



A committed company

BUSINESS MODEL

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, 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.

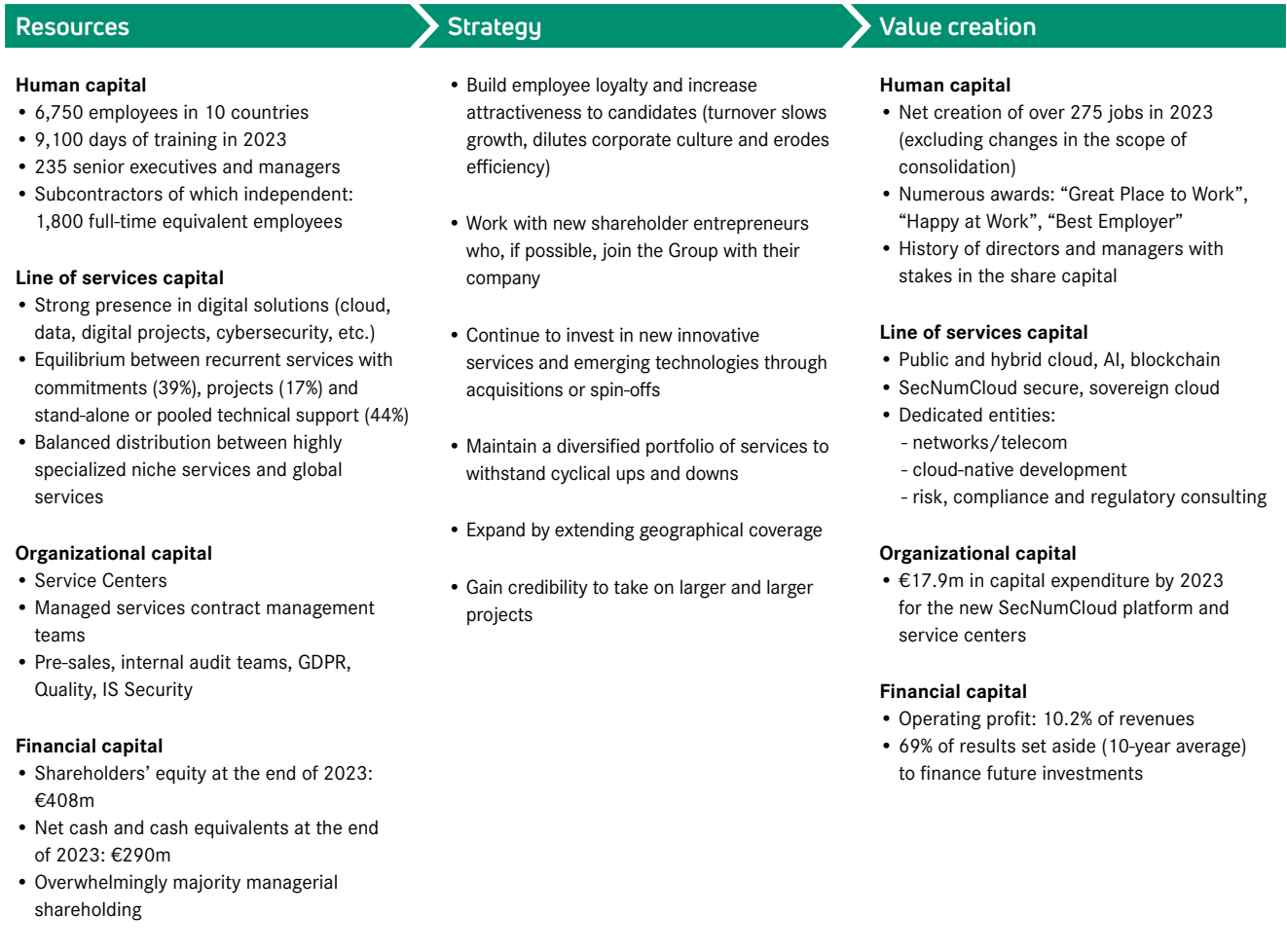
Current trends include the growth of teleworking and the success of free-lancing among IT specialists.

A service company devotes as much energy to satisfying its customers as it does to strengthening its ability to attract and retain its employees (its No. 1 asset).

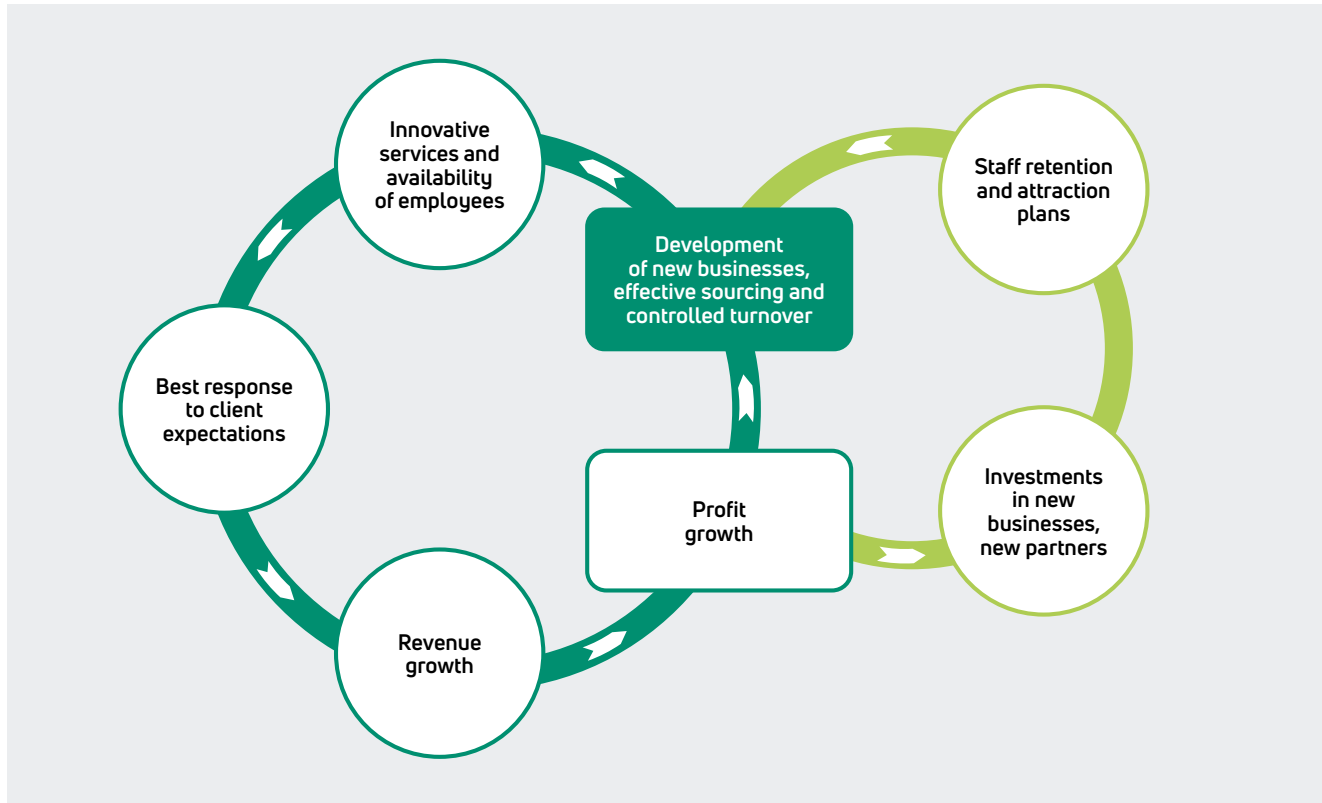
Given its organization in business entities, with bosses who have a stake in the capital, NEURONES also has the particularity of constantly looking for new entrepreneurs who will ensure its long-term growth (through mergers, spin-offs or start-up of new structures). The Group's value creation is illustrated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

Details of the various business lines are described in section "1.3 Business lines" of this Universal Registration Document.

NEURONES' business model can be illustrated as follows:



NEURONES' value creation model can be illustrated as follows:



KEY CSER RISKS IDENTIFIED

The analysis of CSER risks was developed based on the global mapping of NEURONES risks and with the same calculation method (impact in case a risk occurs and probability of occurrence). As every year, the document has been reviewed by the Board of Directors. No new CSER risks have been identified for 2023.

The potential CSER risks identified as priorities are as follows:

- difficulties retaining staff that would materialize in excessive turnover,
- recruitment problems that would be the consequence of a lack of attractiveness,
- departures of key staff in the event of inadequate incentive systems: variable pay, bonus shares, performance shares
- training gaps (impact on turnover and attractiveness),
- absenteeism too high (warning signal of turnover).

For priority risks, key performance indicators (KPIs) have been defined. They are labelled **KPI** in the remainder of the text.

The following potential CSER risks were deemed as important, but are not among the main risks:

- ethics, prevention of corruption,
- health and safety.
- insufficiently proactive attitude on the following themes: gender equality, diversity, welcoming people with disabilities, sponsorship actions (lack of response to the need for meaning in professional life with, ultimately, an impact on turnover),
- insufficient dialogue between management and employees (impact on turnover and attractiveness, potential labor movements),
- poor anticipation on following themes: carpooling, use of non-polluting transport, selective sorting,
- too much commuting between home and work,
- insufficient attention paid to data centers' electricity consumption,
- responsible, equitable and sustainable food supply,
- promotion of the practice of physical activities and sports,

Because of its consulting and digital services activity, NEURONES did not deem the following themes represent a material challenge:

- animal welfare,
- fight against food waste and food insecurity.

2.3. CSER STRATEGY

Governance

A Sustainable Development Committee leads the Group's CSER initiative. This seven-member committee reports to the administrative and financial director and has the following responsibilities:

- pass on ideas for projects,
- select programs,
- for each of the projects selected: choose indicators, define their initial and target value,
- regularly review the progress made (continuous improvement),
- monitor developments in CSER,
- manage the selected indicators over time.

Subsidiaries that have their own CSER approach exchange information with the Sustainable Development Committee, which draws on their best practices. The Committee met by videoconference to discuss the 2023 Statement of non-financial performance.

History

2010: first signatures of the Diversity Charter (eight entities are signatories to date) and the UN Global Compact (two entities are signatories).

2011: NEURONES' first response to the Gaia ESG questionnaire.

2012: creation of the Sustainable Development Committee, first CSER report.

2013: verification of the report by an external third party (Kpmg).

2014: monitoring of data centers' electrical power consumption is implemented.

2017: implementation of the corruption prevention mechanism (Sapin II Law), in particular a Code of Conduct.

2018: the CSER report evolves and becomes the Statement of Non-Financial Performance (SNFP).

2020:

- new internal employee survey on home-workplace travel (1st edition: summer 2015).
- the Group's carbon footprint calculated and deposited on the ADEME website.
- the Group's consulting firm becomes an "société à mission" (purpose-driven company).

2021:

- responsible purchasing: framework agreement with Provisis, a platform managing subcontracting purchases,
- partnership with the GESAT network (2,250 EA and ESAT),
- responsible digital technology: eco-design of sober applications and websites, increase in the useful life of computer equipment.

2022: participation of the hosting entity (private cloud, SecNumCloud) in the "high committee for an eco-responsible digital" instituted by the government.

2023: preparation of the first Sustainability Report, updating of the CSRD (Corporate Sustainable Reporting Directive): mapping of Impacts, Risks and Opportunities (IROs), rating and prioritization of the 1,200 potential data points, then implementation of reporting tools during the second half of 2024. This first report will be produced in early 2025, using 2024 data.

Objectives

NEURONES' CSER objectives are as follows:

- increase the attractiveness of the Group and build loyalty by:
 - maintaining employability (interest in missions, continuous training, bridges, etc.),
 - ensuring good HR practices (equal opportunities for all candidates, promotion of diversity and inclusion, gender equality, employee relations, prevention of corruption, retention of key managers and executives, partnerships with civil society actors),
 - focusing on well-being and quality of life at work (work organization, premises renovation, encouraging physical exercise)
 - initiatives aimed at responding to consultants' "quest for meaning"
- promote the integration of disabled people, in particular on client contracts (in association with companies in the adapted sector), in retraining or far from employment,
- share with significant subcontractors the Group's CSER concerns and evaluate them,
- remain alert to ethical risks (prevention of corruption, anti-competitive practices),
- develop CSER missions for clients as well as CSER commercial offers,
- implement an action plan to regularly reduce the Group's carbon footprint (carbon footprint, reduction of travel costs, choice of energy-efficient buildings and data centers, digital sobriety, etc.), particularly for the part that impacts customers (carbon footprint per customer project).

Social policy

To enable its 6,750 employees (at end-2023) to enjoy a stimulating environment, NEURONES endeavors to apply the best practices of a sound HR policy and measure the effects.



6,750

STAFF
AT 12/31/2023



275

NET JOBS CREATED IN 2023
(WITH CONSTANT STRUCTURES)



Staff

Over the last ten years, the number of employees (at the end of the fiscal year) has increased from 4,065 to 6,749 (+66%):

2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
4,082	4,580	5,044	5,028	5,160	5,372	5,589	5,869	6,406	6,749

In France, more than 94% of the staff have permanent employment contracts. The remaining employees have fixed-term contracts, primarily professionalization and apprenticeship contracts. Part-time workers (1.6% of employees) are counted as one person.

Employees are distributed geographically as follows: Greater Paris region 55%, other French regions 28% and outside France 17%. Workforce-related figures (below) are calculated for the entire Group, unless it is specifically stated that they refer to a smaller scope ("France" 83% of staff or "Sage + Cegedim + Silae": 77% of staff).

To enable its employees to enjoy a stimulating environment, NEURONES endeavors to apply the best practices of sound HR policy and measure the effects.

Active recruitment policy

The number of new employees (permanent + fixed-term contracts, excluding acquisitions and disposals) changed as follows:

KPI	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
	1,142	1,647	1,695	1,857	2,012	1,904	1,612	1,999	2,646	2,425

Recruitment procedures include, for example:

- technical multiple-choice questions for each specialization,
- at least one technical interview, where relevant,
- at least one personality interview.

In France at the end of 2023, 250 young people were doing an apprenticeship and 20 were working under a professionalization contract. During the financial year, we received 150 people doing internships.

Turnover

Turnover (total number of resignations as a proportion of average headcount), although down slightly, remains high. It was relatively stable during the year (per quarter: 16.5%, 16.5%, 19% and 16%). Tensions are especially high in highly sought-after profiles, for example in cybersecurity, cloud, and DevOps.

KPI	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
	13%	13%	13%	17%	20%	16%	11%	16%	18.5%	17%

The following actions were taken to build loyalty and increase the attractiveness of the Group to employees and candidates:

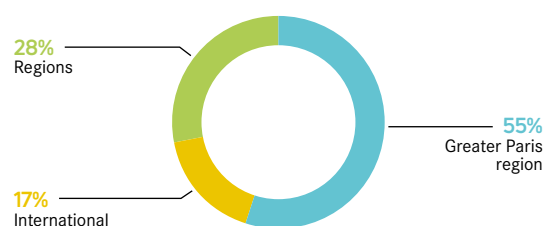
- increasing the number of training courses to 9,100 days,



69%

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

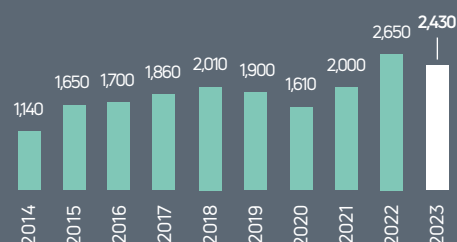
WORKFORCE BREAKDOWN 2023 BY GEOGRAPHIC ZONE



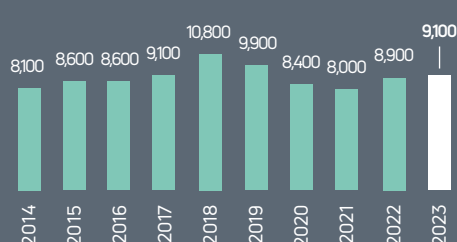
- adapting working methods: the majority of employees telework, renting coworking spaces (meeting rooms, the possibility to work from time to time in all the coworking company's sites, etc.), moving certain entities to more easily accessible locations and to buildings with services (gyms, concierge services, etc.),
- renovating sites: creating lounges, rest rooms and other modernized reception areas to contribute to well-being at work,
- fewer levels of authority, favoring initiatives and accountability, and
- organizing sports events (running, futsal, catamaran, etc.),
- increased presence on social networks and blogs (increase in community management) and development of employer brands: "Welcome to the Jungle" films, followed by Glassdoor ratings and recommendation rates, number of Twitter subscribers, Facebook "likes", etc.
- 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.

It should be noted that 55% of the Group's employees work in the Paris region, where turnover is traditionally higher than in other French regions.

NEW HIRES (excluding acquisitions)



TRAINING PLAN (days x trainees)



The change in arrivals/departures is as follows:

Detailed trend in staffing figures	2019	2020	2021	2022	2023
New hires	1,904	1,612	1,999	2,646	2,425
Changes in scope					
• Acquisitions	-	44	9	-	71
• Disposals	(32)	-	(13)	(15)	(1)
Departures					
• Resignations	837	614	913	1,126	1,123
• End of trial periods	257	285	266	219	468
• End of fixed-term, apprenticeship and prof. contracts	234	261	246	461	277
• Mutual-agreement terminations	155	100	77	97	113
• Layoffs	143	157	172	177	149
• Miscellaneous	34	22	41	14	22
Total departures	1,660	1,439	1,715	2,094	2,152
NET CHANGE IN THE WORKFORCE	212	217	280	537	343

Working hours

More than 98.4% of the workforce in France work full time. Half of part-timers work 80% or more of a full-time job. For example, only 0.7% 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.

Teleworking

In 2023, teleworking was estimated to average 1.85 days per week (37%). It is used in a variety of ways, depending on the customer's function, business and constraints. Discussions are ongoing regarding possible new organizations. To date, no amendments have been made to teleworking agreements or charters, with the exception of one signed by the Group's consulting firm.

Compensation

In 2023, total gross compensation, up 11.2%, amounted to €273.6m (€246m in 2022).

This amount includes fixed and variable pay, provisions for paid leave and RTT leave, and €1.5 million in Value Sharing Bonuses (€1.4m in 2022). 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 6,609 (6,088 in 2022), the average workforce is up 8.6%. The average gross annual salary stands at €41,400 (€40,400 in 2022).

Statutory profit sharing

In France, employees have access to statutory profit-sharing when their business unit meets the required conditions:

In thousands of euros	2019	2020	2021	2022	2023
Statutory profit sharing	3,890	3,380	5,822	8,508	8,656

Continuous in-house training

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 plan (days x participants):

2019	2020	2021	2022	2023	KPI
9,900	8,400	8,000	8,900	9,100	

Training eligible for continuing vocational training in France and similar actions carried out internationally. Online and on-the-job training (business basics or client context) not included. 63,700 hours in 2023 (i.e., 9,100 days x 7 hours).

Retaining key men and women

Since 1999, six stock option plans and eight NEURONES bonus share plans have been implemented, for the benefit of key managers and executives. Since 2015, fourteen subsidiaries have launched bonus share plans involving their own shares. At the end of 2023, 235 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):

2019	2020	2021	2022	2023	KPI
1,176	2,008	2,575	4,149	5,601	

NEURONES and subsidiary plans Including 20% tax on bonus share plans.



98.4%

SHARE OF THE WORKFORCE IN FRANCE
WORKING FULL TIME



€40,400

AVERAGE GROSS SALARY
IN 2023 (+2.5% VS 2022)

Active in-house communications

Each line-of-business subsidiary has its own in-house communication tools (corporate social networks, in-house newsletters or magazines, briefing meetings or recreational gatherings), in addition to which there is the Group's in-house magazine ("Talents") and formal welcome and presentation sessions for new hires. All the tools aim to integrate, and inform staff, to prevent anonymity and to foster exchanges.

Well-balanced average age

At the end of 2023, the average age of employees stood at 36.3 years, broken down as follows:

Workforce breakdown by age bracket	2019	2020	2021	2022	2023
less than 25 years	9.5%	9%	9.5%	9.5%	9%
25 to 29 years	21%	21%	21%	23%	22.5%
30 to 34 years	21%	19.5%	19.5%	18.5%	18.5%
35 to 39 years	16%	16%	15.5%	15%	15%
40 to 44 years	13%	14%	13.5%	13%	12%
45 to 49 years	10.5%	10%	10%	9%	10%
50+ years	9%	10.5%	11%	12%	13%
Total	100%	100%	100%	100%	100%
AVERAGE AGE	35.7	36.1	36.1	36	36.3

Company-wide agreements and action plans for employees over the age of 50 were introduced at the end of 2009. They have borne fruit since, at the end of 2023, the proportion of people aged 50 will have increased regularly and now represents 13% of the workforce.

Diversity and inclusion

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.

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.

Disability

The Group is striving to be more "disabled-friendly". By the end of 2023, it will have 2.9% disabled employees (2.2% by the end of 2022) in its workforce in France. Although this proportion is rising steadily, it remains insufficient.

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 2023, 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 addition, purchases from AEs and ESATs (establishments specifically set up to work with disabled staff) amounted to €101,000 in 2023.

Gender equality

Although women are not well represented in engineering schools' IT courses, they make up 22.9% of the NEURONES' workforce in France ("Sage + Cegedim + Silae" scope). In the framework of the law on real gender equality, the Group's entities in France publish every year before March 31 their gender equality index (maximum value of 100, with the need to implement a multi-year action plan if the index is less than 75 for three consecutive years):

Calculation date March 1, 2024	2023 index
No. of entities	12
Highest index	100
Average index	89
Lowest index	79

At the end of 2023, the proportion of women in senior management will be 19.5% (executives and managers at levels n-1 and n-2 in relation to the Group's General Management). The proportion of women in the top 100 earners in 2022 is 14%.

In the Consulting segment, there is overall gender equality.

Internationally, the proportion of female employees is higher than in France (Romania: 65%, Tunisia: 50%, Singapore: 50%),

In 2023, the "manifesto for retraining women in the digital professions" (Numeum initiative) was signed by three entities.

Nationalities

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

	2019	2020	2021	2022	2023
% foreigners	9.9%	10.2%	10.5%	11.8%	13%
Number of nationalities represented (including France)	67	66	65	64	69

"Sage + Cegedim + Silae" scope.



36.3 years

AVERAGE AGE OF OUR TEAM MEMBERS
AT THE END OF 2023



22.1%

SHARE OF WOMEN
IN THE GROUP'S WORKFORCE

Labor-management relations

In France, there is regular dialog with the employee representative bodies (CSE members, employee representatives, Trade union representatives and Group Committee members). Because of the Group's decentralized structure built around line-of-business subsidiaries, there are many collective agreements. For the two largest entities (65% of the workforce), the following agreements are in force: night work and on-call duty, teleworking, 35-hour week, profit-sharing, company savings plan (CSP). Every year the entities concerned organize the Mandatory Annual Pay Negotiation (NAO) process.

Consideration is being given to possible amendments to existing teleworking agreements, as well as the implementation of the sustainable mobility package (FMD).

Company-wide agreements

The user support unit has put in place additional specific agreements, including a disability agreement. In addition, employees who donate blood are entitled to two half-days of paid leave per year. Two additional days of paid leave for sick children are provided for employees who are parents of a disabled child. 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.



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. In Singapore (31 employees at the end of 2023), there is no employee representation structure (no legal framework).

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. Different psycho-social risk prevention measures were also taken: training of middle management and strengthening procedures for isolated workers. 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).

Indicators	2019	2020	2021	2022	2023
Absenteeism rate* KPI	5.2%	5.9%	5.8%	6.1%	6.2%
Number of accidents at work resulting in lost time (one day or more)	62	36	29	55	26
Corresponding number of lost days	735	1,009	906	1,162	1,229
Lost-time injury frequency rate (number of occupational lost-time accidents per million hours worked)	9.5	5.3	4.2	7.5	3.4
Lost-time injury severity rate (number of days of paid sick leave per thousand hours worked)	0.11	0.15	0.13	0.16	0.16

* 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 of the data in this table is for the "Sage + Cegecim + Silae" scope. Absences, spanning two fiscal years, are not included in the calculation of the absenteeism rate.

Promotion of the practice of physical activities and sports

The Group contributes financially to various sporting events: the Parisienne race, various other solidarity races, an annual futsal tournament and, for several years now, a soccer team in the "business league" (a league dedicated to companies, consulting and DSC divisions).

ETHICS AND COMPLIANCE

Promotion of and compliance with ILO (International Labor Organization) conventions

NEURONES is committed to abiding by 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.

In Tunisia, Romania and Singapore the weekly workweek is 40 hours. In these three countries, the employees benefit from supplementary health insurance financed by the Group. The youngest employees are 20 years old, as in France.

Prevention of corruption

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 disseminated and integrated in the policies and procedures of the Group entities. A risk map has been drawn up and an e-learning module has been made available.

An internal alert system has been created with a specific email address distributed to all staff. This email address is included in the contracts signed with sub-contractors and other suppliers, as well as with certain clients. It is also disseminated each month during presentations to new arrivals. Every year, the Ethics and Compliance Committee presents the Board of Directors with a progress report on the approach and a report on any alerts.

	2019	2020	2021	2022	2023
Corruption alerts*	0	0	0	1	0
Percentage of employees aware of the issue**				60%	60%

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

** Entity supporting users, business and pre-sales scope, % having followed the online training on the company's learning lab.

Prevention of anti-competitive practices: competitive agreement

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).

Fight against tax evasion

For each French Research Tax Credit (CIR) 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.

What our people have to say

Aspirations, passions, career paths and more



Anaïs,

*Technical Assistance Business Segment Manager
(Cybersecurity)*

With NEURONES since 2019

Having a keen interest in gymnastics, and with a view to a career in sports teaching, I chose to study for a degree in STAPS (Sciences et Techniques des Activités Physiques et Sportives). But student jobs in a variety of sectors, notably B2B events, quickly revealed my taste for commercial relations: canvassing as well as creating tailor-made solutions for prestigious customers. After a year's Bachelor's degree in Entrepreneurship in England, the radical shift towards business engineering took me first to a recruitment agency and then to a modest-sized ESN. Among the Digital Services, I discovered cybersecurity, which was increasingly integrated into the sales proposals I made over the course of three years.

It was my interest in this field that led me to join NEURONES' Cybersecurity entity, a benchmark in the sector, in 2019, to create and develop the Technical Assistance Consulting business. I was quickly impressed not only by the company's reputation and expertise, but also by its values, its way of building trust and empowerment. Today, I'm fully in charge of my Business Unit, responsible for its overall management, strategy, business development, commercial relations (consulting, support, etc.), as well as recruiting and managing a rapidly expanding team of consultants.

The NEURONES entrepreneurial model has given me the freedom to develop a business, with a rare degree of autonomy, while benefiting from the support of management and the structure. My aim is to guarantee high-quality service, in line with customer expectations and the Group's reputation for excellence.

The NEURONES entrepreneurial model has given me the freedom to develop a business, with a rare degree of autonomy.



Anthony,

*Partner and Founder of a freelance platform
(organization and management consulting)*

With NEURONES since 2006

With a keen interest in science and technology, I completed a science preparatory course at Sophia Antipolis, followed by a course at Arts & Métiers in Aix-en-Provence and a specialized master's at Essec. After my first professional experience as a sales manager in an engineering company, I felt the need to get closer to decision-makers. Management consulting seemed a logical direction to take, and offered many bridges with my skills at the time. So I joined the NEURONES group's Organization and Management Consulting entity, as a Consultant.

For almost 20 years, my career has focused on areas such as the energy and transport sectors, organizational and digital transformation, issues linked to the "Société à mission" (purpose-driven Company) status and professional networking. Our involvement in large-scale programs has enabled us to forge close links with NEURONES group entities and their partners, as well as with a large ecosystem of freelance consultants.

This role as a network facilitator led me in 2019 to launch an intrapreneurial project: the "Hub", a subsidiary exclusively dedicated to facilitating freelance networks. Today, my responsibilities as a partner in the company and as Chairman of this platform place me at the heart of the challenge of integrating skills for increasingly complex business transformation projects. It's a particularly enriching experience, both professionally and personally.

Our involvement in large-scale programs has enabled us to forge close links with NEURONES group entities.



Emilie,

HRBP
(User support)

With NEURONES since 2016

After completing a Master 2 in Entrepreneurship, I started out as a Consultant in recruitment agencies in Paris. This was an opportunity to acquire solid skills in “hunting” and selecting candidates. Then I felt the need to consolidate and extend these skills to the more global development of HR within a company. So, 8 years ago, I joined the NEURONES group entity specializing in user support. Initially, my responsibilities involved recruiting for all the company’s functions: from varied profiles at head office to specialized customer support teams. This then evolved into supervising a team of recruitment assistants. Five years later, I was offered the more global position of Human Resources Business Partner (HRBP).

This role covers a wide range of tasks: managing and coordinating recruitment needs for customers and various internal departments, conveying the strategic orientations of HR policy, integrating and retaining employees, identifying potential, career support, etc. I really enjoy the operational side of this job, and no two days are the same. Exchanges with managers, who are human and strongly committed to collective construction, are also particularly rewarding. This state of mind can be felt throughout the group. At NEURONES, we want more than just the status quo: continuous improvement is invigorating.

What’s most important to me? Supporting colleagues. Helping them develop, take on new responsibilities and achieve their goals. It’s a great source of motivation and satisfaction!

Exchanges with managers, who are human and strongly committed to collective construction, are also particularly rewarding.



Alexandre,

Intelligent Workplace Manager
(Cloud, Managed Services)

With NEURONES since 2010

After starting out in computer graphics for a communications agency, I decided to move into IT, a sector that has always fascinated me. After a fast-track training course, I started at NEURONES as a local technician for a major pharmaceutical group. There were many and varied projects: from migrating domains to getting a media library up and running again, not forgetting the deployment of a specific solution for the deaf and hearing-impaired!

In 2012, I was given the chance to move into systems administration. A series of varied assignments followed: working for a major luxury leather goods manufacturer, then as part of a support team, where I worked as a systems and network engineer for almost five years. This gave me the opportunity to broaden my field of expertise before joining the “Factory”, a shared support facility that I helped to develop. Last year, I participated in the creation of a new “Intelligent Workplace” expertise offering, and today I’m in charge of it.

The support and mobility within the NEURONES group make it a great playground, with the opportunity to work for numerous customers in different sectors, including luxury goods, energy, transport, catering and industry. This diversity enables me to acquire a broad and highly enriching technical background. My current goal? To continue developing the Intelligent Workplace expertise portfolio, to continually innovate to become a benchmark in the field, and to build win-win partnerships with customers, in a spirit of innovation and sharing.

The support and mobility within the NEURONES group make it a great playground.



Clarisse,

*Business Analyst Capture/RPA
(Digitalization & content management)*
With NEURONES since 2020

While studying Physiological Engineering, Biotechnology and Computer Science, I did my second year of a Master's degree as a work-study student at a NEURONES group company, specializing in the digitization and management of corporate content and business processes. After graduating, I went on to work as a consultant in the BPM/ECM BU within the same company. My first assignment was as a Business Analyst on the EDM (Electronic Document Management) team for a major insurance group. For two years, my role consisted in being the point of contact for requests from «business lines», assessing their needs and ensuring compliance with customer requirements, while methodically applying internal processes.

Having successfully met this initial challenge, and developed expertise and know-how in project management, I decided to return to my colleagues at head office, and now work for the «Smart Auto» Business Unit.

Here, I'm continuing to develop my skills, in particular by training myself in the use of new tools (such as Abbyy and Blue Prism), while contributing to several projects (migration for a departmental council, scoping study for another insurance company...).

Being part of a group like NEURONES opens up a wide range of opportunities. Last month, I joined a new team as a Kofax Business Analyst for the dematerialization of incoming flows for an insurance company. For young graduates like me, it's a great opportunity to start out in these conditions!

Being part of
a group like
NEURONES opens
up a wide range
of opportunities.



Arthur,

*Services Sales Manager
(SAP)*

With NEURONES since 2014

Over the past ten years, I've gone from business engineer to sales director (including, of course, manager) in the historic SAP entity of the NEURONES Group. I've been lucky enough to achieve this progression in the context of stimulating projects and a constant desire to reinvent ourselves. Innovating, adapting to an ever-changing market and standing out from the crowd to earn the trust of our customers are all challenges I enjoy taking up. These values resonate with those of the Group. Since 2021, I've been a shareholder, enabling me to be even more involved in the company's strategy. In this human-scale entity, there's a strong sense of belonging, and relations with managers and executives are direct and easy. In my opinion, these are real advantages.

The responsibility of working on large-scale projects linked to SAP, the world leader in ERP, is motivating. The transition to the Cloud, the forthcoming migrations to SAP Hana and the growing integration of Artificial Intelligence and environmental issues into these solutions all open up very promising business horizons.

Synergies with the Group's other specialized entities reinforce the opportunities to work for prestigious customers and to carry out large-scale joint projects on their behalf. The fact that each subsidiary enjoys autonomous management, while benefiting from the financial and strategic support of the Group, is also a reassuring and sustainable model. Apart from my professional commitments, I'm a keen windsurfer. Like all sports, windsurfing encourages you to push yourself to the limit, a value that is also strongly present at NEURONES

Pushing yourself
to the limit, a
value that is also
strongly present
at NEURONES.

Community policy

NEURONES is keenly aware of being part of an ecosystem of stakeholders with whom it is duty-bound to establish balanced, ethical, law-abiding and motivating relations.



€270k

BUDGET DEVOTED
TO PARTNERSHIPS
AND SPONSORSHIPS IN 2023



Three EcoVadis medalists
(Silver, Gold and Platinum)
by 2023



The Group owes its past and future achievements to: its staff, clients, sub-contractors and other suppliers, editors, manufacturers, schools, the French government and local authorities, civil society and shareholders.

Sub-contractors and suppliers, responsible purchasing

For several years now, the proportion of business carried out by subcontractors has been rising steadily. In 2023, subcontracting purchases amounted to €205 million (compared with €177 million in 2022, i.e., +15.8%).

The Group strives to make responsible purchases. External contributors, integrated into NEURONES teams, are considered in the same way as internal employees. Self-employed contractors enjoy special payment terms: their invoices are paid at 30 days at the end of the month.

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

	2019	2020	2021	2022	2023
% of suppliers who have signed the responsible purchasing charter	n/a	n/a	n/a	63%	75%

Source: Provisis. Scope: "User support" entity, France base: 185 suppliers.

The entity specialized in user support signed the "responsible supplier relations and purchasing charter" (National Purchasing Council).

Relations with educational establishments

Attracting talent is a key issue for the Group, which continues to invest in building its reputation and becoming an employer of choice. Within this framework, the development of relationships with a defined group of schools and universities is at the heart of its strategy:

- the Group uses the apprenticeship tax to finance target schools,
- it runs various initiatives to support students and recent graduates (seminars, forums, job interview practice sessions, resume workshops, sponsorship, etc.),
- it spots and hires interns, apprentices and recent graduates.

In France, the Group primarily channels its apprenticeship tax to the following schools: Centrale Lille, Ece, Efrei, Em Strasbourg, Ensiee, Epita, Esg Management School, Esiea, Esiee, Esigatel, Esilv, Ingesup, InTechInfo, Isep, Itic, Mines d'Alès, Mines de Paris, Supinfo, Telecom Paritech and Utc Compiègne.

Volunteering with civil society

Initiatives of those who wish to get involved in their local environment or with associations (Handigolf, co-financing a skipper for the "Route du rhum" etc.) and give of their time and creativity are encouraged.

Indicator (in thousands of euros)	2019	2020	2021	2022	2023
Budget devoted to partnerships and sponsorships	270	233	348	331	270

Skills sponsorships, a scheme that was established by the French Aillagon law in 2003, allows a business to delegate staff members to work for public-interest non-profit associations during their working hours on an occasional basis, either free of charge or at a discounted rate.

In this mode, the Consulting division supports two associations:

- the first one assists social entrepreneurs scope and implement their projects (consultants coach entrepreneurs),
- the second one supports young people from disadvantaged neighborhoods in their search for their first job (mentoring by experienced managers).

"Non-profit" consulting firm

Drawing on the success of the skills sponsorship, the Group Consulting firm helped create a non-profit structure devoted to supporting associations, along with three fellow companies. Since then, each year, several consultants are made available to this "non-profit" firm, on a full-time basis and for about six months.

"Société à mission" (purpose-driven Company), B Corp certification

In 2021, the Group's consulting firm qualified as a "société à mission" (purpose-driven company), a possibility opened up by the Pacte law. In its by-laws, it has declared its purpose through several social and environmental objectives. It established a purpose committee composed of internal and external members. From 2022 onwards, the mission report will be produced and validated by an independent third-party organization (OTI).

It has also obtained the "B Corp" certification (Benefit Corporation - over 300 companies certified in France by the end of 2023), which is awarded to companies that reconcile profit and collective interest. This certification will be audited regularly.

Personal data security

The Group works on client applications that manage personal data (bank or health related data, email in-boxes, etc.) In most cases, it undertakes contractually to ensure the confidentiality and integrity of this data. Pursuant to the legislation in force, the internal procedures define the security rules and set out the rare cases where a Group employee is entitled to access personal data.

Since May 2018, the (European) General Data Protection Regulation (GDPR) has been applied. It also concerns customer (CRM) and employee data.

EcoVadis, Gaïa

NEURONES participates annually in the EcoVadis CSER surveys, which helps purchasing departments to evaluate the "sustainable development" performance of their suppliers.

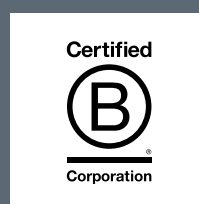
Gaïa evaluates listed groups on ESG criteria (Environment, Social and Governance) for financial managers and analysts. NEURONES answers its questionnaire annually.



One entity certified in 2023



One subsidiary awarded in 2023



One entity certified since 2021



A subsidiary has held "Société à mission" (purpose-driven Company) status since 2021

Environmental policy

As part of its social and environmental responsibility approach, NEURONES has thought about its impact on the environment and the best ways to reduce it. In this area, it is a matter of measuring and then acting.



57%

SHARE OF BUSINESS TRAVEL
IN THE GROUP'S
GAS EMISSIONS*

* including group-owned gasoline vehicles



-10.4%

2022/2023 DEVELOPMENT
OF CO₂ EMISSIONS
FOR COMMUTER JOURNEYS
BY CAR OR MOTORBIKE



Carbon footprint

Since 2019, the Group has published its carbon footprint on the ADEME (French Environment and Energy Management Agency) website, which shows the following proportions for each type of emission:

Category*	Emission types	2019	2020	2021	2022	2023
1	Group-owned gasoline vehicles	8%	10%	10%	9%	10%
2	Electricity for premises excluding data centers	9%	19%	15%	14%	14%
2	Electricity in data centers	12%	23%	21%	16%	18%
3	Commuting to and from work (car, public transport)	57%	25%	35%	39%	36%
3	Business travel (mileage allowance, plane, train, cab)	5%	6%	4%	9%	8%
3	Travel of candidates, visitors and clients	n.s.	n.s.	n.s.	n.s.	n.s.
4	Waste	n.s.	n.s.	n.s.	n.s.	n.s.
6	Internal IT (including paper)	4%	7%	6%	5%	6%
6	Internet, Cloud services, SaaS	5%	10%	9%	8%	8%
6	Outgoing mail	n.s.	n.s.	n.s.	n.s.	n.s.
TOTAL		100%	100%	100%	100%	100%
Total metric tons CO ₂ equivalent		6,495	3,712	4,516	5,332	5,112
metric tons CO ₂ equivalent per employee		1.20	0.68	0.77	0.88	0.77
per million euros of revenues		12.7	7.1	7.9	8	6.9

* ADEME classification by categories of greenhouse gas emissions: 1. direct emissions, 2. indirect energy, 3. indirect transport, 4. indirect products purchased, 5. indirect products sold, 6. other indirect emissions.

In 2020 and 2021, some emissions have decreased due to lockdown periods and the widespread teleworking that was imposed. While 2022 and 2023 mark a certain “return to normal”, they cannot be compared with 2019, as the widespread adoption of teleworking has since become standard practice.

Even if the action plans are primarily aimed at limiting gross emissions, it would be necessary to plant approximately 32 trees per employee per year to “offset” emissions (source Ecotree: 20 trees to be planted per metric ton of CO₂ equivalent). Under two client contracts, CDC Biodiversité was paid a significant amount for the “Nature 2050” program. This contribution (2022 and 2023) allows us to maintain 0.16 hectares of nature reserves until 2050. In 2023, the user support entity had 300 oak trees planted in France via Ecotree.

The carbon footprint will be progressively refined, with the aim of calculating carbon footprints per contract.

Reduced travel costs (home-work commuting, business)

Travel (home-work commuting, business) is the largest source of CO₂ emissions for the Group, accounting for 54% of the total carbon footprint.

Consequently, NEURONES has:

- started systematically using “place of residence” data in its team assignment systems for each project. This means that, as far as possible, it recruits in labor market areas close to its service centers to limit daily commutes,
- since 2007, it has favored Eco2 company cars, which emit less than 120g of CO₂ per kilometer,
- set up a carpooling system (Angers and Lille service centers).

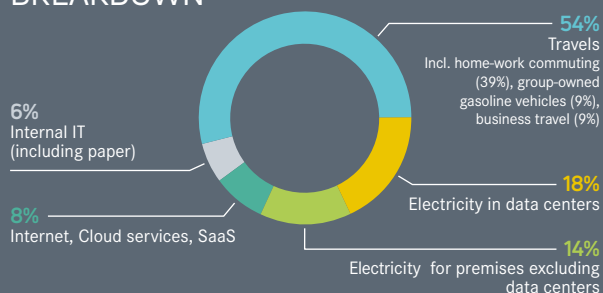
(in tons CO ₂ e)	2019	2020	2021	2022	2023
Emissions for commuter journeys by car or motorbike	3,163	922	1,580	2,049	1,835
Home-work commuting by public transport	n/a	n/a	28	36	62
Emissions from NEURONES' vehicle fleet	516	376	448	470	501
Emissions for work travel by car and motorcycle reimbursed on expense accounts	206	117	94	160	150
Business travel by air	n/a	n/a	88	287	191
Business travel by train	n/a	n/a	2	6	6
Business travel by taxi	n/a	n/a	2	3	3

Scope: France until 2022, worldwide in 2023. The proportion of employees using public transportation was assessed in January 2023 (survey below).

The breakdown of employees' place of residence in the Paris region (55% of total employees) is as follows:

Ile-de-France département	92	75, 78	77, 91, 93, 94, 95
% place of residence by département	20%	15%	10% on average

NEURONES' GAS EMISSIONS BREAKDOWN



40

EMPLOYEES RECEIVING
A BIKE BONUS

Carpooling project and cyclist bonuses

For several years, the Angers site has encouraged carpooling. Parking spaces in the vicinity of the offices are reserved for employees who undertake to use this mode of transport. This scheme currently involves about ten pairs. Furthermore, a bonus was paid to some 40 employees who commute to work by bicycle. This bonus will be integrated into the future more comprehensive sustainable mobility bonus.



To assess the consumption corresponding to home-workplace journeys, the January 2024 internal survey (worldwide scope, 1,950 respondents or 30%) on the modes of transport used provided the following information:

Mode of transport commute to and from work	Greater Paris region	Other French regions	Other	Total
Public transit	70.3%	38.9%	28.4%	52.2%
Car	16.7%	38%	38.5%	27.9%
Motorbike	4.5%	2.2%	1.8%	3.2%
Walking	2.7 %	12.6%	23%	9.7%
Cycling	3.4%	5.4%	2%	3.8%
Other*	2.4%	2.9%	6.3%	3.2%
TOTAL	100%	100%	100%	100%

Scope: World.

* Other: carpooling, electric bike or scooter, single-wheeler, 100% teleworking.

The survey concludes that the average distance travelled by cars and motorcycles to get from home to their usual place of work is 22 kilometers (one way), and that the average fuel consumption of private cars is 7 liters/100 km, while that of motorcycles is 4.75 liters/100 km. Electric cars account for 9% of all cars used. Electric two-wheelers account for 22% of all two-wheelers.

The consumption of the 274 vehicles in NEURONES' fleet was calculated based on an average consumption per fleet vehicle of 6 liters/100 km and 12,000 km traveled in 2023. For business travel, 2,050 km are reimbursed on average per year and per employee concerned.

Consumption linked to visitor travel has not been estimated.

Adoption of a lower CO₂ emitting diet

For the sake of consistency with published carbon footprints, lunch (in 2023, 2,235 tons CO₂e) has been considered as outside the scope of the Group's activities. Like the rest of the French population, the Group's employees have been made aware of the issue and should gradually adopt a diet that emits less CO₂, e.g., less meat.

Energy efficiency of buildings

Low-energy consumption systems have been installed, such as LED lighting, individually-adjustable energy-efficient air conditioning, presence detectors, etc.

Indicators	2019	2020	2021	2022	2023
Electricity consumption per m ² and per year (apart from data centers) (in kWh/m ²)	130	130	130	130	130
Surface used (in m ²)	34,900	36,050	36,100	37,800	40,200
CO ₂ emissions (tons CO ₂ e)	585	708	666	767	716

* Since 2018, the electricity consumption per m² is estimated flatly at 130 kWh/m² (based on the latest measurement from 2017).

Use of the ADEME emission factors. In France, a MWh corresponds to 82 kg of CO₂. In Tunisia, at 463 kg of CO₂. In Romania, at 413 kg of CO₂. In Singapore, at 499 kg of CO₂. In Germany, at 461 kg of CO₂.

The consumption of teams on client premises is considered as being managed by the clients.

Electricity consumption of data centers

The Group has placed the servers it manages on behalf of its clients and for its own account with "dry hosting" specialists. Thus, almost all of the managed servers are located at six "Tier 3+" hosting partners and in eleven separate data centers. The useful life of servers and equipment has been extended from 3 to 6 years.

CSER criteria were integrated and led to the choice of different hosting subcontractors (mostly ISO 14001 and 50001) offering efficient PUE (Power Usage Effectiveness – see glossary) ratios in the range of 1.4 to 1.5 in target (at full load, with an average year's weather). NEURONES strives to give priority to the latest generation data centers, which normally offer better PUEs, and seeks to regularly increase the load factors of its cabinets. The main hardware suppliers (IBM and Cisco) are also ISO 14001.

MODE OF TRANSPORT FOR WORK COMMUTE BREAKDOWN (FRANCE)



-6.7%

2022/2023 DEVELOPMENT
OF CO₂ EMISSIONS LINKED TO THE ENERGY
CONSUMPTION OF BUILDINGS*

* excluding data centers

Indicators	2019	2020	2021	2022	2023
Number of cabinets "switched on" (entire Group)	186	189	201	212	214
Real average power per cabinet (in kW)	2.78	3.11	3.18	2.73	2.92
Average PUE	1.67	1.64	1.62	1.66	1.67
Total consumption (after PUE) (in MWh)	7,552	8,576	9,495	8,478	9,156
CO ₂ emissions (in tons CO ₂ e)	779	864	956	862	930

Use of the ADEME emission factors.
In France, a MWh corresponds to 82 kg of CO₂. In Tunisia, at 463 kg of CO₂.

The Group asked its various hosts for assessments of their PUE on a center-by-center basis. The latter did reply in writing, but in a rather approximate manner. The estimated consumption of the data centers is therefore presented for information purposes. The proportions of "energy from renewable sources" announced by the hosts, all very high, do not correspond to a sufficiently clear and common definition to be published.

Responsible digital technology, digital sobriety, ecodesign, equipment sustainability

For as long as the digital industry has existed, it has been driven primarily by the inflation of processing power and data storage capabilities. Nevertheless, the first attempts at greater digital sobriety are taking place on the market, particularly with regard to the "ecodesign of applications". For example, for institutional websites, measurements of the environmental performance of the pages (EcolIndex) 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.

The Group is striving to increase the time of use of its computer equipment (sometimes up to 7 years) and 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.

At the end of 2023, four entities signed the "Planet Tech'Care" manifesto (Numeum). Six "climate fresco" workshops were held. One entity made available to its employees a MOOC to raise awareness of digital responsibility (58% of employees successfully passed the test to validate the knowledge acquired at the end of this MOOC).

Recycling: paper, computer workstations, ink cartridges

The recycling of consumables (printer toners, electric batteries, etc.) has been in place for several years. Consistent with the current rules (concerning Electric and Electronic Equipment Waste), at the end of its life computer hardware is sold to accredited brokers or given to associations (like "la Gerbe").

More than 90% of customer and supplier invoices are paperless.

Furthermore, printers and copiers are set up to print two-sided in black and white. Growing use is made of digitized archiving, especially by sales administration and accounting teams, rather than hard-copy files. The use of networked scanners, which is becoming widespread, contributes to the drop in the number of photocopies. All of these actions, along with the shift to new uses and teleworking, have contributed to a strong and steady reduction in printing volumes:

Indicators	2019	2020	2021	2022	2023
Amount of paper consumed per m ² per year (in g/m ²)	239	159	177	145	89
Emissions (tons CO ₂ e)	7.5	5.2	5.9	5	3.3

Waste sorting

The selective sorting of office waste (Lemon Tri, Elise network, etc.), the use of mugs and paper cups are becoming widespread.



Four group entities
are signatories



-38.6%

2022/2023 DEVELOPMENT
OF PAPER CONSUMED

GREEN TAXONOMY

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 that are considered "eligible" must contribute substantially 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 2023.

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,
- is consistent with the criteria of substantial contribution to climate change mitigation or adaptation,
- does not cause significant harm (DSNH "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 rights), business ethics and anti-corruption, protection against unfair competition, and tax compliance.

The proportion of "eligible" and then "aligned" activities is analyzed along three axes:

- revenues,
- investments (Capex),
- operating expenses (Opex).

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

Revenues indicator

Activity "8.1. Data processing, hosting and related activities"

For its private cloud infrastructure services (IaaS), the Group sub-contracts hosting to external third parties. These activities would be "eligible" if the Group had complete control over the specifications for the equipment and rooms. In this case, this is indeed the case for the IT equipment. However, it is the hosting company that is in charge of air conditioning, electrical backup, fire safety and access control. In 2023, and previous years, these activities have therefore been considered as "non-eligible".

In addition, the three main hosting companies use conventional refrigerants with a global warming potential (GWP) greater than 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"

The following activities have been selected as eligible:

- BPM and dematerialization projects for incoming and outgoing documents,
- consulting missions in energy, water and waste treatment related to the low-carbon transition,

To evaluate its aligned activities, the Group has selected the missions carried out for the vertical markets of energy, transport and the public sector. The main objective of this custom work and development is to obtain data and analysis to reduce GHG emissions. A mission-by-mission assessment has been launched. It has not been completed at the time of writing, in

particular because it is difficult to obtain communication from clients of the reductions in GHG emissions actually achieved as a result of the projects carried out by the group.

As described in this report, the minimum guarantees are respected (human rights, including labor rights, business ethics and the fight against corruption, protection against unfair competition, compliance with tax laws), see paragraph 2.5.

Accordingly, for 2023, the Group has selected as aligned activities two missions with total revenues of €0.355m:

- support for a project to electrify the vehicle fleet of a major energy grid operator,
- strategic scoping of a second energy network operator's fleet transition to low and very low emission vehicles.

Capex indicator

Total capital expenditure for NEURONES in 2023 (€23.7m) 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, a new plug-in hybrid company vehicle was acquired (under a lease with purchase option), meeting the substantial contribution criterion since it emits less than 50g CO₂/km.

The leasing partner has provided the necessary DSNH guarantees:

- transition to a circular economy: recycling of batteries and electronics at the end of their life cycle,
- pollution prevention: emissions below the thresholds, rolling noise of compliant tires.

Described in this report, the minimum guarantees are respected, see paragraph 2.5.

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 2023 financial year and pending more reliable information, the share of Capex aligned to this activity 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 €8.1 million in 2023, or approximately 1.2% of the Group's total OPEX.

The decision was therefore taken, as for the 2021 and 2022 reporting, 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 €8.1 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.

REVENUES INDICATOR 2023

2023

Economic activities																				
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY																				
A. 1. Environmentally sustainable activities (aligned with taxonomy)																				
		Codes	Revenues (in millions of euros)	Share of revenues	CCM 8.2	0.35	0.05%	yes	N/EL	N/EL	N/EL	N/EL	N/A	yes	N/A	yes	0.1%	H		T
	Data-driven Solutions for GHG emission reductions																			
	Revenues from environmentally sustainable activities (aligned with taxonomy) (A.1)		0.35	0.05%				100%	0%	0%	0%	0%					0.1%			
	of which enabling		0.35	0.05%					0%	0%	0%	0%						H		
	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	0	0%			EL	N/EL	N/EL	N/EL	N/EL					3.1%			
	Revenues from taxonomy-eligible but environmentally unsustainable activities (not aligned with the taxonomy) (A.2)		19.55	2.65%													3.1%			
	TOTAL (A.1 + A.2)		19.9	2.7%													3.2%			
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																				
	Revenues from activities not eligible for taxonomy (B)		721.3	97.3%													96.8%			
	TOTAL (A + B)		741.2	100%													100%			

* DNSH : Does Not Significantly Harm.

Share of revenues / total revenues		
Aligned with taxonomy by objective	Eligible for taxonomy by objective	
CCM 0.05%	2.7 %	
CCA 0%	0%	
WTR 0%	0%	
CE 0%	0%	
PPC 0%	0%	
BIO 0%	0%	

CAPEX INDICATOR 2023

2023

Economic activities																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
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Codes	Capex (in millions of euros)	Share of Capex	CCM 6.5/ CCA 6.5	BIO - Biodiversity						PPC - Pollution						CE - Circular economy						WTR - Water						CCA - Climate Change Adaptation						CCM - Climate Change Mitigation																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
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* DNSH : Does Not Significantly Harm.

Share of revenues / total revenues	
Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM 0.4%	25.7%
CCA 0%	25.7%
WTR 0%	0%
CE 0%	0%
PPC 0%	0%
BIO 0%	0%

OPEX INDICATOR 2023

2023

Economic activities																			
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY																			
A.1. Environmentally sustainable activities (aligned with taxonomy)																			
	Codes	Opex (in millions of euros)	Share of Opex	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 Opex aligned with/eligible for taxonomy in year n-1	“Enabling activity” category (H)	“Transitional activity” category (T)
A.2. Activities eligible for the taxonomy but not environmentally sustainable (not aligned with the taxonomy)																			
	Codes	Opex (in millions of euros)	Share of Opex	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				
B. ACTIVITIES NOT ELIGIBLE FOR THE TAXONOMY																			
Opex of activities not eligible for the taxonomy (B)													100%						
TOTAL (A + B)													100%						

* DNSH : Does Not Significantly Harm.

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

METHODS USED

Reporting scopes

Three scopes have been defined for producing detailed indicators:

- the “Sage + Cegedim + Silae” scope concerning the subsidiaries in France (all but five), using Sage, Cegedim and Silae HR software, i.e., 77% of the workforce,
- the “France” scope covering 83% of the workforce,
- the entire Group scope (“Group”).

Indicators were produced for the following scopes:

- “Sage + Cegedim + Silae” scope: rate of permanent contracts, average age, distribution by age range, percentage of seniors, foreigners, number of nationalities, distribution by gender, proportion of full-time jobs, absenteeism rate, frequency and severity of work-related accidents, proportion of employees using public transportation,
- “France” scope: number of apprenticeship contracts, professionalization contracts, internships, proportion of disabled employees, purchases from organizations set up to work specifically with disabled staff, number of school job fairs, sponsorship and fuel consumption,
- “Group” scope: staff, arriving/departing employees, turnover, payroll, average salary, subcontracting purchases, training hours and days, sponsorship and partnership budgets, energy consumption in offices and data centers and weight of paper consumed per m2 of office space.

Departures broken down by reason for departure (resignations, dismissals, etc.) are available in detail in the “Sage + Cegedim + Silae” scope. This subset was extrapolated to the entire group.

Since 2020, the definition of absenteeism has been modified by adding certain absence headings to the numerator (medical leave, maternity, paternity, commuting accidents, relocation, unpaid absences, administrative absences). Historical rates have been corrected to be comparable.

The energy consumption in the data centers was obtained from the available data:

- either the average power in kW per cabinet (before PUE),
- or the kWh consumed by all the cabinets (before PUE).

The regional, economic and social impact of the business and the recycling of Waste Electrical and Electronic Equipment (WEEE) were analyzed for the France scope.

Sources and tools used

The indicators for the “Sage + Cegedim + Silae” scope are derived from these three HR information systems. The “France” and “Group” scope indicators come from an annual consolidation of each subsidiary's non-integrated accounting and CSER data.

Consolidation and control methods

A common reference guide (methodological guide with an explanatory sheet per indicator) was sent to the CSER reporting manager for each subsidiary. The Group finance department compiles the results.

AUDITOR'S OPINION

Report by one of the statutory auditors, designated as an independent third party, on the Consolidated Extra-Financial Performance Statement.

Year ended December 31, 2023

To the shareholders,

In our capacity as statutory auditors of your company (hereinafter referred to as "entity"), designated as an independent third-party body, accredited by the COFRAC Inspection under number 3-1873 (scope of accreditation available on the website www.cofrac.fr), we have performed procedures designed to provide a reasoned opinion expressing a moderate level of assurance on the historical information (observed or extrapolated) of the consolidated extra-financial performance statement, prepared in accordance with the procedures of the entity (hereinafter referred to as the "Reporting Criteria") for the financial year ended December 31, 2023 (hereinafter referred to as the "Information" and the "Statement" respectively, and which is presented in the Group's management report in application of the provisions of Articles L. 225-102-1, R.225-105 and R.225-105-1 of the French Commercial Code.

1. Conclusion

Based on the procedures we performed, as described in the "Nature and scope of our work" section, and on the information we obtained, nothing has come to our attention that causes us to believe that the consolidated statement of non-financial performance is not in compliance with the applicable regulations and that the information, taken as a whole, is presented fairly in accordance with the Standards.

2. Comments

Without calling into question the conclusion expressed above and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we make the following comment: the lack of objectives concerning the main risks doesn't make it easy to understand the Group's non-financial performance.

3. Preparation of the extra-financial performance statement

The lack of a generally accepted and commonly used framework or established practices on which to base the assessment and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the Reporting Criteria, the significant elements of which are presented in the Statement.

4. Limitations inherent in the preparation of information

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and in the quality of external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation and presented in the Statement.

5. Company's responsibility

It is the responsibility of management to:

- select or establish appropriate criteria for the preparation of Information;
- prepare a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks and the results of these policies, including key per-

formance indicators and, in addition, the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy);

- prepare the Statement by applying the Entity's Baseline as mentioned above.
- implement the internal control procedures it deems necessary to ensure that the information is free from material misstatement, whether due to fraud or error.

The Statement has been drawn up by the Board of Directors.

6. Responsibility of the auditor appointed as an independent third party

On the basis of our work, it is our responsibility to express a conclusion of limited assurance on:

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

As it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information, as this could compromise our independence.

It is not our place to comment on:

- the entity's compliance with other applicable legal and regulatory provisions (in particular with regard to the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy), the due diligence plan and the fight against corruption and tax evasion);
- the accuracy of the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- the compliance of products and services with applicable regulations.

7. Regulatory provisions and applicable professional doctrine

We conducted our work described below in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, the professional standards of the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this type of engagement and BM&A's own procedures, which serve as a basis for our audit.

8. Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code, the Code of Ethics of the profession of statutory auditor and the provisions of ISO 17029. In addition, we have implemented a quality control system that includes documented policies and procedures designed to ensure compliance with applicable laws and regulations, the professional doctrine of the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this activity, and the ISO 17029 standard.

9. Means and resources

Our work mobilized the skills of four people and took place between February and April 2024 over a total intervention period of two weeks.

We conducted three interviews with the people responsible for preparing the Statement.

10. Nature and scope of our work

We planned and performed our work taking into account the risks of material misstatement of the Information.

In our opinion, the procedures we conducted in the exercise of our professional judgment enable us to provide a moderate level of assurance conclusion:

- we have reviewed the activities of all the companies included in the scope of consolidation and the description of the main risks;
- we assessed the appropriateness of the Reporting Criteria with respect to their relevance, completeness, reliability, neutrality and comprehensibility, taking into account, where appropriate, industry best practices;
- we have verified that the Statement covers each category of information required by Article L. 225-102-1 in terms of social and environmental issues, respect for human rights and the fight against corruption and tax evasion and includes, where applicable, an explanation of the reasons for the absence of the information required by paragraph 2 of III of Article L.225-102-1 of the French Commercial Code;
- we have verified that the Statement presents the information required under II of Article R. 225-105 where relevant to the principal risks;
- we verified that the Statement presents the business model and a description of the main risks related to the activity of all the entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services as well as the policies, actions and results, including key performance indicators relating to the main risks;
- we consulted documentary sources and conducted interviews to:

- assess the process for selecting and validating the main risks and the consistency of the results, including the key performance indicators selected, with regard to the main risks and policies presented, and;
- corroborate the qualitative information (actions and results) that we considered most important. Our work was carried out at the level of the consolidating entity and a selection of entities;
- we have verified that the Statement covers the consolidated perimeter, i.e., all the entities included in the scope of consolidation in accordance with Article L. 233-16 with the limits specified in the Statement;
- we reviewed the internal control and risk management procedures implemented by the entity and assessed the process for collecting information to ensure that it is complete and accurate;
- for the key performance indicators and other quantitative results that we considered most important, we implemented:
 - analytical procedures involving verifying that the collected data was consolidated correctly and that the trends were consistent;
 - detailed testing on the basis of surveys or other means of selection, consisting of verifying the correct application of definitions and procedures and reconciling the data with supporting documents. This work was carried out with a selection of contributing entities⁽¹⁾ and covers between 30% and 100% of the consolidated key performance indicators and between 37% and 43% of the other consolidated data selected for these tests;
- we assessed the overall consistency of the Statement with our knowledge of all the entities included in the scope of consolidation.

The procedures performed for a moderate assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional doctrine of the Compagnie nationale des commissaires aux comptes; a higher level of assurance would have required more extensive audit work.

One of the auditors

Done in Paris, April 25, 2024

BM&A

Marie-Cécile Moinier

Members of the Compagnie régionale de Paris (Institute of Statutory Auditors)

(1) Helpline Neurones IT and NEURONES S.A.

Quantitative information	Qualitative information
<ul style="list-style-type: none"> • Active recruitment policy (number of new hires), • Employee turnover rate, • Sustained in-house training (training: days x number of trainees), • Expense related to bonus share plans, • Absenteeism rate, • Staff, • Average age, • Diversity and inclusion (number of nationalities represented, % foreign employees, % women in the workforce). 	<ul style="list-style-type: none"> • Minutes of the Sustainable Development Committee meeting, • Gender equality (signatory of the manifesto for the retraining of women in the digital sector), • Relations with educational establishments (“Happy at Work” award 2023), • Carbon footprint (planting of 300 oak trees in France via Ecotree), • Digital responsibility (signatories of the “Planet Tech’Care” manifesto).



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