EXTRA-FINANCIAL
PERFORMANCE STATEMENT

GENERAL APPROACH 24

The Extra-Financial Performance Statement of the Prodware Group (hereinafter the "Group" or "Prodware") has been drawn up in accordance with the law in force.

The CSR policy is driven by the Financial Department of the company.

Prodware chose to join the United Nations Global Compact in 2009. It is committed to respecting all the principles of the Global Compact that address the company's social responsibility, behavior and actions with regard to sustainable development and environmental issues, as well as its commitment to social issues.

Prodware has also decided to refer to the United Nations' 17 Sustainable Development Goals ("SDGs") to itemize its main CSR challenges and monitor the performance of its policies, as detailed below.

PRODWARE'S BUSINESS MODEL 25

In this all-out digital transformation spree, that comes with as many challenges as opportunities, Prodware continues to support the digital transformation journey of businesses with its global "end-to-end"- comprehensive value proposition tailored for mid-sized companies (SMBs).

This customized offering meets the specific demands of customers and is supported by a managed services suite and industry-specific business solutions that address the below market segments:

› Manufacturing,
› Retail,
› Distribution,
› Professional Services,
› Public Sector - Finance.

Prodware's business model is outlined below:

Digital Transformation Trend

The Digital Transformation imperative is a development opportunity in terms of growth, profitability and sustainability.

> It triggers the rethinking & modernizing of one's business:
> › employee/customer experiences & journeys
> › business processes (faster decision and production cycles),
> › products & services (embedding innovative technologies), › business models.

State-of-the-art expertise & embracing new disruptive technologies:
› Cloud infrastructure
› the Internet of Things, Big Data, Artificial Intelligence › Software As A Service (SaaS) › interoperability on tech platforms...

OUR RESOURCES

Our employees
› 1 100 talents across 12 countries

A solid group
› + 30 years' experience
› Listed on the stock exchange since 2006
› A long-lasting management team

Innovation – part of our DNA
› 101 innovative IP industry-specific solutions
› Engineers make up the majority of our staff Group

Our Customers & Partners
› Our 15 000 customers
› Partners are leading market players

Our values
› Global Compact member
› Prodware Code of Ethics
› Socially Responsible Business

OUR OFFERING

Supporting businesses through their entire digital transformation journey

Vision — **Innovation** — **Implementation** — **Evolution**

Business Consulting	IP & Start-up ecosystem	Professional Services	Managed Services
› Assess digital transformation (opportunities / vision) › Digital transformation roadmap › Supporting digital transformation throughout	› In charge of R&D › "Software Factory" › Startup incubator › Strategic alliances	› Project governance of › digital transformation › projects › Industry-specific › expertise › System integration › Leveraging our know-how & methodology	› Maintenance & support › of installed projects › Security management › Optimizing customers' infrastructures

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> All these fast-advancing technologies are evolving at an ever-increasing pace, posing new challenges for companies and serious concerns around cyber-security.

> These challenges should be an impetus to the acceleration of the digital transformation of businesses.

WE CREATE VALUE

A value proposition that caters specifically to mid-sized companies
› A comprehensive offering supporting the entire digital transformation journey of mid-sized companies
› An industry-specific value proposition addressing the Manufacturing, Retail, Distribution, Professional Services markets
› An international organization with more than 40 offices deploying regional, national and international projects.

Human Capital
› Adapting to new work habits and employee preferences
› Start-up ecosystem serving as a go-between for the benefit of customers

Our Customers
› Strong recurring revenue: more than 50% of the revenue
› Various customer segments – mid-size, large groups across Europe
› Our revenue streams balance out evenly across industries & business sectors

Our Partners
› Member of Microsoft's Inner Circle (Prodware is among 11 elite Inner Circle partners worldwide)
› Licensed partner of the SAGE Competence Center
› Autodesk Platinum Partner
› ESRI partner

Our financial partners - shareholders
› Group owned by founders and executive managers of the company
› Historical financial partners
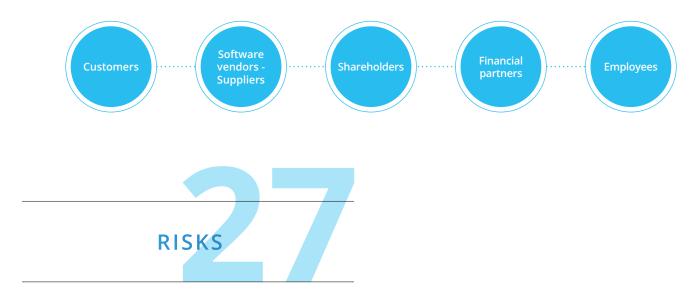
OUR GROWTH PATHS

With its comprehensive value proposition and its significant footprint in Europe, Prodware will likely:

› Secure its competitive advantage in innovation and gain significant market share (AI, IoT, Big Data, BI...)..)
› Hone its competitive edge
› Increase its notoriety and develop the "best place to be" employer brand
› Continue to build on its CSR commitments

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PRODWARE'S STAKEHOLDERS

Below are Prodware's main stakeholders, pivotal for its business development.

| Customers | Software vendors - Suppliers | Shareholders | Financial partners | Employees |

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RISKS

Overview of risks summarized in chart below:

IMPACT ON BUSINESS

Chart plotting various risks by IMPACT ON BUSINESS (x-axis, 4,0 to 10,0) against IMPACT ON STAKEHOLDERS (y-axis, 4,0 to 10,0):

- Customer Satisfaction
- Partners are leading market players
- Attractiveness
- Innovation
- Training – Skill building
- Cybersecurity
- Employee loyalty
- Diversity & equal opportunity
- Data protection
- Business Ethics
- Environmental impact - Climate change
- Quality of life at work
- Health and safety at work
- Civil society collaborating with business
- Embracing the Group's values

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PRODWARE'S CSR GOALS

Prodware's CSR goals have been set to reflect the United Nations' Sustainable Development Goals below:

STRATEGIC CHALLENGES	4 HIGH-QUALITY EDUCATION	8 DECENT JOB AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION & INFRASTRUCTURE	10 LESS INEQUALITY
CONTRIBUTORY CHALLENGES	3 HEALTH & WELLBEING	5 GENDER EQUALITY	13 MEASURES TO COMBAT CLIMATE CHANGE	16 PEACE, JUSTICE AND EFFECTIVE INSTITUTIONS

These goals are summed up in the table below.

Please note that these indicators are not etched in stone and will be reviewed in time depending on their achievement rate and also to always be in line with the Group's strategy.

Moreover, certain indicators are harder to implement and are not listed below. Prodware may have to reconsider certain indicators and also decide on new ones in the future.

EXTRA-FINANCIAL PERFORMANCE INDICATORS	MAXIMUM OBJECTIVES WITHIN 5 YEARS
Human Capital Aiming for Gender Equality: % of women hired, reducing wage gap between men and women (CSR scope), Employee satisfaction survey: Overall satisfaction index	35% Maximum gap 16% Low global score
Environment Committed to reducing greenhouse gas emissions: an annual carbon footprint assessment using the ADEME or GHG Protocol approach to monitor these changes Reducing all scopes	Minimum 3% per year
Governance Training employees on data protection, cyber hygiene, cyber security and other key issues Ethics charter	% of employees trained Signed by our suppliers representing 80% of our purchases
Customers Satisfaction index	In progress

29 INNOVATION, PART OF THE GROUP'S DNA

29.1. A STRATEGY BASED ON INNOVATION

Prodware's innovation strategy is headed by the Innovation & Business Solutions division.

This division is tasked with developing innovative, hands-on, business-specific solutions that cater to the needs of customers by leveraging new technologies and its strategic alliance with the 365xScaler program: a start-up incubator specializing in disruptive technologies and solutions.

The innovation strategy being rolled out at the moment focuses on Customer Experience.
Customer Experience is the result of every interaction a customer has with your business and the impression and perception they have and remember of that experience.

In an ever-changing landscape (technological, crises political, health etc.) the habits of consumers tend to also change rapidly. Heeding and satisfying those needs requires companies to be able to address them in real time and adapt their product and service offerings accordingly.

Because a satisfied customer is 3 times more likely to buy again, is less price sensitive and less likely to shop somewhere else[1].

Prodware has developed solutions that allow for:

› Enhancing the Customer Journey from the discovery phase to the Customer Loyalty phase;
› Embedding communication channels with Artificial Intelligence to digitize the Experience facilitating transactions as well as providing customers with useful and "intelligent" tips and advice.

The solutions that have been developed (or being developed) consist of:

› A Customer Journey mapping solution to enhance Customer Experience;
› A Persona solution to configure customer profiles based on criteria such as demographics, behavior and psychology;
› An invoice digitizing solution, using e-invoices instead of paper invoices allowing customers and suppliers to automate billing process.

Other solutions that have been developed or are being developed are designed to improve employee experience from first day of employment to termination date.

The solutions developed (or being developed) consist of:

› A 'digital wall' where employees can freely post their feedback and comments;
› A hiring aid solution based on key words that match the applicant's profile with relevant job openings.

Prodware's solution offering addresses other better known domains such as Finance, Supply Chain, Business Consulting and so on.

Prodware's solution catalogue boasts 101 innovative solutions catering to the needs of businesses of all sizes

[1]Forrester Research 2018

in the following market segments: Manufacturing, Retail, Distribution, Professional Services, Finance…).

29.2. REWARDS IN 2022

New awards or awards rewarded again recognizing Prodware's know-how and technological expertise from our main partners, leading market software vendors.

› Microsoft Gold Partner;
› Sage Platinum Partner – Scorefact certified for the 4th year in a row for the Sage FRP 1000 solution;
› Autodesk : Platinum Autodesk.

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HUMAN CAPITAL AT THE HEART OF PRODWARE'S STRATEGY

Prodware is in the business of supporting its customers, helping them create value within a transformation market.

The most important asset of the group, its people, is what can make this work. It is therefore only logical that Human Capital is at the heart of the group's 2021-2025 strategy.

This strategy is set up with specific action plans and measurable objectives that can be summed up as follows.

Working on the attractiveness of the brand with notably:

› An HR employee-centric policy and developing an ambitious employer brand strategy
› A talent acquisition and retention policy

Talent skill-building with notably:

› Ensuring employee wellbeing in the workplace
› A career building program throughout their career path in line with the group's strategy
› Career advancement perspectives and career mobility

Increasing employee loyalty and retention with notably:

› Competitive compensation and benefits
› Compensation schemes based on performance

30.1. HUMAN CAPITAL - GROUP

30.1.1. Scope of CSR Group Policy

The CSR scope now encompasses all the countries of the group except for Morocco and Romania.
The scope of Prodware's CSR covers 98% of the employees of the group.

30.1.2. Employees – Key figures

Prodware considers the average[2] number of employees as the «benchmark» for its EFPS. It is the equivalent of an 'FTE (full-time equivalent).'

The average number of employees of the Group included in the CSR scope has risen by 4.4% in 2022 reaching **1 052 employees** compared to 1 008 in 2021.

Please note the following:

› 97% of the employees of the Group are all full-time employees.

› The split between the number of employees in France and abroad remains stable compared to 2021. The number of employees at the international level represents 61.2% of the total number of employees compared to 60.9% in 2021.
Employees in Spain and Germany represent 27.3% and 13.7% respectively of the total number of employees in the group.

› Women represent 30.0% of the total number of employees, slightly up compared to the previous year. This percentage is in line with trends seen in the past while rising above the symbolic threshold of 30% (except for 2020 hit by the Covid pandemic).

	2022	2021	2020	2019
Number of female employees – Group (CSR)	30.0%	29.4%	27.8%	29.9%

Spain is the geography with the highest women's labor force participation rate with 35.9% followed by France at 28.9%; these rates remain stable compared to 2021.

The Group has set a goal to increase women's labor force participation rate by 35% by 2028 (cf. hereafter).

› 54.5% of the employees of the Group belong to the Professional Services category.

18.7% belong to the Customer Services category. It is to be noted that the number of staff dedicated to this last professional category has increased over time, reflecting the Group's willingness to implement a 'Customer Centric' policy.

The other categories remain stable in terms of percentages of the total number of employees.

Employees Group (CSR) per category	2022	2021	2020	2019
Customer services	18.7%	14.9%	12.4%	12.1%
Professional Services	54.5%	58.6%	59.6%	59.4%

These 2 categories also show an increase in female employees.

% of women per category	2022	2021	2020	2019
Sales	40.9%	40.2%	36.44%	35.4%
Customer services	25.4%	28.7%	27.02%	26.1%
Professional Services	26.2%	22.0%	20.88%	24.1%
General & Administration	41.6%	50.3%	47.34%	49.9%

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[2] *The average number of employees is calculated by including the time spent and the percentage of time worked by employees during the year*

› The average age of the employees of the Group is 41.8 (it was 42.3 in 2021).

56.9% of the Group employees are in the 25-44 age range, 1 point less than the previous year.

Within this age group the proportion of employees between 44 and 55 has been increasing over the last couple of years which is telling of how experience is pivotal in a market of rapid technological change.

Likewise, the 55-64 age range is following the same trend increasing steadily promoting the hiring of older workers.

CSR Group employees per age range	2022	2021	2020	2019
35-44	28.6%	30.50%	33.30%	35.10%
44-54	28.3%	27.40%	25.7%	27.70%
55-64	15.0%	15.50%	13.00%	12.00%

DETAILS OF THESE INDICATORS FIGURE IN ANNEX N°1 OF STATEMENT

30.2. ATTRACTIVENESS OF THE GROUP

30.2.1. The Employer Brand

Developing its employer brand is one of the group's priorities outlined in its 2021-2025 strategy under "The Place to Be and the Best Company to Work With" tenet.

Also, the Group makes it a rule to communicate on its different action plans and those of its employees through different communication channels.

Prodware published more than 3 100 publications on behalf of the entire group, all media social media channels combined (Facebook, Twitter, LinkedIn, Facebook, Instagram) in 2022.

Prodware has significantly increased its market exposure with the launch of the 'Content factory[3]' with:

› Close to 70 articles or communication pieces published in different medias addressing different target media audiences (technical, economic, general public, and so on);
› 8 interviews on TV channels or in trade magazines (BFM, Solutions Numériques;
› FinYear, Channel News, etc.);
› 58 of our Press Releases relayed in different well-known medias.

The total target audience resulting from all these communication initiatives is estimated at more than 35 million.

All these initiatives have contributed in ranking Prodware among the « Great Place to Work » companies of the Capital[4] magazine.

Prodware comes in 21st place among the 500 best employers in France in the High Tech category along with prestigious names like Google, Orange and our partners Microsoft and Sage.

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[3] *Editorial department tasked with producing digital content of all kinds*
[4] *February 1st, 2022*

30.2.2. Attracting the Best Talents

30.2.2.1. Hiring Process

The Group's hiring policy is a selection process that is strictly objective and non- discriminatory.

Prodware seeks to promote internal mobility and employee referrals in its hiring policy. Job openings are posted to the Group's intranet for that purpose.

And so, in 2022, 15 employees within the group seized career mobility opportunities.

In 2022, four videos5 promoting Prodware's values and the Prodware experience were produced and shared on different social media channels such as LinkedIn, Instagram or the Prodware country websites to attract new talents.

The Group also posts its job openings via more traditional channels such as employment platforms or professional social media channels.

30.2.2.1. Hires

With 2021 being a very busy year in terms of hires, so is 2022 with 256 new hires.

› France in particular was on a hiring spree totaling 35.1% of all the hires of the Group followed by Spain and Georgia;

› Most of the hires fall under the Professional Services (56.6% of the total hires) and Customer Services (18.4%) categories;

› 32% of the new hires were women representing an increase compared to 2021 and 2020 with 28.3% and 25.9% respectively;
Most of the women (50%) were hired in Professional Services; The percentage of women hired in 'Customer Services' and 'Professional Services' is slightly up in 2022 compared to the previous year.

Aside from 2020 which was a somewhat 'exceptional' year for many reasons, the percentage of new female hires in both categories is greater than the percentage of the overall number of female employees which is a step in the right direction toward gender parity in an otherwise male-dominated workplace.

New hires per category	2022		2021	
	% of women hired per category	% of female employees in the group	% of women hired per category	% of female employees in the group
Sales	38.9%	40.9%	20.8%	40.2%
Customer services	34.0%	25.4%	17.0%	28.7%
Professional services	28.3%	26.2%	28.0%	22.0%
General & Administration	39.3%	41.6%	59.3%	50.3%
Total women hired	82		77	
Total hires	256		272	
%	**32.0%**		**28.3%**	

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[5] *https://youtu.be/_ZTGLDFB6c4 or https://youtu.be/YM_1pHTehLU, for examples*

30.2.2.2. Onboarding

Once an employee gets hired, they enter an onboarding program to help them start off and warm up to the organization.
Each counrty of the group has its own onboarding program.

30.2.3. Developing talents

29.2.3.1. Wellbeing at Work

a. Remote Work

The different countries of the Group each have their own approach to remote work. Some countries like Spain allow employees to choose what suits them most, i.e. to work from wherever they want to work. Other countries like France have imposed remote work only certain days per week. They have drawn up an agreement with the social partners granting each employee 2 days of remote work per week.

It must be said that this new way of working is widely appreciated by the employees of the Group.

b. Local Management

All the countries in the Group organize local events on a regular basis (breakfast events, meetings, get togethers…) in addition to the annual events held by division of the Group.

The annual 'Kick Off' event – an online event – held each January is a unique moment in the year where all the employees of the Group, more than a 1000 people connected, get together, interact and share information and fun followed by local spin-off events in each subsidiary and/or agency.

A half-hour bi-monthly podcast is broadcast within the group with interviews and company highlights. Employees appear on the show as guests to talk about projects they are working on or other important information that needs to be communicated, with videos and other kinds of entertainment.

The Group has stepped up its internal communication with a group newsletter and podcasts using instant messaging tools and not email in order to keep CO_2 emissions in check.

c. Employee Satisfaction Survey

Like every year, for the past 4 years, an employee satisfaction survey called 'Speak Your Mind' was conducted addressing all employees to measure employee expectations with regard to the Group.

Certain topics are systematically covered and deal with the employee's perception of his personal situation, his relationship with his manager, the Group and so on.

Other topics may be introduced depending on a given situation (like the health crisis) or new measures that may have been implemented.

The results of the 2023 survey showed there was a higher survey response rate and a higher satisfaction index:

› The response rate was of 73% (versus 63% in 2021 and 54% in 2020).
› The satisfaction index ('Net Promoter Score'), improved by more than 20%.

The analysis of the results, notably by topic, country and age group, allows the relevant managers to fine-tune remedial actions to be undertaken, in order to improve the given index.

d. Work-Life Balance

Remote work allowing much more flexibility in finding a satisfactory work-life balance, part-time work is also strongly appreciated: employees having decided to work part-time represent 10.5% of the total number of employees compared to 9.72% in 2021 and 8.56% in 2020.

The percentage of part-time male workers continues to grow: 38.1% compared to 36.7% in 2021 and 30.0% in 2020.

30.2.3.2. Training & Knowledge Sharing

There was less training overall in 2022 with 17 342 hours of training compared to 23 245 hours in 2021. It must be pointed out that 2021 hit a peak in demand for training which explains this drop in the number of training hours in 2022.

The split of training hours between the different categories of the Group remains stable with close to 80% of the training sessions being conducted in 'Professional Services' and 'Customer Services.'

The Group has continued to deploy the JUNO training and knowledge sharing platform launched end of 2020.

30.2.3.3. Talent Assessment

Career building and planning are conducted according to a structured process at the group level with at least one annual performance appraisal for each employee.

All of the countries in the Group have instituted a structured interview process that makes it possible to identify, for each employee, the year's achievements, areas of improvement, training needs or requirements, etc.

'Performance Reviews' are set up between the Human Resource department and the Division Managers in order to put in place performance improvement plans for employees who are underperformers, an action plan to retain the 'top performers' and a hiring plan to attract new talent if needed and so on...

30.3. EMPLOYEE LOYALTY

30.3.1. Employee Attrition

The number of employees who left the company during the year was 222, down from 266 the previous year, a year that saw significant post-Covid turnover.

Close to 65% of these terminations were either resignations or by mutual consent and 22% were layoffs.

The majority of these terminations were in the Professional Services category, the most in demand on the market. It is worth noting that 53% of the new hires were also in this category in 2022.

30.3.2. Turnover

Turnover for the year slightly dropped to 21.1% compared to 26.4% in 2021, year hit hard at the international level due to significant post-Covid impacts notably in Spain.

The turnover rate has dropped back down and is consistent with the rates recorded before 2021.

France's turnover rate of 20-21% has remained unchanged for the past couple of years.

At the international level, more prone to variations with the diversity of the countries, has the same turnover rate as France.

These variations are summed up below:

Turnover	2022	2021	2020	2019
France	20.8%	20.8%	20.3%	23.17%
International	21.3%	30.0%	18.6%	24.53%
Total	**21.1%**	**26.4%**	**19.30%**	**23.96%**

30.3.3. Average Employee Tenure

Median employee tenure at the Group level is of 7.12 years. It was of 7.67 years in 2021.

The variation is most noticeable among women, showing a shift in behavior in the labor market and a higher willingness to take risks.

The trends within the Group remain unchanged with the highest average employee tenure seen in France (9.8 years) followed by Germany (7.2 years).

Employee tenure	2022	2021	2020
Women	6.15	7.77	8.16
Men	6.98	7.63	7.94
Total	**7.12**	**7.67**	**8.01**

30.3.4. Absenteesim

Absenteeism within the Group is down slightly reaching 3.71% compared to 4.20% in 2021.
The number of days of absence and reasons for these absences are listed below.

Absenteeism	2022
Total days of absence (working days)	**9 909**
Work-related accidents	46
Sick leave	7 254
Maternity or paternity leave	1 386
Parental leave	345

30.3.5. Gender Pay Gap - Men/Women

Gender pay ratios are analyzed by comparing the average salary of women to the average salary of their male colleagues.

In 2022, this ratio stands at 0.81 compared to 0.77, with a net increase in the Group's main countries. It is now equivalent to what it was before the health crisis.

Spain and the Netherlands are still in the lead in terms of equal pay, followed closely by France, catching up strongly this year.

Wages F/M	2022	2021	2020
France	0.86	0.76	0.82
Spain	0.89	0.86	0.85
Belgium	1.13	0.97	0.81
Germany	0.79	0.77	0.72
Czech Republic - Georgia	0.93	0.61	0.63
Périmètre RSE	**0.81**	**0.77**	**0.74**

DETAILS OF THESE INDICATORS FIGURE IN ANNEX N°1 OF STATEMENT

ANNEX 1: HUMAN CAPITAL INDICATORS

Employees

	12/31/2022					12/31/2021
Average # employees CSR Group (FTE)	F	%	M	Total	%	Total
	316	*30.0%*	736	**1 052**		**1 008**
permanent	97%		100.0%			
Average # employees per gender & country	F	%	M	Total		Total
France	118	*28.9%*	290	**408**	*38.8%*	**394**
Spain	103	*35.9%*	184	**287**	*27.3%*	**263**
Germany	34	*23.6%*	110	**144**	*13.7%*	**146**
The Netherlands	15	*19.5%*	62	**77**	*7.3%*	**84**
Other countries in Europe	46	*33.8%*	90	**136**	*12.9%*	**121**
Total	316	*30.0%*	736	**1 052**	*100.0%*	**1008**
Average # employees per age group				Total		Total
-25				**49**	*4.7%*	**35**
25-34				**246**	*23.4%*	**233**
35-44				**301**	*28.6%*	**308**
45-54				**298**	*28.3%*	**276**
55-64				**158**	*15.0%*	**156**
Total				**1052**	*100.0%*	**1008**
Average # employees per gender & category	F	%	M	Total		Total
Sales	47	*40.9%*	68	**115**	*10.9%*	**112**
Customer Services	50	*25.4%*	147	**197**	*18.7%*	**150**
Professional Services	150	*26.2%*	423	**573**	*54.5%*	**591**
General & administration	69	*41.6%*	97	**166**	*15.8%*	**155**
Total	316		735	**1 052**	*100.0%*	**1 008**
Average employee tenure – Group				**7.12**		**7.67**
Average employee tenure per country						
France				**9.78**		**10.93**
Spain				**4.62**		**4.67**
Germany				**7.24**		**7.24**
The Netherlands				**6.64**		**7.25**
# employees CSR Group at fiscal year closing	F	%	M	Total		Total
	330	*30.8%*	740	**1 070**		**1 036**

ANNEXE 2: ANALYSIS OF MAIN AGGREGATES

Mobility

	12/31/2022					12/31/2021
Hires	F	%	M	Total	%	Total
	82	32.0%	174	256		272
Hires per gender & country	F	%	M	Total	%	Total
France	34	35.1%	63	97	37.9%	79
Spain	24	31.2%	53	77	30.1%	104
Germany	7	25.0%	21	28	10.9%	40
The Netherlands	6	30.0%	14	20	7.8%	4
Other countries in Europe	11	32.4%	23	34	13.3%	45
Total				256	100.0%	272
Hires per category	F	%	M	Total	%	Total
Sales	14	38.9%	22	36	14.1%	24
Customer Services	16	34.0%	31	47	18.4%	53
Professional Services	41	28.3%	104	145	56.6%	168
General & administration	11	39.3%	17	28	10.9%	27
Total				256	100.0%	272
Terminations	F	%	M	Total	%	
	68	30.6%	154	222		266
resignations				60%		
Terminations per gender & country	F	%	H	Total	%	Total
France	24	28.2%	61	85	33.2%	82
Espagne	15	26.3%	42	57	22.3%	91
Germany	9		24	33	12.9%	45
The Netherlands	7		13	20	7.8%	17
Other countries in Europe	13		14	27	10.5%	31
Total				222	100.0%	266
Group Turnover				21.10%		26.4%
Turnover per country						
France				20.9%		20.8%
Spain				19.9%		34.6%
Germany				22.9%		30.8%
The Netherlands				26.0%		20.2%
Other countries in Europe				19.9%		25.6%

31 ECO-FRIENDLY BUSINESS

Prodware is a service company and thus has a lower impact on the environment.

The Group nevertheless is committed to addressing these environmental concerns in its day-to-day management of the business.

The scope of the Group's CSR policy includes leased offices in an urban area and so the concerns related to «sustainable land use» and «bio-diversity» do not apply. Water is used for sanitary purposes only and its consumption, which is included in the rental charges, although not measurable, is not significant.

Moreover, the scope of CSR policy is not subject to the issue of fighting food waste, as it does not own or have access to a company cafeteria. The group does not generate any noise pollution.

31.1. CARBON FOOTPRINT

In 2022, the Group carried out its greenhouse gas emission assessment based on the following:

› Countries assessed: Germany, UK, Belgium, Spain, France, the Czech Republic and the Netherlands;
› Scopes: Scopes 1, 2 & 3.

Working out the carbon footprint

The assessment was carried out by an external firm specialized in greenhouse gas emission assessments and was based on a questionnaire that was completed by each country in the scope. The assessment was conducted according to the GHG protocol and emissions were calculated for:

› Offices - emissions from energy consumption;
› Vehicles - emissions from total distances travelled;
› Travel - emissions from business trips by train, by plane, taxis, overnight stays at hotels and lunches;
› IT expenditures for service calls: Two main suppliers declare their CO_2 emissions across the 3 scopes. Their carbon intensity per million euros of sales was utilized. For the other suppliers, the spend-based emissions relevant to the industry sectors in question, as provided by ADEME (Environmental and Energy Management Agency), were taken into account.

Ultimately, 70% of the emissions were calculated using the spend-based method.

Information related to CO_2 equivalencies may vary as a result of some degree of scientific and economic uncertainty and accuracy of external data.
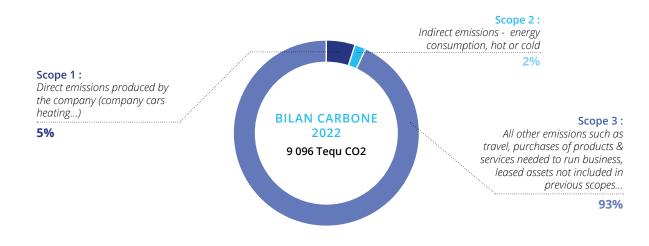
Some information is also subject to the choice of methodology, assumptions and/or estimates used to produce these figures.

Data may therefore change or be updated over the next couple of years.

The carbon footprint, total emissions recorded in 2022 amounted to **9 096 tCO2e**.

Scope 3, which accounts for 93% of the Group's CO2 emissions, includes 73% of the CO2 emissions related to the purchase of goods and services required for the company's business and 19% of emissions related to business travel, including the estimated commuting distances of employees to work.

The main aggregates of this assessment shown below:

Scope 1 :
Direct emissions produced by the company (company cars heating...)
5%

Scope 2 :
Indirect emissions - energy consumption, hot or cold
2%

BILAN CARBONE 2022
9 096 Tequ CO2

Scope 3 :
All other emissions such as travel, purchases of products & services needed to run business, leased assets not included in previous scopes...
93%

31.2. COLLABORATION TOOLS

There is no doubt about it that collaboration tools, that have become very popular and widely used, are essential to business. They contribute in reducing travel and CO2 emissions.

Nonetheless they do have an impact on the environment.

In 2022, the Group pursued its initiative of raising awareness among employees on their use of collaboration tools (e-mail, video-conferencing tools, documents stored in the cloud, etc.) and providing useful tips and best practices.

Each employee of the Group received a personalized readout on the impact of their tools.

Another communication piece that will benchmark against the previous readout is scheduled to be sent out in the next couple of months. These notifications will be sent out every semester, give or take, and will indicate progress made to achieving reduction in greenhouse gas emissions.

The Docusign solution that enables electronic signatures on documents is being used more and more within the Group.

31.3. CIRCULAR ECONOMY

Prodware is subject to the requirements of the Waste Electrical and Electronic Equipment (WEEE) directive.

The companies of the Group have implemented an IT Equipment Disposal policy. All old and obsolete IT equipment still in working order is systematically donated or sold to employees for a very small fee or to a recycling association or company.

In France alone, recycling of IT equipment contributed to reducing 537 tCO2e.

Likewise, when replacing cell phones, employees are entitled to purchase the old ones for a very small fee.

31.4. OFFICE WASTE

Like all service companies, office waste (paper) is the other type of waste generated by the Group.

As Group companies are subject to the above-mentioned WEEE Directive, these computer consumables are systematically recycled.

Extending the lifespan of cellphones from 2 to 3 years and to 4 years minimum for laptops are examples of initiatives that have been taken to reduce waste.

This impact that has not be measured in terms of tCO2e is probably the one that significantly reduces waste.

The Group subsidiaries and agencies are gradually being equipped with selective sorting bins.

32 PRODWARE – A SOCIALLY RESPONSIBLE COMPANY

32.1. L'ESCALATOR FOR YOUNG ENTREPRENEURS

Prodware partnered with the startup incubator program initiated by Maurice Lévy, Chairman of the Supervisory Board of the Publicis Group, alongside many other companies like LVMH, TotalEnergies, Microsoft, Orange, Huawei.

L'Escalator is designed to help those young entrepreneurs who want a fair shot at starting their own business. Il targets those young talents in the digital economy who do not have the means or the connections to get their business off the ground.

L'Escalator provides:

› office space for the startups;
› access to IT and audiovisual equipment;
› training that caters to the needs of startups;
› access to a network of partners, experts and mentors part of L'Escalator's ecosystem.

After three years of activity, many projects have come to life, with more mature and reliable solutions for the majority of startups, some have signed their first deals, and others have been approached by potential financial backers...

32.2. OTHER SOCIETAL CONSIDERATIONS

32.2.1. Developing and Promoting Ethical Behavior in Business

Prodware has adopted the Middlenext Anti-Bribery Code of Conduct, which makes reference to the United Nations Convention against corruption.

This anti-corruption code of conduct sets forth the fundamental principles and rules regarding corruption and influence peddling in the following areas:

› Specific rules for public officials
› Gifts and invitations
› Donations to charities & political organizations
› Patronage, sponsoring
› Facilitation payments
› Third party monitoring
› Conflicts of interest
› Accounting records and internal audits

The Group is committed to fighting against all forms of corruption.

32.2.2. General Data Protection Regulation (GDPR)

Prodware is committed to protecting the privacy of its employees and partners and is fully compliant with the General Data Protection Regulation.

32.2.3. Other Challenges

› Respect for human rights: the Group is a member of the UN Global Compact – membership renewed every year reflecting its commitment to Human Rights and the conventions of the International Labor Organization;
› Fighting tax evasion: the Group's tax policy is in line with its CSR strategy;
› Fostering sustainable development through social engagement:

Category	% of each category/#employees
Fighting food waste	Not applicable
Fighting food insecurity	Not applicable
Respect for animal welfare	Not applicable
Food – responsible, fair and sustainable trade	Not applicable
Disability policy	The Group complies with the Disability Friendly Policy as per the Disabilities law in effect
Sports & Culture	Non-strategic for the Group