Sustainability report

Extract from the Universal Registration Document

2024

NEURONES

Forward together...®

A Group committed to sustainability

Social, environmental and governance issues, as well as related action plans, are a priority for NEURONES' executives and managers. This is also in the best interest of the group and its clients.

The entry into force of the CSRD directive marks a new step in the transparency of companies' sustainability commitments.

This directive primarily aims to:
- supplement risk identification with an assessment of impacts and opportunities, in order to encourage sustainable transformation,
- standardize the reporting structure and the definition of indicators (both declarative and quantified) across all companies.

For this first Sustainability Report, the group validated its carbon footprints and decarbonization targets using the SBTi method.

The vast majority of the indicators were already included in previous Non-Financial Performance Statements. Several interesting social and governance indicators have been added.

As the collection can always be improved, new data will be specified as part of a voluntary process of continuous improvement.

276
NET JOBS CREATED IN 2024
(WITH CONSTANT STRUCTURES)

65%
OF THE LAST 10 YEARS' PROFITS
PLACED IN RESERVE TO FUND
FUTURE DEVELOPMENTS

74
NATIONALITIES REPRESENTED
AMONG THE GROUP'S PAYROLL

Sustainability Report

In application of the European CSRD (Corporate Sustainability Reporting Directive), the Sustainability Report replaces the Extra-Financial Performance Declaration (EFPD). This first report is based on 2024 data. The aim of the CSRD is to standardize the structure of the report, as well as the definition of sustainable development indicators (numerical or declarative). Reporting is limited to indicators defined as material, following the dual materiality analysis. As a result, the Group has stopped disclosing most of its non-material indicators, with the exception of some which are deemed useful and are published on a voluntary basis.

1. GENERAL INFORMATION

List of requirements

ESRS*	DR**	Title	Section
ESRS 2	BP-1	General basis for sustainability declarations	
ESRS 2	BP-2	Publication of information on special circumstances	
ESRS 2	GOV-1	Role of administrative, management and supervisory bodies	Corporate governance
ESRS 2	GOV-2	Information provided to administrative, management and supervisory bodies and sustainability issues addressed by these bodies	Corporate governance
ESRS 2	GOV-3	Inclusion of sustainability performance into incentive systems	Corporate governance
ESRS 2	GOV-4	Due diligence statement	Corporate governance
ESRS 2	GOV-5	Risk management and internal controls on sustainability information	Corporate governance
ESRS 2	SBM-1	Strategy, business model and value chain	
ESRS 2	SBM-2	Interests and viewpoints of interested parties	
ESRS 2	SBM-3	Significant impacts, risks and opportunities and how they relate to strategy and business model	
ESRS 2	IRO-1	Description of procedures for identifying and assessing significant impacts, risks and opportunities	
ESRS 2	IRO-2	Publication requirements for ESRSs covered by the declaration relating to corporate sustainability	List of requirements in each chapter
ESRS 2	MDR-P	Policies adopted to manage key sustainability issues	See list of Environmental, Social and Governance requirements
ESRS 2	MDR-A	Actions and resources on key sustainability issues	
ESRS 2	MDR-M	Metrics for key sustainability issues	
ESRS 2	MDR-T	Monitoring the effectiveness of policies and actions through targets	

* ESRS: European Sustainability Reporting Standard
** DR: Disclosure Requirement

ESRS 2 GENERAL INFORMATION

ESRS 2 BP-1 – Basis for declarations

This Sustainability Report has been prepared for the consolidated scope of the NEURONES group, which is the same as that of the financial statements. All subsidiaries are taken into account. As a result, companies that exceed certain thresholds (revenues in excess of €50 million, headcount in excess of 250 employees and balance sheet total in excess of €25 million) are exempt from producing their own report. The following pages therefore cover all the Group's own operations, including the upstream and downstream value chains.

The short-, medium- and long-term horizons mentioned in this document are the same as those recommended in the ESRS:
- short term: less than one year, corresponding to the reference period of the financial statements,
- medium term: one to five years,
- long term: more than five years.

Only indicators concerning climate emissions contain value chain data for Scope 3 calculations (see definition on page 14). In particular, emissions associated with purchased products and services have been calculated on the basis of average emission factors for a given activity, with an uncertainty of between 20% and 50%. Monetary ratios were used to estimate the emissions associated with purchases of services. The latter are typically associated with high uncertainties of up to 80%. They are based on variable sector averages. They also depend on unstable economic data and methodologies that may differ from one source to another. In the future, we plan to ask suppliers for the amount of their greenhouse gas emissions corresponding to NEURONES purchases, so that we can integrate these emissions and thus refine our understanding of the warming impact of the group's activity.

With the exception of the calculation of greenhouse gas emissions (GHG), the indicators are calculated on the basis of primary data from all subsidiaries, then consolidated at Group level. Where relevant, data uncertainties are described for each indicator.

As this report is the first to be drawn up in accordance with CSRD requirements, some indicators have been adapted to the definitions and calculation methodologies recommended in the ESRS. In addition, when SBTi validated the Group's climate objectives, certain methodological changes had an impact on the calculation of greenhouse gas emissions. To enable comparisons over time, indicators for previous years have been recalculated on this new basis.

Information has been included in this report based on French legislation on sustainability issues: the “Sapin 2” law on transparency, the fight against corruption and the modernization of economic life, the Obligation d'Emploi des Effectifs Handicapés (OETH), the law on the collection and processing of Waste Electrical and Electronic Equipment (WEEE) and the gender equality index.

The information required by the ESRS standards is all contained in the Sustainability Report, with the exception of data and information systems security, which is incorporated by reference in chapter 2.1. “Main risks, control and management measures” (see page 60 of the Universal Registration Document). References are also made to the same chapter to complete the information presented on the management of financial risks linked to sustainability issues, including the attractiveness of talent, corruption and anti-competitive practices.

GOVERNANCE

ESRS 2 GOV-1 – Role of administrative, management and supervisory bodies

The composition and operation of the Board of Directors are described in the chapter on “corporate governance”:

- number of members: 7, including 2 executives, 4 non-executives, and one employee representative,
- percentage of independent members: 2/7, or 29%,
- ratio of women to total number of directors (excluding employee representatives): 2/6.

The directors have a general knowledge of sustainability, but have not had any professional experience or formal training on the subject (see Corporate Governance chapter). To date, no specific training on these issues is planned.

ESRS 2 GOV-2 – Information provided to the company's administrative, management and supervisory bodies and sustainability issues addressed by these bodies

A Sustainable Development Committee, made up of employees, oversees the Group's CSR approach. Reporting to the Chief Financial Officer, it comprises seven members. Appointed employees are often the CSR managers in their subsidiaries. To date, this Committee has not been officially designated as responsible for managing impacts, risks and opportunities. Sustainability training sessions will be organized as needed.

The Board of Directors regularly discusses sustainability and CSR issues and, since its December 2023 meeting, has carried out a formal review of the work of the Sustainable Development Committee, although no Specialized Committee has yet been set up within the Board. Details of the work that led to the double-materiality analysis were made available to Board members. This Sustainability Report has been presented by the auditor to the Audit Committee and to the Board of Statutory Auditors. Following this presentation, the Audit Committee submitted its comments to the Board of Directors.

Some subsidiaries have a complementary CSR approach with, in particular, a dedicated manager (or team) and an individual carbon footprint.

ESRS 2 GOV-3 – Integrating sustainability results into incentive systems

Remuneration for members of the administrative, management and supervisory bodies is fixed, with the exception of directors' fees for directors, excluding senior executives and employee representatives, the amount of which depends in particular on the actual attendance rate. In particular, there are no variables based on sustainability considerations. Nor is the evaluation of subsidiary senior executives correlated with sustainability-related performance indicators.

ESRS 2 GOV-4 – Due diligence statement

The mapping of the information included in the sustainability report that relates to the “due diligence” procedure is as follows:

Essential elements of due diligence	Paragraph in the sustainability declaration
Integrate due diligence into governance, strategy and business model	ESRS 2 GOV-1 – Role of administrative, management and supervisory bodies ESRS2 SBM-1 – Strategy, business model and value chain
Collaborate with relevant stakeholders at all stages of due diligence	ESRS 2 SBM-2 – Stakeholder engagement
Identify and assess negative impacts	ESRS 2 SBM-3 – Significant impacts, risks and opportunities (IRO)
Take steps to remedy these negative impacts	Environmental, Social and Governance chapters for each material negative impact
Monitor and communicate the effectiveness of these efforts	Environmental, social and governance chapters for each impact, risk or opportunity

ESRS 2 GOV-5 – Sustainability information management

Sustainability reporting is based on the production of numerous non-financial indicators. There may be differences in the understanding of definitions in some subsidiaries, particularly abroad, or data feedback may be incomplete or of variable quality. This is the main risk identified.

To limit this risk, the Group asks for the names of the people who have documented the information, and carries out plausibility checks, particularly in relation to the historical data reported. The Group incorporates the conclusions of its risk assessment and internal controls by continuously adapting its procedures for collecting, validating and consolidating sustainability data. These adjustments are deployed within the functions concerned to reinforce the reliability, traceability and governance of the reporting process.

For 2024 data, it was not decided to acquire new software specifically for the consolidation of CSRD data.

The Audit Committee, the College of Financial Auditors and the Board of Directors are informed of the internal control procedures for sustainability reporting, the difficulties encountered and the risks.

STRATEGY

ESRS2 SBM-1 – Group strategy, business model and value chain

A client's expectations of a Digital Consulting and Services company are primarily:

- mastery of the latest technologies and a range of consulting to inform its decisions (evaluation of the return on investment and choice of timing). Currently, the demand is especially strong on the following subjects: cloud in all its forms, cybersecurity, digital projects, AI, Agile methods (Product Owners, Scrum Masters), UX/UI design, data and analytics, mobility, DevOps in general (including tooling), infrastructure automation,
- the operational availability of human resources trained in the latest tools and their stability,
- the ability to produce managed services with a guaranteed-performance commitment
- a size compatible with our commitments.

At the top of the cycle, because of turnover, clients and service providers encounter great difficulty ensuring the stability of project teams. At the bottom of the cycle, companies in the sector are more likely to be solicited on a global basis, within the framework of contracts with formalized service level commitments.

Among current trends, teleworking is well established, and freelance status is becoming increasingly popular among IT professionals.

A service company devotes its energies not only to satisfying its clients, but also to strengthening its ability to attract and retain its employees (its No. 1 asset).

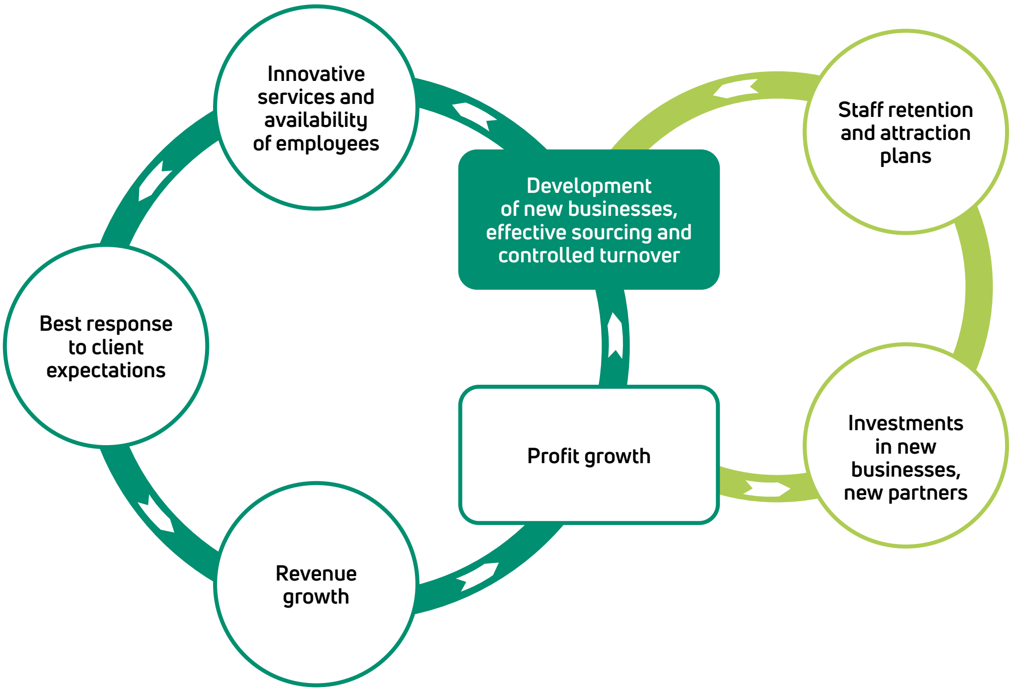
Given its organization in business entities, with bosses who have a stake in the capital, NEURONES also has the particularity of constantly looking for new entrepreneurs who will ensure its long-term growth (through mergers, spin-offs or start-up of new structures). The diagram on the following page illustrates the Group's value creation.

Details of the various professions are given in section "1.3 Activity - Detail of professions" on page 49.

The NEURONES business model can be summarized as follows:

Resources	Strategy	Value creation
Human capital • 7,100 employees in 12 countries • 9,900 days of training in 2024 • 250 senior executives and managers • Subcontractors of which independent: 2,200 full-time equivalent employees **Line of services capital** • Strong presence in digital solutions (cloud, data, digital projects, cybersecurity, etc.) • Equilibrium between recurrent services with commitments (40%), projects (13%) and stand-alone or pooled technical support (47%) • Breakdown of business between specialized niche offers and global services **Organizational capital** • Service Centers • Managed services contract management teams • Pre-sales, internal audit teams, GDPR, Quality, IS Security **Financial capital** • Shareholders' equity at the end of 2024: €436m • Net cash and cash equivalents at the end of 2024: €319m • Overwhelmingly majority managerial shareholding	• Build employee loyalty and increase attractiveness to candidates (turnover slows growth, dilutes corporate culture and erodes efficiency) • Work with new shareholder entrepreneurs who, if possible, join the Group with their company • Continue to invest in new innovative services and emerging technologies through acquisitions or spin-offs • Maintain a diversified portfolio of services to withstand cyclical ups and downs • Expand by extending geographical coverage • Gain credibility to take on larger and larger projects	**Human capital** • Net creation of over 275 jobs in 2024 (excluding changes in the scope of consolidation) • Numerous awards: "Great Place to Work", "Happy at Work", "Best Employer" • History of senior executives and managers with stakes in the share capital **Line of services capital** • Public and hybrid cloud offerings, AI, blockchain • SecNumCloud secure, sovereign cloud offerings • Dedicated entities: - networks/telecom, - cloud native development, - risk, compliance and regulatory consulting **Organizational capital** • €12 million in capital expenditure by 2024, in particular for the SecNumCloud platform and service centers **Financial capital** • Operating profit: 9.6% of revenues • 65% of earnings retained (10-year average) to finance future investments

NEURONES' value creation model can be illustrated as follows:



The NEURONES value chain is based on a complex, interconnected ecosystem of partners, internal operations and external stakeholders:

- upstream, the company relies on a network of key partners, notably Digital Services Companies, data hosting providers and specialized independent consultants, who provide technical expertise and operational flexibility. In addition to these, there are the financial players who support the growth of the business, as well as suppliers of hardware and in-house applications, essential to the operation of infrastructures and digital platforms;
- at the heart of its operations, the company deploys its services in many countries. More than 80% of our workforce is based in France, but we are also present in 11 other countries (USA, Belgium, Luxembourg, Germany, Italy, Switzerland, Romania, Tunisia, Lebanon, India and Singapore). These operations include infrastructure services, application services and consulting services;
- downstream, the value created is reflected in the relationship with clients from all sectors of activity: they expect reliable, secure and innovative solutions. They and their own end-users benefit from digital services designed to meet exacting requirements in terms of performance, confidentiality and regulatory compliance.

ESRS2 SBM-2 – Stakeholder engagement

The Group's stakeholder engagement policy reflects its desire to listen to and take account of stakeholders' expectations. Regular dialogue forums enable us to understand their concerns, positions and expectations with regard to our services and interactions. The information obtained through this dialogue is taken into account and may lead to changes in the business model.

In addition to clients and employees, NEURONES' main stakeholders include subcontractors, other service providers (including colleagues), educational bodies (including leading engineering and business schools), public authorities, local authorities and financial players. The various categories with which the Group is involved are listed in the table below. Each is described, along with the objective and organization of the engagement established with them.

The Ethics and Compliance Committee advises the Group on stakeholder relations in all matters relating to ethics and compliance. In-house, NEURONES does not hesitate to consult them to build a quality relationship with them, a source of commitment and mobilization for employees.

The Board of Directors is informed of the views and interests of stakeholders with an impact on sustainable development.

The Stakeholder Commitment is as follows:

Stakeholder category	Stakeholders	Description	Type	Location	Dialogue objectives	Dialogue mode
Subcontracting	Digital Services Companies	Our Digital Services Companies colleagues work as subcontractors for NEURONES, on a fixed-price or time-spent basis.	Assigned	Upstream value chain + Own operations	• Human rights • Skills development • Compliance with tax and legal regulations	One-off dialogue as part of: • recruitment for commercial alliances with a contractual framework, • Research & Development partnerships.
	Umbrella companies	Umbrella companies support freelancers as they develop their business and offer them social protection.	Assigned	Upstream value chain + Own operations	• Human rights • Skills development • Compliance with tax and legal regulations	As part of the recruitment process, umbrella companies are asked about their CSR practices.
	Freelance workers	Freelance consultants or developers.	Assigned	Upstream value chain + Own operations	• Contract recurrence • Social protection • Human rights • Compliance with tax and legal regulations	Exchanges within the framework of their recruitment.
	Hosting	Companies equipped to host computer servers for the Group and its clients: air conditioning, emergency power, fire safety, access security..	Assigned	Upstream value chain + Own operations	• Greenhouse gas emissions • Energy consumption • Water consumption • Security and data protection	• Questionnaire on CSR practices in responsible purchasing • Request for information to calculate Scope 3 greenhouse gas emissions
Employees and recruitment circuit	Employees	Employees are persons bound to NEURONES by an employment contract.	Assigned	Upstream value chain + Own operations	• Job creation and working conditions • Human rights, diversity, inclusion • Capital sharing • Skills development • Motivating work environment	• Employee satisfaction surveys • Employee representatives • Evaluation of employees' perception of work through "Great place to work" certification.
	Apprentices and work experience contracts	The professionalization contract aims to integrate people who are far from employment. The apprenticeship contract is an employment contract that enables apprentices to follow alternating periods of training in a company and in an apprentice training center.	Assigned	Upstream value chain + Own operations	• Job creation and working conditions • Human rights, diversity, inclusion • Skills development • Motivating work environment	• Support initiatives for students and recent graduates (conferences, forums, mock job interviews, CV workshops) • Pinpointing and hiring interns, apprentices and recent graduates.
	IRP (Institutions Représentatives du Personnel)	Bodies responsible for representing employees in dealings with the employer (CSE members, employee representatives, Trade union representatives and Group Committee members)	Assigned	Own operations	• Compensation and working conditions • Skills development • Dialogue and social agreements.	• Regular dialogue with IRP • Mandatory annual pay negotiation • Advisory Commissions • Group Committees
Partners and suppliers	Software and manufacturer partners of equipment	Designers of proven solutions, already standards in their market or set to become so, with whom NEURONES works in partnership on behalf of its clients or for its own account.	Assigned	Own operations	• Trust-based relationships with clients • Marketing support and business development for clients • Access to NEURONES consultants	• Exclusive technology partnerships. • Project-based technological exchanges.
	In-house application providers	Suppliers of technological applications for the management of internal support functions (eg: LinkedIn, payroll, etc.).	Assigned	Own operations	-	Dialogue and exchanges as part of application maintenance

Stakeholder category	Stakeholders	Description	Type	Location	Dialogue objectives	Dialogue mode
Teaching structures	Schools	Relationships with schools can help identify and recruit graduating students.	Assigned	Upstream value chain	• The Group uses the apprenticeship tax to finance target schools, • Support for students and recent graduates • Selection and integration of trainees, apprentices and young graduates.	• Participation in forums, recruitment and detection partnerships for certain professions, • Sponsoring workshops
Clients	Product users	Large and medium-sized private-sector companies and public institutions	Assigned	Downstream value chain	• Acceleration of technology and digital technology • Industrialized, shared services • Active quality development • Adaptation to needs • Climate change • Cybersecurity	• Regular involvement at every stage of the project • Client satisfaction questionnaires
Financial players	Investors and shareholders	NEURONES shareholders comprise: • 70% founder, senior executives and employees • 15% French institutions • 12% international institutional • 3% private investors	Sustain-ability info. users	Upstream value chain	• ESG performance • Proven resilience to cyclical ups and downs • Reinvestment of profits • Regular, transparent communication	• Half-yearly letter to shareholders • Shareholders' Meeting and Annual Report • Professional meetings (investor fairs, presentations to analysts, etc.), on request
Communities	Civil society	All actors (associations, organizations, movements, interest groups, etc.) of a more or less formal, non-governmental and non-profit nature.	Assigned	Upstream and downstream value chains	• Contributing to the vitality of the local economy • Job creation • Skills sponsorship	• Communication with sponsoring actions • Patronage or partnerships • Sponsoring the skills of the Consulting segment
	Municipality of Nanterre	French town in the Hauts-de-Seine department, where NEURONES is headquartered. As a university town, Nanterre is home to the Paris-Nanterre University campus, with over 30,000 students.	Assigned	Upstream value chain	• Contributing to the vitality of the local economy • Job creation and post-study recruitment • Skills sponsorship • Reducing greenhouse gases linked to transport by recruiting locally	Assigned
Nature	Nature	The phenomena of the physical world as a whole, including plants, animals, landscape and other features and products of the earth.	Assigned	Upstream value chain + Own operations	• Respect for ecosystems and landscapes	Assigned

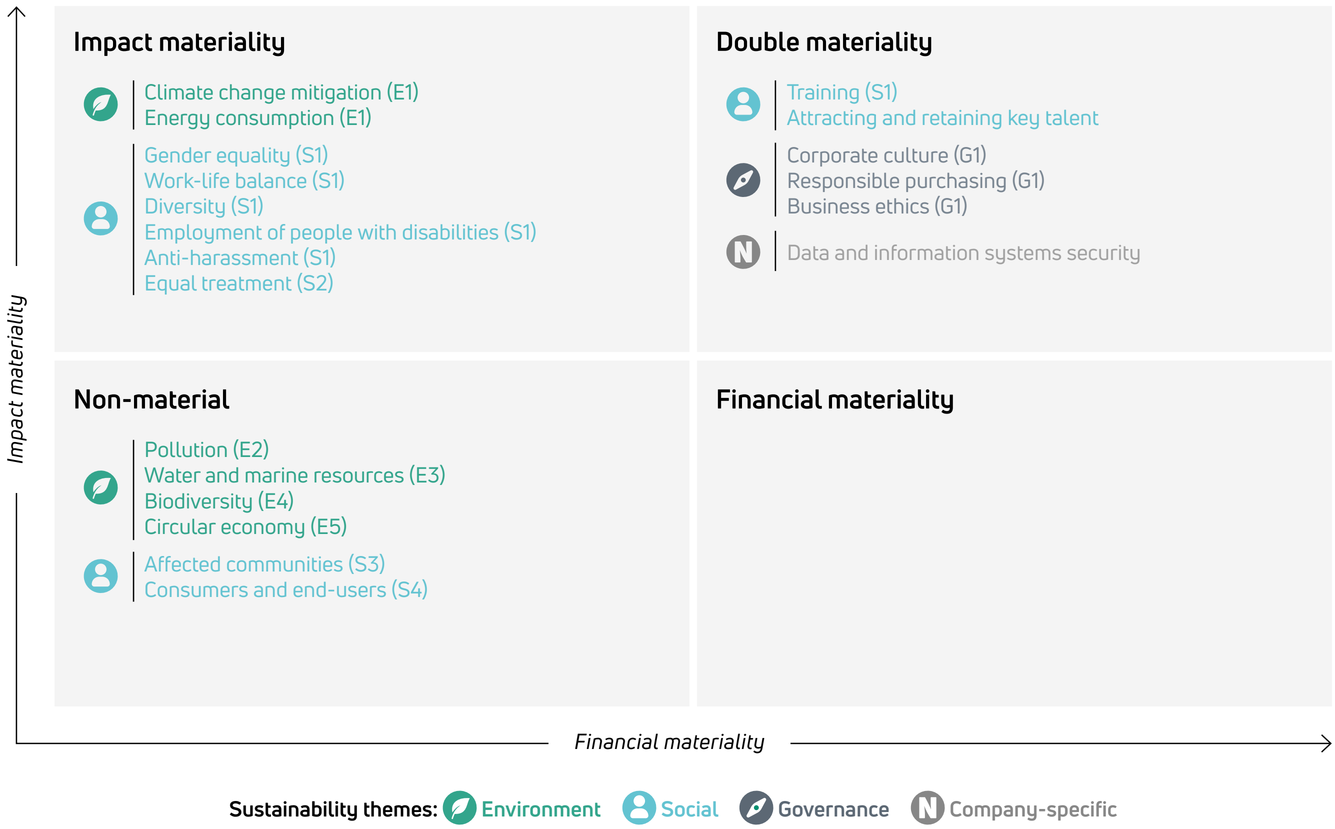
DUAL MATERIALITY ANALYSIS

ESRS2 SBM-3 – Significant impacts, risks and opportunities (IRO)

The double materiality analysis is the key element in the preparation of the CSRD report. This makes it possible to identify the impacts, risks and opportunities (IRO) on the environment and the Company in general, according to their financial materiality (the impact of the environment and the Company in general on NEURONES' financial performance) and according to their impact materiality (the Group's impact on the environment and the Company in general).

Material impacts, risks and opportunities (IROs), particularly in relation to global warming and data security, are likely to influence the Group's business model and strategy. These were assessed for their resilience to the material impacts, risks and opportunities identified. This assessment is based on a qualitative analysis, supplemented by quantitative data where relevant. Various scenarios were simulated to test the Group's ability to adapt, incorporating indicators such as energy consumption, carbon emissions and changes in operating costs. The results indicate that the strategy is designed to adjust effectively to the challenges identified. Specific details of this assessment, as well as the actions taken to address significant impacts and risks and exploit opportunities, are included in the sections relating to each issue in this report.

The results of the analysis are presented in the following dual materiality matrix:



List of material impacts, risks and opportunities (IROs):

	Material impact, risk, opportunity	Description	Real / Potential	Affected stakeholders	Location	Temporality
Climate change (E1)						
Climate change mitigation	Negative impact	Greenhouse gas emissions associated with the manufacture, use and disposal of IT equipment, employee travel and the energy performance of data hosts all contribute to global warming.	Real	Communities, Nature	Own operations, upstream and downstream value chain	Long
Energy consumption	Negative impact	Energy consumption contributes to the increase in greenhouse gases, the consumption of natural resources and the degradation of ecosystems.	Real	Employees and external staff, hosts, nature	Own operations, upstream and downstream value chain	Short
Company workforce (S1)						
Work-life balance	Negative impact	An imbalance between personal and professional life can lead to increased stress for employees, as well as mental health problems such as burn-out and anxiety.	Real	Employees and external staff	Own operations	Medium
Gender equality and equal pay	Negative impact	The low number of women can lead to a less inclusive environment, and make it more difficult for them to develop professionally.	Real	Employees and external staff	Own operations	Short
Combating harassment in the workplace	Negative impact	The safety of women, especially those working in the evenings, is a major concern for certain subsidiaries where the risk of assault or sexual harassment can be significant.	Potential	Female employees in India, Tunisia	Own operations	Short
Employment and inclusion of people with disabilities	Positive impact	Including people with disabilities in a company promotes equal opportunities, reducing stigmatization and strengthening social diversity.	Real	Employees and external staff	Own operations	Medium
Diversity	Positive impact	Corporate diversity and inclusion fosters an inclusive and stimulating work environment, encouraging mutual learning, and offering varied perspectives and approaches.	Real	Employees and external staff	Own operations	Short
Training	Positive impact	Training enables employees to enhance their professional expertise, remain competitive in the ever-changing job market, progress in their careers and increase their employability.	Real	Employees and external staff	Own operations	Short
	Risk	Lack of training can lead to operational inefficiencies and a lack of employee commitment. By not investing in people, the company also limits its potential for innovation.	Potential	Employees and external staff	Own operations	Short
Attracting and retaining talent and key people	Negative impact	High turnover affects the stability of teams, their working environment and the workload of remaining employees. Tensions are especially high in highly sought-after profiles, for example in cybersecurity, cloud, and DevOps.	Potential	Employees and external staff	Own operations	Short
	Risk	High turnover reduces the attractiveness of the company and increases recruitment costs. It can also lead to a loss of knowledge and expertise, causing disruption to business activities.	Real	Employees and external staff	Own operations	Short
Value chain headcount (S2)						
Equal treatment and equal opportunities for all	Negative impact	Unequal treatment can lead to feelings of marginalization, stress and reduced motivation among subcontractors' staff, especially independent consultants.	Real	Value chain headcount	Upstream value chain	Long

	Material impact, risk, opportunity	Description	Real / Potential	Affected stakeholders	Location	Temporality
Business management (G1)						
Prevention of corruption	Negative impact	Corruption compromises the integrity of value chains, encouraging unfair practices and hindering competition.	Potential	Competitors, Communities	Own operations, upstream value chain	Long
	Risk	Internal dysfunction, caused by biased decision-making, can lead to lawsuits and loss of client trust.	Potential	Employees, external workforce	Own operations, upstream value chain	Medium
Price agreement	Negative impact	Price fixing hurts clients by leading to higher prices, reduced product quality and choice, and limited innovation.	Potential	Clients	Own operations	Long
	Risk	Price-fixing can lead to criminal consequences, severe fines, bans on public procurement, reputational damage and increased regulatory scrutiny.	Potential	Employees, external workforce	Own operations and downstream value chain	Long
Responsible purchasing	Negative impact	The absence of social and environmental criteria for purchasing at group level can lead to disparities in the level of attention paid to impacts on the value chain by subsidiaries.	Potential	Value chain headcount	Own operations, upstream value chain	Long
	Risk	Inadequate monitoring of suppliers' responsible practices can lead to reputational and legal risks.	Potential	Value chain workforce, Employees	Own operations, upstream value chain	Long
Corporate culture	Positive impact	Corporate culture provides employees with a sense of belonging, motivation and cohesion, thus fostering their commitment, well-being and professional fulfillment. The Group's consulting firm has been designated as a “company with a mission”. It has declared its purpose through several social and environmental objectives.	Real	Employees and external staff	Own operations	Short
	Opportunity	A corporate culture that fosters well-being and personal fulfillment helps attract and retain employees the company's key talents and people.	Real	Employees and external staff	Own operations	Short
Data and IS security	Negative impact	Leakage of personal data can compromise trust, privacy and security.	Potential	Employees, external staff, clients	Own operations and downstream value chain	Long
	Risk	Loss of future business due to a freeze on orders or loss of client trust, costs of data recovery, security reinforcement, criminal sanctions.	Real	Clients	Own operations and downstream value chain	Medium
	Opportunity	Given the heightened risks associated with data security, the Group's cybersecurity business is poised for strong growth.	Real	Employees and external staff, clients	Own operations and downstream value chain	Medium

All these issues are covered by the ESRS publication requirements, with the exception of the NEURONES-specific theme identified in the dual materiality analysis: data and information systems security. This topic is covered in chapter 2.1 “Main risks, control and management measures” (see page 60 of the Universal Registration Document).

IRO-1 – Methodology for identifying and assessing impacts, risks and opportunities (IRO)

Value chain and stakeholder mapping

The first stage of the dual materiality analysis consisted in mapping the Group's value chain. This phase has enabled us to map out our own operations, as well as all the business relationships, including dependencies, to which we may be linked through our activity. At each stage of the value chain, we have identified the stakeholders likely to be affected by the Group's activities, and taken care to detail their interests, the methods of dialogue, and the way in which the points raised during these exchanges have been taken into account.

Given the significant resources required for the double materiality analysis and the publication of the first ESRS-compliant sustainability report, it was decided to limit the analysis to internal stakeholders. Business managers with in-depth knowledge of and interaction with external stakeholders were appointed to take part in this initial review. In addition, the managers of three Group subsidiaries located in countries considered to be at risk from a social or governance point of view (India, Romania, Singapore, Tunisia) were also approached. This initial analysis enabled us to identify the contacts we needed to consult in order to refine the exercise.

Identifying impacts, risks and opportunities

Impacts, risks and opportunities (IRO) are analyzed in terms of impact materiality and financial materiality. Positive and negative impacts, actual and potential, are assessed along the value chain's own operations. The group's dependencies on the use of natural, human and social resources are also analyzed.

Impact materiality:

The list of themes and two levels of sub-themes presented in the universal ESRS standards (ESRS 1 AR 16) has been analyzed for each link in the value chain from an impact materiality point of view. Sectors of activity and sites located in geographical areas considered to be at risk from an environmental, human rights or corruption point of view have been identified using external sources and international sector benchmarks:

- the ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) tool for the IT consulting sector and the UNEP FI "Sector Impact Map" tool for the "Computer programming, consultancy and related activities" sector, which identify the main impacts on nature and ecosystems,
- WWF's "Biodiversity Risk Filter" and "Water Risk Filter" tools, which identify water stress zones and biodiversity hotspots based on geographic location,
- Transparency International for corruption risks in countries where the Group operates,
- Business and Human Rights report 2023 on human rights in countries where NEURONES operates,
- industry reports and guides: eco-design of digital services (Afnor).

Feedback from consultations with internal stakeholders has also provided guidance on identifying impacts on the Group's own operations and those linked to its business relationships along the value chain.

Materiality of impact is assessed according to the criteria of scale and scope. Irremediability is also analyzed for negative impacts. These three criteria are used to assess the overall level of severity. The probability of occurrence is assessed for potential impacts. In the case of a potential negative impact on human rights, severity outweighs probability.

Financial materiality:

The analysis of NEURONES' dependencies and impacts has enabled us to identify the associated risks and opportunities. It was cross-referenced with the list of themes and the two levels of sub-themes presented in the universal ESRS standards (ESRS 1 AR 16) at the level of each link in the value chain, using the following tools:

- sASB standards for the software and IT services sector,
- "S&P ESG materiality map" for the Technology Software and Services sector,
- group risk mapping.

Feedback from consultations with internal stakeholders has also provided insights into the identification of risks and opportunities on NEURONES' own operations and those linked to its business relationships along the value chain.

Financial materiality is assessed according to the severity of the risk (or opportunity) on the Group's development, financial position, financial results and cash flows, as well as on its access to financing or cost of capital in the short, medium and long term. The probability of occurrence is assessed for potential risks or opportunities.

Materiality scales and thresholds

The rating scales and thresholds have been established in line with the NEURONES risk analysis methodology. The rating of identified impacts, risks and opportunities was carried out by business line managers, taking into account the information gathered and consolidated during the impact, risk and opportunity identification phase and during interactions with stakeholders. In line with ESRS requirements, impacts, risks and opportunities are identified and rated "gross", i.e. without taking into account any mitigation actions implemented.

The "material" nature of an issue is determined if at least one of the two ratings (impact materiality and/or financial materiality) is assessed as significant or major. The impacts, risks and opportunities (IROs) of each sub-theme were assessed separately. The highest IRO rating for a sub-theme determines the sub-theme's rating and its position in the double materiality matrix.

Sustainability impacts, risks and opportunities (IROs) are integrated into the overall risk management process, alongside financial and operational risks. Certain long-term sustainability impacts may, for example, be weighted even if their materialization seems less immediate than short-term operational or financial risks. The use of tools such as impact analyses, scenarios or audits helps us to better understand the impact or risk in order to support decision-making and the implications of IRO management for the Group's business model. These measures for identifying and evaluating impacts, risks and opportunities are used to assess the Group's overall risk profile and risk management procedures. They also enable us to identify the relevance of the procedures in place to manage IROs.

IRO-2 – Disclosure requirements for ESRSs covered by the corporate sustainability statement

For NEURONES, the double-materiality analysis demonstrated the relevance of ESRS E1, S1, S2 and G1.

Pollution, water and biodiversity issues are not generally considered material in the Consulting and Digital Services sector. Although data hosting can have an environmental impact, it represents a marginal part of the business. In this area, NEURONES works exclusively with hosting companies that use dry cooling systems, thus minimizing the consumption of water resources. Furthermore, none of the Group's sites, nor any sites leased to hosts, are located in biodiversity-sensitive areas, such as the Natura 2000 network, Unesco World Heritage sites, key biodiversity areas or other protected areas defined by Annex II, Appendix D, of Commission Delegated Regulation (EU) 2021/2139. Similarly, NEURONES offices are not located in water stress zones. As far as social issues are concerned, no material impact on communities or end-users of the Group's services has been identified.

All published information on these standards was consulted to define their applicability, after incorporating the results of the sub-theme analysis, as well as an analysis of the Group's business model and operating context. Information relating to a topic assessed as non-applicable or non-material as a result of the dual materiality analysis has been omitted. Publication information, listed by issue, is presented in the introduction to each chapter of this report.

NEURONES has identified a single theme specific to its activities: data and information systems security. This information is described in chapter 2.1 "Main risks, control and management measures" (see page 60 of the Universal Registration Document).

2. ENVIRONMENTAL INFORMATION

List of requirements

The table below shows the publication requirements. NEURONES does not engage in carbon offsetting measures and does not include an internal carbon pricing system in the evaluation of its projects. The publication requirements set out in provisions E1-7 and E1-8 do not apply to the Group. Climate change mitigation and adaptation were not considered financially material. As a result, the Group does not meet the E1-9 disclosure requirement relating to financial impacts.

ESRS	DR	Title	
ESRS E1	E1-1	Transition plan for climate change mitigation	
ESRS E1	E1-2	Climate change mitigation and adaptation policies	
ESRS E1	E1-3	Actions and resources related to climate change policies	
ESRS E1	E1-4	Climate change mitigation and adaptation targets	
ESRS E1	E1-5	Energy consumption and mix	
ESRS E1	E1-6	Scope 1, 2, 3 gross GHG emissions and total GHG emissions	
ESRS E1	E1-7	GHG absorption and mitigation projects financed with carbon credits	Not applicable
ESRS E1	E1-8	Internal carbon pricing	Not applicable
ESRS E1	E1-9	Expected financial impact of significant physical and transitional risks and potential opportunities related to climate change	Non-material

CLIMATE CHANGE (E1)

Scopes 1, 2 and 3 are defined as follows:
- Scope 1: direct emissions linked to energy consumption (in the case of the Group: internal vehicle fleet, refrigerant leaks),
- Scope 2: indirect emissions linked to energy consumption (office electricity),
- Scope 3: all other indirect emissions linked to energy consumption (purchases of goods and services, including data centers, capital goods, extraction, production and transport of energy consumed for gasoline and office electricity, waste, business travel, travel and home/workplace).

ESRS 2 GOV-3 – Integrating sustainability performance into incentive mechanisms

NEURONES has not included climate considerations in the remuneration of members of its administrative, management and supervisory bodies.

E1-1 – Transition plan for climate change mitigation

NEURONES has set targets for reducing greenhouse gas (GHG) emissions in line with the Science-Based Targets (SBTi) initiative and the Paris Agreement objective of limiting global warming to 1.5°C. In the short term, the targets are a 46% reduction in Scope 1 and 2 emissions in absolute terms, and a 55% reduction in Scope 3 emissions intensity per employee for relevant Scope 3 emissions by 2030. In the long term, we are aiming for a 90% reduction in Scope 1 and Scope 2 emissions in absolute terms, and a 97% reduction in Scope 3 emissions intensity per employee. These percentages seem comparable to those of other colleagues in Consulting and Digital Services, and contribute to the sector's overall decarbonization objectives.

To achieve these results, the following decarbonization levers have been identified, which impact the Group's internal operations as well as its upstream and downstream value chain, thus contributing to an overall reduction in its carbon footprint:
- optimizing energy consumption through the use of energy-efficient IT infrastructures and by favoring low-consumption systems for offices (individually-adjustable heating/air conditioning with a good power output/electric power consumption ratio, LED lighting, presence detectors, etc.),
- transition to renewable energy for all premises in France ("green contracts"),
- selection of data hosts on the basis of their decarbonization performance and objectives, as well as their transparency regarding their own consumption data. Latest-generation data enters, which normally offer better PUE, will be preferred. In addition, the Group is committed to regularly improving the fill rate of its racks,
- limiting travel-related emissions by maintaining relatively high rates of teleworking, recruiting as far as possible in employment areas close to service centers to limit commuting, progressively electrifying the internal vehicle fleet and encouraging car-pooling,
- transition to a low-carbon portfolio of services, to help clients achieve their sustainability goals.

To support the implementation of its transition plan, the Group plans to increase its capital expenditure (Capex) on initiatives aligned with sustainability. In 2024, there was no capital expenditure aligned with the Taxonomy in accordance with Delegated Regulation (EU) 2021/2178 (€100,000 in 2023, as in 2022). For the time being, the classic obstacles to switching to electric vehicles remain (range, recharging, loss of time, risk of breakdown, extra cost, lack of volunteers for the purchase of plug-in hybrids with alignment, i.e. that don't exceed the 50 g CO_2/km threshold). This has not led to significant purchases of electric or hybrid vehicles (with alignment). In the coming years, in addition to electric and hybrid vehicles, investments are also planned in energy-efficient IT equipment and R&D spending on sustainable digital solutions. To date, these investment forecasts have not been quantified on a year-by-year basis. This will be done as soon as the Group has reliable forecasts.

The majority of "blocked" greenhouse gas emissions are linked to buildings, IT infrastructure (mainly servers used by clients, but also servers used by the Group for its own needs) hosted in third-party data centers, and the internal vehicle fleet (owned or leased). These assets, if not properly managed, could jeopardize the achievement of GHG emission reduction targets.

In order to better manage these assets, and to ensure that its decarbonization ambitions are met, the Group must:
- more precise knowledge of its 90 sites (including 23 coworking sites), with requests for information from energy suppliers and landlords (sometimes it's very difficult to obtain simple consumption data), and possibly requests for energy performance certificates (CPE). It should be remembered that relocations affect around 10% of sites each year;
- overcoming the obstacles to the transition to electrification of the service car fleet, these will gradually be replaced by new electric vehicles and plug-in hybrids with alignment;

- assess the ambitions of IT equipment and software suppliers, adding decarbonization criteria to the parameters: performance, reliability and robustness of equipment and software.

Certain sectors (e.g. oil, defense, tobacco, etc.) have been excluded from the EU Paris Agreement benchmarks. The Digital Services sector is not among those excluded.

The transition plan to decarbonization is integrated into the Group's overall strategy. It is designed to strengthen its long-term resilience, while generating value for NEURONES and the environment. The development strategy is based on sustainable IT services, such as the move to energy-efficient data centers, and the development of digital solutions that promote sustainability for clients.

In the Consulting and Digital Services sector, capital expenditure (fixtures and fittings, in-house IT and a few cars) is not a major issue. However, at the annual budget meeting, senior management pays particular attention to the SecNumCloud private, sovereign and secure cloud entity, whose investments are very significant in relation to its size. Overall, NEURONES does not consolidate investment budgets for the year and, as the overall amounts involved are ultimately rather limited, does not provide the Board of Directors with regular information on the investment plan. Nevertheless, the latter will be kept regularly informed of the progress of the transition plan.

To date, thanks to its teleworking policy and optimized resource management, the Group has succeeded in reducing commuting emissions by almost half compared with the baseline year (2019).

On the other hand, emissions associated with “purchases of products and services” (fees, job boards, challenges, telecom costs, seminars, general subcontracting, insurance, etc.) increased, mainly due to growth. The Group plans to work with suppliers who have implemented carbon-neutral transition plans, in order to align its partners with its own sustainability objectives.

SBTi's process of validating the decarbonization trajectory should strengthen the momentum for reducing emissions, as part of a global strategy to combat global warming.

ESRS2 SBM-3 – Impacts, risks and opportunities of climate change

Digital Consulting and Services activities have a negative impact on the climate due to their significant energy consumption, particularly for data hosting, and the greenhouse gas emissions associated with the manufacture, use and disposal of IT equipment. These impacts are mainly linked to the Group's own operations and to data centers managed by external providers but located in its value chain.

NEURONES has also identified the following impacts, risks and opportunities related to climate change mitigation that have not been retained as material:

- Positive impacts: the Group's consulting firm, which specializes in the responsible transformation of organizations, supports certain clients in their transition projects, thereby contributing to the reduction of greenhouse gas emissions and global warming.
- Risks: these relate to regulatory developments and market expectations in terms of decarbonization, as well as the potential costs associated with the transition to more sustainable IT infrastructures and services. These risks include the rising costs of complying with new environmental regulations, as well as the need to transform service offerings to meet clients' growing sustainability requirements.
- Opportunities: the development of services for digital sobriety could offer players in the sector opportunities to respond to growing demand for eco-responsible solutions.

The Group has assessed its exposure to physical climate-related risks, such as extreme weather events, which could disrupt its operations and affect its IT infrastructures, but has not identified them as material. In fact, the infrastructures and data hosts it uses are not located in areas vulnerable to flooding, heat waves or storms, which could worsen with global warming. Similarly, these hosts operate water-free cooling systems, making them less vulnerable to potential shortages of water resources due to rising temperatures. However, NEURONES remains attentive to the potential physical risks associated with climate on its facilities and operations.

Within two years, we plan to carry out a resilience analysis of our operations and a scenario analysis to precisely identify climate-related risks.

E1-2 – Climate change mitigation and adaptation policies

At present, no formal policies relating to climate change mitigation and adaptation have yet been put in place. However, the importance of these issues is well recognized. In the coming years, we plan to develop a policy dedicated to climate change. This will cover the topics of climate change mitigation, renewable energy use and energy efficiency. It will reflect the company's commitment to the fight against global warming.

E1-3 – Actions and resources related to climate change policies

Although it has not formalized a climate policy, NEURONES has for several years been integrating measures into its own operations to reduce its greenhouse gas emissions:

- gradual replacement of the vehicle fleet with electric or hybrid vehicles (< 50 g CO_2/km), overcoming drivers' current resistance;
- reducing emissions linked to commuting: since the Covid-19 pandemic, teleworking has become more widespread. In 2024, it was estimated at 1.85 days a week (37%). In order to limit commuting, recruitment is carried out as far as possible in employment areas close to service centers;
- increasing the energy efficiency of buildings: energy-efficient systems have been favored, such as LED lighting, individually adjustable air-conditioning systems with a good power output to power consumption ratio, presence detectors, etc.;
- increasing the lifespan of IT equipment: the aim is to increase the lifespan of IT equipment (sometimes up to 7 years), as well as that of cell phones. A longer equipment life cycle does not change consumption but it does allow for a better reduction of the carbon footprint associated with its manufacture.
- priority is given to the latest generation of data centers, offering better PUE and seeking to regularly optimize rack fill rates. The main hardware suppliers (IBM and Cisco) are also ISO 14001.
- encouraging digital responsibility: the first trials (of greater digital sobriety) are taking place on the market, particularly with regard to the “eco-design” of applications. For example, for institutional websites, measurements of the environmental performance of the pages (EcoIndex) and of the respect of the general referential of improvement of accessibility (RGAA version 4) have been carried out. Initial energy efficiency measurements of applications have also been conducted. At the end of 2024, four entities signed the “Planet Tech'Care” manifesto (Numeum). Several “climate fresco” workshops were organized. One entity has made available to its employees a MOOC to raise awareness of digital responsibility (58% of employees successfully passed the test to validate their knowledge).

These actions have reduced the intensity of greenhouse gas emissions per employee from 2.3 MMTCDE in 2019 to 2.1 MMTCDE in 2024 (see E1-6). Most of this reduction is due to the widespread introduction of teleworking policies in 2023, which have reduced commuting emissions by almost 50%. Energy consumption has also fallen by 30% since 2019 (see E1-5). Despite this drop in intensity (emissions per employee), the Group's emissions in absolute terms have risen as a result of growth. However, this increase has been significantly contained, thanks to the reduction measures implemented: thus, while revenues have risen by almost 60% since 2019, total greenhouse gas emissions in absolute terms have increased by only 22%.

The investments planned for these actions are not reflected in the key performance indicators set out in the Commission's delegated regulation EU 2021/2178 due to the quality of the data submitted or to technical criteria not being met (see the "Green Taxonomy" chapter).

In 2025, the Group will seek to obtain evidence from its hardware suppliers that they have integrated a high-quality decarbonization plan and are aligned with the objectives of the Paris Agreement (including limiting global warming to 1.5°C). Several aspects will be taken into account: the existence of a strategy to reduce CO_2 emissions, transparent reporting on their progress and concrete actions implemented, such as the use of renewable energies and improvements in energy efficiency.

E1-4 – Climate change mitigation objectives

NEURONES has set itself ambitious targets for reducing greenhouse gas (GHG) emissions, in line with the Paris Agreements and validated by the Science Based Targets initiative (SBTi). These targets cover Scope 1, 2 and 3 emissions and aim to align the company's strategy with global efforts to limit global warming to 1.5°C:

- reduction in absolute Scope 1 and 2 emissions: the Group is committed to reducing its absolute Scope 1 and 2 (market-based) emissions by 46% by 2030, compared with the 2019 reference year. In the longer term, in 2050, we are aiming for a 90% reduction in Scope 1 and 2 emissions, again compared with the base year of 2019;
- reduction in Scope 3 emissions per employee: the Group is also committed to reducing Scope 3 GHG emissions per employee by 55% by 2030, compared with the 2019 baseline year. Taking into account an average annual employee growth rate of 6%, this equates to an absolute reduction of 4,300 MMTCDE by 2019. The long-term target is a 97% reduction per employee by 2050. Taking into account the forecast growth in the number of employees, this equates to an absolute reduction of 9,000 MMTCDE by 2019.

To establish the decarbonization scenarios, we have assumed an average annual growth rate in the number of employees corresponding to that observed over the period 2019 to 2023.

To achieve its objectives, NEURONES is focusing on the following decarbonization levers:

- Scope 1: progressively electrify the internal vehicle fleet,
- Scope 2: steadily increase the proportion of renewable electricity,
- Scope 3: act on the two main items:
  - purchasing products and services by developing a responsible strategy at group level and selecting suppliers with the capacity to decarbonize their activities in line with the Paris Agreements;
  - commuting to and from work, by encouraging public transport, cycling and electric cars, and promoting teleworking.

The Group is also committed to neutralizing its residual emissions (to a maximum of 10% of 2019 emissions) to achieve net zero by 2050. For the time being, various options for investing in carbon sequestration projects are being explored.

Current performance against targets is presented in chapter E1-6 Gross GHG emissions for scopes 1, 2 and 3 and total GHG emissions.

E1-5 – Energy consumption and mix

The energy consumption of NEURONES' own operations is as follows:

Energy consumption and mix	Unité	2019 base year	2023	2024
Electricity	*MWh*	4,589	3,295	3,014
Natural gas	*MWh*	-	-	118
District heating	*MWh*	-	-	8
Diesel	*MWh*	-	-	0
Total fossil fuel consumption	*MWh*	**4,589**	**3,295**	**3,140**
Share of fossil fuels in total energy consumption	*%*	-	-	99%
Consumption from nuclear sources	*MWh*	0	0	0
Share of consumption from nuclear sources in total energy consumption	*%*	0	0	0
Consumption of fuel from renewable sources	*MWh*	0	0	0
Consumption of purchased electricity, heat, steam and cooling or acquired from renewable sources	*MWh*	0	0	30
Self-generated non-combustible renewable energy consumption	*MWh*	0	0	0
Total renewable energy consumption	*MWh*	-	-	**30**
Share of renewable sources in total energy consumption	*%*	-	-	1%
TOTAL ENERGY CONSUMPTION	*MWH*	**4,589**	**3,295**	**3,170**
Consumption per m² of office space	*KWh/m²*	129	81	72

Energy consumption does not include data centers, which are part of the upstream value chain and operated by third parties.
Fossil fuel consumption corresponds to electricity purchases under standard contracts, in which the energy source is not specified.
Renewable energy consumption corresponds to electricity purchases made at "green" tariffs, specifically applied to renewable energies.

E1-6 Gross GHG emissions for scopes 1, 2, 3 and total GHG emissions

Greenhouse gas emissions are calculated according to the Corporate Reporting and Accounting Standard of the Greenhouse Gas Protocol, using an operational control approach for all sites. Emissions linked to all Scope 3 categories are calculated, with the exception of category 4 ("upstream transport and distribution") as these emissions represent less than 1% of the total. Similarly, categories 8 ("upstream leased assets"), 9 (downstream transport and distribution), 10 ("processing of sold products"), 11 ("use of sold products"), 12 ("processing and end-of-life of sold products"), 13 (“downstream leased assets”), 14 (“franchises”) and 15 (“investments”) are excluded, as they do not apply to the Group's business model.

Activity data

Direct emissions linked to the vehicle fleet are calculated by estimating an annual distance and average fuel consumption. Energy consumption data are collected annually from meter readings at around two-thirds of our sites. For the remaining third, in the absence of available data or due to insufficient reliability, electricity consumption was estimated either using historical ratios per unit area, or sector averages for tertiary buildings. Data on commuting and teleworking were collected as part of a survey carried out in France, covering over 90% of the workforce, and then extrapolated to the entire Group. Finally, data concerning goods and services purchased are extracted from internal databases, in close collaboration with the Group Finance Department. Data center power consumption is obtained directly from hosting providers.

Emission factor data

Scope 1 greenhouse gas emissions are calculated using emission factors from Ademe's “Empreinte” database. Scope 2 greenhouse gas emissions are calculated using International Energy Agency emission factors for all countries in which the Group operates, with the exception of France, where the emission factors provided by the “Empreinte” database are used.

For business travel, commuting and waste, emissions are calculated on the basis of emission factors recommended by the “Empreinte” database. Emissions linked to purchased goods and services are partially calculated using expenditure-based emission factors published by Exiobase, and partially using the “Empreinte” database, based on quantities purchased. Specific emission factors, based on published studies and adapted to the context of the accommodation providers with which the Group works, have been developed for emissions linked to accommodation providers.

In order to enhance the reliability of calculations of emissions linked to the purchase of goods and services, and to improve the monitoring of decarbonization efforts, it is planned to work with the main suppliers and equipment manufacturers to obtain specific emission factors linked to the materials or services purchased.

The ratio of total greenhouse gas emissions to revenues was calculated by dividing total GHG emissions by consolidated revenues.

Carbon footprint GHG	2019 base year	2023	2024	% 24/23	2030	% /2019	2050	% /2019
Scope 1 GHG emissions (MMTCDE)	**555**	**549**	**547**	**- 0.4%**	**300**	**- 46%**	**54**	**- 90%**
Direct emissions from internal vehicle fleet	494	479	471	- 2%	224	- 55%	47	- 90%
Direct fugitive emissions (refrigerant leaks)	61	70	76	+ 8%	76	+ 25%	7	- 88%
Scope 2 GHG emissions (MMTCDE)								
Indirect emissions from electricity consumption in offices, based on location (country averages)	483	454	461	+ 1%	223	- 54%	0	- 100%
Scope 2 market-based gross GHG emissions	n/a	n/a	n/a	n/a				
Scope 3 GHG emissions (MMTCDE)								
Total indirect GHG emissions (Scope 3)	10,963	12,476	13,587	+ 9%	8,278	- 25%	2,675	- 76%
1.1. Goods and services purchased excluding data center hosting	3,833	5,594	6,310	+ 13%				
1.2. Goods and services purchased: data center hosting	1,156	1,156	1,523	+ 32%				
2. Capital goods	1,641	3,168	2,665	- 16%				
3. Emissions linked to fuels and energy (extraction, production and transport): vehicle gasoline and local electricity	270	261	246	- 6%				
4. Upstream transport	n.s.	n.s.	n.s.	n.s.				
5. Waste products (general and WEEE)	11	12	12	0%				
6. Business travel	310	411	845	+ 106%				
7. Home-work commuting	3,742	1,893	1,986	+ 5%				
TOTAL GHG EMISSIONS (BASED ON LOCATION) (MMTCDE)	12,001	13,478	14,594	+ 8%	8,801	- 27%	2,729	- 77%
Total GHG emissions (market-based) (MMTCDE)	n/a	n/a	n/a	n/a				
SCOPE 1 + 2 + 3 EMISSIONS PER EMPLOYEE (MMTCDE PER EMPLOYEE)	2.30	2.04	2.10	+ 3%	0.77	- 67%	0.06	- 97%
SCOPE 3 EMISSIONS PER EMPLOYEE (MMTCDE PER EMPLOYEE)	2.1	1.89	1.96	+ 4%	0.72	- 66%	0.06	- 97%
EMISSIONS PER MILLIONS OF EUROS OF REVENUES (MMTCDE/MILLIONS OF EUROS OF REVENUES)	23.53	18.16	18.02	- 1%	7.87	- 67%	0.58	- 97%

n.a. not available - n.s. not significant.

GREEN TAXONOMY (ARTICLE 8 OF REGULATION 2020/852)

The Taxonomy regulation (EU regulation 2020/852) is one of the measures of the European Union's action plan (included in its “Green Deal”, a set of initiatives aimed at achieving carbon neutrality by 2050). Green Taxonomy, specified by delegated acts published in the Official Journal of the European Union in December 2021, establishes a standardized classification system of economic activities and distinguishes those that can be considered environmentally “sustainable”.

Those considered “eligible” must make a substantial contribution to one of the following two environmental objectives:
- climate change mitigation,
- climate change adaptation.

There are four other objectives (sustainable use and protection of aquatic and marine resources, transition to a circular economy, pollution prevention and control, protection and restoration of biodiversity and ecosystems) that have not been considered by the group in 2024.

An activity is considered “sustainable” or “aligned” to the taxonomy if it:
- is part of the list of activities defined in the delegated acts: Annex 1 (mitigation) or Annex 2 (adaptation),
- contributes to one of the six environmental objectives,
- meets the criteria of making a substantial contribution to climate change mitigation or adaptation,
- does not cause significant harm (DNSH - “Does Not Significantly Harm”) to any of the other environmental objectives,
- is carried out in compliance with fundamental rights (“minimum guarantees”): human rights (including labor law), business ethics and the fight against corruption, protection against unfair competition, and tax compliance.

The proportion of “eligible” and then “aligned” activities is analyzed along three axes:
- revenues,
- capital expenditure (Capex),
- operating expenses (Opex).

In 2021, NEURONES published these indicators for “eligible” activities. Since 2022, “eligible” and “aligned” activities have been published. In this fourth year of publication, the group is not in a position to assure that it has a complete understanding of the Taxonomy regulation classification and alignment criteria, nor that the classification it has adopted is in harmony with that of its peers.

Revenues indicator

Activity “8.1. Data processing, hosting and related activities”

For data centers, the hosting provider is responsible for: air conditioning, fire safety, electrical back-up (generators), and physical access security. The group is responsible for: equipment, network and external connections, and associated digital services. In 2024, as in previous years, NEURONES considered these activities to be “ineligible”.

What's more, the four main providers use conventional refrigerants with a global warming potential (GWP) of over 675. Therefore, not meeting the substantial contribution criterion, these activities would not be “aligned” in all cases.

Activity “8.2. Data-driven Solutions for GHG Emission Reductions”

Eligible activities are BPM projects (see glossary at the end of this document) and dematerialization of incoming and outgoing documents.

As it has not been possible to obtain communication from clients of the reductions in GHG emissions actually achieved as a result of projects carried out by the Group, these activities have not been considered as aligned.

The minimum guarantees described in this Sustainability Report are respected (human rights, including compliance with labor laws, business ethics and the fight against corruption, protection against unfair competition, tax compliance).

Capex indicator

Total capital expenditure for NEURONES in 2024 (€17.1m) is calculated on the basis of increases in assets. They include tangible and intangible assets (software licenses) and new rights of use for the year (€5.7m).

Activity “6.5. Motorcycle, passenger car and light commercial vehicle transport”

During the year, new plug-in hybrid company vehicles were acquired (under a lease with purchase option), but they do not meet the substantial contribution criterion, since they all emit more than 50g CO_2/km.

The rental partner has provided the necessary “DSNH” guarantees (see above):
- transition to a circular economy: recycling batteries and electronics at the end of their life cycle,
- pollution prevention: emissions below thresholds and noise conformance for tire rolling.

The minimum guarantees described in this Sustainability Report have been met.

Activity “7.7. Acquisition and ownership of buildings” (rights of use for leases)

Requests for energy performance certificates (EPCs) have been made to the various lessors for new leases during the year. The returns are still incomplete. To date, the Group has not received any EPCs with at least an A rating. Nor has it been demonstrated that any of the leased premises are among the top 15% of the regional or national building stock in terms of energy consumption.

Consequently, for the 2024 financial year and pending more reliable information, the share of Capex aligned under this heading is 0%.

Opex indicator

The regulation requires reporting eligible and aligned operating expenses to the following operating expenses: research and development costs, building renovation costs, asset maintenance and repair costs.

For Consulting and Digital Services companies, the main expense items are, by far, salaries and subcontracting (around 90% of total expenses). The scope of expenses to be analyzed under the regulation represents only €9.6 million in 2024, or approximately 1.2% of the Group's total Opex.

It has therefore been decided, as for the years 2021 to 2023, to take advantage of the materiality exemption provided for in the European regulation for operating expenses. The numerator representing eligible Opex activities is therefore equal to zero, compared to a denominator of €9.6 million.

The revenue, Capex and Opex indicators are shown in the tables on the following three pages, in the format required by the European Union's Taxonomy regulation.

Nuclear and fossil gas activities

Furthermore, in 2024, the Group did not generate any revenues or invest any Capex or Opex in activities related to sections 4.2.6 to 4.31 of Annex I of the Delegated Regulation (EU) 2021/2139 relating to nuclear and fossil gases.

	Nuclear energy activities	
1.	The company carries out, finances or is exposed to research, development, demonstration and deployment of innovative installations for generating electricity from nuclear processes, with minimal waste from the fuel cycle.	No
2.	The company is involved in, finances or is exposed to the construction and safe operation of new nuclear power or process heat production facilities, in particular for district heating or industrial processes such as hydrogen production, including their safety upgrades, using the best available technologies.	No
3.	The company engages in, finances or is exposed to the safe operation of existing nuclear facilities for the production of electricity or process heat, including district heating or industrial processes such as hydrogen production, from nuclear energy, including their safety upgrades	No
	Fossil gas activities	
4.	The company is involved in, finances or is exposed to the construction or operation of power generation facilities from gaseous fossil fuels.	No
5.	The company engages in, finances or is exposed to the construction, refurbishment and operation of combined heat/cooling and electricity production facilities using gaseous fossil fuels.	No
6.	The company engages in, finances or is exposed to the construction, refurbishment or operation of heat generation facilities that produce heat/cooling from gaseous fossil fuels.	No

REVENUES INDICATOR – 2024

				Substantial contribution criteria						Criteria for absence of significant harm (DNSH*)									
Economic activities	Codes	Revenues *(in millions of euros)*	Share of revenues	CCM - Climate change mitigation	CCA - Climate change adaptation	WTR - Water	CE - Circular economy	PPC - Pollution	BIO - Biodiversity	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Minimum guarantees	Share of revenues aligned with / eligible for taxonomy in year n-1	“Enabling activity” category (H)	“Transient activity” category (T)
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY																			
A.1. Environmentally sustainable activities (aligned with taxonomy)																			
Data-driven Solutions for GHG emission reductions	CCM 8.2	0	0%	yes	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	yes	N/A	yes	N/A	N/A	yes	0.05%	E	
Revenues of environmentally sustainable activities (aligned with taxonomy) (A.1)		**0**	**0%**														**0.05%**		
of which enabling		0	0%	100%	0%	0%	0%	0%	0%									E	
of which transitional		0	0%																T
A.2. Activities eligible for the taxonomy but not environmentally sustainable (not aligned with the taxonomy)																			
Data-driven Solutions for GHG emission reductions	CCM 8.2	20.80	2.57%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								2.65%		
Revenues from taxonomy-eligible but environmentally unsustainable activities (not aligned with the taxonomy) (A.2)		**20.80**	**2.57%**														**2.65%**		
TOTAL (A.1 + A.2)		**20.80**	**2.57%**														**2.7%**		
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																			
Revenues from activities not eligible for taxonomy (B)		**789.60**	**97.43%**														**97.3%**		
TOTAL (A + B)		**810.4**	**100%**														**100%**		

* DNSH: Does Not Significantly Harm.

	Share of revenues / total revenues	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM	0%	2.57%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

CAPEX INDICATOR – 2024

Economic activities	Codes	Capex (*in millions of euros*)	Share of Capex	Substantial contribution criteria: CCM - Climate change mitigation	CCA - Climate change adaptation	WTR - Water	CE - Circular economy	PPC - Pollution	BIO - Biodiversity	Criteria for absence of significant harm (DNSH*): Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Minimum guarantees	Share of Capex aligned with / eligible for taxonomy in year n-1	"Enabling activity" category (H)	"Transient activity" category (T)
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY																			
A.1. Environmentally sustainable activities (aligned with taxonomy)																			
Motorcycle, passenger car and light commercial vehicle transport	CCM 6.5/ CCM 6.5	0	0%	yes	no	N/EL	N/EL	N/EL	N/EL	N/A	no	N/A	yes	yes	N/A	yes	0.4%		T
Capex from environmentally sustainable activities (aligned with taxonomy) (A.1)		**0**	**0%**														**0.4%**		
of which enabling																		E	
of which transitional			0%	0%															T
A.2. Activities eligible for the taxonomy but not environmentally sustainable (not aligned with the taxonomy)																			
Motorcycle, passenger car and light commercial vehicle transport	CCM 6.5/ CCM 6.5	0.2	1.2%	EL	EL	N/EL	N/EL	N/EL	N/EL								1.3%		
Acquisition and ownership of buildings	CCM 7.7/ CCM 7.7	5.7	33.3%	EL	EL	N/EL	N/EL	N/EL	N/EL								24%		
Capex of activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy) (A.2)		**5.9**	**34.5%**														**25.3%**		
TOTAL (A.1 + A.2)		**5.9**	**34.5%**														**25.7%**		
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																			
Capex of activities not eligible for the taxonomy (B)		**11.2**	**65.5%**														**74.3%**		
TOTAL (A + B)		**17.1**	**100%**														**100%**		

* DNSH: Does Not Significantly Harm.

	Share of revenues / total revenues	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM	0%	34.5%
CCA	0%	34.5%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

OPEX INDICATOR – 2024

Economic activities	Codes	Opex (in millions of euros)	Share of Opex	Substantial contribution criteria: CCM - Climate change mitigation	CCA - Climate change adaptation	WTR - Water	CE - Circular economy	PPC - Pollution	BIO - Biodiversity	Criteria for absence of significant harm (DNSH*): Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Minimum guarantees	Share of Opex aligned with / eligible for taxonomy in year n-1	"Enabling activity" category (H)	"Transient activity" category (T)
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY																			
A.1. Environmentally sustainable activities (aligned with taxonomy)																			
Opex environmentally sustainable activities (aligned with taxonomy) (A.1)		0	0%														0%		
of which enabling																		E	
of which transitional																			T
A.2. Activities eligible for the taxonomy but not environmentally sustainable (not aligned with the taxonomy)																			
Opex of activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy) (A.2)		0	0%														0%		
TOTAL (A.1 + A.2)		0	0%														0%		
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																			
Opex of activities not eligible for the taxonomy (B)		9.6	100%														100%		
TOTAL (A + B)		9.6	100%														100%		

* DNSH: Does Not Significantly Harm.

	Share of revenues / total revenues	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

3. SOCIAL INFORMATION

List of requirements

ESRS	DR	Title
	S1 - Company workforce	
ESRS S1	S1-1	Workforce policies
ESRS S1	S1-2	Process of interaction on impacts with the company's workforce and their representatives
ESRS S1	S1-3	Procedures for remedying negative impacts and channels for the company's workforce to express their concerns
ESRS S1	S1-4	Actions to address significant impacts, approaches to mitigate significant risks and seize significant opportunities regarding the company's workforce, and the effectiveness of these actions
ESRS S1	S1-5	Targets for managing significant negative impacts, promoting positive impacts and managing significant risks and opportunities
ESRS S1	S1-6	Characteristics of company employees
ESRS S1	S1-7	Characteristics of non-salaried employees forming part of the company's workforce
ESRS S1	S1-8	Collective bargaining coverage and social dialogue (NM*)
ESRS S1	S1-9	Diversity metrics
ESRS S1	S1-10	Living wages (NM*)
ESRS S1	S1-11	Social protection
ESRS S1	S1-12	People with disabilities
ESRS S1	S1-13	Training and skills development metrics
ESRS S1	S1-14	Health and safety metrics
ESRS S1	S1-15	Work-life balance metrics
ESRS S1	S1-16	Compensation metrics (compensation gap and total compensation)
ESRS S1	S1-17	Serious human rights cases, complaints and impacts
	S2 – Value chain workforce	
ESRS S2	S2-1	Value chain workforce policies
ESRS S2	S2-2	Processes for interacting with the value chain workforce about impacts
ESRS S2	S2-3	Procedures to remedy negative impacts and channels for value chain employees to communicate their concerns
ESRS S2	S2-4	Actions regarding significant impacts on the value chain workforce, approaches to managing significant risks and seizing significant opportunities regarding the value chain workforce, and effectiveness of these actions
ESRS S2	S2-5	Targets for managing significant negative impacts, promoting positive impacts and managing significant risks and opportunities

* NM: Non-material

COMPANY WORKFORCE (S1)

ESRS2 SBM-3 – Workforce at the heart of the business model

The workforce (employees + external non-salaried subcontractors: colleagues, freelancers, temporary staff) is NEURONES' No. 1 asset. This makes them the first dependency. Processes have been put in place to identify and assess the material impacts, risks and opportunities associated with the workforce. The results of these assessments have a direct influence on the Group's strategy.

For example, feedback from employees via annual surveys, or from consultations with employee representatives, provides a better understanding of the challenges of job satisfaction and well-being, which has led the various entities to step up measures to improve working conditions and the balance between personal and professional life.

The material risks and opportunities arising from the Group's dependence on its workforce are integrated into its overall strategy. The Consulting and Digital Services sector is associated with a high turnover rate due to the strong market demand for qualified IT specialists. As a result, clients and colleagues have recurring difficulties in ensuring the stability of their teams. Staff turnover rates are higher than in other sectors, with strong pressure on highly sought-after profiles (cybersecurity, cloud, data, etc.).

A high attrition rate is a major risk to project growth and continuity, diluting corporate culture and eroding efficiency.

What's more, the heavy reliance on independent consultants in the IT services sector represents a risk to project continuity and talent retention. To reduce these contingencies, programs have been deployed for employee loyalty, long-term collaboration with digital service partners and retention of freelancers. The development of in-house skills through training and actions to improve working conditions and well-being help build team loyalty.

Last but not least, the Group believes it is highly dependent on its key men and women, entity senior executives, sales managers and technical experts by type of service. For them, capital association programs have been in place for many years.

The reporting scope includes all employees who may be materially affected by the Group's activities: employees and external subcontractors (colleagues, freelancers, temporary staff).

The material impacts, risks and opportunities (IROs) identified include:
- Negative material impact. These include: staff turnover, work-life imbalance, under-representation of women (compared to men) and the risk of harassment in the workplace, particularly for employees working late hours in countries with high security risks, such as India. Outside France, the Group's entities are sub-subsidiaries. Local senior execu-

tives, assisted by the senior executive of the French subsidiary to whom they report, regularly monitor working conditions in the country where they operate. No negative systemic impact has been identified.
- Positive material impact. NEURONES encourages its employees to develop their skills, notably through training and certification programs. These initiatives contribute to enhancing employability and providing a stimulating work environment. A guarantee of creativity and innovation, diversity is also encouraged in all its forms: a wide range of nationalities (74 in France), people with disabilities, people undergoing professional retraining, young people on work-study schemes, senior citizens.
- Material risks. High turnover reduces the attractiveness of the company and increases recruitment costs. It can also lead to a loss of knowledge and expertise, resulting in business disruption.

As part of the climate transition plan, some Group entities have introduced measures to raise employee awareness of more environmentally-friendly practices, such as travel reduction and digital sobriety. These initiatives create opportunities to develop skills around sustainable digital service, as well as employment and career development prospects.

No risks of forced or child labor have been identified in the Group's operations or business relations, either in or outside Europe.

The impacts, risks and opportunities (IROs) relating to the workforce are detailed at the end of the dual materiality analysis (ESR2 section), along with the specific population groups affected. The assessment of impacts, risks and opportunities takes into account the specificities of more vulnerable categories in the workforce, such as young professionals new to the sector or women. Generally speaking, our actions are tailored to potential vulnerabilities, in order to support each type of population in a safe and equitable way.

S1-1 – Policies and actions related to the company's workforce

The Group is organized into entities by type of service, with associated senior executives. Human Resources (HR) procedures vary according to the type of department, especially the fundamental one of sourcing and recruitment. Depending on their specific needs and local contexts, the associated senior executives decide on these processes with an HR Director or Manager who reports to them. In addition, the entities are aligned with some of NEURONES' key principles of sustainability and social responsibility.

Entities outside France are sub-subsidiaries. Their HR function is in regular contact with the subsidiary's HRD France.

NEURONES and its subsidiaries are committed to respecting the ILO Declaration on Fundamental Principles and Rights at Work. This declaration concerns the national and local labor regulations on the following subjects; minimum age for entering the workforce, the refusal of forced or compulsory labor or abusive disciplinary practices, non-discrimination, freedom of association and the right to collective bargaining, working hours, pay, health and safety. These principles have been incorporated into the recruitment and human resources management procedures of the various subsidiaries.

The various entities have put in place policies to manage the material impacts, risks and opportunities (IROs) associated with their workforce. To date, however, there is no formal, unified human rights policy at Group level.

Each company is committed to respecting human rights in accordance with the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises. Their commitments cover respect for human rights and workforce rights, engagement with employees, and remedial action.

The ethical principles of the user support entity include its policy on forced, compulsory or child labor. It has also introduced a policy for managing health and safety in the workplace.

Most of our subsidiaries are actively committed to promoting equal opportunity and diversity within their workforce, through actions aimed at eliminating all forms of discrimination and fostering an inclusive working environment. By way of example, the ethical principles of the subsidiary dedicated to user support cover equal opportunities and discrimination on the grounds of gender, disability, family situation, sexual preference, age, political and philosophical opinions, religious beliefs, trade union activity, ethnic, social, cultural or national origins. The entity dedicated to server infrastructures has a specific policy on violence and sexual harassment. Its implementation includes examples of sexist behavior, explanations of sexual harassment, as well as alert and remediation procedures.

The general approach to dialogue with staff members is described in chapter S1-2. The plans are implemented through specific procedures aimed at preventing, mitigating and correcting negative impacts on human rights, occupational health and safety, discrimination and harassment, as explained in chapter S1-3.

Operationally, the human resources (HR) managers of each subsidiary are responsible for implementing human rights and workforce policies. NEURONES' Rh strategy embodies the group's values and is based on the following principles:
- offer everyone the same opportunities for training and skills development,
- apply gender equality and, within the same country, the rule of “equal pay for equal work", regardless of origin or gender,
- foster a culture of labor-management relations and listening to teams,
- promote diversity in the broadest possible sense (gender, age, initial training and previous professional experience, disabilities, social and cultural origins, nationalities, etc.), as this is a guarantee of creativity and innovation,
- create a caring environment that makes everyone feel valued and included,
- ensure a balance between professional and private life, and prevent burnout,
- check that decent wages are paid everywhere, and that social security cover is provided by the employer if that offered by the state is insufficient,
- respect human rights,
- apply a zero-tolerance policy towards discrimination and harassment in the workplace.

The policies adopted by NEURONES or by some of its subsidiaries with regard to the various social aspects relating to its workforce are described in the table below. In 2025, we will examine the possibility of extending the practices initiated at subsidiary level to the Group as a whole, in order to ensure a common approach based on the best practices already implemented within certain entities.

List of policies addressing NEURONES workforce issues:

Social aspects and human rights	Policies	Scope
Working hours	• Charter on the right to disconnect	Infrastructure management entity
Work-life balance	• Teleworking charter	Infrastructure management entity
Health and safety,	• Health and safety policy	User support (included in the Ethical Principles Policy)
Gender equality and equal pay for work of equal value	• Signature of the "Manifeste de reconversion des femmes dans les métiers du numérique" (Numeum initiative)	Three entities in 2024
Employment and inclusion of people with disabilities	• Digital Workplace signs "Activateur de Progrès" charter	
Measures to combat violence and harassment in the workplace	• Good behavior and anti-harassment charter • Practical guide to sexual harassment and gender-based harassment • Anti-discrimination and anti-harassment policy – Respect for people	• Infrastructure management entity • Infrastructure management entity • User support entity (included in Ethical Principles and Policy)
Diversity	• Inclusion policy • Diversity Charter signed by ten entities	User support unit Tunisia (included in Quality Policy)

S1-2 – Processes for interacting with the company's workforce and their representatives regarding impacts

NEURONES subsidiaries consider and take into account the wishes of their employees during dialogues with staff representative bodies and/or through satisfaction surveys. This feedback is used to make decisions and identify actions to manage actual and potential impacts.

Labor-management relations

In France, dialogue with employee representative bodies (CSE members, employee delegates, union delegates, Group Works Council members) is regular, and at least monthly for CSE meetings. The decentralized structure of the Group's business units means that collective agreements can be numerous. Their effectiveness is assessed on the basis of the agreements signed. For the two largest entities (representing 65% of the workforce), they have led to the establishment of various protocols covering night work and on-call duty, teleworking, the 35-hour working week, profit-sharing and the company savings plan (CSP). Consideration is being given to possible amendments to existing teleworking agreements, as well as the implementation of the sustainable mobility package (FMD). In addition, each year these entities organize the mandatory annual pay negotiation (Négociation Annuelle Obligatoire - NAO).

The subsidiaries' HRDs are responsible for organizing and monitoring these dialogue forums.

In Tunisia, a staff consultation commission was created in 2009. This joint labor-negotiations commission is made up of five Company representatives and five elected staff representatives. A staff representative has been appointed in Romania since 2013.

For several years now, the user support unit has been implementing specific, complementary company-wide agreements, notably concerning disability. In addition, employees who donate blood are entitled to two half-days paid leave per year. Two extra days of sick leave are provided for parents of a child with disabilities. The "right to disconnect" has been clarified. The following agreements have also been set up: the regional fuel bonus, the meal voucher subsidy, the increase in the Company Works Council's social and cultural activities budget and the start of the 4-day workweek trial.

Satisfaction surveys

Some NEURONES subsidiaries also conduct employee satisfaction surveys, at least every two years. In Singapore, where there is no employee representation structure, these surveys are carried out every six months to ensure constant dialogue. Because they are anonymous, these questionnaires are used to identify any sensitive incidents or situations (e.g. related to discrimination or violence), and to identify marginalized employees and/or those likely to be particularly vulnerable to negative impacts. The results are discussed by the management committee to identify actions to meet employee expectations. The effectiveness of these surveys is assessed on the basis of the actions implemented in response to employee feedback, as well as the evolution of responses to each question.

S1-3 – Procedures for remedying negative impacts and channels for employees to voice their concerns

NEURONES' two largest subsidiaries have a digital platform for handling reports (anonymous or not), questions and complaints relating to discrimination, moral or sexual harassment, employee rights in general and human rights. A reporting procedure has also been included and communicated to employees in the practical guide to harassment, sexual harassment and sexist harassment.

All subsidiaries have HR channels (internet address, HR contact, IRP contact) enabling employees to report any concerns, reports or alerts concerning discrimination or harassment directly and at any time.

Discrimination and harassment alerts are handled by the subsidiary's HRD and General Management.

These communication channels and the procedure for handling alerts are communicated to new arrivals every month. Information is also available on the subsidiaries' intranet. In addition to regular communication on the alert channel, contact details for rights advocates are also posted on the premises.

This mechanism is similar to that used for questions and alerts concerning business ethics (Sapin II). E-mail addresses can tend to multiply. At some point in the future, we'll need to set up a common application for the various types of alert escalation within the group, and for their proper handling. At present, given the size of the group and the low volume involved, the investment seems disproportionate.

People using these reporting processes are protected as whistleblowers (see paragraphs G1-1 and G1-3, below, page 33).

S1-4 – Actions concerning major impacts on the company's workforce

Based on the issues identified by the dual materiality analysis and the interaction processes defined in S1-2, the entities' senior management identify and implement actions to mitigate or prevent actual or potential impacts. Resources are allocated on an action-by-action basis. Performance monitoring indicators have been identified to ensure the effectiveness of the resources deployed (see S1-6 to S1-17 below). Results are regularly reviewed at the level of each entity, according to procedures that vary according to their size. Because of our decentralized organization, it's difficult to gradually extend a good initiative to the whole group.

Talent retention

Attracting and retaining talent is a major challenge for the Group, which continues to invest to strengthen its reputation and become a benchmark employer. In this context, the development of relationships with a range of schools and universities is at the heart of its strategy:
- actions to support students and young graduates (conferences, forums, job interview simulations, CV workshops, sponsoring, etc.),
- it spots and hires interns, apprentices and recent graduates.

In France, the most popular schools are: Centrale Lille, Ece, Efrei, Em Strasbourg, Ensiee, Epita, Esg Management School, Esiea, Esiee, Esigetel, Esilv, Ingesup, InTechInfo, Isep, Itic, Mines d'Alès, Mines de Paris, Supinfo, Telecom Paritech and Utc Compiègne.

Locally-launched initiatives to build loyalty and increase attractiveness among employees and candidates include the following:
- fewer levels of authority, favoring initiatives and accountability, and
- increased presence on social networks and blogs (rise in community management) and development of employer brands: “Welcome to the Jungle" films, tracking of Glassdoor ratings and recommendation rates, number of Linkedin, Instagram and X subscribers, Facebook “likes",
- organizing employee events: afterwork events, outings on the Multi 50 trimaran, prediction contests, etc.
- attempts to satisfy young graduates' “need for meaning:” higher environmental requirements and skills sponsorships.

Resources and means are allocated action by action.

Key staff refers to members of the management committees of the parent company and subsidiaries, as well as top sales staff, technical leaders and experienced contract managers. Decentralized management, profit-sharing and participation in bonus share programs are among the measures put in place to mitigate the risk of departure of key managers (see chapter 2.1. “Main risks, control and management measures", see page 60 of the Universal Registration Document).

One company in the Group has been awarded the “Great Place to Work” label seven times (“a great place to work is a place where you trust your senior executives, you are proud of your work and you value your colleagues.” - Robert Levering, co-founder of “Great Place to Work”). It was also included in the “Best Workplaces for Women” list.

Social protection

All employees are covered, either through public programs or company-provided benefits, by social protection against loss of income due to illness, unemployment, industrial accidents, parental leave and retirement. NEURONES guarantees additional social coverage in countries where the social protection offered by the state is deemed insufficient. At our subsidiaries in Tunisia, Romania, Singapore and India, for example, employees benefit from a supplementary health insurance scheme financed by their employer.

Working hours

The legal working week is respected in all countries where the Group operates. Almost all employees work full-time. Half of part-timers work 80% or more of a full-time job. For example, only 1.3% of the workforce has a working time of less than 80% of a full-time employee. The French workforce is covered by the Syntec collective bargaining agreement (with the exception of the training entity), and is entitled to days off depending on the subsidiary employing them and their position: non-managerial and supervisory staff, managers on assignment, and managers with fixed-price contracts. Employees are also entitled to half-days' compensation for overtime worked. For the two largest entities (65% of the workforce), the following agreements are in force: 35 hours, night and on-call work and teleworking.

Decent wages

All employees receive a decent salary, in line with the applicable reference indices. NEURONES verifies country by country that the amount of basic salaries, plus any guaranteed fixed supplements, is above the following reference indices:
- in France, compliance with the Minimum Growth Wage (“SMIC"), as stipulated in article L3231-2 of the Labor Code, the amount of which is revised annually by decree;
- in other European Economic Area (EEA) countries, the minimum wage is set by legislation or collective bargaining. In the absence of a minimum wage established by legislation or collective bargaining, the reference wage is deemed to be equal to 60% of the country's median wage and 50% of the average gross wage;
- in countries outside the EEA, the reference wage is that determined: (i) by official standards or collective agreements in the first instance, then, (ii) failing that, the national or sub-national minimum wage established by legislation or collective bargaining, and (iii) finally, in the absence of these two criteria, that taken from the Wage Indicator Foundation database which meets the conditions set by IDH Sustainable Trade *(“Roadmap on Living Wages, A Platform to Secure Living Wages in Supply Chains").*

Countries	Reference salary
France	Salaire Minimum de Croissance ('SMIC'), as stipulated in article L3231-2 of the French Labor Code
Germany, Italy, Belgium, Switzerland	Statutory minimum wage
Romania	Minimum wage set by collective bargaining
Tunisia	Agreements negotiated annually by the UTICA (employers') and UGTT (employees') unions, covering all sectors of activity without distinction
Singapore	Wage Indicator Foundation database for Singapore
India	Wage Indicator Foundation database for Bangalore

Labor-management relations and collective bargaining

NEURONES has a policy of fostering a culture of labor-management relations and listening to teams, through regular information and consultation of employee representatives on employment-related issues.

In France, dialogue with employee representative bodies (IRP) takes place on a regular basis. These IRPs are the members of the CSE, the Employee Representatives, Trade Union representatives and Group Committee members. Collective agreements are numerous, due to the decentralized structure of our business subsidiaries. Discussions are underway concerning possible amendments to existing teleworking protocols, as well as the introduction of the sustainable mobility package (FMD). Although this has already been implemented in some subsidiaries, NEURONES wants to systematize annual surveys for all its entities, to encourage more direct dialogue with its employees.

In France, entities of the required size are required to organize annual mandatory pay negotiation (Négociation Annuelle Obligatoire - NAO).

In Tunisia, a consultative commission was set up in 2009. This joint labor-negotiations commission is made up of five Company representatives and five elected staff representatives. In Romania, an employee representative was appointed in 2013. In Singapore (28 employees at the end of 2024), there is no representation structure (no legal framework). In order to provide a forum for dialogue, satisfaction surveys are organized every six months.

Work-life balance

Some entities have adapted their working practices to encourage flexible working by renting coworking spaces (meeting rooms, the possibility of working on an ad hoc basis at all the coworking company's sites, etc.). By the end of 2024, 22 coworking sites had been leased, representing around 1,400 m^2 of office space (excluding common areas).

Some subsidiaries have moved their offices to more easily accessible locations, and into buildings with services (gym, concierge service, etc.).

In 2024, teleworking is estimated to average 1.85 days a week (37% of weekly working time). This practice varies according to function, profession and client constraints (for all technical assistance employees, and often for fixed-price packages, the decision is taken by the client). Reflections are continuing on possible new ways of organizing work. To date, no amendments have been made to teleworking agreements or charters, with the exception of one signed by the Group's consulting firm.

For several years now, the user support unit has been implementing specific, complementary agreements such as the right to disconnect. An experiment with a four-day week has also been launched.

Paid maternity leave is taken in all subsidiaries, although its duration varies from country to country. Paternity leave is granted in accordance with local legislation or voluntary measures taken by local management. For example, following an employee satisfaction survey, the Singapore entity identified the need to introduce paternity leave for non-Singaporean employees, a measure not covered by current legislation.

Health and safety at work

In France, the Occupational Health and Safety Committees (OHSC) of the various Group entities meet at regular intervals as required by law. They map the professional risks and take preventive measures (information, signage and drills) in close cooperation with the occupational health service. Awareness building workshops on workstation ergonomics are organized regularly. Prevention campaigns have been carried out on the risk of burnout. Various measures to prevent psycho-social risks have also been taken, including training for middle management and reinforced procedures for isolated staff. In tertiary businesses, the main known risk remains road accidents (especially for employees riding two-wheeled vehicles) with private or company vehicles (commuting or business travel).

Workplace well-being and mental health are becoming increasingly important. To guarantee the safety and comfort of our employees, some sites have been renovated, with the creation of lounges, rest rooms and modernized reception areas designed to create a more pleasant working environment.

To combat sedentary lifestyles and encourage sport, NEURONES also takes part in sporting events: annual in-house futsal tournament, “La Parisienne" women's running race, soccer team involved in the business league which is dedicated to companies in the Consulting and Digital Services Companies division.

Gender equality and equal pay for work of equal value

Although few women attend engineering school IT courses, they account for 24.4% of Group employees in France and 28.5% worldwide (they are in the majority in Romania and Tunisia). Under the French law on gender equality, French entities (with more than 50 employees) must publish their gender equality index by March 31 of each year (maximum value of 100, with the requirement to implement a multi-year action plan if the index falls below 75 for three consecutive years).

NEURONES carries out an annual review, component by component, of the gender equality index with a view to improving scores. The indicators monitored are: the overall feminization rate and that of senior executives.

As of 2023, the “manifesto for the retraining of women in digital professions" (Numeum initiative) has been signed by three entities.

Training and skills development

Training is a key factor in retaining talent. Actions are taken by each subsidiary. They are mainly related to technical improvement but also concern management or foreign languages. The Group has the opportunity to use its specialized subsidiary to develop skills. As one of the leading players in France, and accredited by the major publishers to deliver qualifying certifications, this entity carries out a significant proportion of the Group's technical training activities, including the training of future employees during long courses. An internal review of training plans is carried out every year.

In addition, other actions are being carried out in this area:
- longer-term cycles (technical improvement, retraining programs, management, etc.),
- training plans are easier to carry out because they use the Group's own training centers,
- encouraging employees to obtain qualifying certification (editors, new technologies, etc.).

Employment and inclusion of people with disabilities

NEURONES is committed to an inclusive employment policy for people with disabilities (France). The Group is striving to be more “disabled-friendly”. The proportion of people with disabilities has risen sharply over the past two years (see S1-12 people with disabilities), mainly thanks to our user support services.

In agreement with the clients concerned, GMEs (Groupements Momentanés d'Entreprises / Temporary Business Groups) associating NEURONES and partners from the protected and special facilities employment sector (Atimic, Arcesi, ATF Gaïa, iNET System, etc.) were set up for recurrent managed services contracts. At the end of 2024, they will enable us to call on ten employees from these establishments specifically set up to work with disabled staff (Entreprises Adaptées) on Group contracts.

In France, two of the Group's entities took part in DuoDay, a national day of welcoming disabled people to form a duo with each of the professionals from the volunteer companies.

Lastly, for several years now, the user support unit has been implementing specific supplementary agreements, in particular a disability agreement. In addition, two extra days of sick leave are provided for employees with a child with disabilities.

Measures to combat violence and harassment in the workplace

NEURONES applies a zero-tolerance policy to discrimination and harassment (moral or sexual) in the workplace.

Several subsidiaries, including the two largest, have appointed a reference person. The server infrastructure unit has drawn up a practical guide to sexual harassment and gender-based harassment. This document contains the reporting procedure. Where they exist, file processing is well organized. NEURONES intends to go even further, by improving the consolidation of its various complaint files and generalizing its processing procedures to all entities. The Group also aims to train managers in prevention.

In India, where violence against women is more common, security guards have been hired to accompany female employees working in the evening to their vehicles. For those who don't have their own means of transport, a chauffeur service is available to ensure their safety all the way home.

Diversity and inclusion

Given the Group's decentralized organization, provisions concerning diversity, fairness and the issues at stake in this area are dealt with at subsidiary level.

NEURONES is keen to promote diversity in its teams in the broadest possible sense (gender, age, initial training and previous professional experience, disability, social and cultural origins, nationalities, etc.), as this is a guarantee of creativity and innovation. Ten Group entities have signed the Diversity Charter. The Group also strives to create a caring environment so that everyone feels valued and included. Diversity training is also provided.

Retraining:

Various entities organize training courses open to people wishing to retrain in the digital sector, particularly within the framework of the Individual Operational Preparation for Employment (POEI) or Collective (POEC). These approaches make it possible to integrate more diverse profiles, initial training and professional backgrounds into the group.

Persons not in employment:

The entity dedicated to supporting users has integrated into its recruitment procedures various measures aimed at guaranteeing equal opportunities for all applicants (Saphir method). Their application contributes to the fight against discrimination and should make it possible to integrate more people who are far from employment into the teams.

S1-5 – Impact, risk and opportunity management objectives

To date, NEURONES has not yet formally defined specific objectives for its social impacts, risks and opportunities (IROs). Nevertheless, recognition of the importance of social issues such as diversity and inclusion, working conditions, well-being, work-life balance and skills development is already anchored in its global strategy and actions.

Over the course of 2025 and 2026, a structured process will be initiated to define clear and measurable objectives for mitigating negative impacts, advancing positive impacts and managing risks and opportunities on workforce management across the Group.

The indicators described in the following sections help to better assess the Group's overall performance on these social issues.

S1-6 – Characteristics of company employees

The social data below are calculated on the basis of the Group's total scope, unless a more limited scope is specified ("France" 83%: of employees or "Cegedim + Silae": 76% of staff).

The breakdown of employees by country and gender at the end of 2024 is as follows:

Countries	Number of employees End 2024	Men	Women	% Women
France	5,849	4,423	1,426	24.4%
Tunisia	514	226	288	56%
Romania	440	175	265	60.2%
Italy	130	120	10	7.7%
Others (Germany, Belux, United States, India, Lebanon, Singapore, Switzerland)	154	122	32	20.8%
Total end 2024	7,087	5,066	2,021	28.5%
Average 2024	6,934			

In France and most other countries where the Group operates, it is not possible to legally register as a third gender neutral or other non-binary designation. Thus, the gender categories "other" and "undeclared" are not used.

When counting the number of employees, part-timers (2.6% of the workforce, half of whom work 80% of their time or more) are counted as one person.

94.2% of contracts are permanent, with the balance made up of temporary contracts (including professionalization and apprenticeship contracts). The rate of permanent contracts is almost equal for men and women:

End 2024	Women	Men	Total
Number of employees	2,021	5,066	7,087
of which permanent	*1,892*	*4,787*	*6,679*
of which temporary	*129*	*279*	*408*
of which employees with non-guaranteed hours	*0*	*0*	*0*
% of permanent employees	93.6%	94.5%	94.2%

An analysis of part-timers by gender and country did not seem relevant, given the low proportion of part-timers (1.3% of part-timers work less than 80% of their time).

Employees are distributed geographically as follows: Greater Paris region 56%, other French regions 27% and outside France 17%.

The CSRD "turnover rate" (resignations, contractual terminations, redundancies, retirements, deaths in service/average workforce) is higher (4 to 5%) than the "turnover rate" (resignations/average workforce) used internally:

	2020	2021	2022	2023	2024
Resignations	614	913	1,126	1,123	970
Mutual-agreement terminations	150	77	97	113	144
Layoffs	157	172	177	149	174
Retirements, deaths	10	12	14	5	24
Average payroll	5,451	5,722	6,088	6,609	6,934
Turnover rate (CSRD)	*17.1%*	*20.5%*	*23.2%*	*21.3%*	*18.9%*
Turnover rate (internal)	*11.3%*	*16%*	*18.5%*	*17%*	*14%*
Difference	5.7%	4.4%	4.5%	4%	4.9%

S1-7 – Non-salaried external staff within the Group

Evaluated in terms of the average number of FTEs (full-time equivalents) during the year, the external non-salaried workforce is as follows:

	Average 2024
External non-salaried employees:	
Freelancers	1,200
Subcontractors employed by colleagues or temporary employment agencies (working on Group client assignments)	970
Temporary staff working for internal Group functions	10
Number of employees	**6,934**
TOTAL NUMBER OF EMPLOYEES (SALARIED + EXTERNAL)	9,114

Freelancers are bound to the entity with which they contract. They can be integrated into fixed-price projects, or grouped technical assistance (GTA) or unitary technical assistance (UTA) projects.

The contractual link with a colleague or an interim company can be of two types:

- subcontracting of one-off technical assistance. It's easy to count the number of days worked, and thus determine the number of full-time equivalents (FTEs);
- subcontracting a block of services under a group contract with a commitment to results. In this case, the colleague undertakes to provide the contractual service levels of his service package and to assume any related penalties. NEURONES uses an estimate of the number of service days to determine FTEs.

S1-9 – Diversity metrics

Nationalities (published on a voluntary basis)

The proportion of foreign employees in the French workforce is growing steadily:

	2020	2021	2022	2023	2024
Share of foreigners	10.2%	10.5%	11.8%	13%	15%
Nationalities (including French) represented	66	65	64	69	74

"Sage + Cegedim + Silae" scope.

Seniors

In France, company-wide agreements and action plans for seniors were put in place at the end of 2009. At the end of 2024, the proportion of the Group's workforce aged 50 and over will have risen steadily to 14%.

At the end of 2024, the average age of employees will be 36.4, broken down as follows:

Breakdown by age group	2020	2021	2022	2023	2024
Less than 25 years	9%	9.5%	9.5%	9%	9.5%
25 to 29 years	21%	21%	23%	22.5%	22.5%
30 to 34 years	19.5%	19.5%	18.5%	18.5%	18.5%
35 to 39 years	16%	15.5%	15%	15%	14.5%
40 to 44 years	14%	13.5%	13%	12%	11%
45 to 49 years	10%	10%	9%	10%	10%
50+ years	10.5%	11%	12%	13%	14%
Total	100%	100%	100%	100%	100%
AVERAGE AGE	36.1	36.1	36	36.3	36.4

Percentage of women in senior management

The proportion of women in senior management is 18% (17 women out of a total of 93 senior executives and managers at levels n-1 and n-2).

S1-11 – Social protection (information deemed non-material, published on a voluntary basis)

Virtually all the Group's employees are covered by social protection against loss of income due to one of the following events:

- disease,
- unemployment,
- work accident,
- maternity, paternity and parental leave,
- retirement.

In 2025, a detailed audit is to be carried out in entities located outside France.

S1-12 – People with disabilities

The Group is striving to be more "disabled-friendly". By the end of 2024, it will have 3.1% disabled employees (2.9% by the end of 2023) in its workforce in France. This proportion is rising steadily.

In agreement with the clients concerned, GMEs (Groupements Momentanés d'Entreprises / Temporary Business Groups) associating NEURONES and partners from the protected and special facilities employment sector (Atimic, Arcesi, ATF Gaïa, iNET System, etc.) were set up for recurrent managed services contracts. At the end of 2024, they will enable us to call on ten employees from these establishments specifically set up to work with disabled staff (Entreprises Adaptées) on Group contracts.

S1-13 – Training and skills development metrics

Training actions are decided by each subsidiary. They are mainly related to technical improvement but also concern management or foreign languages.

The Group has the opportunity to use its specialized entity to develop skills. One of the main players in France, and authorized by the largest vendors to issue qualifying certifications, this center carries out a significant part of the Group's technical training activities, including training future employees during long courses.

Training	2020	2021	2022	2023	2024
Number of days x trainees	8,400	8,000	8,900	9,100	9,900
Training hours	58,800	56,000	62,300	63,700	69,300
Average payroll	5,451	5,722	6,088	6,609	6,934
Hours / average workforce	10.8	9.8	10.2	9.6	10

Sessions eligible for continuing vocational training in France and similar initiatives abroad. Excluding e-learning and on-the-job sessions (fundamental or client-related).

Training hours by gender are not available.

With regard to skills development by gender, the percentage of employees who have taken part in annual performance and career development reviews is estimated at 80%. This percentage could not be calculated on an entity-by-entity basis.

S1-14 – Occupational health and safety metrics (information deemed non-material, published on a voluntary basis)

Indicators	2020	2021	2022	2023	2024
Absenteeism (*)	5.9%	5.8%	6.1%	6.2%	6.7%
Number of accidents at work resulting in lost time (one day or more)	36	29	55	26	26
Corresponding number of lost days	1,009	906	1,162	1,229	993
Accident frequency rate (number of lost-time accidents per million hours worked)	5.3	4.2	7.5	3.4	3.3
Lost-time injury severity rate (number of days of paid sick leave per thousand hours worked)	0.15	0.13	0.16	0.16	0.13

* Number of days absent (illness, medical leave, accidents at work and on the way to work, sick leave for children, relocation and family events, maternity and paternity leave, unpaid and administrative absences) in relation to the theoretical number of working days. All data in this table correspond to the "Cegedim + Silae" perimeter.

S1-15 – Work-life balance metrics

All employees are entitled to family leave (maternity, paternity, parental, caregiver leave), at least paid maternity leave, in accordance with the laws and collective agreements of each country or the social policy of the Group subsidiary. In France, employees are entitled to all family-related leave provided for by law and collective agreements.

The 2024 data, broken down by gender, are shown in the table below:

Family leave 2024	Working days	Number of employees	% effective	Number of women	% female workforce	Number of men	% male workforce
Maternity leave	5,282	76	1.4%	76	5.9%	-	-
Paternity leave	2,719	198	3.7%	-	-	198	5%
Family-related leave	2,138	962	18.2%	230	17.8%	732	18.3%
Leave for sick children	457	299	5.6%	86	6.6%	213	5.3%

* Excluding pre- and postnatal medical leave.
Scope: "Cegedim + Silae" (in France, 5,294 employees on average in 2024).

The percentage of employees taking parental leave, broken down by gender, could not be obtained.

S1-16 – Compensation metrics (compensation gap and total compensation)

Compensation (published on a voluntary basis)

In 2024, total gross compensation, up 6%, amounted to €290m (€273.6m in 2023). This amount includes fixed and variable salaries, provisions for vacation pay and days off, and €0.4m in Value Sharing Bonuses. It does not include the social security contributions paid by the employer, nor statutory and optional profit sharing, the employer's contribution to meals and public transport passes, occupational health services, payments to works councils or, of course, the fees paid to subcontractors. Lastly, hiring subsidies received (mainly for work-study programs) are deducted from the "wages" item.

At 6,934 (6,609 in 2023), the average workforce is up 4.9%.

The average gross annual salary (for the Group as a whole, including India, Tunisia, Romania, etc.) is €41,800 (€41,400 in 2023).

Gender pay gap

For the France scope, women's pay is around 1.2% lower than men's.

The Group has based its calculations on the method used for the gender equality index for 2024 compensation in France (scope of 16 entities with over 50 employees each, representing a total of 4,965 employees at the end of 2024).

In each entity, men and women were divided into the following categories: managers < 30 years, 30 to 40 years, 40 to 50 years, > 50 years and non-managers (same age ranges). For a given category, average salaries were compared and a gap drawn. If the number of employees is too low, the difference for the category is not taken into account.

The differences between the various categories were then summed up and weighted by the number of employees, giving an overall difference for each entity. Finally, the sum of the variances for the various entities comes to 1.2% for the France scope.

Using this method, percentage differences between groups of non-managers under 30 and groups of managers over 50 are given equal weight.

Ratio of annual compensation of top salary to median annual compensation of all employees

Median annual compensation is €39,300 (Group as a whole). This ratio is 9.7 (380,900/39,300).

S1-17 – Serious human rights cases, complaints and impacts

Discrimination, moral or sexual harassment	2024
Files at the beginning of the period	2
Files opened during the period	15
Cases closed during the period	12
of which proven cases of discrimination or harassment	*1*
Burn out cases reported over the period	8

The count is based on declarations from all Human Resources departments. To date, the Group has seen no interest in setting up a single application for centralized management of reports and complaints.

Reports and complaints are filed through channels that enable employees in each subsidiary to voice their concerns.

Compensation plans for victims are implemented by the relevant HRD.

The case of proven harassment, closed in 2024, did not give rise to any fines, penalties or compensation for damages.

There were no serious human rights incidents affecting the Group's workforce in 2024. We remind you that “serious human rights incidents" include legal proceedings, formal complaints lodged through the company's own or third-party grievance mechanisms, and serious allegations published in public reports or in the press, when these concern the company's employees and the company does not dispute the circumstances.

Retention of key men and women (information published on a voluntary basis)

Since 1999, six stock option plans and eight NEURONES bonus share plans have been implemented, for the benefit of senior executives and key managers. Since 2015, fourteen subsidiaries have launched bonus share plans involving their own shares. At the end of 2024, 250 employees or company officers (3.5% of the workforce) were shareholders either of their subsidiary or of NEURONES, or of both.

The expense related to bonus share plans in the consolidated financial statements is as follows (in thousands of euros):

2020	2021	2022	2023	2024
2,008	2,575	4,149	5,601	6,175

NEURONES and subsidiary plans Including 20% social security charge on bonus share plans (30% from 2025).

This indicator, which stems from a specific shareholding policy, is monitored by the Group but is not required by the CSRD standard.

VALUE CHAIN WORKFORCE (S2)

The workforce in the value chain includes employees of the Group's subcontractors (colleagues and interim companies, freelancers), as well as suppliers of products and services (including hosting providers who make their data centers available).

The former account for around a quarter of the workforce. The sustained shortage of consultants in the Consulting and Digital Services sector and the appeal of freelance status are driving a steady increase in the proportion of subcontracting. This category is likely to be impacted by NEURONES operations.

The Group recognizes the challenges of retaining talent in its sector and strives to address them by offering balanced working conditions for its external consultants, favoring development opportunities and a balance between personal and professional life.

The Group has not identified any impact related to the working conditions of the workforce in its value chain, as all its suppliers are located in European zones or in countries where regulations on working conditions respect human rights and the principles of the United Nations. Similarly, child labor and forced labor are not material issues in the Digital Services sector. Finally, the Group has not identified any impact on the workforce in the value chain resulting from the transition to greener activities.

However, Digital Services Companies face challenges regarding the inclusion of under-represented groups (such as women and minorities) and may face impacts related to diversity, inclusion, discrimination and workplace violence. NEURONES is committed to dialogue with its partners and to implementing measures to mitigate these risks, in particular by strengthening its diversity, inclusion and well-being at work initiatives, to ensure fair working conditions for all employees in its value chain.

It should be noted that in the Consulting and Digital Services sector, subcontracted consultants in France have higher costs than salaried employees. Subcontracting is therefore not used to increase the profitability of an operation, but to compensate for difficulties in recruiting certain profiles. The risk of abuse of a dominant position with a freelancer is therefore considered relatively low.

In the case of employees of colleagues and temporary employment agencies, it is advisable to check that these third parties apply responsible social practices, particularly in countries with low-cost labor.

S2-1 – Policies relating to non-salaried employees in the value chain

Although there is currently no unified policy at Group level, some subsidiaries have introduced responsible purchasing processes. In line with the ILO Declaration on Fundamental Principles and Rights of the Workforce, the emphasis is on respect for human rights for the workforce in the value chain, such as working conditions, non-discrimination and occupational health and safety. In these entities, suppliers are required to sign a Responsible Purchasing Charter, which defines a series of criteria to be met in terms of social standards and human rights. This charter does not deal specifically with human trafficking, forced labor or child labor, as these issues are rare in the Consulting and Digital Services sector. Nevertheless, it requires compliance with the principles set out in the International Labour Organization (ILO) Convention covering these subjects.

Beyond the purchase of goods and services, the aim of responsible purchasing policies is to maintain lasting relationships with suppliers based on commitments:
- make them aware of the responsible approach;
- make sure they are committed to ethics;
- their commitment to responsible trade;
- minimize environmental impact;
- promote the inclusion of people who are far from employment or disabled, wherever possible;
- evaluate our relationship with them on an annual basis.

The implementation of these policies and processes is the responsibility of the purchasing directors or managers in the subsidiaries concerned, under the supervision of their general management.

Most entities track their subcontractors (invoicing from France or abroad) in the “Provigis" application. They provide up-to-date tax and social security certificates, and sign the responsible purchasing charter of the entity with which they contract.

For the first contract, the approval of the entity's Finance Department is required. Certain countries of invoicing (e.g. Andorra), certain umbrella companies (invoicing from abroad), certain freelancers who have not, in the past, applied client procedures (e.g. failure to respect data confidentiality, triggering sanctions for the group entity or for the whole group) may be excluded from future consultations. With rare exceptions, second-tier subcontracting is prohibited, usually by the end client himself.

NEURONES considers that controlling the tax and social risks associated with subcontracting is an important issue.

Over the course of 2025 and 2026, the plan is to gradually extend best purchasing practices to the whole Group, in order to harmonize processes and ensure a consistent approach.

S2-2 – Engagement process with non-salaried employees in the value chain

NEURONES recognizes the importance of the players in its value chain, which include: digital service partners, software and equipment suppliers, hosting companies, etc. Various forms of dialogue exist at several levels with the players in the value chain, enabling us to understand their concerns, impacts and risks and to integrate them into the group's strategy and business model:
- proactive dialogue: regular dialogue processes are established to understand the environmental and social issues that may affect their workforce;
- selection and monitoring: when selecting suppliers, a dialogue on social performance is initiated;
- incorporating ethical standards into contracts: some subsidiaries include clauses on respecting the rights of employees to ensure that they share the same commitment to responsible practices. These include, for example, clauses on respect for human rights, in line with UN and ILO principles.

The frequency of these interactions varies according to the duration of the contracts and the risks identified.

Operational responsibility for these commitments lies with the purchasing director or manager, under the supervision of the entity's general management. NEURONES does not currently have a purchasing coordinator.

Over time, the group has built up an informal network of peer senior executives with whom it exchanges best practices, particularly in terms of responsible relations with suppliers and partner Digital Service Companies (respect for human rights, use of data, etc.).

To date, no mechanism has been put in place to evaluate the effectiveness of engagement actions with partners and suppliers within the value chain.

S2-3 – Remediation procedures and channels used to escalate concerns

In-house staff can raise alerts concerning subcontractors or other suppliers. To date, there is no specific alert channel for the value chain employees themselves.

Particular attention is paid to concerns and reports that may be raised by other means, such as direct interaction with partners and suppliers at regular meetings or through local contact points. Over the next three years, we plan to set up a formalized, Group-wide escalation channel to strengthen our ability to proactively identify and address the concerns of our value chain workforce.

S2-4 – Actions regarding significant impacts on the value chain workforce, approaches to managing significant risks and seizing significant opportunities regarding the value chain workforce, and effectiveness of these actions

Based on the issues identified by the dual materiality analysis and feedback from the interaction processes defined in S2-2, the entities' general management identify and implement actions to mitigate or prevent actual or potential impacts in the value chain, and more specifically with suppliers. The indicators or processes used to monitor the effectiveness of the actions implemented depend on the impacts identified. At present, such monitoring is carried out on a case-by-case basis, as the impacts described are potential and the Group has not yet been confronted with any actual cases. The emphasis is therefore on prevention rather than mitigation or consequence management.

Some subsidiaries have introduced a responsible purchasing charter, and include social criteria in their choice of suppliers, such as commitment to the fight against discrimination, compliance with social legislation, physical and mental health, employee safety, training and the avoidance of undeclared work. Audits can also be carried out at subcontractor or supplier sites, when a risk has been identified.

Human and financial resources have been allocated to monitor the value chain. These resources include employee training, teams dedicated to compliance audits and the provision of tools to assess their social performance.

The plan is to gradually extend these practices to the whole Group, by establishing internal procedures to prevent potential negative impacts on the value chain, which could result from commercial relationships as well as from data sale, purchase and use practices. Employees will be trained in the challenges of social impacts on the value chain. In the event of conflict between the objective of preventing negative impacts and other business imperatives, systematic priority will be given to protecting the rights of the workforce in the value chain.

To date, no serious human rights issues or incidents relating to the Group's upstream and downstream value chains have been reported.

S2-5 – Targets for managing significant negative impacts, promoting positive impacts and managing significant risks and opportunities

To date, NEURONES has not defined specific targets for the impact of its operations on its value chain. Some of our subsidiaries have introduced a responsible purchasing charter and are monitoring the progress of signatures with suppliers (see G1-2 on the following page). Aware of the importance of this issue, the Group plans to carry out an in-depth analysis of its value chain with a view to identifying the most relevant objectives to be implemented. This assessment will enable us to gain a better understanding of the social impacts of our activities, as well as the areas requiring priority improvement. The aim is to set clear, measurable targets by 2027 for the entire Group, in order to strengthen impact management throughout the NEURONES value chain.

4. GOVERNANCE INFORMATION

List of requirements

ESRS	DR	Title	Section
ESRS 2 GOV 1			Chapter Corporate governance
ESRS G1	G1-1	Corporate culture and business conduct policies	
ESRS G1	G1-2	Supplier relationship management	
ESRS G1	G1-3	Preventing and detecting corruption and bribery	
ESRS G1	G1-4	Proven cases of corruption or bribe payments	
ESRS G1	G1-5	Political influence and lobbying	Non-material
ESRS G1	G1-6	Payment practices	

BUSINESS MANAGEMENT (G1)

G1-1 – Corporate culture and business conduct policies

Our corporate culture, which is rather atypical in the sector, is based on decentralization, empowerment and the involvement of subsidiary senior executives and managers in the company's capital.

Since June 1, 2017, NEURONES has implemented the eight measures provided for by the Sapin II law concerning the fight against corruption and influence peddling. In particular, a Code of Conduct has been distributed and incorporated into the internal regulations of its subsidiaries. A risk map has been drawn up. An internal whistle-blowing system has been set up, with a specific e-mail address for the prevention of corruption, distributed to all employees. This email address is included in the contracts signed with sub-contractors and other suppliers, as well as with certain clients. On-boarding procedures require that this information be communicated to employees joining the Group.

NEURONES complies with the legal obligations concerning the protection of whistleblowers arising from the transposition of EU Directive 2019/1937 in France in the form of the Sapin II and Waserman laws, which guarantee the protection of the identity of whistleblowers and prohibit reprisals.

The anti-corruption training and awareness program is essential: it brings the anti-corruption policy to life and ensures that it is disseminated and taken on board by all employees, especially those exposed to the risks of prevarication and influence peddling. The main subsidiaries have made available an e-learning training module (not yet standardized) for employees considered to be at risk. The module explains what constitutes bribery, the damage it can do to the organization and society, how to identify bribery risks and where they may occur, and measures to avoid and resist requests for bribes.

At present, exposed employees must take the training at least once since joining the Group, but they are under no obligation to repeat it regularly (on an annual basis, for example).

The functions most concerned by the risk of corruption are the following:
- group and entity general management (including finance and human relations functions),
- sales managers and sales teams as a whole,
- technical directions.

NEURONES also focuses on preventing anti-competitive practices.

G1-2 – Supplier relationship management

For several years now, the proportion of business carried out by subcontractors has been rising steadily. In 2024, subcontracting purchases amounted to €238 million (compared with €205 million in 2023, i.e. +16%). The Group strives to make responsible purchases. It strictly applies the payment terms required in the countries where it operates. In France, suppliers are paid net 60 days from date of invoice. Freelancers enjoy special payment terms: their invoices are paid at 30 days end of month.

In ISO 9001-certified subsidiaries, subcontractors who exceed certain services volume thresholds are assessed formally. The latter are aware of ESG and part of their score depends on it.

Most of the Group's entities track their subcontractors (invoicing from France or abroad) in the “Provigis" application. They provide up-to-date tax and social security certificates and sign the responsible purchasing charter of the entity with which they contract:

Rate of signature of responsible purchasing charters	End 2024
Proportion of the Group with a responsible purchasing charter for signature in Provigis by main suppliers *(number of employees)*	59%
Number of suppliers called upon to sign the charter in this sub-perimeter	699
Number of suppliers who have signed the charter	483 (69%)

Some entities have developed a responsible purchasing charter and integrated environmental and social criteria into their choice of suppliers. NEURONES' ambition is to generalize a responsible purchasing policy with the aim of standardizing its practices in terms of selecting suppliers and partners. This approach is currently under construction, with distribution scheduled for 2026:
- standardization of charters and criteria for suppliers required to sign the charter,
- gradual roll-out of Provigis.

G1-3 – Preventing and detecting corruption

Preventing corruption

NEURONES has included a chapter on whistle-blowing and whistle-blower protection in the internal regulations of group entities. The ethics alert system is a procedure for detecting cases of corruption and bribery, and provides guidelines on how to deal with such reports.

To examine alerts independently, the NEURONES Board of Directors has approved the creation of an Ethics and Compliance Committee, made up of the General Counsel and the Group CFO and chaired by the latter. The role of this Committee is to receive reports from Group employees, clients, subcontractors and suppliers of potential or actual non-compliance with the Code of Conduct. This committee specifies the measures in force, the inappropriate behaviors and the best practices. An alert system appears to be the most effective mechanism for detecting a non-compliance. Protection is guaranteed for anyone who reports any proven failure to comply or any suspicious or ambiguous situation. It also applies to Committee members, who may not be sanctioned by their employer for carrying out their duties. In addition to its responsibility for handling any reports, investigating and issuing an opinion on the compliance of reported practices with the Code of Conduct, the Committee:

- reviews, controls and monitors all of the Group's ethics and compliance practices,
- updates and assesses, at least once a year, the ethics and compliance risk map, as amended from time to time and approved annually by the Board of Directors,
- implements action plans following this evaluation,
- advises the Group on stakeholder relations on all matters relating to ethics and compliance.

Since 2019, the Ethics and Compliance Committee has presented an annual report to the Directors on any difficulties encountered in implementing measures and any alerts it may have received. In order to guarantee their autonomy, the members of this Committee may not be subject to any sanction by the employer for carrying out the tasks associated with this Committee.

Each subsidiary has been asked to append a copy of the updated Code of Conduct to its internal regulations, and to publish it on its Rh-sharing platform where available. When they join the company, all employees familiarize themselves with the company's internal regulations, including the Code of Conduct.

On a fixed date every two years, the Ethics and Compliance Committee sends each subsidiary senior executive an e-mail reminding them of the address of the e-learning course on preventing corruption. The latter forwards it to the people it considers to be at risk of corruption. This procedure ensures that the most exposed teams receive regular training.

The percentage of at-risk employees trained in corruption prevention is as follows:

Percentage of employees trained in corruption prevention	End 2024
Proportion of Group employees trained in corruption prevention	73%
At-risk staff (SEs, TDs and sales teams) concerned	442
Number of trainees	148 (33.5%)

Training is carried out online on a voluntary basis. Regular booster sessions are not yet scheduled. In general, staff counted as trained have attended training once. In 2024, no corruption prevention training was provided to governance bodies. In 2025, the Chairman and Group CEO will update their knowledge of the subject through specific training.

Preventing anti-competitive practices: price fixing

On the whole, the risk of competition collusion is virtually non-existent in the technical assistance sector, and even more so in a highly fragmented market (in France, there are several thousand Digital Services Companies with more than 10 employees). Nevertheless, in certain identified businesses, the group's entities are among the main players in their activity. They are in “coopetition” with a small number of colleagues whom they know well, sometimes responding with them to calls for tender, sometimes competing head-on. In such a context, the risk of a price agreement cannot be excluded. The probability of occurrence is low, but it is well understood that the penalty incurred can amount to up to 10% of the worldwide revenues of the group concerned.

Senior executives in businesses with significant market shares with a limited number of competitors have been put on notice. The activities currently concerned are the following: service desk, restoration of information systems after cyber attacks, development and TMA of information systems for professional training management bodies (Opco).

Combatting tax evasion

For each Research Tax Credit application, a specialized firm checks its eligibility beforehand and, afterwards, all the documentation produced. Each time a foreign subsidiary is created, NEURONES, assisted by a leading specialized firm, defines and documents the rules used to fix the internal transfer prices. Until now, tax and URSSAF audits, which are carried out on a fairly regular basis, have resulted in insignificant adjustments.

Combatting transfer fraud

A list of people authorized to make transfers has been drawn up (around forty people). On taking up their duties, these people receive formal confirmation that they have read and understood the document detailing the specific procedures to be adopted as an authorized person. NEURONES teams are made aware of fraud on the basis of concrete cases that have occurred in the past and which, for educational purposes, have been documented and circulated internally.

Preventing conflicts of interest

To manage potential conflicts of interest, measures have been specified in the Board of Directors' internal rules. Once a year, at a Board meeting, members are asked to comment on any conflicts of interest, and to abstain from voting where appropriate, depending on the agenda. A follow-up is carried out in the event of such a declaration.

G1-4 – Cases of corruption or payment of bribes (metrics and targets)

In 2024, the Ethics and Compliance Committee received an alert on the e-mail address set up for this purpose.

Corruption alerts	2019	2020	2021	2022	2023	2024
Number of alerts*	0	0	0	1	0	1

* Proven cases and requests in advance on the attitude to adopt in a given situation.

In both 2022 and 2024, the alerts were corruption attempts initiated by prospects that were thwarted. The Group has thus ceased all commercial relations with these third parties. In 2024, as since the company was founded in 1985, NEURONES has not been convicted of or fined for any offence under anti-corruption legislation.

G1-6 – Supplier payment practices

Details of supplier work-in-progress are given in the management reports of the various Group entities. At the end of 2024, consolidated trade payables stood at 38.9 days:

	2023	2024
Purchases incl. VAT for the year (in €m)	298.3	344.5
Trade payables (incl. VAT) at year-end (in €m, net of prepaid expenses)	29.6	36.7
Number of calendar days in progress suppliers	36.2	38.9

Outstanding supplier invoices correspond to situations where adjustments need to be made between the end client's vision and that of the subcontractor, or concern disputes. No legal proceedings are in progress concerning late payments attributable to the Group.

CORRESPONDENCE TABLE BETWEEN CSRD INDICATORS AND THOSE OF OTHER EU LEGISLATION

Definitions:

- SFDR (Sustainable Finance Disclosure Regulation): a directive requiring asset managers and investment advisors to publish non-financial information on their various funds.
- Pillar 3: an important element of the Solvency II directive, setting out the obligations of asset managers in terms of public disclosure and reporting to their market supervisor.

CSRD requirement indicator	Reference SFRD	Pillar 3 reference	Reference index regulations	Reference European climate law	Page
ESRS 2 GOV-1 *Gender diversity in governance bodies §21, point d)*	Indicator No. 13, table 1, annex I		Annex II to Commission Delegated Regulation (EU) 2020/1816		108
ESRS 2 GOV-1 *Percentage of independent directors §21, point e)*			Annex II to Commission Delegated Regulation (EU) 2020/1816		108
ESRS 2 GOV-4 *Declaration on due diligence §30*	Indicator No. 10, table 3, annex I				108
ESRS 2 SBM-1 *Participation in fossil fuel activities §40, point d) i)*	Indicator No. 4, table 1, annex I	Article 449a of Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453, Table 1: Qualitative information on environmental risk and Table 2: Qualitative information on social risk	Annex II to Commission Delegated Regulation (EU) 2020/1816		N/A
ESRS 2 SBM-1 *Participation in chemical manufacturing activities §40 point d) ii)*	Indicator No. 9, table 2, annex I		Annex II to Commission Delegated Regulation (EU) 2020/1816		N/A
ESRS 2 SBM-1 *Participation in controversial weapons activities §40, point d) iii)*	Indicator No. 14, table 1, annex I		Article 12(1) of Delegated Regulation (EU) 2020/181829, Annex II of Delegated Regulation (EU) 2020/1816		N/A
ESRS 2 SBM-1 *Participation in activities related to tobacco cultivation and production §40, point d) iv)*			Delegated Regulation (EU) 2020/1818, article 12, paragraph 1, of Delegated Regulation (EU) 2020/1816, Annex II		N/A
ESRS E1-1 *Transition plan to achieve climate neutrality by 2050 §14*				Article 2(1) of Regulation (EU) 2021/1119	117
ESRS E1-1 *Companies excluded from Paris Agreement benchmarks §16, point g)*			Article 449 bis Regulation (EU) No. 575/2013, Commission implementing regulation (EU) 2022/2453, Model 1: Banking portfolio – Climate change transition risk: Credit quality of exposures by sector, issue and residual maturity	Article 12(1) (d) to (g) and Article 12(2) of Delegated Regulation (EU) 2020/1818	118
ESRS E1-4 *GHG emission reduction targets §34*	Indicator No. 4, table 2, annex I	Article 449 bis Regulation (EU) No. 575/2013, Commission implementing regulation (EU) 2022/2453, model 3: Banking portfolio – Climate change transition risk: alignment metrics	Article 6 of Delegated Regulation (EU) 2020/1818		119
ESRS E1-5 *Energy consumption from fossil fuels by energy source (only sectors having a high impact on climate) §38*	Indicator No. 5, table 1, and indicator No. 5, table 2, annex I				120
ESRS E1-5 *Energy consumption and mix §37*	Indicator No. 5, table 1, annex I				120
ESRS E1-5 *Energy intensity of activities in sectors with high climate impact §40 to 43*	Indicator No. 6, table 1, annex I				120
ESRS E1-6 *Scope 1, 2 or 3 gross GHG emissions and total GHG emissions §44*	Indicators No. 1 and No. 2, table 1, annex I	Article 449a of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, Model 1: Banking portfolio – Climate change transition risk: Credit quality of exposures by sector, issue and residual maturity	Article 5(1), Article 6 and Article 8(1) of Delegated Regulation (EU) 2020/1818		120

N/A: not applicable

CSRD requirement indicator	Reference SFRD	Pillar 3 reference	Reference index regulations	Reference European climate law	Page
ESRS E1-6 *Gross GHG emissions intensity §53 to 55*	Indicator No. 3, table 1, annex I	Article 449a of Regulation (EU) No. 575/2013, Implementing Regulation (EU) 2022/2453 of the Commission, model 3: Banking portfolio – Climate change transition risk: alignment metrics	Article 8(1) of Delegated Regulation (EU) 2020/1818		120
ESRS E1-7 *GHG absorptions and carbon credits*				Article 2(1) of Regulation (EU) 2021/1119	N/A
ESRS E1-9 *Benchmark portfolio exposure to physical climate-related risks §66*			Annex II of Delegated Regulation (EU) 2020/1818, Annex II of Delegated Regulation (EU) 2020/1816		N/A
ESRS E1-9 *Disaggregation of monetary amounts by acute and chronic physical risk §66, point a)* **ESRS E1-9** *Location of major assets exposed to significant physical risk §66, point c)*		Article 449a of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraphs 46 and 47, model 5: Banking portfolio – Physical risk related to climate change: exposures subject to a physical risk.			N/A
ESRS E1-9 *Breakdown of the book value of the company's real estate assets by energy efficiency class §67, point c)*		Article 449a of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraph 34, model 2: Banking portfolio – Climate change transition risk: Loans secured by real estate - Energy efficiency of collateral			N/A
ESRS E1-9 *Degree of portfolio exposure to climate-related opportunities §69*			Annex II to Commission Delegated Regulation (EU) 2020/1818		N/A
ESRS 2- SBM3 - S1 *Risk of forced labour §14, point f)*	Indicator No. 13, table 3, annex I				128
ESRS 2- SBM3 - S1 *Risk of child labor §14, point g)*	Indicator No. 12, table 3, annex I				128
ESRS S1-1 *Commitments to a human rights policy §20*	Indicator No. 9, table 3, and indicator No. 11, table 1, annex I				128
ESRS S1-1 *Due diligence policies on matters covered by fundamental conventions 1 to 8 of the International Labour Organization, §21*			Annex II to Commission Delegated Regulation (EU) 2020/1816		128
ESRS S1-1 *Processes and measures to prevent human trafficking §22*	Indicator No. 11, table 3, annex I				128
ESRS S1-1 *Occupational accident prevention policy or management system §23*	Indicator No. 1, table 3, annex I				128
ESRS S1-3 *Mechanisms for handling disputes or complaints §32, point c)*	Indicator No. 5, table 3, annex I				129
ESRS S1-14 *Number of fatalities and number and rate of work-related accidents §88, points b) and c)*	Indicator No. 2, table 3, annex I		Annex II to Commission Delegated Regulation (EU) 2020/1816		134
ESRS S1-14 *Number of days lost due to injury, accident or death or diseases §88, point e)*	Indicator No. 3, table 3, annex I				134

N/A: not applicable

CSRD requirement indicator	Reference SFRD	Pillar 3 reference	Reference index regulations	Reference European climate law	Page
ESRS S1-16 *Unadjusted gender pay gap* ***§97, point a)***	Indicator No. 12, table 1, annex I		Annex II to Delegated Regulation (EU) 2020/1816		134
ESRS S1-16 *Excessive remuneration ratio for the Managing Director* ***§ 97, point b)***	Indicator No. 8, table 3, annex I				134
ESRS S1-17 *Cases of discrimination* ***§103, point a)***	Indicator No. 7, table 3, annex I				135
ESRS S1-17 *Non-compliance with the Guiding Principles on Business and Human Rights and OECD guidelines* ***§104, point a)***	Indicator No. 10, table 1, and indicator No. 14, table 3, annex I		Annex II to Delegated Regulation (EU) 2020/1816, Article 12(1) of Delegated Regulation (EU) 2020/1818		135
ESRS 2- SBM3 – S2 *Significant risk of child labor exploitation or forced labor in the value chain* ***§11, point b)***	Indicators No. 12 and No. 13, table 3, annex I				N/A
ESRS S2-1 *Commitments to a human rights policy* ***§17***	Indicator No. 9, table 3, and indicator No. 11, table 1, annex I				135
ESRS S2-1 *Workforce policies in the value chain* ***§18***	Indicators No. 11 and No. 4, table 3, annex I				135
ESRS S2-1 *Non-compliance with the Guiding Principles on Business and Human Rights and OECD guidelines* ***§19***	Indicator No. 10, table 1, annex I		Annex II to Delegated Regulation (EU) 2020/1816, Article 12(1) of Delegated Regulation (EU) 2020/1818		135
ESRS S2-1 *Due diligence policies on matters covered by fundamental conventions 1 to 8 of the International Labour Organization* ***§19***			Annex II to Delegated Regulation (EU) 2020/1816		135
ESRS S2-4 *Human rights problems and incidents upstream or downstream of the value chain* ***§36***	Indicator No. 14, table 3, annex I				136
ESRS G1-1 *United Nations Convention against Corruption* ***§10, point b)***	Indicator No. 15, table 3, annex I				137
ESRS G1-1 *Protection of whistle-blowers* ***§10, point d)***	Indicator No. 6, table 3, annex I				137
ESRS G1-4 *Fines for infringement of anti-corruption legislation and acts of corruption* ***§24, point a)***	Indicator No. 17, table 3, annex I		Annex II to Delegated Regulation (EU) 2020/1816		138
ESRS G1-4 *Standards for combating corruption and bribery* ***§24, point b)***	Indicator No. 16, table 3, annex I				138

N/A: not applicable

5. CERTIFICATION REPORT

Sustainability information certification report and verification of information disclosure requirements under Article 8 of Regulation (EU) 2020/852

Year ended December 31, 2024

At the Shareholders' Meeting,

This report is issued in our capacity as statutory auditors of NEURONES, in charge of certifying consolidated sustainability information. It covers the sustainability information and disclosures provided for in Article 8 of Regulation (EU) 2020/852, relating to the financial year ending December 31, 2024, and included in the "Sustainability Report - sections 1 to 4" section of the Group's management report.

Pursuant to article L.233-28-4 of the French Commercial Code, NEURONES is required to include the above information in a separate section of the Group management report. They have been prepared in the context of the first-time application of the above-mentioned articles, characterized by uncertainties over the interpretation of the texts, the use of significant estimates, the absence of established practices and frameworks, notably for the analysis of double materiality, and by an evolving internal control system. They enable us to understand the impact of our business on sustainability issues, as well as how these issues influence the development of the Group's business, results and situation. Sustainability issues include environmental, social and corporate governance issues.

Pursuant to II of Article L.821-54 of the aforementioned Code, our assignment consists of carrying out the work required to issue an opinion, expressing limited assurance, on:

- compliance with the sustainability reporting standards adopted under article 29 ter of directive (EU) 2013/34 of the European Parliament and of the Council of December 14, 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by NEURONES to determine the information published, and compliance with the obligation to consult the social and economic committee provided for in the sixth paragraph of article L.2312-17 of the French Labor Code;
- compliance of the sustainability information included in the "Sustainability Report" section of the Group management report with the requirements of article L.233-28-4 of the French Commercial Code, including the ESRS;
- compliance with the publication requirements set out in Article 8 of Regulation (EU) 2020/852.

The performance of this mission is carried out in compliance with the ethical rules, including independence, and quality rules prescribed by the French Commercial Code.

It is also governed by the High Audit Authority's guidelines "Mission de certification des informations en matière de durabilité et de contrôle des exigences de publication des informations prévues à l'article 8 du règlement (UE) 2020/852".

In the three separate sections that follow, we present, for each of the areas covered by our engagement, the nature of the verifications performed, the conclusions reached and, in support of these conclusions, the matters which required our particular attention and the procedures we performed in relation to these matters. We draw your attention to the fact that we do not express a conclusion on these items taken in isolation, and that the procedures described should be considered in the overall context of the conclusions reached on each of the three aspects of our engagement.

Finally, when we feel it necessary to draw your attention to one or more items of sustainability information provided by NEURONES in the Group management report, we have included a paragraph of comments.

The limits of our mission

As the purpose of our assignment is to provide limited assurance, the nature (choice of control techniques), scope (extent) and duration of the work are less than those required to provide reasonable assurance.

Furthermore, this mission does not involve guaranteeing the viability or quality of NEURONES' management, in particular by assessing the relevance of the choices made by NEURONES in terms of action plans, targets, policies, scenario analyses and transition plans, beyond compliance with ESRS reporting requirements.

It does, however, allow us to express conclusions concerning the process of determining the sustainability information published, the information itself and the information published in application of Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information, the subject of our verifications, might make.

Our assignment does not cover any comparative data.

1. Compliance with the ESRS of the process implemented by NEURONES to determine the information published and compliance with the obligation to consult the social and economic committee, provided for in the sixth paragraph of article L.2312-17 of the French Labor Code

Type of checks performed

Our work consisted of verifying that:

- the process defined and implemented by NEURONES has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability issues, and to identify those material impacts, risks and opportunities which have led to the publication of sustainability information in the "Sustainability report - sections 1 to 4" section of the group management report,
- the information provided on this process also complies with the ESRS.

We also checked compliance with the obligation to consult the social and economic committee.

Conclusion of the checks carried out

Based on the checks we have carried out, we have not identified any material errors, omissions or inconsistencies concerning the compliance of the process implemented by NEURONES with the ESRS.

Concerning the consultation of the social and economic committee provided for in the sixth paragraph of article L.2312-17 of the French Labor Code, we inform you that NEURONES does not have a social and economic committee.

Elements that received particular attention

We present below the elements that have been the subject of particular attention on our part concerning the compliance with the ESRS of the process implemented by NEURONES to determine the information published.

Stakeholder identification

Information on the identification of stakeholders is given in the paragraph "Mapping the value chain and stakeholders" in section IRO 1

– Methodology for identifying and assessing impacts, risks and opportunities (IRO) of the “Sustainability Report – sections 1 to 4” of the Group Management Report.

We have taken note of the analysis carried out to identify:
- stakeholders, who may affect or be affected by the entities within the scope of the information, through their direct or indirect activities and business relationships in the value chain;
- the main users of sustainability statements (including the main users of financial statements).

We interviewed management and/or other persons we deemed appropriate, and inspected the available documentation.

Our procedures included the following:
- assess the consistency of the main stakeholders identified by the entity with the nature of its activities, taking into account its business relationships and value chain;
- exercise our critical faculties to assess the representative nature of the stakeholders identified by the entity,
- assess the appropriateness of the description given in the paragraph “Mapping the value chain and stakeholders” in section IRO 1 – Methodology for identifying and assessing impacts, risks and opportunities (IRO) of the “Sustainability Report – sections 1 to 4” of the Group management report, particularly with regard to the methods used by the entity to gather the interests and viewpoints of stakeholders.

Concerning the identification of impacts, risks and opportunities (IRO)

Information relating to the identification of impacts, risks and opportunities is given in the paragraph “Identification of impacts, risks and opportunities” in section IRO 1 – Methodology for identifying and assessing impacts, risks and opportunities (IRO) of the “Sustainability Report - sections 1 to 4” of the Group Management Report.

We have familiarized ourselves with the process implemented to identify actual or potential impacts (negative or positive), risks and opportunities (IROs) in relation to the sustainability issues mentioned in paragraph AR 16 of the “Application requirements” of ESRS 1 and, where applicable, those specific to the entity.

In particular, we appreciated the approach adopted to determine the impacts and dependencies that can be a source of risks and opportunities, including the dialogue implemented, where appropriate, with stakeholders.

We have familiarized ourselves with the mapping of identified IROs, including in particular a description of their breakdown within the company's own activities and value chain, as well as their time horizon (short, medium or long term), and assessed the consistency of this mapping with our knowledge of the entity.

We enjoyed:
- the top-down approach used by the entity to gather information on subsidiaries;
- how the entity has considered the list of sustainability topics listed in ESRS 1 (AR 16) in its analysis;
- the entity takes into account its dependence on natural, human and/or social resources when identifying risks and opportunities.

Concerning impact materiality assessment and financial materiality

Information on the assessment of impact materiality and financial materiality is given in the paragraphs “Impact materiality”, “Financial materiality” and “Materiality scale and thresholds” in section IRO 1 – Methodology for identifying and assessing impacts, risks and opportunities (IRO) of the “Sustainability Report” in the Group Management Report.

Through discussions with management and inspection of available documentation, we have familiarized ourselves with the impact materiality and financial materiality assessment process implemented, and assessed its compliance with the criteria defined by ESRS 1.

In particular, we assessed the way in which the entity has established and applied the materiality criteria for information defined by ESRS 1, including those relating to the setting of thresholds, in order to determine the material information published:
- for indicators relating to material IROs identified in accordance with the relevant ESRS standards;
- for entity-specific information.

2. Compliance of sustainability information included in the “Sustainability report" section of the Group management report with the requirements of article L.233-28-4 of the French Commercial Code, including the ESRS

Type of checks performed

Our work consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:
- the information provided provides an understanding of the preparation and governance of the sustainability information included in the “Sustainability Report - sections 1 to 4” section of the Group's management report, including how value chain information is determined and the disclosure exemptions used;
- the presentation of this information ensures that it is easy to read and understand;
- NEURONES has chosen an appropriate scope for this information;
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of its users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that could influence the judgment or decisions of the users of this information.

Conclusion of the checks carried out

Based on our verifications, we have not identified any material errors, omissions or inconsistencies concerning the compliance of the sustainability information included in the “Sustainability report - sections 1 to 4” section of the Group management report with the requirements of article L.233-28-4 of the French Commercial Code, including with the ESRS.

Elements that received particular attention

We hereby present to you the elements to which we have paid particular attention concerning the compliance of the sustainability information included in the “Sustainability Report - sections 1 to 4” of the Group Management Report with the requirements of article L.233-28-4 of the French Commercial Code, including the ESRS.

Information provided in compliance with environmental standards (ESRS E1 to E5)

Information published on greenhouse gas emissions is given in section E1-6 “Scope 1,2,3 gross GHG emissions and total GHG emission” of the “Sustainability report - sections 1 to 4” section of the Group management report.

We present below the elements that we have paid particular attention to concerning the compliance of this information with the ESRS.

With regard to the information published on the greenhouse gas emissions balance sheet:
- we have examined the internal control and risk management procedures implemented by the entity to ensure the conformity of the information published;
- we have assessed the consistency of the scope considered for the assessment of the greenhouse gas emissions balance with the scope of the consolidated financial statements, the activities under operational control and the upstream and downstream value chain;
- we have familiarized ourselves with the greenhouse gas emissions inventory protocol used to draw up the greenhouse gas emissions balance sheet, and have assessed its application to a selection of emissions categories and sites, for Scope 1 and Scope 2;
- with regard to Scope 3 emissions, we have assessed:
  - the justification for the inclusion and exclusion of different categories,

and the transparency of the information provided in this respect,
- the information gathering process;

- we have assessed the appropriateness of the emission factors used and the related conversion calculations, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and in the quality of the external data used;
- for physical data (such as energy consumption), we have reconciled, on a test basis, the underlying data used to draw up the greenhouse gas emissions balance with the supporting documents;
- with regard to the estimates that we considered to be structuring and that the entity used to draw up its greenhouse gas emissions balance sheet:
  - through discussions with management, we were informed of the method used to calculate the estimated data and the sources of information on which these estimates are based;
  - we assessed whether the methods were applied consistently;
- we have verified the arithmetical accuracy of the calculations used to establish this information.

3. Compliance with disclosure requirements under article 8 of regulation (EU) 2020/852

Type of checks performed

Our work consisted in verifying the process implemented by NEURONES to determine the eligibility and alignment of the activities of entities included in the consolidation.

They also involved checking the information published pursuant to Article 8 of Regulation (EU) 2020/852, which involves verifying:

- compliance with the rules governing the presentation of this information to ensure that it is legible and understandable;
- on the basis of a selection, of the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgment or decisions of users of this information.

Conclusion of the checks carried out

Based on our verifications, we have not identified any material errors, omissions or inconsistencies concerning compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Observation

Without calling into question the conclusion expressed above, we draw your attention to the information contained in the paragraph “Green taxonomy (article 8 of regulation 2020/852)” in sub-section 2. “Environmental information” in the Group's management report, which refers to the absence of an analysis of the eligibility of the Group's activities and its Capex with regard to objectives other than climate objectives.

Elements that received particular attention

We present below the items to which we have paid particular attention with regard to compliance with the disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

Concerning the eligibility of revenues and Capex

Information on eligible activities can be found in the “Green taxonomy (article 8 of regulation 2020/852)” section.

As part of our checks on the eligibility of activities (revenues and Capex), we have examined the procedures put in place by the entity to analyze its activities and investments, and we have assessed, through interviews and inspection of the related documentation, the compliance of the analysis carried out with the criteria defined in the annexes to the delegated acts supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council.

Key performance indicators and accompanying information

Key performance indicators and accompanying information can be found in the “Green taxonomy (article 8 of regulation 2020/852)” section.

With regard to the revenues, Capex and Opex totals (the denominators) presented in the regulatory tables, we have verified the reconciliations with the accounting data used to prepare the financial statements, and/or with accounting-related data such as cost accounting or management reports.

For the other amounts making up the eligible Capex indicator (the numerators), we have:

- performed reconciliations with the financial statements;
- assessed the appropriateness of the contextual information accompanying the published key performance indicators.

Finally, we have assessed the consistency of the information in the “Green taxonomy (article 8 of regulation 2020/852)” section of the “Sustainability report - sections 1 to 4” with the other sustainability information in this report.

The Statutory Auditors

Paris, April 28, 2025

BM&A
represented by Marie-Cécile Moinier

6. VIGILANCE PLAN

Duty of care and vigilance plan

This section summarizes the first version of the NEURONES vigilance plan. It sets out reasonable measures to identify risks and prevent serious harm to human rights and fundamental freedoms, health and safety, and the environment.

This vigilance plan was drawn up by the Group's General Management and the main subsidiaries, and their Human Resources, Purchasing and Legal Departments, where these exist.

It will also be presented to the Group Committee at its next meeting. These subjects have been previously aligned with general risk mapping and with the double materiality analysis carried out on sustainability themes.

Each year, the vigilance plan will be reviewed in the light of any changes in risks and the monitoring of mitigation measures put in place.

In addition, for newly-acquired companies, reasonable vigilance measures are implemented progressively as these companies are integrated into the Group's systems.

The vigilance plan consists of four parts:
- mapping to identify, analyze and prioritize risks of serious harm,
- risk mitigation or prevention plans,
- a mechanism for collecting reports on the existence or occurrence of risks,
- a system for monitoring the measures implemented and evaluating their effectiveness.

It is supplemented by the declaration of responsible vigilance presented in section GOV-4 of ESRS 2.

Risk mapping

The following areas of risk have been analyzed and prioritized in the context of the Group's activities and those of its service and/or product suppliers:
- human rights: equal opportunities and diversity, labor-management relations, protection of personal data, prevention of harassment, working conditions (working hours, remuneration and social protection);
- health and safety: the right to healthy working conditions and safety (especially for suppliers of manufactured products);
- environment: risks of serious damage to the environment (e.g. waste, damage to biodiversity, pollution).

In order to identify risks associated with human rights, health and safety and the environment, NEURONES regularly interacts with its stakeholders, in particular with the company's employees, indirectly via its clients. This dialogue is described in the following paragraphs:
- "ESRS2 SBM-2 – Stakeholder Engagement",
- "S1- 2 – Process of interaction with the company's workforce and their representatives on the subject of impacts",
- "S2 - 2 – Engagement process with non-salaried workforce in the value chain".

NEURONES has no mechanism for direct dialogue with end-users or local communities, apart from the alert channels accessible to all stakeholders.

The risks considered are described in paragraph "ESRS2 SBM-3 – Significant impacts, risks and opportunities (IROs)" (page 23).

Hazard mitigation or prevention plans

With regard to NEURONES' own activities, the prevention approach associated with the Group's sustainability policy covers the various areas of risk identified in the mapping. The measures are presented in the following paragraphs:
- "Company workforce (S1)" (pages 23 to 31),
- "Value chain workforce (S2)" (pages 31 and 32),
- "2 Environmental information" (pages 14 to 22).

As far as suppliers are concerned, the majority of purchases are for IT subcontracting services. These service providers are mainly located in Europe, close to the entities that use them. The remainder corresponds to IT equipment (software, hardware, hosting) and office supplies. The measures implemented by NEURONES are based on the responsible purchasing policies of its subsidiaries, and in particular the Supplier Charters (for those that have them).

NEURONES' policies, actions and results in terms of social and human rights, business ethics, the environment and responsible purchasing are themselves subject to an annual assessment by EcoVadis.

Warning mechanisms

Alerts relating to the duty of vigilance are currently only received via the Rh alert system (discrimination, harassment and other alerts) or the Sapin II corruption alert system (prevention of corruption). They are accessible to all stakeholders and detailed in the paragraphs above:
- "S1-3 – Procedures for remedying negative impacts and channels for the company's workforce to voice their concerns",
- "S2-3 – Remediation procedures and channels used to escalate concerns",
- "G1-3 – Prevention and detection of corruption".

System for monitoring the measures implemented and evaluating their effectiveness

In the context of the risks associated with the duty of care, procedures for the regular assessment of the activities of the Group and its subsidiaries, as well as those of its main suppliers, are carried out at the level of each entity. The measures implemented by subsidiaries to mitigate and prevent the risks associated with the duty of care are to be consolidated annually by the Group. The system for monitoring measures and their effectiveness is described in the paragraphs above:
- "E1- 6 Gross GHG emissions for scopes 1, 2 and 3 and total GHG emissions",
- "S1- 6 to S1-17" for NEURONES' own workforce,
- "S2- 4 – Actions concerning significant impacts on the value chain workforce [...] and effectiveness of these actions" for the value chain workforce.

Production: NEURONES Marketing and Communication Department - Graphic design: **T12ELVE**

Forward together...®

NEURONES

Immeuble "Le Clemenceau 1" - 205, avenue Georges Clemenceau - 92024 Nanterre Cedex - France
Tel.: +33 (0)1 41 37 41 37 - www.neurones.net

Follow NEURONES: