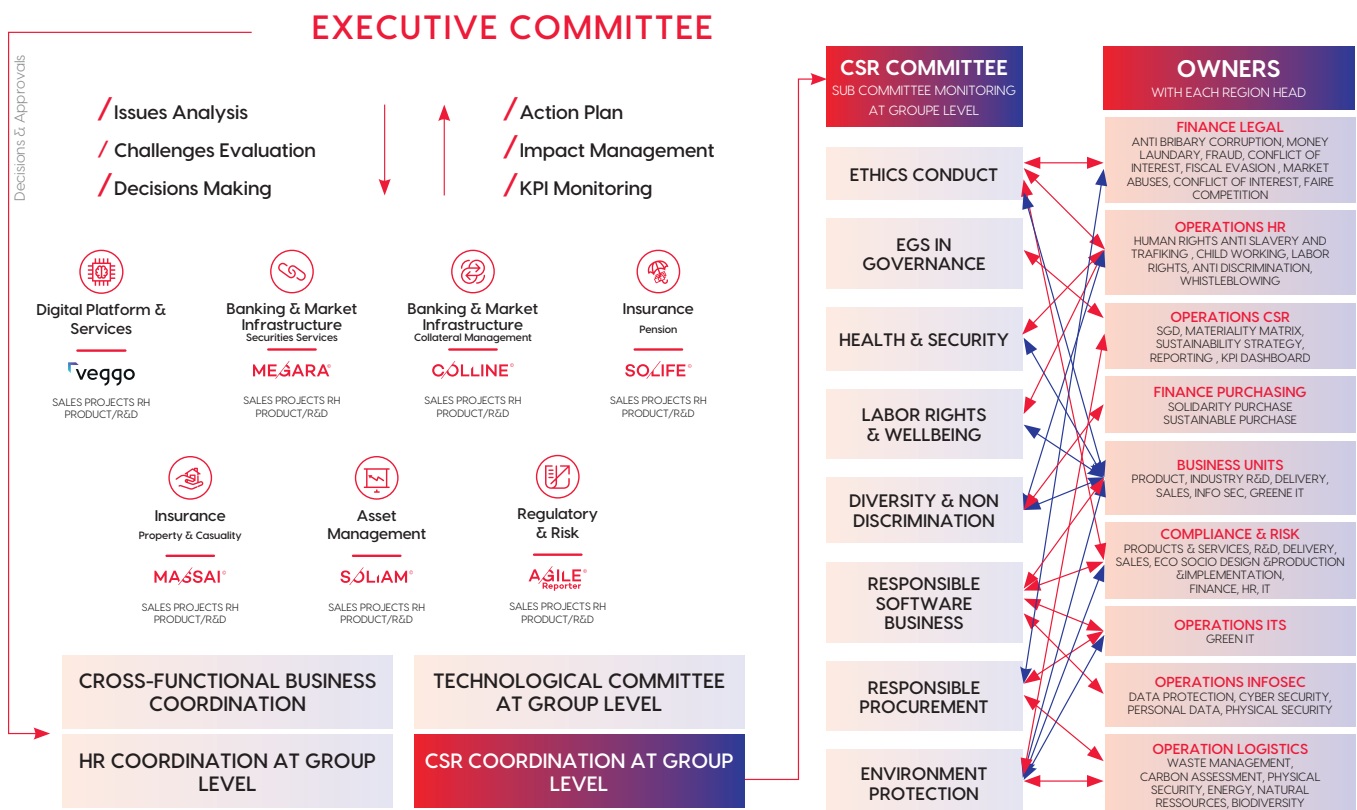
## CONTROL PHASE 3

The CSR compliance officer emphasis the monitoring of fair practices and the analyses of the incidents/ alerts received by the Ethics Committee or any other compliance or operational committee, globally or per country with the help of his CSR ambassadors and the country managers.

He escalates to the CSR committee when needed for the critical issues.

This control is reinforced through the CSR committees as described in the CSR Governance section, as monitor through his annual CSR reporting the achievements and KPIs of all the other committees to guide them and assist the process owners to reach the compliance requirements to match with the ESG standards.

## CSR monitoring reinforced with owners on each area for stronger faire practices VERMEG governance including ESG in all Regions



## DATA PROTECTION AND SECURITY ASSESSMENT

The Group pays critical attention to data entrusted or that may pass through its information systems. For the sake of reinforcing virtuous practices in favor of data protection, VERMEG renews annually its Iso 27001 certification since 2012 and extends it to include any new building and country .

In addition to the continuous awareness campaigns on the group LMS, VERMEG regularly communicates to employees about security best practices related to the use of the Internet, IT tools, and the company files and data. Furthermore, each employee is reminded of the legal provisions and internal rules stipulated in the internal regulations and the code of conduct concerning the use of data that is based on technological and IT applications. Several consciousness messages are also sent to employees on regular basis about cyber security risks.

A special focus is kept these last years on :

- / The RGPD European General Data Protection Regulation since its publication in 2018, and their impact on all the subsidiaries including those in Non European zones.
- / The harmonization of the information securities organization, process and procedures between VERMEG offices and the new one from new acquisitions, to maintain the global Iso 27001 certification for the whole group.
- / The preparation of the SOC 2 certification which is the greatest guarantee that a service provider securely manage data to protect Clients' interests and privacy. For a security-conscious businesses, SOC 2 compliance is the very high requirement when considering a SaaS provider. SOC 2 certification will be a strong business advantage for VERMEG, solidifying commitment to maintain and provide the most stringent security and privacy controls for our Clients.



The Group continues to work strictly on the compliance with the various regulations on the personal Data protection according to each country's specificities, especially the General Data Protection Regulation (GDPR) in the European Union on privacy for all individual citizens taking into consideration its very strict impact on business habits. As Data protection officer I was hired to fulfill this mission at the group level. ”

*Christine Giovanini , VERMEG Senior Legal & Personal Data Protection Officer*



FAIR PRACTICES MONITORING	SUB-INDICATOR	FY2021	FY2022	FY2023	FY2024	
Ethical Committee Members	GLOBAL	7 Permanent (COO, CFO, CHRO, CISO, CSRO, CLO, CTO) + On demand (CEO, Region/Country/ Industry Head)	8 Permanent (COO, CFO, CCO, CHRO, CISO, CSRO, CLO, CTO) + On demand (CEO, Region/ Country/Industry Head)	8 Permanent (COO, CFO, CCO, CLO, HCO, CSRO, CTO, CISO) + On demand (CEO, CSO, Region/Country/ Industry/BU Head)	8 Permanent (COO, CFO, CRO, CLO, HCO, CSRO, CTO, CISO) + On demand (CEO, CSO, Region/Country/ Industry/BU Head)	
Global Compliance Officer including Ethics & ESG	GLOBAL	2 Compliance Co-Officer (COO & CFO)	2 Compliance Co-Officer (COO & CFO)	2 Compliance Co-Officer (COO & CFO)	3 Compliance Co-Officer (COO, CFO CRO)	
% Employee who Signed Ethic Code	GLOBAL	75%	81%	83%	83%	
% Managers who Signed Ethics Code	GLOBAL	73%	89%	89%	89%	
% Sales who Signed Ethics Code	GLOBAL	-	-	86%	86%	
Alerts Reported via Ethics channel (breaches/failings)	GLOBAL	6	2	10	3	
% Alerts By Entry Point	JIRA	100%	100%	100%	100%	
% Anonymous Alert	GLOBAL	50%	100%	100%	100%	
% Non-Anonymous Alert	GLOBAL	50%	0%	0%	0%	
% Critical Alert	GLOBAL	0%	0%	0%	67%	
% Improvement Alert	GLOBAL	100%	100%	100%	33%	
% Treatment of Alerts (Incidents/ failings/breaches )	HANDLED ALERTS	50%	100%	80%	33%	
	REJECTED ALERTS	0%	0%	20%	0%	
	PENDING ALERTS	50%	0%	0%	67%	
% Trained Staff on Ethics	GLOBAL	NA	NA	1%	10%	
Information Security / Data Protection Certifications	GLOBAL	ISO 27001, SOC2 TYPE2 , SOC2 TYPE1	ISO 27001 SOC2 TYPE2	ISO 27001 ISO 27701 SOC2 TYPE2	ISO 27001 ISO 27701 SOC 2 Type II	
Data Protection/Information Security Incidents reported	GLOBAL	45	29	129	66	
Treatment of DP/IS Incidents	HANDLED INCIDENT		100%	100%	100%	100%
Budget Allocated to Information Security (Direct & Indirect)	GLOBAL	232 000 €	256 000 €	256 000 €	250 700 €	



## TARGET 13 GREEN IT FOR ECO-SOCIO PRODUCTS & SERVICES

Awareness of addressing environmental and social criteria from the product and service design phase emerged during work to develop the first materiality matrix workshops. The Board and CSR teams have understood the cruciality of defining how the initiative could be implemented in VERMEG and the importance of preparing trainings for the different R&D and delivery teams.

The initial analysis identified 3 major areas where Eco-design must incorporate different environmental and social criteria:

- / The development of software's with lower consumption and different uses of energy type in intensity during all the products' life-cycle phases: clean energy, Green Code, CO2 rejections from the servers, printing, recyclability of materials, optimization of the IT environment surrounding the platforms required for VERMEG solutions both internally for the Clients (laptop versus desktop, WIFI versus 3/4G, GraphQL versus Rest, cloud versus on premises, etc.)
- / The Services relating to specification, integration, implementation and support phases: reduce air, car and train travel, introduction of videoconferencing to decrease CO emissions but also to improve quality of life for staff and clients
- / The Ergonomics beyond solutions performance: optimization of the presentation layer (working with the web agency Anais on best usability factors: fewer clicks, restful color, etc.), Doc and User Guide with easy, enjoyable access, etc. In fact, among the standards of sustainability, comfort is no longer a luxury, in personal life as in professional life. It became essential and indispensable to last. Technology is not anymore, the tool of the performance, but it become also and especially the tool for the comfort of its users.

The R&D along with various business line Product and Services managers launched different studies to continue the analysis, and to identify measurement indicators to manage the environmental impacts of designing VERMEG products and services.

One of the latest studies called "How Development Could Save the World?" came to clarifies the basis of "What does GREEN mean for TECHS".

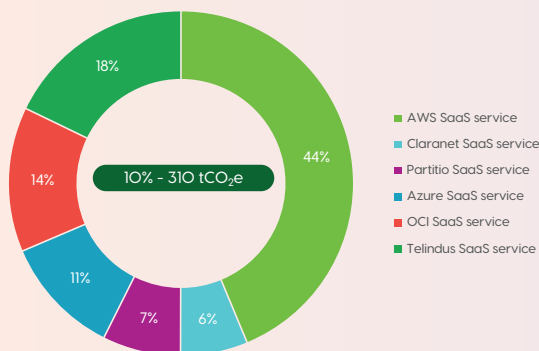
**“ With our Veggo Studio, VERMEG aims to offer an efficient and intuitive online development platform to quickly design business applications easily, feting best practices of Green IT for all developers all over our Business lines and countries. ”**

Oussama GABTENI , R&D Expert

Taking into consideration this reduction target for its Software Products & Services emissions, VERMEG started monitoring their impact and their evolution trend in its annual Carbon Assessment since 2023.

### PRODUCTS & SERVICES USE at VERMEG 2024

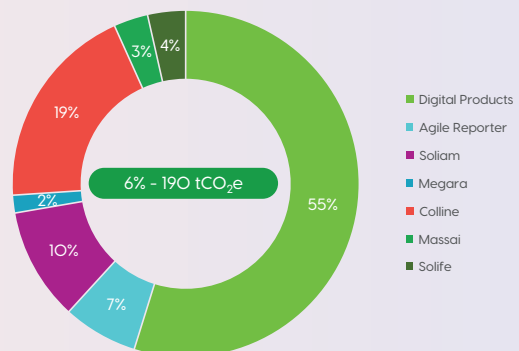
Soft and services by vermeg  
Distribution of tCO<sub>2</sub>e



### PRODUCTS & SERVICES USE at Clients 2024

(by the clients' servers, excluding Saas)

Software use by the clients' servers  
Distribution of tCO<sub>2</sub>e

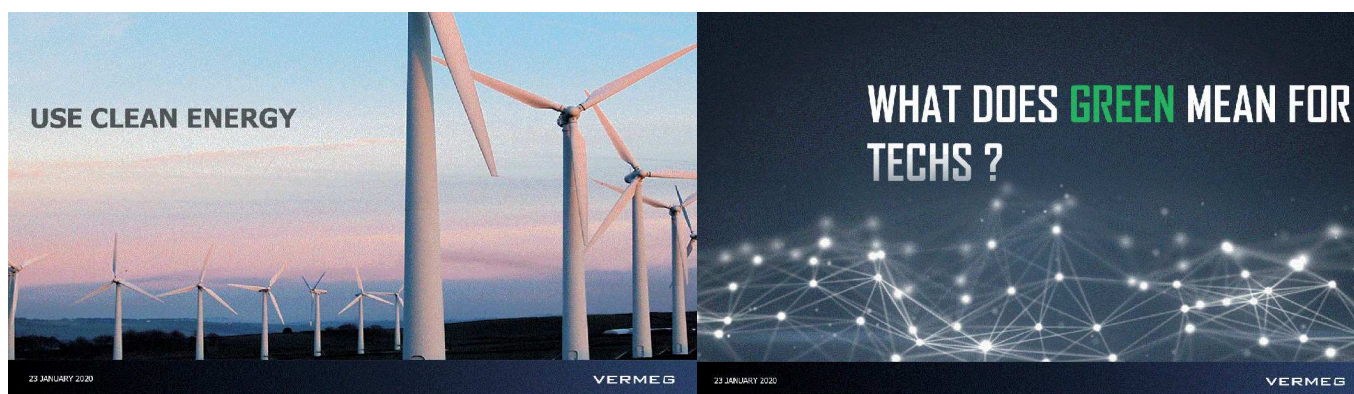


## GREEN IT APPROACH

As an IT partner of international Technological groups, VERMEG is developing a Green IT approach for its products and services to drive direct and indirect reduction of environmental and climate impact for itself and for its clients who must meet their own sustainability objectives.

VERMEG Green IT approach is built around two main areas with the following purposes:

1. Reduce the impact of its IT materials on the environment especially its carbon footprint through:
  - / The establishment of data centers: decrease platforms on premise, reduce energy consumption thanks to server virtualization,
  - / The streamlining of printing: reduce the volume of printing (black and white, double-sided, systematic print preview, ..), collection and recycling of consumables (paper, toners, etc.), Reusing printed paper non-used as drafts or notepad, visual logo inviting to not print unless needed at the bottom of each email, etc.
  - / The management of computers: replace desktops by laptops, promote the acquisition of computers labeled Green IT or Energy Star, reduce of electrical consumption by systematic programming of a hibernate mode, etc.
  - / IT material donation to encourage reuse before recycling: The used computer consumables are collected and recycled; the unused hardware is transferred free of charge to associations, hospitals, students for the solidarity economy.
2. Use of new technologies and management systems to support sustainable development
  - / The development and evolution of video conferencing infrastructure and web conferencing to reduce travel during inter-company meetings, steering committees, etc.
  - / The Eco-socio design of its IT software products and services to enhance their environmental and healthy impact during the whole product life cycle: conception phase, development phase, delivery to client's phase, the deployment-implementation phase and the production maintenance phase.
  - / The Implementation of a Environmental management system to structure, monitor, facilitate and improve all the aspect relating to environment management, according to international standard (such as Iso 14001).



## Challenge 6

### Responsible purchasing and supply chain

The implementation of a responsible procurement policy at group level was clearly identified as a major challenge; as VERMEG has become fully aware that this should not be approached as an act of communication or charity, but as a true corporate strategy, taking into consideration the fact that purchasing function, at the heart of the company operations, is a major lever at the service of its economic performance.

Thus, controlling its supply chain through the management of new risks, pushes VERMEG to find opportunities to create value.

The focus on this challenge remains for VERMEG critical according to the score's evolution in the EcoVadis annual evaluation.

An important improvement on the next ratings is still expected from the action plan defined and launched during the last years.



## TARGET 14 SUSTAINABLE PROCUREMENT

By its Responsible Procurement Policy VERMEG understands first of all to Promote **Sustainable Purchases**, which means environmentally friendly consumption mode .

Therefore, without further delay, the environmental issues are considered in the purchases made by VERMEG as much as possible:

- / Upstream, environmental expectations are specified. This concerns as well services, products or materials used, as business techniques.
- / During the evaluation of the offers, an environmental criterion is integrated to favor the most virtuous suppliers and subcontractors. This criterion can be based on products, techniques used (manufacturing process, waste management, supply and delivery circuits ...), but also on their certifications if they have one. Concretely, this translates into the use as much as possible of supplies with a 'green' label or those who take more into account the protection of local fauna and flora (i.e. suppliers and subcontractors who minimize the waste generated).

Aware that much is still to be done on the subject as highlighted in the materiality matrix, and among the establishment of a Group purchasing policy according to the standards of the profession that was the first and most critical action, below the initiatives launched and those planned .

### ACHIEVEMENTS

- / Generalization of the purchase policy to the whole group
- / Harmonizing the Purchase procedures in order to apply the same responsible procurement principles to all the subsidiaries including the new regions
- / Adding sustainable and solidarity criteria in the Purchase Requests
- / Identifying purchase key indicators that will be implemented in the management Dashboard
- / Make all the new providers, when starting their business relationship with VERMEG, sign the Ethic Policy and the CSR Policies Handbook
- / Send the VERMEG Ethic Policy and the CSR Policies handbook to the main former Providers especially the ICT ones to arise awareness.
- / Selection of a new global purchase system after running Request For proposal and implementation of ADFINITY, Purchase & Stock Management tool by EASI to centralize all the providers and the purchase procedure. This will allow the monitoring of the KPI highlighting the group improvements relating to responsible buying
- / Including the Purchases in the annual Carbon Assessment among the Scope 3

Taking into consideration this reduction target for its Purchases emissions, VERMEG started monitoring their impact and their evolution trend in its annual Carbon Assessment since 2023.

### Purchase impact 2024 by category

Distribution of tCO<sub>2</sub>e



## AREA FOR IMPROVEMENT

- / Including in the new Procurement Tool the configuration of CSR criteria, but also the Supplier evaluation (taking into consideration their reputation)
- / Encouraging all the suppliers to provide a sustainability market recognition (such as **ISO, ECOVADIS, LUCIE, B-REPUTATION**, etc.)
- / Adding among the CSR criteria for the provider selection criteria and evaluation the sustainability market recognition
- / Offering sustainability and CSR awareness sessions for all suppliers, that become mandatory for those without any sustainability market recognition
- / Make all former providers still in relationship with VERMEG sign VERMEG Ethic Policy as code of conduct and CSR Policy Handbook
- / Check in the contracts with clients and providers the clause that refers to the CSR compliance and add them when missing
- / Launching a project for a Digital assessment platform intended for all VERMEG’s Providers and connected to its Procurement tool, such as the ones implemented by its banks and insurance clients (**HELLIOS** that simplifies supply chain data management to collates all suppliers hellios.com, **Integrity Next** sustainability supply chain assessment platform app.integritynext. com, etc.)
- / Launch solidarity purchase programs as indicated in VERMEG fair procurement policy to promote marginal firm subcontracting, especially Minority, Disabled and Women business enterprises.

SUPPLY CHAIN	FY2021	FY2022	FY2023	FY2024
% Supplier/Partner Signed VERMEG Code of Conduct / CSR Policies Handbook	30%	35%	35%	30%
Alert on Suppliers for non-CSR Compliance (child employment, illegal workers, Ethic, discrimination, etc.)	○	○	○	○
Banished suppliers for non-CSR Compliance	○	○	○	○
% Purchase Cost reduction versus N-1	NA	NA	NA	-22%



## TARGET 15 SOLIDARITY PROCUREMENT

By its Responsible Procurement Policy , VERMEG second target is to Increase Solidarity Purchases from fair trade companies that

Focus on social values and aspects . This can involve sourcing products and services from businesses that prioritize Diversity, Equality and Inclusion in addition to fair labor practices and other ethical considerations.

### ACHIEVEMENTS

- / Promote internally and externally the solidarity purchase (i.e. via the intranet, social media, emails, etc.)
- / Increase diversity among suppliers, including small and medium size enterprises, local businesses, minority-owned enterprises, and companies that focus on social progress and development. -Launch solidarity purchase programs as indicated in VERMEG fair procurement policy to support marginal firms , especially Minority such us employing people with disabilities, Women, second chance (i.e. anniversary gift, internal challenge prizes , Vermeg Academy awards, Sport committee rewards, etc.) to support marginal firms, especially employing Minority such us people with disabilities, women, second chance for young after jail from the handicap farm GAIA's shop)
- / Organize periodical sales events in VERMEG premises and boost them by sponsoring some purchase vouchers (i.e.rural women artifact through FACE, local farms through SENIATNA, GAIA, DACTYRIS, traditional products from different cultures Amazigh, Native American, and Sub-Saharan via **KIARSY** . etc.)

### AREA OF IMPROVEMENTS

- / Enhance the monitoring of the KPI relating to solidarity and minority programs purchase in the internal Systems
- / Boost the percentage of solidarity purchase.



# Challenge 7

## Cultural and artistic development

As an art lover, VERMEG’s founder Badreddine OUALI soon engaged the company in initiatives to support young artists, painters, photographers, sculptors etc. by buying works to decorate the company’s workspaces. Shortly afterwards, it began to contribute to staging directly through VERMEG what are considered major exhibitions in Tunisia (i.e. Spring Art annual exhibition from 2004 to 2012, etc.) but also through its “Foundation Tunisie pour le Development” that support various initiatives (i.e. the annual exhibition for Arab artists El Meken, the various cultural events of Jaou Tounes launched by KL Foundation, the art expositions and workshops in the regions by Archivart , etc.).

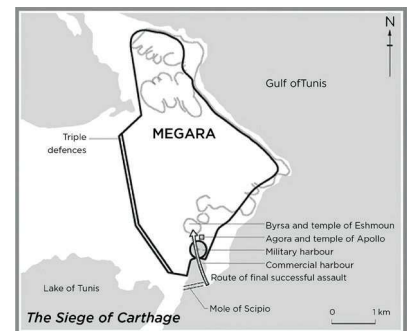
Visiting VERMEG’s premises quickly reveals the importance that VERMEG’s Management places in promoting all talent in each country. This crucial position given to the Art & Culture was confirmed during the CSR Challenge, VERMEG’s staff voted strongly to consider cultural and artistic development inside and outside the company as an important challenge to maintain employment engagement.

Brought together in each country under the VERMEG’s Got Talent program, the initiatives are based around support for artists and cultural events and the promotion and development of artistic talents at VERMEG.



### VERMEER

One of the greatest painters of the Dutch Golden Age in the Netherlands, where the group’s headquarter is established.



### MEGARA

An historical suburb of Carthage, the capital of Tunisia during Phoenician era, referring of its greatness, when it reached its its peak tanks to its Leader Hannibal fighting Roman in Europe.



Art Fair Carthage



“ The name of VERMEG carries its founder’s great passion for Art - History - Cultural heritage - Literature all combined, but also his pride of the origin of his group, a very small country in North Africa, with an amazing spirit thanks to a melting pot of influences through the ages (Berber, Amazigh, Mediterranean, Africans, Phoenician, Roman, Arabic, Turkish, French, etc.) and a fabulous history around its great city Carthage and the military exploits of its legendary general Hannibal, who famously led his army over the Alps in 218 B.C. during the Second Punic War against Rome. ”

Myriam SANHAJI, CSR Director VERMEG

## **TARGET 16** External art & culture patronage

The external patronage, continues to be anchored in VERMEG's roots with the same enthusiasm as shown the previous year.

### ACHIEVEMENTS

- / Initiating multidisciplinary art & cultural events with external partners such as
  - / **LE PRINTEMPS DE L'ART**, an annual seasonal arts exhibition involving all the galleries of La Marsa town to promote young artists creativity in visual art (painting, sculpture, videos, etc.)
  - / The first **VERMEG ART FAIR with SERVICED**, an exclusive event in 2018 for all the staff from all the Group's countries including a strong cultural heritage note. The two weekend days saw a succession of events involving various artists (traditional dance, music, song, poetry, painting and culture exhibition, slam, graffiti, etc.), as well as guided cultural tours to promote Tunisia, the country where VERMEG was founded (visit to the Medina of Tunis, the UNESCO World Heritage village of **Sidi Bou Said**, the Wine Route in **Mornag**, the ruins of **Carthage** and the **Bardo** National Museum)
  - / Sponsoring and supporting various art events launched by other partners
    - / The annual photography competition for young students during the **ATUGE** job Fair
    - / The fourth edition of **SOLID'ART**, an annual visual art exhibition carried by renowned artists but also young artistes on behalf of the caritative association **GAIA**.
    - / The project **JAOU** of KL Foundation that endeavors to further the cause of life expression in the MENA region, through art. JAOU is bringing together artists, independent curators, and cultural thinkers, to explore the complex definition of heritage in Tunisia's post-revolution existence.
    - / The fashion show for Tunisian women designers on the occasion of the international women's day in 2020 by the **IFT and over fifty ... et alors?** an association founded by a fashion stylist working with many celebrities, who are conscious of the lack of female representation in the world of fashion and beauty for the last 50 years with the aim to develop female visibility, changing the attitude towards women that has been present in the industry and inspire the generations following in their footsteps, etc. ).

The art exhibitions by ARCHIVART at FTPD supporting multi-disciplinary artists (i.e. ETRINTE, AKACHA FI DARNA, ART Brunch etc.) but also its initiatives to promote the arts in the regions not only in the big cities (SPRINT'ART in Djerba, ) and the Tunisian artists abroad (i.e. annual edition of TUNIS SUR SEINE event in Paris, etc.)

- / Sponsoring and supporting directly young talented artists and cultural actors
  - / Movies, Theatre and Dance producers (such as the author and actress Anissa Daoued for LE BAIN, LES IMMORTELLLES, GOD BLESS BUDDIES , the chorographer Nawel Skandrani for RE EXISTANCE, WHITE AND BLACK CIRCUS, etc)
  - / Painters and photographers (such as Jihen Ben Abda, Besma Hadaoui, Akacha, etc.)
  - / Writers, Cartoonists, (such as the exhibition of caricature by the association ART ACQUIS, National reading competition by SAFAHAT Association , the Caricatures arabes by ECOLE DE LA CARICATURE Sfax, The celebration of international book day through SAFAHAT Book Box, etc.)

“ The fourth edition of SOLID’ART is part of this chain of solidarity in which everyone struggles to raise this edifice. To the talent of the artists is added their benevolence to give birth to a certain color palette, but above all a wave of emotion carrying us far beyond the scope of the possible to continue to provide answers, the best to young people benefiting from GAIA, the therapeutic farm for the mentally handicapped ”

MYRIAM BEN BRAHIM, PRESIDENT OF GAIA

**4<sup>th</sup> EDITION**  
**SOLID'ART 2020**  
 du 6 au 15 mars  
 au Circus Le Pavillon Gammarth

ALCHA ZARROUK'AL HASSTOUN'AL DEROUICHE OHERIF AMIRA HITMET'ABEK BEN FRED'IBETHA REDDAOUI CHAHRAZAD FEKIH'CHAWKI LAHMAR'EL SEED HAMADI BEN NEYA'HAMMADI BEN SAAD'HELA AMMAR HOUDA JULIHRANE OUAES'KAOUDER CARIGNOUPH KAOUTHER JELLAZI'MAHER LAROUSSI'MAUJED ZALILA MENDI KRIFA'MELIKA LADJIM'MICHEL GILIBERTI MOHAMED AMINE HANOUIDA'MOHAMED BEN SOITANE MOHAMED CHELBI'MOHAMED GHASSAN'MOURAD HARBAOUI NAJET DHABHI'NAJET GHERISSI'NEILA BEN AYED NOMEN GHACHOLEFA CHABOUDOU'SELMEN NANI RANIA WERDA'SAMIR MAKHOUF'VINCOENZO MAGNANI WADI MHIRI'WISSEM BEN HASSINE'WISSEM EL ABED YHENE GHETOUANE'YHENE BERHOUMA'ZIED LASKRAM  
 CURATOR : NADIA ZOULARI

FONDATION TUNISIE POUR LE DEVELOPPEMENT

LES BENEFICIAIRES DE CETTE EXPOSITION IRONT A GAIA

VERMEG SERVICIO

**ETREINTE**

DU 18 AU 22 SEPTEMBRE 2021

À LA FONDATION TUNISIE POUR LE DEVELOPPEMENT / LAC 3

ARCHIVART.CO

Excellencia

التجارة الإلكترونية Attijari Bank

VERMEG

GOETHE INSTITUTE

TT



**AKACHA** ف

**DARNA**

15.12 > 31.12.23

À la Fondation Tunisie pour le Développement | Le Kram

FONDATION TUNISIE POUR LE DEVELOPPEMENT

darna

VERMEG

A L'INITIATIVE DE TunisianStartups MINASSA Culture

**Appel à projets**

DIGICC CHALLENGE

AVEC L'APPUI DE giz VERMEG TICICE

apa Bessises Productions

MOHAMED DAHECH SAMI KHELIFI

**البانو**  
**LE BAIN**

UN FILM DE ANISSA DAUD

42 CINEMED 2020

MEDFILM

ELGOUNA FILM FESTIVAL 2020

LA Biennale International Film Festival

3 ENCI

ORLEANS THE DOGS CLANDESTRO CGS SP VERMEG

## **TARGET 17** **INTERNAL ART & CULTURE PROMOTION**

The priorities set to promote artistic talents and cultural enrichment among VERMEG's staff continue by re-conducting old initiatives and launching new ones. The work council in each country works closely with the CSR ambassadors to identify and implement the actions and events that meet better the employer expectations and promote VERMEG Talents.

Combining between the Volunteering Time Off Policy and the VERMEG's Got Talent program this opens many new possibilities for VERMEG staff such as cultural exchange and artistic development through stays in artist residencies.

### **ACHIEVEMENTS**

- / Monthly painting exhibitions of confirmed artists on VERMEG premises in France, Belgium, Luxemburg and UK by **LITTLE VAN GHO**, with the option giver to the staff to buy artwork at very attractive prices.
- / Gallery showcasing artwork on the premises in Tunis: street arts, young artists, sculptures, etc.
- / Organizing events with cultural associations in VERMEG premises (i.e. **WIKIMEDIA** workshop, **AFS** foreign students day, etc.) or supporting their external events (i.e. **HELP ME LEARN** citizenship day, **AFS** first seminar for Africa centering on the global citizenship culture, **ARCHIVART** exhibitions at **FTPD** premises , **KLINK** online music concerts of young artists , **CFW** Resources Mobilization Digithon to boot fundraising for cultural and creative young industries, etc.) and also internal cultural challenges (i.e. the traditional clothing day )
- / Launching a seniority Program offering cultural travels through all continents (Africa, Asia, America, Europe) each five year for staff celebrating 5, 10, 15, 20, ... anniversary.
- / Proposing music, theatre, painting lessons, etc. for potential talents
- / Sponsoring Tickets to cultural and artistic events: theatre, exhibitions, cinema, etc.
- / Encouraging internal shows with VERMEG talents (Duo of the jazz group "Trilogy" during the CSR annual event launched by one of VERMEG employee at the guitar, the first VERMEG band mini concert with five musicians and singers from various Group affiliates Luxemburg, Belgium, France and Tunisia) performed during the Art Fair attended by all Group staff,
- / Organizing exhibitions and selling in VERMEG premises of products made by VERMEG talents (paints, accessories, jewelries, etc.)
- / Sponsoring stands during external handicrafts and fair-trade exhibitions (**Gaia Kermes**, **Sejnen pottery**, etc.),
- / Hosting internal cultural workshops (i.e. **WIKIMEDIA** redaction workshop allowing staff to contribute in writing articles in Wikipedia on various subjects: promotion of female artists in Arabic world, promotion of diversity and LGBT inclusion, etc.)
- / Volunteering time off granted to employees for their various cultural and art program participation, such as travels to promote cultural exchange or stays in artist residencies abroad.



# Tunisian National Clothing Day

## IN THE ROAD MAP

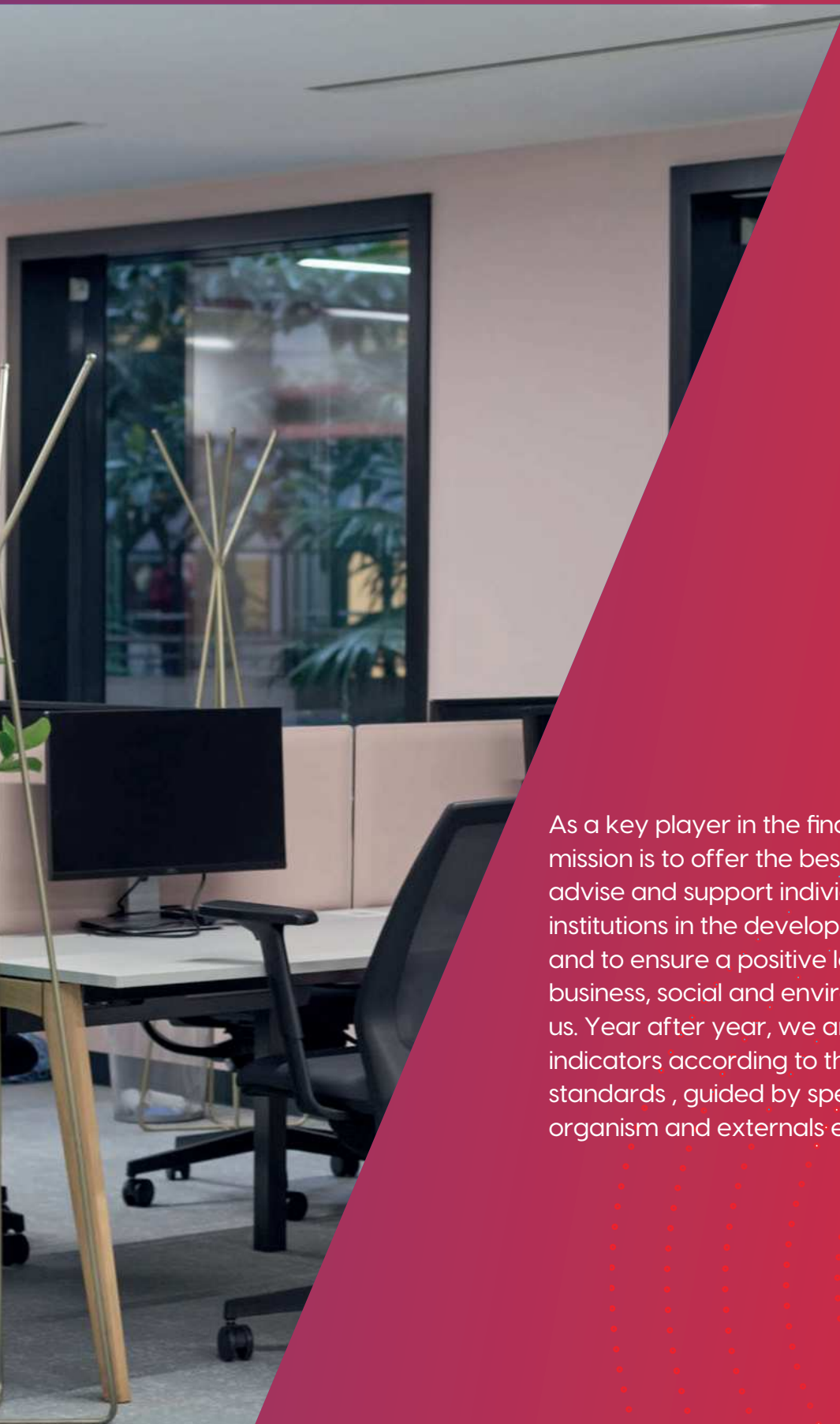
- / Various exchange programs for VERMEG staff between offices in original regions (Europe, Africa) and new ones (Asia Pacific, Latin America, North America) are under study (i.e. "Play my role" where 2 employee with same background can exchange their position during a period of time, "Visit my place" where an employee is invited for a shadowing of a colleagues in another country, etc.)
- / Regular Geo-cultural events involving VERMEG countries where the Group has affiliates or clients, in the aim of promoting them amongst the staff and showcasing their culture in presentations by international speakers on themes linked to these countries (i.e. Virtual tours in Latin America various cities with VIP partner).
- / Overseas students who arrive in the framework of the cultural exchange programs of several international NGOs (such as AFS, AIESSEC, IAESTE, etc.) accommodated by VERMEG staff in the host country
- / Proposing VERMEG premises in Tunisia as a space to host permanent exhibition for various artists (i.e. Al-Meken, an art platform which groups artists from more than 10 countries with the aim to expose annually in a decentralized city and produce with local people specific artistic works with a touch of cultural heritage)



# CSR DASHBOARD

Key indicators  
for sustainable  
impact improvement





As a key player in the financial industry, our mission is to offer the best solutions available to advise and support individuals, businesses and institutions in the development of their projects and to ensure a positive long-term impact on the business, social and environmental world around us. Year after year, we are improving our CSR indicators according to the international standards, guided by specialized certification organism and external experts.

# CSR DASHBOARD METHODOLOGY

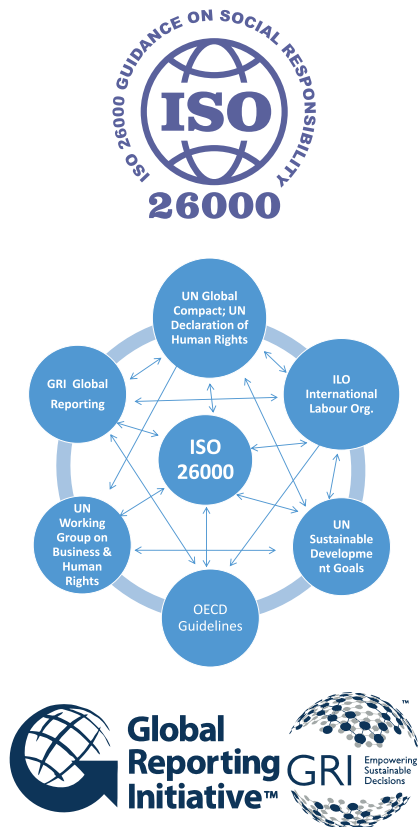
Each division overseeing the data collection is responsible for the indicators provided.

- / FINANCE & CARBON Data:
  - / ACCOUNTING Data: Aimen KHEMAKHEM
  - / BUDGET Data: Souheil SAIED
  - / PURCHASE & LOGISTICS Data: Yamen HAMDJ
- / RESPONSIBLE SOFTWARE BUSINESS Data :
  - / IT Data: Kamel MAZHOUD
  - / INFOSEC Data: Aymen SADDOUR
- / HUMAN CAPITAL Data :
  - / HR CORPORATE Data: Dhouha MHISSEN
  - / ACADEMY Data: Raoudha ARFAOUI

The data is reviewed by the CSR Director during its collection (separation of the roles of collector and reviewer) but also during its consolidation (review of variations, comparison between the countries, etc.).

The scope of the reporting process target to encompasses the entire VERMEG Group.

This report centers on the 2024 calendar fiscal year (1 January to 31 December).



## DATA FOR CSR DASHBOARD

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
<b>GENERAL INDICATORS</b>						
GENE	Revenue (Million EUR, M€)	GLOBAL	95,30	92,00	88,87	92,20
GENE	Revenue share by REGIONS	CE&MEA (Continental Europe Middle East Africa)	60%	58%	52,6%	51,3%
		UK (United Kingdom)	15%	16%	18,3%	18,5%
		NAM (North America)	11%	13%	14,5%	15,1%
		LATAM (Latin America)	4%	3%	3,9%	4,9%
		APAC (Asia Pacific)	10%	10%	10,7%	10,2%
GENE	Revenue share by Business/Product Line	FINANCIAL MARKETS & SECURITIES SERVICES	21%	21%	21%	24%
		PENSION AND INSURANCE	18%	15%	14%	13%
		WEALTH & ASSET MANAGEMENT	11%	9%	8%	6%
		DIGITAL TRANSFORMATION	17%	17%	16%	17%
		PROPERTY & CASUALTY INSURANCE	2%	2%	2%	2%
		COLLATERAL MANAGEMENT	13%	15%	16%	14%
		REGULATORY REPORTING	18%	21%	22%	23%
GENE	Clients by Business/Product Line	GLOBAL	457	450	423	407
GENE	% of clients by Product Line/Business	FINANCIAL MARKETS & SECURITIES SERVICES / MEGARA	7%	6%	7%	7%
		PENSION AND INSURANCE / SOLIFE	4%	5%	5%	6%
		WEALTH & ASSET MANAGEMENT / SOLIAM	11%	12%	12%	12%
		DIGITAL TRANSFORMATION / VEGGO & PALMYRA	11%	13%	11%	14%
		PROPERTY & CASUALTY INSURANCE / MASSAI	1%	1%	1%	1%
		COLLATERAL MANAGEMENT / COLIN	10%	11%	11%	11%
		REGULATORY REPORTING / AGIL REPORTER	52%	53%	54%	50%
GENE	Workforce End of Year HC	GLOBAL	1614	1506	1312	1166
GENE	% Workforce by country End of Year HC	BELGIUM	1,5%	1,5%	1,4%	1,4%
		FRANCE	3,3%	3,5%	3,7%	3,8%
		LUXEMBOURG	2,1%	1,3%	0,9%	0,6%
		SPAIN	0,5%	0,5%	0,5%	0,5%
		TUNISIA	86,2%	85,1%	85,4%	86,4%
		UNITED KINGDOM	3,2%	3,5%	3,2%	3,3%
		UNITED STATES	2,1%	2,1%	1,9%	2,0%
		CHINA	SA	NA	0,0%	0,0%
		SINGAPORE	1,6%	1,3%	1,7%	1,2%
		HONG KONG	0,8%	0,8%	0,8%	0,6%
		AUSTRALIA	0,2%	0,1%	0,2%	0,1%
		BRAZIL	0,4%	0,3%	0,2%	0,2%
		MEXICO	0,0%	0,0%	0,0%	0,0%
GENE	Workforce Average HC	GLOBAL	1581,1	1547,0	1470,0	1272,0
GENE	Workforce Average by REGION HC	CE&MEA (Continental Europe Middle East Africa)	91,5%	91,9%	91,7%	92,1%
		UK (United Kingdom)	3,5%	3,4%	3,3%	3,3%
		NAM (North America)	2,2%	2,2%	2,1%	1,9%
		LATAM (Latin America)	0,3%	0,3%	0,2%	0,2%
		APAC (Asia Pacific)	2,5%	2,3%	2,7%	2,4%
GENE	Workforce end of year FTE	GLOBAL	-	-	1224,0	1112,4
GENE	Wage bill (Million EUR, M€)	GLOBAL	61,00	61,80	61,29	59,30
GENE	% Wage bill By Region	CE&MEA (Continental Europe Middle East Africa)	76%	74%	76%	73%
		UK (United Kingdom)	8%	8%	7%	9%
		NAM (North America)	9%	8%	7%	8%
		LATAM (Latin America)	4%	3%	1%	0%
		APAC (Asia Pacific)	9%	8%	9%	9%
GENE	BREAKDOWN OF VALUE CREATED BY Revenue	% Of Revenu Paid As Payroll (Wage Bill including Withholding salary Tax versus Revenue )	64,0%	67,2%	69,0%	64,3%
		% Of Revenu Paid As Taxes	1,0%	1,0%	1,0%	3,0%
		% Of Revenu Paid As Purchase	17,9%	22,0%	26,0%	26,4%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
GOVERNANCE INCLUDING CSR						
INCORPORATING ENVIRONMENT SOCIAL GOVERNANCE INTO DECISION-MAKING						
GOVE	CSR Committee Members	GLOBAL	7 Permanent (COO, CFO, CHRO, CISO, CSRO, CLO, CTO) + On demand (CEO, Region/ Country/ Industry Head)	9 Permanent (COO, CFO, CCO, CSO, CHRO, CISO, CSRO, CLO, CTO) + On demand (CEO, Region/ Country/ Industry Head)	9 Permanent (COO, CFO, CCO, CSO, CLO, HCO, CSRO, CTO, CISO) + On demand (CEO, Region/ Country/ Industry/BU Head)	10 Permanent (COO, CFO, CCO, CSO, CLO, HCO, CSRO, CTO, CISO, CMCO) + On demand (CEO, Region/ Country/ Industry/BU Head)
GOVE	CSR Direct Budget (EUR, €)	GLOBAL	924 500 €	980 000 €	1 112 000 €	1 192 500 €
GOVE	% Budget by CSR Area	GOVERNANCE & TEAM	24,9%	22,1%	23,8%	28,8%
		ENVIRONMENT	3,3%	8,6%	16,6%	10,4%
		SOCIETAL (SOCIAL & TERRITORIES)	58,7%	54,0%	46,4%	48,7%
		ART & CULTURE DEVELOPMENT	13,1%	15,2%	13,1%	12,0%
GOVE	Increase CSR Direct Budget	GLOBAL	-7%	6%	13%	7,2%
GOVE	CSR Budget Versus Turnover	GLOBAL	0,97%	1,07%	1,25%	1,29%
GOVE	CSR SURVEY Responses	GLOBAL	7	27	11	-
GOVE	CSR Suggestions From SURVEY	GLOBAL	458	509	533	533
GOVE	% Suggestions by Axe & Year From Survey	AXE CARBON NEUTRAL	33%	47%	29%	0%
		AXE EQUAL OPPORTUNITIES	33%	25%	25%	0%
		AXE ART & CULTURE	33%	27%	46%	0%
GOVE	% Suggestions by source	SOURCE CSR CHALLENGE	0%	0%	0%	0%
		SOURCES CSR SURVEY	20%	10%	20%	0%
		SOURCE CSR AMBASSADORS & VOLUNTEERS	80%	90%	80%	100%
GOVE	Staff involved in the CSR governance (full/partial time)	GLOBAL	31	31	42	42
GOVE	Man-days Budgeted for CSR governance	GLOBAL	660	642	718	735
GOVE	Man-days Budget for VTO Volunteering	GLOBAL	791	774	735	636
GOVE	Number of Joined Charters / Initiative / Certification/Platform	GLOBAL	6	7	8	8
GOVE	Joined Charters / Initiative /Certification/ Platform	UNGP, United Nations Global Compact ( <a href="https://www.unglobalcompact.org/what-is-gc/participants/132942">https://www.unglobalcompact.org/what-is-gc/participants/132942</a> )	YES	YES	YES	YES
GOVE	Joined Charters / Initiative /Certification/ Platform	EEO, Equal Employment Opportunity Statement ( <a href="http://www.vermeg.com/empowered">www.vermeg.com/empowered</a> )	YES	YES	YES	YES
		WEPS, The Women's Empowerment Principles ( <a href="http://www.wepinciples.org/Site/Principle%20Overview">www.wepinciples.org/Site/Principle Overview</a> )	YES	YES	YES	YES
		HRC, Corporate Equality Index ( <a href="https://www.hrc.org/resources/corporate-equality-index">https://www.hrc.org/resources/corporate-equality-index</a> )	YES	YES	YES	YES
GOVE	CO2 Emissions	ECOVDIS, Certification	GOLD	GOLD	GOLD	SILVER
		GPTW, Great Place to Work	YES	-	-	-
		SBTi, Science Based Targets initiative ( <a href="https://sciencebasedtargets.org/">https://sciencebasedtargets.org/</a> )	TARGET 2022	SIGNATURE	'SIGNATURE	NEAR-TERM TARGET
		CDP Climate Change Questionnaire	NO	NO	YES	YES
GOVE	Training CSR ESG Sustainability Awareness (Man-Days)	GLOBAL	0	0	15,25	39,750
GOVE	% Trained Staff on CSR ESG Sustainability Awareness	GLOBAL	-	-	?	11%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
<b>ETHICS</b>						
GOVE	Ethical Committee Members	GLOBAL	8 Permanent (COO, CFO, CCO, CLO, HCO, CSRO, CTO, CISO) + On demand (CEO, CSO, Region/Country/Industry/BU Head		9 Permanent (COO, CFO, CCO, CLO, HCO, CSRO, CTO, CISO, CMCO) + On demand (CEO, CSO, Region/Country/Industry/BU Head)	
GOVE	Global Compliance Officer including Ethics & ESG	GLOBAL	2 Compliance Co-Officer (COO & CFO)		2 Compliance Co-Officer (COO & CFO)	
GOVE	% Employee who Signed Ethic Code	GLOBAL	75%	81%	83%	83%
		BELGIUM	61%	70%	68%	68%
		FRANCE	39%	71%	71%	71%
		LUXEMBOURG	28%	67%	73%	73%
		SPAIN	63%	57%	57%	57%
		TUNISIA	77%	81%	83%	83%
		UNITED KINGDOM	81%	88%	86%	86%
		UNITED STATES	90%	89%	92%	92%
		SINGAPORE	79%	87%	91%	91%
		HONG KONG	70%	90%	100%	100%
		AUSTRALIA	100%	100%	100%	100%
		BRAZIL	67%	67%	67%	67%
GOVE	% Directors who Signed Ethics Code	GLOBAL	63%	75%	46%	46%
GOVE	% Managers who Signed Ethics Code	GLOBAL	73%	89%	89%	89%
GOVE	% Sales who Signed Ethics Code	GLOBAL	-	-	86%	86%
GOVE	% Employee By Country who Signed CSR Policies Handbook	GLOBAL	65%	74%	76%	76%
		BELGIUM	61%	65%	63%	63%
		FRANCE	30%	58%	61%	61%
		LUXEMBOURG	24%	67%	73%	73%
		SPAIN	63%	57%	57%	57%
		TUNISIA	67%	74%	76%	76%
		UNITED KINGDOM	72%	83%	83%	83%
		UNITED STATES	84%	86%	85%	85%
		SINGAPORE	68%	87%	91%	91%
		HONG KONG	80%	90%	100%	100%
		AUSTRALIA	100%	100%	100%	100%
		BRAZIL	100%	67%	67%	67%
GOVE	% Directors who Signed CSR Policies Handbook	GLOBAL	53%	74%	71%	71%
GOVE	% Managers who Signed CSR Policies Handbook	GLOBAL	63%	78%	83%	83%
GOVE	% Sales who Signed CSR Policies Handbook	GLOBAL	-	-	86%	86%
GOVE	Alerts Reported via Ethics channel (breaches/failings)	GLOBAL	6	2	10	3
GOVE	% Alerts By Entry Point	JIRA	100%	100%	100%	100%
		ETHICS COMMITTEE (ethics@vermeg.com)	0%	0%	0%	0%
		HR	0%	0%	0%	0%
		MANAGEMENT	0%	0%	0%	0%
		FINANCE	0%	0%	0%	0%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
GOVE		LEGAL	0%	0%	0%	0%
		INFOSEC	0%	0%	0%	0%
		CSR	0%	0%	0%	0%
		WORK COUNCIL	0%	0%	0%	0%
GOVE	% Source of Alerts	CLIENT	0%	0%	0%	0%
		PROSPECT	83%	0%	0%	0%
		EMPLOYEE	0%	100%	70%	100%
		CANDIDATE	0%	0%	10%	0%
		PARTNER	0%	0%	0%	0%
		PROVIDER	0%	0%	0%	0%
		SUBCONTRACTOR	0%	0%	0%	0%
		INVESTOR	0%	0%	0%	0%
		ASSOCIATION/NGO	0%	0%	0%	0%
		CIVIL SOCIETY	17%	0%	20%	0%
GOVE	% Alert By Type	Business - Anti-corruption & Bribery	0%	0%	0%	0%
		Business - Conflict of Interest	0%	0%	0%	0%
		Business - Fraud	0%	0%	0%	0%
		Business - Fraud Fiscal Evasion	0%	0%	0%	0%
		Business - Money Laundry	0%	0%	0%	0%
		Business - Anti concurential Practices	0%	0%	0%	0%
		Business -Market Abuses	0%	0%	0%	0%
		Business - Information Security	0%	0%	0%	0%
		Business - Personal Data Protection	0%	0%	0%	0%
		Business - Stakeholder Non-conformity (provider, partners, investor, client, employee, etc)	0%	0%	10%	0%
		Human Rights - Fundamental Rights	0%	0%	0%	0%
		Human Rights - Harassment	0%	0%	0%	0%
		Human Rights - Whistle blowing Protection	0%	0%	0%	0%
		Human Rights - Child Labour	0%	0%	0%	0%
		Labour - Working Conditions	0%	0%	40%	0%
		Labour - Health & Safety	0%	0%	20%	33%
		Labour - Modern Slavery Or Human Traffiking	0%	0%	0%	0%
		Labour - Managerial Practices	0%	50%	0%	33%
		Non Discrimination - Inclusion or Diversity	17%	0%	10%	0%
		Environnement - Protection	67%	50%	10%	0%
Ethic - General Alert	17%	0%	10%	33%		
GOVE	% Anonymous Alert	GLOBAL	50%	100%	100%	100%
GOVE	% Non-Anonymouse Alert	GLOBAL	50%	0%	0%	0%
GOVE	% Critical Alert	GLOBAL	0%	0%	0%	0%
GOVE	% Improvement Alert	GLOBAL	100%	100%	100%	100%
GOVE	% Treatment of Alerts (Incidents/failings/breaches )	HANDLED ALERTS	50%	100%	80%	33%
		REJECTED ALERTS	0%	0%	20%	0%
		PENDING ALERTS	50%	0%	0%	67%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
GOVE	Ethical Investigations Conducted	GLOBAL	0	0	2	0
GOVE	Ethical DISCIPLINARY Sanctions	GLOBAL	0	0	0	0
GOVE	Ethical FINANCIAL Sanctions	GLOBAL	0	0	0	0
GOVE	Training LMS on Ethics (Financial Crimes, Anti-corruption bribery , tax evasion, fraud, market abuses, fair competition, conflict of interest, anti-slavery, child labor, non-discrimination, etc.)	GLOBAL	0	693	1525	222
GOVE	% Trained Staff on Ethics (Financial Crimes, Anti-corruption bribery , tax evasion, fraud, market abuses, fair competition, conflict of interest, anti-slavery, child labor, non-discrimination, etc.)	GLOBAL	NA	NA	1%	10%
<b>STAFF PROTECTION</b>						
GOVE	Number Safety Inspection/ Audit of equipment and offices	GLOBAL	3	13	15	23
GOVE	Employee who benefited from Special Health Care (Checkup, Hospitalization, PCR test, etc) not included in insurance	GLOBAL	403	NA	1	6
GOVE	% Operational sites with Health & Safety risk assessment conducted		100%	100%	100%	100%
GOVE	% Operational sites with Human Rights reviews or impact assessments conducted		100%	100%	100%	100%
GOVE	% Operational facilities certified ISO 45001/OHSAS 18001		0	0	0	0
GOVE	Number of Health & Safety Incidents	GLOBAL	0	0	3	4
GOVE	Treatment of Health & Safety Incidents	HANDLED INCIDENTS	-	-	100%	100%
GOVE	% Staff with social security cover	GLOBAL	100%	100%	100%	100%
GOVE	% Staff with medical cover	GLOBAL	95%	100%	100%	97%
		BELGIUM	100%	100%	100%	100%
		FRANCE	100%	100%	100%	100%
		LUXEMBOURG	100%	100%	100%	100%
		SPAIN	0%	100%	0%	0%
		TUNISIA	100%	100%	100%	100%
		UNITED KINGDOM	45%	100%	100%	55%
		UNITED STATES	100%	100%	100%	100%
		SINGAPORE	100%	100%	100%	100%
		HONG KONG	100%	100%	100%	100%
		AUSTRALIA	100%	100%	100%	67%
		BRAZIL	100%	100%	100%	100%
GOVE	% Staff with retirement cover	GLOBAL	100%	100%	100%	100%
GOVE	% Staff with Life Insurance	GLOBAL	10%	10%	9%	18%
		BELGIUM	100%	100%	100%	100%
		LUXEMBOURG	0%	0%	100%	100%
		TUNISIA	0%	0%	0%	12%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
GOVE		UNITED KINGDOM	100%	100%	100%	100%
		SINGAPORE	100%	100%	100%	100%
		HONG KONG	100%	100%	100%	100%
		BRAZIL	0%	0%	100%	100%
GOVE	Resources allocated beyond legal requirements	GLOBAL	2 276 022 €	2 506 332 €	3 045 688 €	1 520 225 €
GOVE	Organization of Working Hours and Days	BELGIUM				40 hours over 5 days a week
		FRANCE	38.30 hours over 5 days a week and TOIL O. 83 days a month			35 H over 5 days a week
		LUXEMBOURG				40 hours over 5 days a week
		SPAIN	1800 hours per year with a maximum of 9 hours per day.			40 hours over 5 days a week
		TUNISIA	40 hours over 5 days a week (shorter than the collective agreement and Tunisian Labor Code, which stipulates 48 hours over 6 days)			
		UNITED KINGDOM				40 hours over 5 days a week
		UNITED STATES				40 hours over 5 days a week
		SINGAPORE				40 hours over 5 days a week
		HONG KONG				40 hours over 5 days a week
		SINGAPORE				40 hours over 5 days a week
		HONG KONG				40 hours over 5 days a week
		AUSTRALIA				40 hours over 5 days a week
		BRAZIL				40 hours over 5 days a week
GOVE	Organization of Working Leaves	BELGIUM				"20 legal holidays 30 days sick leave, then social security 15 weeks maternity 10 days paternity + list of statutory leaves and public holidays"
		FRANCE		25 legal holidays	RTT 9 Jours/ CP 25 days+public holidays	
		LUXEMBOURG				26 legal holidays inNAuding 1 NAtralegal
		SPAIN	8 weeks paternity voted in 2018 and starting from 2019 + list of statutory leaves and public holidays"	"23 legal holidays 16 weeks maternity	"23 legal holidays + list of statutory leaves and public holidays"	
		TUNISIA				"22 legal holiday 10 days sick leave inNAuding 7 NAtralegal 60 days maternity inNAuding 30 NAtralegal + 1-hour TOIL for 1 year 2 days paternity + list of statutory leaves and public holidays"
		UNITED KINGDOM	"25 Paid leave employees can take each year /Additional days off provided based on the employee's years of service : After 2 years of completed service, 1 additional day is granted. After 5 years of completed service, an additional 1 supplementary day is granted ( 2 in total) After 10 years of completed service, an additional 1 supplementary day is granted ( 3 in total) +Public Holidays "			
		UNITED STATES	"20 legal Holidays (managing directors get 25 days) 5 sick days leaves + 10 statutory and public holidays "		"20 Paid leave employees can take each year /Additional days off provided based on the employee's years of service : After 2 years of completed service, 1 additional day is granted. After 5 years of completed service, an additional 2 supplementary days is granted ( 3 in total) After 10 years of completed service, an additional 2 supplementary day is granted ( 5 in total) +Public Holidays "	
		SINGAPORE		"21 days ( +1 day after 2 years +1day after 5 years service+1day afeter 10 years) 60 working day maternity leave 10 days paternity leave + list of statutory leaves and public holidays"		

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
GOVE	Organization of Working Leaves	HONG KONG	"22 To 25 legal holidays (+ 1 day after 2 years +1day after 5 years+1day after 10 years ) 50 working days maternity 5 days paternity + 15 statutory leaves and public holidays"			"21 To 25 legal holidays (+ 1 day after 2 years +1day after 5 years+1day after 10 years ) + statutory leaves and public holidays"
		AUSTRALIA				"20 legal holidays 10 days personal/career leave + list of statutory leaves and public holidays"
		BRAZIL				30 legal Holidays + list of statutory leaves and public holidays
GOVE	Worked WE Days	GLOBAL	426	532	0	49
GOVE	Worked Public Holidays	GLOBAL	NA	NA	NA	NA
GOVE	Extra Time Hours	GLOBAL	NA	NA	NA	NA
GOVE	Average of Extra Time Hours / Staff	GLOBAL	NA	NA	NA	NA
GOVE	Work Accident (relating Health & Safety)	GLOBAL	0	5	6	4
GOVE	Workdays lost due to Work Accidents declared	GLOBAL	0	175	115	85
GOVE	Gravity of Work Accidents (AverageDay lost By accident)	GLOBAL	0	35	19,2	21,3
GOVE	Workdays lost due to Illness	GLOBAL	NA	8722	7429	6771
GOVE	Work Illness due to the job declared	GLOBAL	15	18	26	12
GOVE	Workdays lost due to musculoskeletal disorders declared	GLOBAL	NA	210	63	225
GOVE	Gravity of Work Illness (Average lost Days By illness)	GLOBAL	27	31	12	9
GOVE	Number of musculoskeletal disorders declared	GLOBAL	2	7	7	13
GOVE	% Employee with musculoskeletal disorders declared	GLOBAL	0,13%	0,45%	0,5%	1,0%
GOVE	Workdays lost due to musculoskeletal disorders	GLOBAL	NA	210	63	225
GOVE	Gravity of musculoskeletal disorders (Average lost Days By disorder)	GLOBAL	NA	30	9	17
GOVE	Number of mental disorders declared	GLOBAL	NA	11	13	18
GOVE	% Employee with mental disorders	GLOBAL	NA	1%	1%	1%
GOVE	Workdays lost due to mental disorders declared	GLOBAL	NA	342	129	360
GOVE	Gravity of mental disorders (Average lost Days By disorder)	GLOBAL	NA	31	10	20
		BELGIUM	NA	NA	NA	0
GOVE	Training on Health & Safety (risks and good working practices )	GLOBAL	-	-	56	222
GOVE	Trained Staff on Health & Safety (risks and best working practices)	GLOBAL	0	0	496	144
GOVE	% Trained Staff on Health & Safety (risks and best working practices)	GLOBAL	NA	NA	38%	10%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024		
<b>ENVIRONMENT PROTECTION</b>								
<b>ENERGY CLIMATE</b>								
ENVI	Total Carbon excluding Commute Scope1+2+3 (CO2 Teq - source: Carbon Assessment)	GLOBAL	1 559,3	2 533,0	3 183,0	2 451,4		
ENVI	Total Carbon Scope1+2+3: Direct Emissions + Indirect Emissions from purchased Energy (electricity) + Other Indirect Emissions (CO2 Teq - source: Carbon Assessment)	GLOBAL	2 864,3	3 279,0	3 701,5	3 083,2		
ENVI	Carbon Emissions By Source (CO2 Teq - source: Carbon Assessment)	Scope1 Direct Stationary Combustion source (Gaz/ Oil Heating, etc.) - Upstream	4,9	13,0	30,1	39,1		
		Scope1 Direct Mobile Combustion source - Upstream	-	-	141,5	147,0		
		Scope1 Direct Fugitives emissions (Refrigerant Leaks) - Upstream	-	7,0	16,1	7,1		
		Scope2 Indirect Electricity consumption - Upstream	476,2	628,0	298,0	263,5		
		Scope2 Indirect Steam, Heat or Cold District Consumption - Upstream	-	-	3,6	3,6		
		Scope3 Purchase Goods & Services - Upstream	-	-	841,6	567,4		
		Scope3 Purchase Goods & Services: Cloud Computing SaaS (Datacenter)- Upstream	87,1	26,0	306,2	310,8		
		Scope3 Capital Goods (IT Purchase) - Upstream	-	-	849,6	448,8		
		Scope3 Fuel & Energy related activities (not included in Scope1 or 2) - Upstream	-	-	44,5	47,2		
		Scope3 Freight transport and distribution - Upstream	-	-	-	-		
		Scope3 Waste generated in operations (papers, plastic, etc.) - Upstream	0,8	1,0	3,3	12,7		
		ENVI		Scope3 Business Travel by Plane -Downstream	50,8	820,0	486,2	414,2
				Scope3 Business Travel by Train - Downstream	1,4	6,0	0,5	0,51
Scope3 Business Travel by Car -Downstream	938,1			1 032,0	-	-		
Scope3 Employee commuting (Home-Work) - Upstream	1 305,0			746,0	518,5	631,8		
Scope3 Leased Assets - Upstream	-			-	-	-		
Scope3 Leased Assets: Software use at the clients' servers - Downstream	-			-	161,7	189,6		
Scope3 Freight transport and distribution - Downstream	-			-	-	-		
Scope3 Transformation of Products Sold - Downstream	-			-	-	-		
Scope3 Use of Sold Products (Software) - Downstream	-			-	-	-		
Scope3 End of life of sold Products - Downstream	-			-	-	-		
ENVI	Total Carbon Scope1: Direct Emissions (CO2 Teq - source: Carbon Assessment)	GLOBAL	4,9	20,0	187,8	193,2		
		GLOBAL	476,2	628,0	301,6	267,1		
ENVI	Total Carbon Scope2: Indirect Emissions from consumed Energy (electricity) (CO2 Teq - source: Carbon Assessment)	GLOBAL	476,2	628,0	301,6	267,1		
ENVI	Total Carbon Scope3: Other Indirect Emissions (CO2 Teq - source: Carbon Assessment)	GLOBAL	2383,2	2631,0	3212,1	2623,0		
ENVI	Total Carbon Scope3 : Upstream (CO2 Teq - source: Carbon Assessment)	GLOBAL	1392,9	773,0	2563,7	2018,6		
ENVI	Total Carbon Scope3 : Downstream (CO2 Teq - source: Carbon Assessment)	GLOBAL	990,3	1858,0	648,4	604,3		
ENVI	Total Carbon Scope3 excluding Commute: Other Indirect Emissions (CO2 Teq - source: Carbon Assessment)	GLOBAL	1078,2	1885,0	2693,6	1991,1		
ENVI	% Carbon Emissions By Source By Source	Scope1 Stationary Combustion sources (Gaz/Oil Heating, etc.) - Upstream	0,2%	0,4%	0,8%	1,3%		
		Scope1 Mobile Combustion sources - Upstream	0,0%	0,0%	3,8%	4,8%		

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024		
ENVI	% Carbon Emissions By Source By Source	Scope1 Fugitives emissions (Refrigerant Leaks) - Upstream	0,0%	0,2%	0,4%	0,2%		
		Scope2 Electricity consumption - Upstream	16,6%	19,2%	8,1%	8,5%		
		Scope2 Heat District - Upstream	0,0%	0,0%	0,1%	0,1%		
		Scope3 Purchase Goods & Services - Upstream	0,0%	0,0%	22,7%	18,4%		
		Scope3 Purchase Goods & Services: Cloud Computing (Datacenter)- Upstream	3,0%	0,8%	8,3%	10,1%		
		Scope3 Purchase Capital Goods (IT Purchase) - Upstream	0,0%	0,0%	23,0%	14,6%		
		Scope3 Fuel & Energy related activities (not included in Scope1 or 2) - Upstream	0,0%	0,0%	1,2%	1,5%		
		Scope3 Waste generated in operations (papers, plastic, etc.) - Upstream	0,0%	0,0%	0,1%	0,4%		
		Scope3 Business Travel by Plane -Downstream	1,8%	25,0%	13,1%	13,4%		
		Scope3 Business Travel by Train - Downstream	0,0%	0,2%	0,0%	0,0%		
		Scope3 Business Travel by Car -Downstream	32,8%	31,5%	0,0%	0,0%		
		Scope3 Employee commuting (Home-Work) - Upstream	45,6%	22,8%	14,0%	20,5%		
		Scope3 Leased Assets: Impact of Software at the client - Downstream	0,0%	0,0%	4,4%	6,1%		
		ENVI	% Carbon Scope1+2+3 By Country	BELGIUM	6,3%	2,4%	1,4%	1,5%
FRANCE	1,1%			3,4%	2,1%	2,0%		
LUXEMBOURG	3,5%			4,2%	1,5%	2,1%		
SPAIN	0,0%			0,2%	0,2%	0,2%		
TUNISIA	39,0%			83,4%	20,9%	28,9%		
UNITED KINGDOM	0,7%			3,4%	0,6%	0,7%		
UNITED STATES	0,3%			0,6%	0,9%	1,2%		
SINGAPORE	0,4%			0,9%	0,6%	0,4%		
HONG KONG	0,6%			0,5%	0,2%	0,3%		
AUSTRALIA	NA			0,0%	0,0%	0,0%		
BRAZIL	NA			0,2%	0,0%	0,0%		
TRANSVERSAL	4,8%			0,8%	71,5%	62,9%		
ENVI	Carbon Intensity/Revenue Scope1+2+3 including Commute (CO2-Kg/K€ or Tn/M€)			GLOBAL	30,1	35,6	41,6	33,4
ENVI	Carbon Intensity/HC Workforce Scope1+2+3 including Commute (CO2-Tonne/staff)			GLOBAL	1,8	2,2	2,8	2,6
ENVI	Carbon Intensity/FTP Workforce Scope1+2+3 including Commute (CO2-Tonne/staff)	GLOBAL	-	-	3,02	2,77		
ENVI	Emissions Datacenters/Cloud/SaaS (CO2 Teq - source: Carbon Assessment)	GLOBAL	87,1	12,3	322,1	310,8		
		AWS AMAZONE	NA	3,3	144,0	135,9		
		ORACLE/OCI	NA	NA	42,2	42,2		
		AZURE MICROSOFT	NA	9,0	45,6	34,8		
		CLARANET	NA	NA	19,6	19,6		
		TELINDUS	NA	NA	52,0	55,4		
		LUXCONNECT/PARTITIO	NA	NA	18,6	22,8		
ENVI	Electricity (MWh)	GLOBAL	1 091	1 520	707 687	634 807		
		BELGIUM	NA	3	2 233	1 566		
		FRANCE	47	189	52 447	48 981		
		LUXEMBOURG	9	73	8 652	66 953		
		SPAIN	NA	NA	7 693	1 207		
		TUNISIA	891	1 179	505 158	386 511		
		UNITED KINGDOM	42	44	39 740	39 740		
		UNITED STATES	60	NA	59 800	59 800		
		SINGAPORE	21	16	21 384	21 393		

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
ENVI	Electricity (MWh)	HONG KONG	21	16	10 579	8 657
ENVI	Electricity from Renewable sources (MWh)	GLOBAL	NA	NA	NA	NA
ENVI	Office Area m2	GLOBAL	23 327	20 059	1508	19 452
ENVI	Electricity usage (Mhw /office m2)	GLOBAL	0,05	0,08	469,29	32,63
		BELGIUM	NA	0,01	101,52	34,79
		FRANCE	0,09	0,35	989,57	89,87
		LUXEMBOURG	0,02	0,15	455,35	1046,31
		SPAIN	NA	NA	961,63	64,01
		TUNISIA	0,04	0,07	394,04	21,74
		UNITED KINGDOM	0,15	0,16	764,23	140,42
		UNITED STATES	0,10	NA	1929,03	133,78
		SINGAPORE	0,10	0,14	929,74	178,28
		HONG KONG	0,09	0,13	961,73	58,10
ENVI	Energy from renewable Sources	GLOBAL	NA	NA	NA	NA
ENVI	Gaz heating (KWh)	GLOBAL	20 256	14 019	20 211	78 815
		BELGIUM	-	6 020	7 034	3 911
		LUXEMBOURG	20 256	7 999	13 177	74 904
ENVI	Paper purchased (Tonne)	GLOBAL	865,76	NA	NA	NA
ENVI	Meat canteen (Tonne)	GLOBAL	0	0	0	0
ENVI	Organic Food Ratio in canteen	GLOBAL	NA	NA	NA	0
ENVI	Printed papers	GLOBAL	95 827	150 506	357 627	152 548
ENVI	% Printed papers White & Black	GLOBAL	76%	78%	86%	67%
		BELGIUM	52%	0%	0%	0%
		FRANCE	63%	67%	65%	63%
		LUXEMBOURG	22%	25%	26%	16%
		TUNISIA	78%	81%	87%	69%
		UNITED KINGDOM	24%	31%	31%	35%
		UNITED STATES	54%	80%	65%	77%
		SINGAPORE	69%	NA	92%	25%
		HONG KONG	NA	NA	NA	12%
ENVI	Total Waste production (kg)	GLOBAL	NA	NA	NA	NA
ENVI	Waste Paper production (kg)	GLOBAL	NA	NA	NA	NA
ENVI	Waste IT Material (Kg or Units)	GLOBAL	NA	254 Laptop / Desktop + 2 Box of Accessories (Medium size)	-	3 176,00
		FRANCE	NA	19 Laptop	0	0
		TUNISIA	NA	235 Laptop / Desktop + 2 Box of Accessories (Medium size)	0	1540
ENVI	Waste Tonner/Ink production (kg)	GLOBAL	NA	NA	NA	NA
ENVI	Recycled waste paper (kg)	GLOBAL	NA	NA	NA	NA
ENVI	Recycled waste IT (kg)	GLOBAL	NA	-	NA	1 351
ENVI	IT Material Donation Laptop/Desktop	GLOBAL	42	52	80	89
ENVI	IT Material Donation Mobile Phone	GLOBAL	NA	NA	100%	100%
ENVI	IT Material Donation Various (screen, mouse, keyboard, projector, etc)	GLOBAL	197	78	20	26
ENVI	Budget for Energy performance initiatives (audit, isolation, voltaic, etc.)	GLOBAL	-	-	NA	NA
ENVI	% Operational Sites for which Environmental risk assessment has been conducted	GLOBAL	0%	0%	0%	NA

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
ENVI	Training on Environmental issues (risks and good working practices )	GLOBAL	0	0	NA	222
ENVI	Trained Staff on Environmental issues (risks and best working practices)	GLOBAL	0	0	NA	144
ENVI	% Trained Staff on Environmental issues (risks and best working practices)	GLOBAL	0%	0%		10%
<b>NATURAL RESSOURCES BIODIVERSITY</b>						
ENVI	Use of Natural Ressources	GLOBAL	NA	NA	NA	NA
ENVI	Use of Water /drinking water (m3)	GLOBAL	2366	4496	3659	NA
ENVI	Drink Water From new spource: Humidity Machine	GLOBAL	0	0	0	1
<b>SOCIAL</b>						
<b>OCCUPATIONAL WELLBEING</b>						
SOCI	Budget to improve Work Environment (EUR, €)	CE&MEA (Continental Europe Middle East Africa)	558 000 €	175 000 €	270 000 €	- €
SOCI	Budget for Wellness Activities (EUR)	GLOBAL	62 000 €	83 000 €	104 000 €	92 500 €
SOCI	Team Building budget (EUR, €)	GLOBAL	158 108 €	154 700 €	147 000 €	127 200 €
SOCI	Annual Leave Taken	GLOBAL	30192	28707	28866	28301
SOCI	Average days of Annual Leave taken	GLOBAL	19,1	18,6	19,6	22,2
		CE&MEA (Continental Europe Middle East Africa)	18,8	18,5	19,5	22,3
		UK (United Kingdom)	25,8	21,7	24,1	24,0
		NAM (North America)	20,4	18,9	19,4	19,9
		LATAM (Latin America)	20,3	22,5	29,3	22,3
		APAC (Asia Pacific)	18,0	15,5	18,9	19,2
SOCI	Days of Sick Leave	GLOBAL	5 342	5 141	5 673	7 256
SOCI	Average days of Sick Leave	GLOBAL	3,4	3,3	3,9	5,7
<b>EMPLOYMENT QUALITY</b>						
SOCI	Attrition Rate (Turnover)	GLOBAL	13,2%	20,8%	20,9%	24,8%
		BELGIUM	41,0%	17,4%	21,7%	15,8%
		FRANCE	19,4%	15,4%	20,8%	21,6%
		LUXEMBOURG	22,7%	47,1%	36,8%	45,5%
		SPAIN	22%	0%	0,0%	14,3%
		TUNISIA	10,4%	19,7%	19,3%	24,5%
		UNITED KINGDOM	35,7%	31,4%	42,6%	33,3%
		UNITED STATES	11,1%	17,6%	29,0%	15,4%
		SINGAPORE	16,7%	36,0%	20,0%	27,3%
		HONG KONG	23%	31%	58,3%	40,0%
		AUSTRALIA	25%	33%	0,0%	66,7%
		BRAZIL	17%	33%	40,0%	0,0%
		MEXICO	100%	SA	SA	0,0%
SOCI	Regretted Attrition (Unwanted Turnover)	GLOBAL	9,7%	15,6%	20,9%	10,3%
		BELGIUM	17,9%	4,3%	0,0%	0,0%
		FRANCE	14,5%	1,9%	9,4%	2,0%
		LUXEMBOURG	11,4%	2,9%	5,3%	9,1%
		SPAIN	0%	0%	0,0%	0,0%
		TUNISIA	8,4%	16,3%	10,8%	11,1%
		UNITED KINGDOM	26,8%	25,5%	16,7%	9,5%
		UNITED STATES	11,1%	2,9%	6,5%	3,8%
		SINGAPORE	12,5%	28,0%	15,0%	4,5%
		HONG KONG	8%	23%	25,0%	0,0%
		AUSTRALIA	0%	0%	0,0%	33,3%
		BRAZIL	17%	17%	0,0%	0,0%
SOCI	Recruitment over the period	GLOBAL	240	243	124	148

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
SOCI	% Recruitment PERMANENT (versus EMPLOYMENT PROGRAM)	GLOBAL	55%	56%	73%	30%
SOCI	Rate of Recrutement stability	GLOBAL	93%	85%	84%	80%
		BELGIUM	-	-	100%	0%
		FRANCE	100%	100%	100%	60%
		LUXEMBOURG	-	-	-	100%
		SPAIN	100%	-	-	0%
		TUNISIA	95%	87%	86%	81%
		UNITED KINGDOM	60%	58%	67%	64%
		UNITED STATES	100%	100%	50%	100%
		SINGAPORE	100%	100%	83%	0%
		HONG KONG	100%	100%	83%	100%
		AUSTRALIA	-	-	100%	0%
		BRAZIL	100%	100%	-	0%
SOCI	Average age	GLOBAL	32,0	32,5	33,3	35,5
		BELGIUM	46,7	47,4	47,8	49,9
		FRANCE	40,6	42,1	42,7	43,7
		LUXEMBOURG	40,1	41,8	43,5	44,1
		SPAIN	45,0	46,1	48,6	48,0
		TUNISIA	29,9	30,5	31,4	33,8
		UNITED KINGDOM	43,7	43,5	43,2	46,9
		UNITED STATES	49,3	51,5	51,5	50,8
		SINGAPORE	41,6	38,5	40,0	43,6
		HONG KONG	44,5	41,8	39,0	43,0
		AUSTRALIA	46,7	48,5	50,7	57,0
		BRAZIL	42,2	36,4	27,0	42,5
SOCI	Seniority , Average experience	GLOBAL	7,3	8,2	8,9	9,8
SOCI	% Workforce by years of experience	0-2 YEARS	23%	14%	10%	8%
		2-5 YEARS	33%	38%	38%	29%
		5-10 YEARS	15%	17%	19%	25%
		10-20 YEARS	20%	21%	23%	26%
		Over 20 years	9%	10%	10%	11%
SOCI	Retention (Average length of service in the Group)	GLOBAL	4,2	4,3	5,4	6,3
SOCI	% Workforce by years of service in the Group	0-2 YEARS	37%	24%	21%	15%
		2-5 YEARS	40%	50%	49%	40%
		5-10 YEARS	11%	11%	16%	27%
		10-20 YEARS	10%	11%	11%	15%
		Over 20 years	3%	3%	3%	3%
SOCI	International mobility	GLOBAL	2	8	5	3
SOCI	% Mobility per Destination	TO BELGIUM	0%	25%	20%	0%
		TO FRANCE	0%	13%	40%	33%
		TO LUXEMBOURG	50%	0%	20%	0%
		TO TUNISIA	50%	0%	0%	67%
		TO UNITED KINGDOM	0%	13%	0%	0%
		TO UNITED STATES	0%	0%	20%	0%
		TO SINGAPOUR	0%	38%	0%	0%
		TO HONG KONG	0%	13%	0%	0%
SOCI	% Mobility per Origin Country	FROM TUNISIA	50%	63%	60%	20%
		FROM SINGAPOUR	0%	13%	0%	40%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
SOCI	% Workforce covered by Elected Employee Representatives when required by Law	GLOBAL	100%	100%	100%	100%
SOCI	% Workforce receiving Performance & Career Reviews	GLOBAL	100%	100%	100%	100%
SOCI	% Workforce Received Awareness Training about Career & Skills	GLOBAL	100%	100%	100%	100%
SOCI	Days training received	GLOBAL	20 002	13 894	19 639	9 821
SOCI	Cost of Man-Day during Training	GLOBAL	1 924 340 €	1 312 964 €	1 995 753 €	1 548 616 €
SOCI	Average days training per Beneficiary	GLOBAL	15,0	13,0	13,4	7,9
		BELGIUM	1,0	2,0	0,3	1,9
		FRANCE	4,0	2,0	1,2	3,7
		LUXEMBOURG	1,0	3,0	0,2	12,7
		SPAIN	1,0	2,0	0,5	73,0
		TUNISIA	17,0	14,0	15,3	8,7
		UNITED KINGDOM	1,0	1,0	3,5	1,3
		UNITED STATES	1,0	0,0	2,0	0,6
		SINGAPORE	1,0	2,0	0,6	1,8
		HONG KONG	3,0	2,0	9,8	1,2
		AUSTRALIA	-	-	1,2	2,0
SOCI	Trained employees	GLOBAL	1319	1112	1436	1238
SOCI	% People trained (versus average workforce)	GLOBAL	82%	72%	88%	85%
SOCI	Training Days given by internal trainers	GLOBAL	1273	1116	536	0
SOCI	Training Cost External & Internal (EUR, €)	GLOBAL	2 617 559 €	1 812 390 €	2 257 701 €	1 973 601 €
SOCI	Average Training Cost by Employee (EUR, €)	GLOBAL	1 656 €	1 172 €	1 536 €	1 552 €
		BELGIUM	1 016 €	790 €	400 €	1 192 €
		FRANCE	1 981 €	595 €	681 €	3 257 €
		LUXEMBOURG	926 €	884 €	443 €	4 742 €
		SPAIN	157 €	217 €	217 €	13 752 €
		TUNISIA	1 749 €	1 264 €	1 673 €	1 440 €
		UNITED KINGDOM	1 627 €	963 €	2 185 €	984 €
		UNITED STATES	797 €	450 €	- €	570 €
		SINGAPORE	544 €	527 €	- €	1 948 €
		HONG KONG	615 €	382 €	- €	919 €
		AUSTRALIA	567 €	- €	- €	992 €
		BRAZIL	204 €	182 €	- €	68 €
SOCI	Training Budget Rate Versus Revenue	GLOBAL	2,7%	2,0%	2,5%	2,1%
SOCI	Training Budget Rate Versus Wage bill	GLOBAL	4,3%	2,9%	3,7%	3,3%
<b>FAIR VALUE SHARING</b>						
SOCI	Average Wage Bill	GLOBAL	38 581,14 €	39 948,29 €	41 690,48 €	46 622 €
SOCI	% Evolution Average Wage Bill	GLOBAL	-7%	4%	4%	12%
		BELGIUM	20%	17%	4%	-16%
		FRANCE	3%	6%	0%	12%
		LUXEMBOURG	19%	10%	4%	1%
		SPAIN	-6%	5%	-4%	29%
		TUNISIA	-1%	15%	9%	16%
		UNITED KINGDOM	27%	-4%	9%	6%
		UNITED STATES	0%	-1%	9%	14%
		SINGAPORE	32%	2%	8%	13%
		HONG KONG	-15%	29%	-12%	19%
		AUSTRALIA	11%	27%	-30%	17%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
SOCI	% Evolution Average Wage Bill	BRAZIL	70%	-37%	-	-
		MEXICO	52%	-	-	-
SOCI	Gap Salary Lowest versus Highest	BELGIUM	3,6	3,6	6,0	3,8
		FRANCE	22,2	22,2	6,5	6,7
		LUXEMBOURG	2,9	2,9	7,6	5,6
		SPAIN	2,6	2,6	2,7	2,7
		TUNISIA	41,3	41,3	133,5	47,5
		UNITED KINGDOM	5,3	5,3	7,0	4,4
		UNITED STATES	6,1	6,1	6,5	6,1
		SINGAPORE	9,4	9,4	4,1	3,9
		HONG KONG	1,2	1,2	9,7	1,5
		AUSTRALIA	-	-	2,2	1,0
		BRAZIL	2,7	2,7	1,5	1,2
SOCI	% Capital held by the staff	GLOBAL	4,6%	4,6%	4,6%	7,0%
SOCI	Beneficiaries of Capital Parts	GLOBAL	46	41	41	75
SOCI	% Beneficiaries of Capital Parts (Versus Average Staff)	GLOBAL	2,9%	2,7%	2,8%	6%
SOCI	% Beneficiaries of Meal Support	GLOBAL	NA	91%	90%	91%
SOCI	% Beneficiaries of Transport Support	GLOBAL	NA	13%	23%	23%
SOCI	% Beneficiaries of Car Support	GLOBAL	NA	12%	7%	6%
SOCI	% Beneficiaries of School Support	GLOBAL	NA	2%	2%	2%
SOCI	% Beneficiaries of Sport Support	GLOBAL	NA	25%	32%	24%
<b>NON-DISCRIMINATION - DIVERSITY - INCLUSION</b>						
SOCI	Budget for EID Non Discrimination support ( Internal & External)	GLOBAL	NA	NA	19 000 €	72 500 €
SOCI	Workforce older than 55	GLOBAL	39	38	35	49
SOCI	% Workforce older than 55	GLOBAL	2,4%	2,5%	2,7%	4,2%
		BELGIUM	21,7%	22,7%	21,1%	43,8%
		FRANCE	7,7%	5,7%	6,3%	13,6%
		SPAIN	12,5%	12,5%	14,3%	0,0%
		TUNISIA	0,4%	0,5%	0,5%	1,3%
		UNITED KINGDOM	15,7%	13,5%	19,0%	28,2%
		UNITED STATES	35,3%	45,2%	44,0%	43,5%
		SINGAPORE	0,0%	0,0%	4,5%	7,1%
		HONG KONG	15,4%	8,3%	10,0%	0,0%
		AUSTRALIA	0,0%	0,0%	0,0%	100,0%
		BRAZIL	16,7%	20,0%	0,0%	0,0%
SOCI	% Workers with Handicap	GLOBAL	0,2%	0,2%	0,5%	0,5%
SOCI	% Recruitment by age range	Senior recruitment >55	1,7%	2,1%	4,8%	4,1%
		Recruitment between 25 and 55	50,4%	63,8%	70,2%	73,6%
		Young recruitment =<25 & first-time jobseekers	47,9%	34,2%	25,0%	22,3%
SOCI	Female Number	GLOBAL	670	632	561	489
SOCI	% Female repartition by Country	BELGIUM	1,6%	1,7%	1,4%	1,4%
		FRANCE	2,1%	1,9%	2,1%	2,2%
		LUXEMBOURG	0,9%	0,5%	0,5%	0,4%
		SPAIN	0,1%	0,2%	0,2%	0,2%
		TUNISIA	89,9%	90,2%	90,9%	92,4%
		UNITED KINGDOM	1,9%	1,9%	2,0%	1,6%
		UNITED STATES	1,6%	1,7%	1,4%	1,2%
		SINGAPORE	1,0%	0,8%	0,9%	0,2%
		HONG KONG	0,7%	0,9%	0,4%	0,2%
		AUSTRALIA	0,0%	0,0%	0,0%	0,0%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
SOCI	% Female repartition by Country	BRAZIL	0,0%	0,2%	0,2%	0,0%
SOCI	Gender Diversity: % Female	GLOBAL	41,5%	42,0%	42,8%	41,9%
		BELGIUM	47,8%	50,0%	42,1%	43,8%
		FRANCE	26,9%	22,6%	25,0%	25,0%
		LUXEMBOURG	17,6%	15,8%	25,0%	28,6%
		SPAIN	12,5%	12,5%	14,3%	16,7%
		TUNISIA	44,1%	44,5%	45,5%	44,9%
		UNITED KINGDOM	25,5%	23,1%	26,2%	20,5%
		UNITED STATES	32,4%	35,5%	32,0%	26,1%
		SINGAPORE	28,0%	25,0%	22,7%	7,1%
		HONG KONG	38,5%	50,0%	20,0%	14,3%
		AUSTRALIA	0,0%	0,0%	0,0%	0,0%
		BRAZIL	0,0%	20,0%	33,3%	0,0%
		SOCI	Female recruitment	GLOBAL	110	102
SOCI	% Female recruitment versus Men	GLOBAL	46%	42%	44%	33%
		FRANCE	0%	13%	0%	0%
		TUNISIA	49%	45%	48%	37%
		UNITED KINGDOM	27%	26%	42%	9%
		UNITED STATES	0%	50%	0%	0%
		SINGAPORE	50%	0%	50%	0%
		HONG KONG	0%	25%	33%	0%
		BRAZIL	0%	100%	0%	0%
SOCI	Employee in Management position	GLOBAL	346	218	247	255
SOCI	% Women in Management versus men	GLOBAL	28,0%	25,7%	26,3%	30,2%
		BELGIUM	23,1%	33,3%	25,0%	27,3%
		FRANCE	24,3%	21,4%	25,0%	22,9%
		LUXEMBOURG	4,3%	11,1%	14,3%	0,0%
		TUNISIA	33,9%	30,3%	31,8%	37,5%
		UNITED KINGDOM	17,4%	11,8%	10,5%	10,5%
		UNITED STATES	30,0%	30,0%	23,1%	21,4%
		SINGAPORE	14,3%	0,0%	0,0%	0,0%
		HONG KONG	0,0%	0,0%	100,0%	50,0%
SOCI	% Women By Level versus Men	ENTRY Level	44%	46%	48%	46%
		EXPERIENCED Level	49%	45%	46%	48%
		SENIOR Level	40%	41%	43%	41%
		MANAGER level	25%	28%	30%	30%
		DIRECTOR level	14%	18%	18%	21%
		EXECUTIVE C Level	11%	13%	13%	9%
		BOARD Level	27%	27%	27%	27%
SOCI	Promotions to MANAGER level	GLOBAL	24	24	7	31
SOCI	Promotions To DIRECTOR level	GLOBAL	2	5	12	21
SOCI	Promotions To EXECUTIVE level	GLOBAL	-	6	1	-
SOCI	% Women Promotions to MANAGER level	GLOBAL	25%	25%	29%	55%
SOCI	% Women Promotions To DIRECTOR level	GLOBAL	0%	0%	42%	43%
SOCI	% Women Promotions To EXECUTIVE/C level	GLOBAL	0%	13%	100%	0%
SOCI	Total Employee by Profile	TECHNICAL Profil	942	890	762	649
SOCI	Total Employee by Profile	BUSINESS Profil	672	616	550	517
SOCI	% Women by Profile Versus Men	TECHNICAL Profil	32%	32%	33%	32%
		BUSINESS Profil	55%	56%	56%	55%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
SOCI	% Women by Profile Versus Men	GLOBAL	33%	40%	39%	42%
		BELGIUM	17%	25%	75%	33%
		FRANCE	8%	38%	0%	9%
		LUXEMBOURG	30%	19%	0%	20%
		TUNISIA	40%	44%	41%	45%
		UNITED KINGDOM	30%	44%	27%	29%
		UNITED STATES	50%	17%	44%	50%
		SINGAPORE	25%	22%	75%	50%
		HONG KONG	0%	0%	63%	25%
		AUSTRALIA	0%	0%	0%	0%
		BRAZIL	0%	0%	0%	100%
SOCI	% Unwanted Women Departure Versus Men	GLOBAL	37%	43%	45%	44%
SOCI	Women Turnover	GLOBAL	NA	NA	NA	24%
		BELGIUM	NA	NA	NA	13%
		FRANCE	NA	NA	NA	8%
		LUXEMBOURG	NA	NA	NA	33%
		TUNISIA	NA	NA	NA	24%
		UNITED KINGDOM	NA	NA	NA	36%
		UNITED STATES	NA	NA	NA	25%
		SINGAPORE	NA	NA	NA	60%
		HONG KONG	NA	NA	NA	50%
SOCI	Unwanted Women Turnover	GLOBAL	NA	NA	NA	10%
		LUXEMBOURG	NA	NA	NA	33%
		TUNISIA	NA	NA	NA	11%
		UNITED KINGDOM	NA	NA	NA	27%
SOCI	Seniority of Women, Average experience	GLOBAL	5,8	6,7	13,2	8,4
SOCI	Seniority of Men, Average experience	GLOBAL	8,35	9,19	17,61	10,72
SOCI	Gender pay Gap of Average salary Women / Men	BELGIUM	68%	54%	125%	90%
		FRANCE	84%	89%	89%	91%
		LUXEMBOURG	63%	70%	54%	78%
		SPAIN	48%	49%	48%	50%
		TUNISIA	73%	75%	74%	80%
		UNITED KINGDOM	88%	77%	77%	82%
		UNITED STATES	75%	75%	67%	71%
		SINGAPORE	54%	40%	52%	38%
		HONG KONG	73%	79%	85%	135%
				BRAZIL	-	-
SOCI	Gap of salary Manager Women Average / Men	BELGIUM	109%	113%	117%	116%
		FRANCE	99%	100%	93%	86%
		LUXEMBOURG	89%	0%	0%	-
		TUNISIA	86%	90%	87%	89%
		UNITED KINGDOM	123%	76%	82%	86%
		UNITED STATES	85%	86%	87%	97%
		SINGAPORE	73%	0%	0%	-
SOCI	Gap of salary Director Women Average Versus Men	FRANCE	142%	119%	119%	102%
		LUXEMBOURG	-	-	71%	-
		TUNISIA	57%	70%	73%	76%
		UNITED KINGDOM	127%	123%	116%	137%
		UNITED STATES	76%	77%	70%	77%

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
SOCI	Women went on maternity leave	GLOBAL	NA	NA	NA	NA
SOCI	Men went on Paternity leave	GLOBAL	NA	NA	NA	NA
SOCI	Cultural Diversity: Number of Nationality	GLOBAL	39	29	31	30
		BELGIUM	3	3	2	2
		FRANCE	3	4	4	4
		LUXEMBOURG	7	6	6	6
		SPAIN	2	2	2	2
		TUNISIA	7	7	7	7
		UNITED KINGDOM	11	9	9	12
		UNITED STATES	8	4	5	6
		CHINA	SA	SA	SA	SA
		SINGAPORE	11	10	10	9
		HONG KONG	4	5	2	2
		AUSTRALIA	3	2	2	2
		BRAZIL	2	1	1	1
		MEXICO	-	SA	SA	SA
SOCI	% Employee By Nationality	BELGIUM	1,9%	1,6%	1,22%	1,0%
		FRANCE	2,1%	2,7%	1,60%	1,5%
		LUXEMBOURG	0,1%	0,1%	0,08%	0,2%
		SPAIN	0,2%	0,1%	0,15%	0,1%
		TUNISIA	87,4%	87,5%	88,11%	88,9%
		UNITED KINGDOM	2,6%	2,8%	2,52%	0,3%
		UNITED STATES	1,9%	1,9%	1,68%	1,6%
		CHINA	1,0%	0,6%	0,53%	0,9%
		SINGAPORE	0,5%	0,5%	0,46%	0,3%
		HONG KONG	0,1%	0,3%	0,46%	0,1%
		AUSTRALIA	0,1%	0,1%	0,15%	0,0%
		BRAZIL	0,3%	0,3%	0,23%	0,2%
		MEXICO	0,0%	0,0%	0,00%	0,0%
		OTHERS & MIXT	2,0%	1,5%	2,82%	4,9%
SOCI	Workers from Minority or Vulnerable Groups	GLOBAL	-	635	568	495
SOCI	% Workers from Minority or Vulnerable Groups	GLOBAL	-	42%	43%	42%
		RACIAL	-	0%	0,0%	0,0%
		LGBTQ	-	0%	0,0%	0,0%
		VETERAN	-	0%	0,0%	0,0%
		REINSERTION	-	0%	0,0%	0,0%
		WOMEN	-	42%	43%	42%
		HANDICAP	-	0%	1%	1%
		OTHER	-	0%	0,0%	0,0%
SOCI	Number of ExCo Members	GLOBAL	9	15	15	14
SOCI	% Workers in Exco from Minority or Vulnerable Groups	GLOBAL	11,1%	13,3%	13,3%	7,1%
		WOMEN	11,1%	13,3%	13,3%	7,1%
<b>TERRITORIES</b>						
<b>CONTRIBUTION TO WEALTH CREATION IN THE TERRITORIES</b>						
TERR	Partnerships on Societal issues (with external stakeholders)	GLOBAL	30	30	30	30
TERR	Budget contribution to TERRITORIES (EUR, €)	GLOBAL	454 845 €	433 759 €	383 605 €	476 094 €
TERR	Budget For Student & School Support (EUR, €)	GLOBAL	967 147 €	1 106 000 €	3 748 438 €	848 500 €
		Local Scholarships	3 500 €	3 000 €	3 000 €	- €

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
TERR	Budget For Student & School Support (EUR, €)	Overseas Scholarships	20 000 €	20 000 €	20 000 €	20 000 €
		Working-Student Grants	930 647 €	1 075 000 €	3 654 265 €	772 000 €
		End of Study Traineeships	NA		5 270 €	39 000 €
		Summer Traineeships	NA		57 903 €	9 500 €
		Student Projects/events	13 000 €	8 000 €	8 000 €	8 000 €
TERR	Insertion Internships & Job	GLOBAL	589	664	711	521
		WORK-STUDY interns	585	660	508	242
		End of Study Internships	-	-	71	124
		Summer Internships	-	-	128	155
		Inclusion Programs ELIFE	4	4	4	-
TERR	Grants For Scholarships	GLOBAL	5	5	5	4
		Local Scholarships	1	1	1	0
		Overseas Scholarships	4	4	4	4
TERR	Education-related partnerships in the regions	GLOBAL	21	21	21	24
TERR	Budget For External Educational Partnerships	GLOBAL	0	31000	31000	28000
TERR	People impacted By Education Support Programs	GLOBAL	594	669	716	525
<b>CONTRIBUTION TO EDUCATION IN THE TERRITORIES</b>						
TERR	Budget For Student & School Support (EUR, €)	GLOBAL	18 000 €	967 147 €	1 106 000 €	3 748 438 €
		Local Scholarships	-	3 500 €	3 000 €	3 000 €
		Overseas Scholarships	18 000 €	20 000 €	20 000 €	20 000 €
		Work-Study Employee Grants	-	930 647 €	1 075 000 €	3 654 265 €
		End of Study Traineeships	NA	NA		5 270 €
		Summer Traineeships	NA	NA		57 903 €
		School & Student Projects/events	-	13 000 €	8 000 €	8 000 €
TERR	Grants for Work-Study Employees	GLOBAL	308	585	660	508
TERR	End of Study Internships Granted	GLOBAL	-	-	-	71
TERR	Summer Internships Granted	GLOBAL	-	-	-	128
TERR	Education Programs Internships & Job Granted	ELIFE	7	4	4	4
TERR	Grants Local Scholarships	GLOBAL	0	1	1	1
TERR	Grants Overseas Scholarships	GLOBAL	4	4	4	4
TERR	Education-related partnerships in the regions	GLOBAL	16	21	21	21
TERR	Budget For Educational Partnerships	GLOBAL	NA	0	31 000 €	31 000 €
TERR	People impacted by these education Programs	GLOBAL	NA	NA	NA	NA
TERR	Hours supporting educational initiatives	GLOBAL	NA	NA	NA	NA
<b>RESPONSIBLE BUSINESS</b>						
<b>FAIRE PRACTICES</b>						
BUSI	Products & Services Recognition	GLOBAL	11	15	<a href="https://www.vermeg.com/about-us-awards-certifications/">https://www.vermeg.com/about-us-awards-certifications/</a>	
BUSI	Market Recognition	GLOBAL	9	9	<a href="https://www.vermeg.com/about-us-awards-and-certifications/">https://www.vermeg.com/about-us-awards-and-certifications/</a>	
BUSI	Recognition Publicationn	GLOBAL	<a href="https://www.vermeg.com/about-us-awards-and-certifications/">https://www.vermeg.com/about-us-awards-and-certifications/</a>			
BUSI	Business Faire Practices failings/ breaches reported	GLOBAL	0	0	0	0
BUSI	Information Security / Data Protection Certifications	GLOBAL	ISO 27001, SOC2 TYPE2, SOC2 TYPE1	"ISO 27001 SOC2 TYPE2"	"ISO 27001 ISO 27701 SOC2 TYPE2"	ISO 27001 ISO 27701 SOC 2 Type II"
BUSI	Data Protection/Information Security Incidents reported	GLOBAL	45	29	129	66

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
BUSI	Data Protection/Information Security Incidents reported	Phishing attempt	41	20	107	51
		Asset lost	3	7	4	4
		Cybersecurity incident	1	2	18	11
BUSI	Treatment of DP/IS Incidents	HANDLED INCIDENT	100%	100%	100%	100%
		REJECTED INCIDENT	0%	0%	0%	0%
		PENDING INCIDENT	0%	0%	0%	0%
BUSI	Budget Allocated to Information Security (Direct & Indirect)	GLOBAL	232 000 €	256 000 €	256 000 €	250 700 €
<b>GREEN IT INCLUDING ECO SOCIO PRODUCTS &amp; SERVICES</b>						
BUSI	Budget Allocated to Eco Socio Design of Product & Services	GLOBAL	NA	NA	NA	NA
BUSI	Men/Day Allocated to Eco Socio Design of Product & Services	GLOBAL	NA	NA	NA	NA
BUSI	Men/Day Allocated to Green Coding	GLOBAL	NA	NA	NA	NA
BUSI	IT Notebook PC Renewal Periodicity (years)	GLOBAL	3	3	3,9	3,9
BUSI	IT Desktop PC Renewal Periodicity (years)	GLOBAL	-	-	3,7	3,7
BUSI	IT servers Renewal Periodicity (years)	GLOBAL	8	8	8	8
BUSI	Mobile Phones Voucher Renewal Periodicity (years)	GLOBAL	2	2	2	2
BUSI	IT Notebook PC life-time (years)	GLOBAL	NA	2,5	4,3	5,1
		BELGIUM	NA	4	6	6
		SPAIN	NA	4,3	6	6
		FRANCE	NA	3,5	4	5
		LUXEMBOURG	NA	3,4	5	6
		TUNISIA	NA	2	2	4
		UNITED KINGDOM	NA	6	5	5
		UNITED STATES	NA	3	4	5
		SINGAPORE	NA	2,5	4	5
		HONG KONG	NA	3	3	3
		BRAZIL	NA	2	-	6
BUSI	IT Desktop PC life-time (years)	GLOBAL	NA	7,5	9,5	8
		FRANCE	NA	-	-	2
		TUNISIA	NA	-	9	9
		UNITED KINGDOM	NA	8	10	2
		UNITED STATES	NA	-	-	2
		SINGAPORE	NA	8	-	7
		HONG KONG	NA	6	-	2
BUSI	IT Notebook PC stock	GLOBAL	NA	353	729	479
BUSI	IT Desktop PC stock	GLOBAL	NA	51	6	5
BUSI	IT Servers Stock	GLOBAL	NA	0	0	0
BUSI	IT Notebook PC Used	GLOBAL	NA	1811	1624	1140
BUSI	IT Desktop PC Used	GLOBAL	NA	35	43	49
BUSI	IT Notebook PC Total	GLOBAL	NA	2164	2353	1619
BUSI	IT Desktop PC Total	GLOBAL	NA	86	49	54
BUSI	Mobile Phone Total	GLOBAL	NA	0	1	0
PROC	Purchase IT Notebook PC	GLOBAL	NA	266	163	12
PROC	Purchase IT Desktop PC	GLOBAL	NA	1	9	1
PROC	Purchase IT Servers	GLOBAL	NA	0	0	0
PROC	Purchase IT Screen	GLOBAL	-	-	100	1
PROC	Purchase Mobile Phone	GLOBAL	0	0	1	0
PROC	Purchase TV	GLOBAL	-	-	11	0

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
<b>RESPONSIBLE PROCUREMENT</b>						
<b>SUSTAINABLE PURCHASE</b>						
PROC	% Supplier/Partner Signed Vermege Code of Conduct / CSR Policies Handbook	GLOBAL	30%	35%	35%	30%
PROC	Alert on Suppliers for non-CSR Compliance (child employment, illegal workers, Ethic, discrimination, etc.)	GLOBAL	0	0	0	0
PROC	Banished suppliers for non-CSR Compliance	GLOBAL	0	0	0	
PROC	"% Suppliers with contracts including sustainability clauses (environmental, labor, and human rights requirements)"	GLOBAL	NA	NA	NA	NA
PROC	"% Suppliers covered by a Sustainability assessment"	GLOBAL	NA	NA	NA	NA
PROC	"% Suppliers covered by a Sustainability on-site audit"	GLOBAL	NA	NA	NA	NA
PROC	"% Buyers who received training on sustainable procurement"	GLOBAL	NA	NA	NA	NA
PROC	"% Assessed/Audited suppliers engaged in corrective actions or capacity building relating to Solidarity purchases"	GLOBAL	NA	NA	NA	NA
PROC	Purchase Cost (EUR)	GLOBAL			6 656 192 €	5 165 811 €
PROC	%Purchase Cost reduction Version N-I	GLOBAL				-22%
PROC	%Purchase Cost reduction Version N-I by category	Amount of IT purchases				-48%
		Amount of leased transport equipment				-100%
		Services (printing, advertising, architecture and engineering, multi-technical building maintenance)				-30%
		Insurance, banking services, consulting and fees				-7%
		Produit agro-alimentaires transformés				0%
		Transport terrestre				-13%
		Accommodation and catering				-10%
		Meubles et autres biens manufacturés				0%
		Repair and installation of machinery and equipment				1%
		Small office supplies & consumables				-39%
		Activities of associative organizations				218%
		Warehousing and auxiliary transport services				-13%
		Telecommunications				-41%
		Mail Services				-73%
		Education and training				-20%
		Outsourced research and development				-12%
		Activités pour la santé humaine				0%
		Activités créatives, artistiques, culturelles, bibliothèques, et organisation de jeux de hasard				0%
		Activity team building, Sports, leisure and recreational activities				31%
		Publishing (books, newspapers, magazines, etc.)				63%
		Films, enregistrement sonores, télévision et radio				0%
		Textile et habillement				0%
		Machines et équipements				0%
<b>SOLIDARITY PURCHASE</b>						
PROC	% Solidarity Purchase Budget versus Global Purchase	GLOBAL	NA	NA	NA	NA
PROC	% Purchase By Minority Program	WOMEN	NA	NA	NA	NA

REF	CSR INDICATORS	SUB-INDICATOR	FY2021	FY2022	FY2023	2024
PROC		LGBTQ	NA	NA	NA	NA
		WITH DISABILITY	NA	NA	NA	NA
		RACIAL MINORITY	NA	NA	NA	NA
		REINSERTION	NA	NA	NA	NA
		OTHER MINORITY	NA	NA	NA	NA
PROC	% Suppliers with contracts including solidarity clauses	GLOBAL	NA	NA	NA	NA
PROC	"% Suppliers covered by a Solidarity assessment"	GLOBAL	NA	NA	NA	NA
PROC	"% Suppliers covered by a Solidarity on-site audit"	GLOBAL	NA	NA	NA	NA
PROC	"% Buyers who received training on Solidarity procurement"	GLOBAL	NA	NA	NA	NA
PROC	"% Assessed/Audited suppliers engaged in corrective actions or capacity building regarding solidarity"	GLOBAL	NA	NA	NA	NA
<b>CULTURAL AND ARTISTIC DEVELOPMENT</b>						
<b>SPONSORSHIP</b>						
CART	Budget allocated to Art & Cultural initiatives (EUR, €)	GLOBAL	121000	149000	146000	143000
CART	Budget Allocation by type of Art & Culture	ARCHITECTURE	3%	-	-	-
		SCULPTURE	-	-	-	-
		VISUAL ART (Painting, Drawing, BD, comics, etc.)	10%	11%	2%	4%
		MUSIC	-	-	2%	1%
		LITERATURE (Poetry, Playwriting, Storytelling, ...)	-	-	0%	0%
		PERFORMING ART (theater, dance, mime, circus,...)	10%	-	0%	0%
		CINEMA	-	-	5%	4%
		MEDIA ART (Radio, TV, photography, etc.)	-	-	0%	0%
		CULTURAL EXCHANGE & HERITAGE	77%	89%	91%	91%
<b>INTERNAL SPONSORSHIP</b>						
CART	% Budget Art & Culture that benefit Internally to staff	GLOBAL	77%	96%	95%	91%
CART	% Budget For VERMEG's Talents	GLOBAL	-	6%	3%	1%



# CARBON TRAJECTORY

Reduction Targets  
Monitoring for SBTi





By setting up the Carbon reduction Targets for SBTi, VERMEG is demonstrating its commitment to addressing climate change and contributing to global efforts to mitigate its impacts. Thanks to its adhesion, VERMEG will have access to the resources provided by SBTi to meet these goals. Furthermore, our business will benefit from Brand Reputation, Investor Confidence, Client trust, Resilience Against Regulations, Increased Innovation, Cost Savings, and Competitive Edge.

# CARBON TRAJECTORY

## VERMEG IN THE SBTI PROCESS

VERMEG is now committed to the Net-Zero Standard and Business Ambition for 1.5°C by 2050. The next step is the implementation of the action plan to reach Gas emissions Near-Term Reductions Targets 2023-2034, as validated by SBTi ([www.VERMEG.com/sustainability-science-based-targets/](http://www.VERMEG.com/sustainability-science-based-targets/)) and monitor it very strictly as indicated in the Section Carbon Trajectory & Reduction Targets Monitoring for SBTi.



SCIENCE BASED TARGETS  
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



DATE OF APPROVAL  
6 November 2024



### APPROVED

#### NEAR-TERM SCIENCE-BASED TARGETS

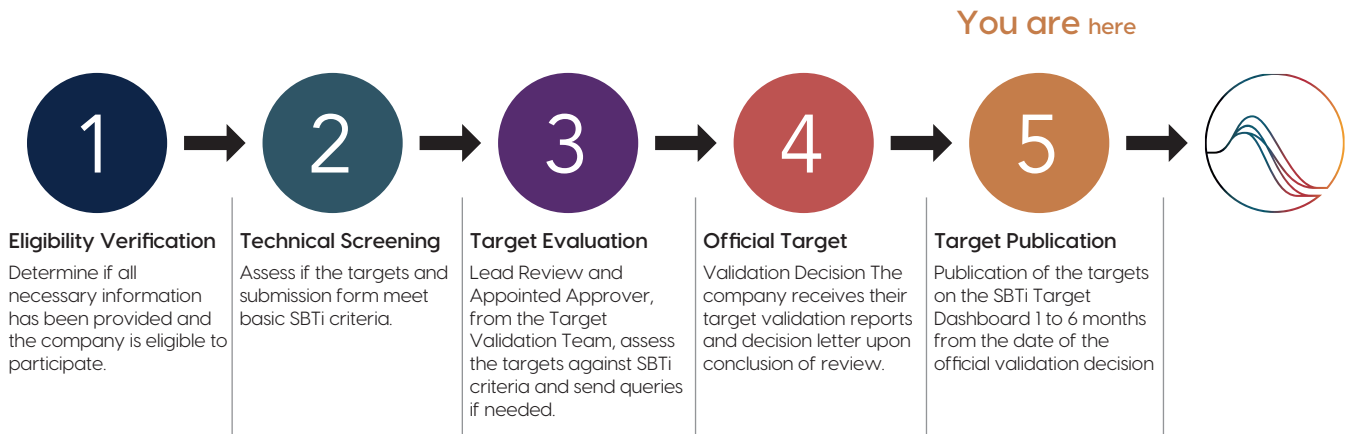
The Science Based Targets initiative has validated that the science-based greenhouse gas emissions reductions target(s) submitted by Vermeg conform with the SBTi Criteria and Recommendations (Criteria version 5.2).

**SBTi has classified your company's scope 1 and 2 target ambition as in line with a 1.5°C trajectory.**

The official near-term science-based target language:

Vermeg commits to reduce absolute scope 1 and 2 GHG emissions 58.8% by 2034 from a 2023 base year. Vermeg also commits to reduce absolute scope 3 GHG emissions 35.0% within the same timeframe.

Thank you for submitting your greenhouse gas emission reduction targets to the Science Based Targets initiative (SBTi). The SBTi has assessed your company's submission against the SBTi criteria and, after careful review, has approved the targets. Please find enclosed the target validation report and approval letter. Please find an image below setting out that your company has completed the target review process and now can focus on communicating your approved science-based targets.



## OVERVIEW OF NEAR-TERM SCIENCE-BASED TARGETS

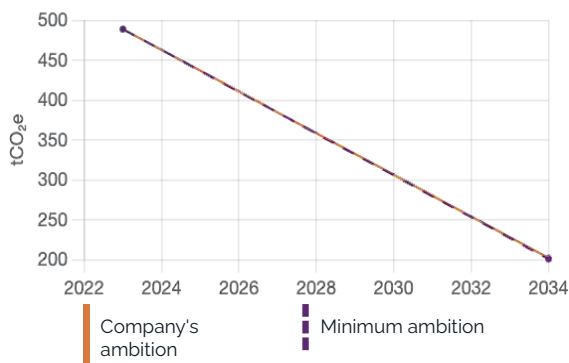
Vermege commits to reduce absolute scope 1 and 2 GHG emissions 58.80% by 2034 from a 2023 base year.

Public: Yes

Temperature classification: 1.5°C

### Target Coverage

### ABSOLUTE EMISSIONS



GHG Inventory breakdown	Minimum boundary emissions	Outside minimum boundary	Biogenic Total
Scope 1	100.00%	N/A	N/A
Scope 2 market-based	100.00%	N/A	N/A
Scope 3 total	N/A	N/A	N/A
1. Purchased goods and services	N/A	N/A	N/A
2. Capital goods	N/A	N/A	N/A
3. Fuel- and energy-related activities	N/A	N/A	N/A
4. Upstream transportation and distribution	N/A	N/A	N/A
5. Waste generated in operations	N/A	N/A	N/A
6. Business travel	N/A	N/A	N/A
7. Employee commuting	N/A	N/A	N/A
8. Upstream leased assets	N/A	N/A	N/A
9. Downstream transportation and distribution	N/A	N/A	N/A
10. Processing of sold products	N/A	N/A	N/A
11. Use of sold products	N/A	N/A	N/A
12. End-of-life treatment of sold products	N/A	N/A	N/A
13. Downstream leased assets	N/A	N/A	N/A
14. Franchises	N/A	N/A	N/A
15. Investments	N/A	N/A	N/A

## OVERVIEW OF NEAR-TERM SCIENCE-BASED TARGETS

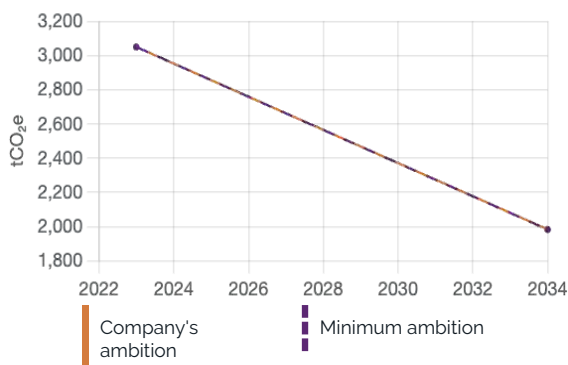
Vermege commits to reduce absolute scope 3 GHG emissions 35.00% by 2034 from a 2023 base year.

Public: Yes

Temperature classification: N/A

### Target Coverage

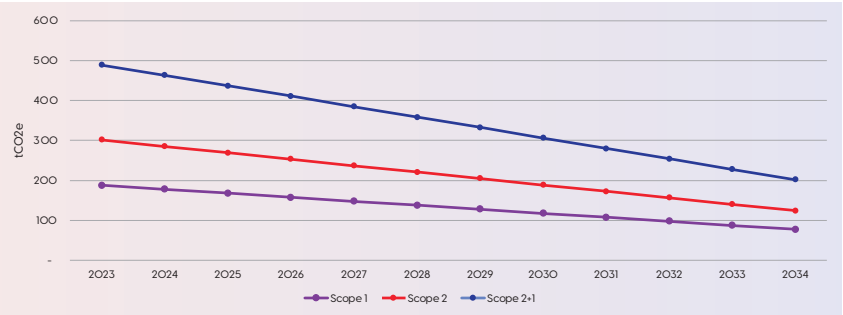
### ABSOLUTE EMISSIONS



GHG Inventory breakdown	Minimum boundary emissions	Outside minimum boundary	Biogenic Total
Scope 1	N/A	N/A	N/A
Scope 2 market-based	N/A	N/A	N/A
Scope 3 total	100.00%	N/A	N/A
1. Purchased goods and services	100.00%	N/A	N/A
2. Capital goods	100.00%	N/A	N/A
3. Fuel- and energy-related activities	100.00%	N/A	N/A
4. Upstream transportation and distribution	100.00%	N/A	N/A
5. Waste generated in operations	100.00%	N/A	N/A
6. Business travel	100.00%	N/A	N/A
7. Employee commuting	100.00%	N/A	N/A
8. Upstream leased assets	N/A	N/A	N/A
9. Downstream transportation and distribution	N/A	N/A	N/A
10. Processing of sold products	N/A	N/A	N/A
11. Use of sold products	N/A	N/A	N/A
12. End-of-life treatment of sold products	N/A	N/A	N/A
13. Downstream leased assets	N/A	N/A	N/A
14. Franchises	N/A	N/A	N/A
15. Investments	N/A	N/A	N/A

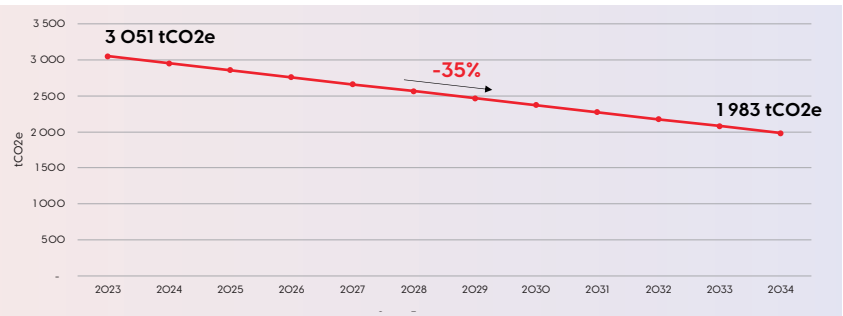
### Scope 1&2 trajectory 2023-2034

	Base year (2023)	Target year (2034)	% SBT reduction
Scope 1 emissions (tCO <sub>2</sub> e)	188	77	58,80%
Scope 2 emissions (tCO <sub>2</sub> e)	301	124	58,80%
<b>Scope 1+2 emissions (tCO<sub>2</sub>e)</b>	<b>489</b>	<b>202</b>	<b>58,80%</b>



### Scope 3 trajectory 2023-2034

	Base year (2023)	Target year (2034)	% SBT reduction
Scope 3 emissions (tCO <sub>2</sub> e)	3051	1983	35,00%



### Reduction ambitions

Ambitions - Strategic axis	Emissions 2023 (tCO <sub>2</sub> e)	Target reduction (%)	Target 2034 (tCO <sub>2</sub> e)	Target reduction (tCO <sub>2</sub> e)
Incentivise management to take action				
Decarbonise VERMEG fleet	175	60%	70	105
Reduce and decarbonise offices energy	343	60%	137	206
Decarbonise commuting	518	35%	337	181
Reduce business travels by plane	487	35%	317	170
Responsible purchasing	842	35%	547	295
Sobriety and circularity of IT equipment	850	35%	553	298
Software eco-design and responsible purchasing cloud	306	35%	199	107
Improve non-SaaS performance- optional SBTi	190	optional SBTi but possible to put an internal target		

Projection	2023 Emissions	Projected 2034 emissions	Reduction
Total emissions (for SBTi targets) - tCO <sub>2</sub> e	3540	2179	-38%

### Synthesis

	2023	2024	Variation
Carbon Footprint (tCO <sub>2</sub> e)	3 703	3 084	-17%
Carbon Intensity by FTE (tCO <sub>2</sub> e/ETP)	3,02	2,77	-8%
Carbon Intensity by Turnover CA (tCO <sub>2</sub> e/M€CA)	42	44	4%

## OUR CSR PROGRAM "EMPOWERED BY VERMEG"

### 3 Axis



### 7 Challenges

<b>GOVERNANCE</b>
<b>ENVIRONMENT</b>
<b>SOCIAL</b>
<b>TERRITORIES</b>
<b>CORE BUSINESS</b>
<b>PURCHASE</b>
<b>ART &amp; CULTURE</b>

### 17 Targets

- 1 CSR within Governance & ESG
- 2 Ethics
- 3 Employees Protection
- 4 Energies Climate
- 5 Resources & Biodiversity
- 6 Work Life Quality
- 7 Job Quality - Attraction
- 8 Equitable Values Sharing
- 9 Non-discrimination – Equality, Diversity, Inclusion
- 10 Contribution to prosperity in the regions
- 11 Contribution to education
- 12 Fair Practices
- 13 Green IT with Eco Socio Products & Services
- 14 Sustainable Procurement
- 15 Solidarity Procurement
- 16 External Art & Culture Development
- 17 Internal Art & Culture promotion

### Main partners



## MARKET RECOGNITION

### Awards



### Realizations



### Product Certifications



# GLOSSARY

## Acronyms

- APAC: Asia Pacific
- BCP: Business Continuity Plan
- BPTW: Best Place To Work
- CSR: Social Corporate Responsibility
- EDI: Equality Diversity Inclusion
- EMEA: Continental Europe Middle East Africa
- ESG: Environment Social Governance
- FTPD: Fondation Tunisie Pour Development
- GDPR: General Data Protection Regulation
- GPTW: Greate Plate To Work
- IS: Information System
- IT: Information Security
- KPI: Key Principle Indicators
- LATAM: Latin America
- LCDC: Low-Code No-Code
- NAM: North America
- SBTi: Science Based Targets initiative
- SDG: Sustainable Development Goals
- TACT: Tunisian Association For Com & Tech
- VTO: Volunteering Time Off
- WC: Work Council
- WFH: Work From Home

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## Main Links

<https://un.org/sustainabledevelopment/sustainable-development-goals/>

<https://iso.org/fr/iso-26000-social-responsibility.html> <https://ecovadis.com>

<https://sciencebasedtargets.org/> <https://VERMEG.com/empowered.html>





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