



devoteam

2022

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# Devoteam Sustainability Report



**VEEP**

Value | Environment  
Ethics | People

Creative tech for Better Change





# About Devoteam

Devoteam is a leading consulting firm focused on digital strategy, tech platforms and cybersecurity. By combining creativity, tech and data insights, we empower our customers to transform their business and unlock the future.

With 25 years' experience and 10,000 employees across Europe, the Middle East and Africa, Devoteam promotes responsible tech for people and works to create better change.

**Creative tech for Better Change**

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## I. Editorial

# CSR Letter of commitment of co-CEOs for 2023 (GRI 2-22)

Dear Devoteamers and Partners,

In line with our Tech for People vision, Devoteam is engaged to promote responsible technology for a better future.

Building a sustainable future is at the heart of this commitment. Achieving this goal will require adaptation, and action from all of us. Now more than ever, companies, non-profit organisations, states, and citizens need to join forces. Together, we need to transform our behaviours and actions with sustainable development patterns.

We would like to warmly thank our stakeholders across all geographies for their contribution to our VEEP strategy, which drives our sustainability agenda across four dimensions: Value, Environment, Ethics and People. Last year, more than 3,000 Devoteamers collaborated and participated in our sustainability activities: supporting NGOs with tech advisory and skills in 14 countries, learning about sustainability in live events or dedicated training, innovating with our partners through hackathons, encouraging internal clubs to share their voice and engage their colleagues towards better change. We are all actors of our CSR agenda, and we are proud of the momentum we have built together.

Meanwhile, at Devoteam Group level, we have continued to improve our CSR governance. Local CSR managers have been hired in more than 15 countries to help us coordinate our actions. The first time we looked at our carbon footprint as a Group was in 2022, and we set a goal to reach Net-Zero standard by 2030.

Your engagement, together with a new governance and commitments, will set the tone for the next years.

In 2023 and beyond, we will speed up every action that involves our stakeholders, both internally and externally, to strengthen the positive effects on our entire ecosystem. There is already a specific international task force working on the different ways we can reach our Net-Zero goal.

By joining the Science-Base Target Initiative (SBTi), we intend to have our reduction scenarios scientifically approved. We will strengthen the leadership of the strategic domain “Sustainability enabled by digital” to reshape our sustainability offer portfolio together with our strategic partners, starting with the appointment of a Vice President of Sustainability, who joined us in January. We will continue to engage our suppliers in our journey with new engagement rules. We will provide further training programmes in the area of sustainability. Through the Devoteam Foundation, we plan to double the number of days we give internationally to the non-profit sector.

We all have a role to play in this sustainable transformation, according to law and other applicable references like ISO 9001, 14001 & 27001. We know you are ready to do your part. Rest assured that as leaders, we will support and provide the means to achieve our goals.

**Stanislas & Godefroy de Bentzmann**

Devoteam co-CEOs



## II. Devoteam Group

# Devoteam at a Glance

Devoteam is a leading consulting firm focused on digital strategy, tech platforms and cybersecurity. By combining creativity, tech and data insights, we empower our customers to transform their business and unlock the future.

With 25 years' experience and 10,000 employees across Europe, the Middle East and Africa, Devoteam promotes responsible tech for people and works to create better change.



### OUR VISION

Tech for People  
unlocks the Future

### OUR MISSION

Empower clients to imagine  
and realise better change

### OUR VALUES



Respect



Collaboration



Ambition



Frankness



Entrepreneurship



## Our 2020-2024 Strategic plan: Infinite 2024

Devoteam's strategic plan for 2020-2024 has been built thanks to suggestions from the Devoteam ecosystem: consultants and management team from 20 countries, experts, communities, partners, recognized analysts and customers.

**To accelerate our client's business we select leading tech partners, invest massively in our talents and combine their skills.**



### LEADING PARTNERS

50% partner-based revenue

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Selecting and working together with the leading tech partners, to leverage cutting-edge R&D and innovation, sustain our clients digital transformation and maximise business impact.



### LEADING COMPANY

70% devoteamers certified on infinite dimensions

---

Investing massively in our talents, and provide them with infinite possibilities to grow as digital leaders through tailored learning and development opportunities for fast career development.



### MULTIDISCIPLINARY

20% multidisciplinary signing "Infinite Deals"

---

Joining forces to develop high-value offers with five value accelerators, combining our transversal expertises: Digital Impulse, Creative Tech, Data Driven, Cyber-Trust, and Innovative Tech.



Want to know more about devoteam? Visit our [website](https://www.devoteam.com).

## II. Devoteam Group

# Risk Factors

The ideal way to write such a report is to explain the risk management plan that has been used.

This is why the group regularly analyses the financial and non-financial risks to which it is exposed and which may influence its activities and/or performance.

In response, the group is taking the right steps to reduce these risks and their effects, and even to create opportunities before they happen.

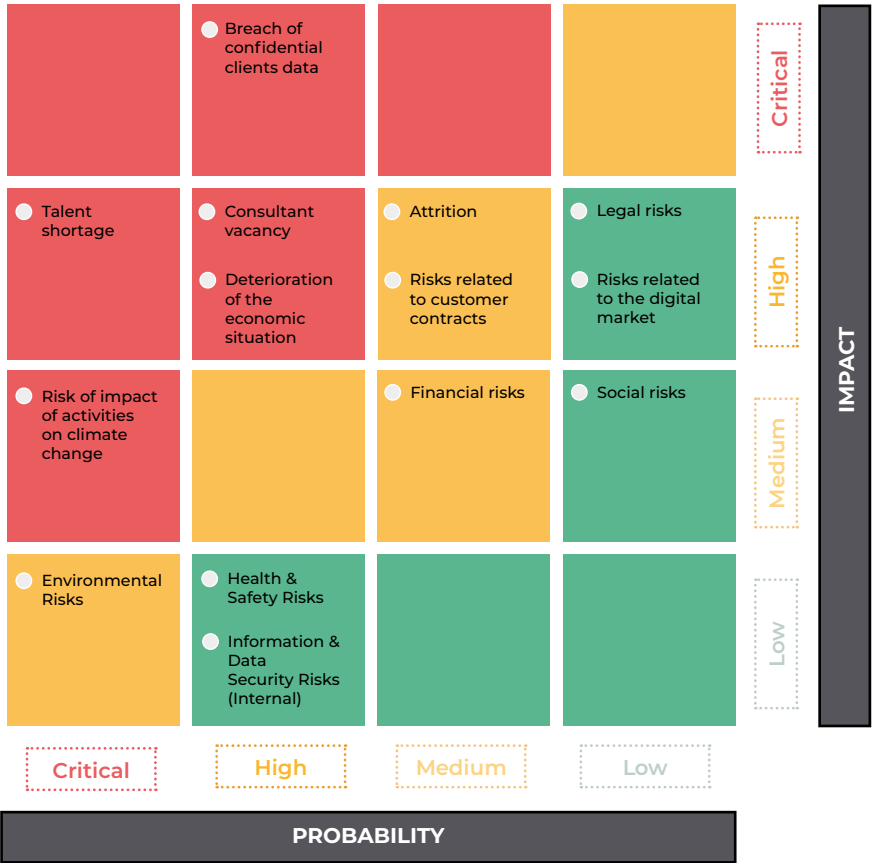
One main objective of this risk analysis is to protect the employees, clients, resources, brand, and data of Devoteam Group. In order to be open and honest, one of the underlying goals is to let all stakeholders know about the risks the group could face.

To do this, the group set up interviews and workshops with key players in the ecosystem to find out what risks it faced and how to deal with them. The risks were ranked on a scale, so that the most likely ones to affect the Devoteam Group activities could be found.

The two criteria used for this assessment are: the impact and the probability of occurrence of the risk.

Changes to the economic or legal environment could generate risks that are not currently identified as significant but that could have a significant unfavorable effect on the group's activity, its financial situation, or its earnings.

The most important risks are shown directly on the map. To make it easier to read, less important risks are also dealt with, as indicated in the different risk categories.



In the context of our digital business, our main risks concern information security and people issues.



## II. Devoteam Group

# Devoteam Business Model (GRI 2-1, 2-6)

Based on our market positioning and analysis of our major risks and opportunities, we have formalized our business model based on sustainable performance.

Our 6-step flywheel is the core of our continuous, sustainable growth model:

- Select the most innovative technologies from the leading tech partners
- Lead by hiring and retaining the best tech & business leaders, creating offers & assets
- Attract brilliant young talents and massively invest in their tech Partner skills
- Focus our sales teams on these tech partners to create more value for our customers
- Harvest additional growth & margin thanks to our tech partner focus, combined with a disciplined eagle model
- Invest in tech partners through initiatives, speedboats and targeted acquisitions





Digital business & Products



Business Automation



Distributed Cloud



Data driven intelligence



Trust & Cybersecurity

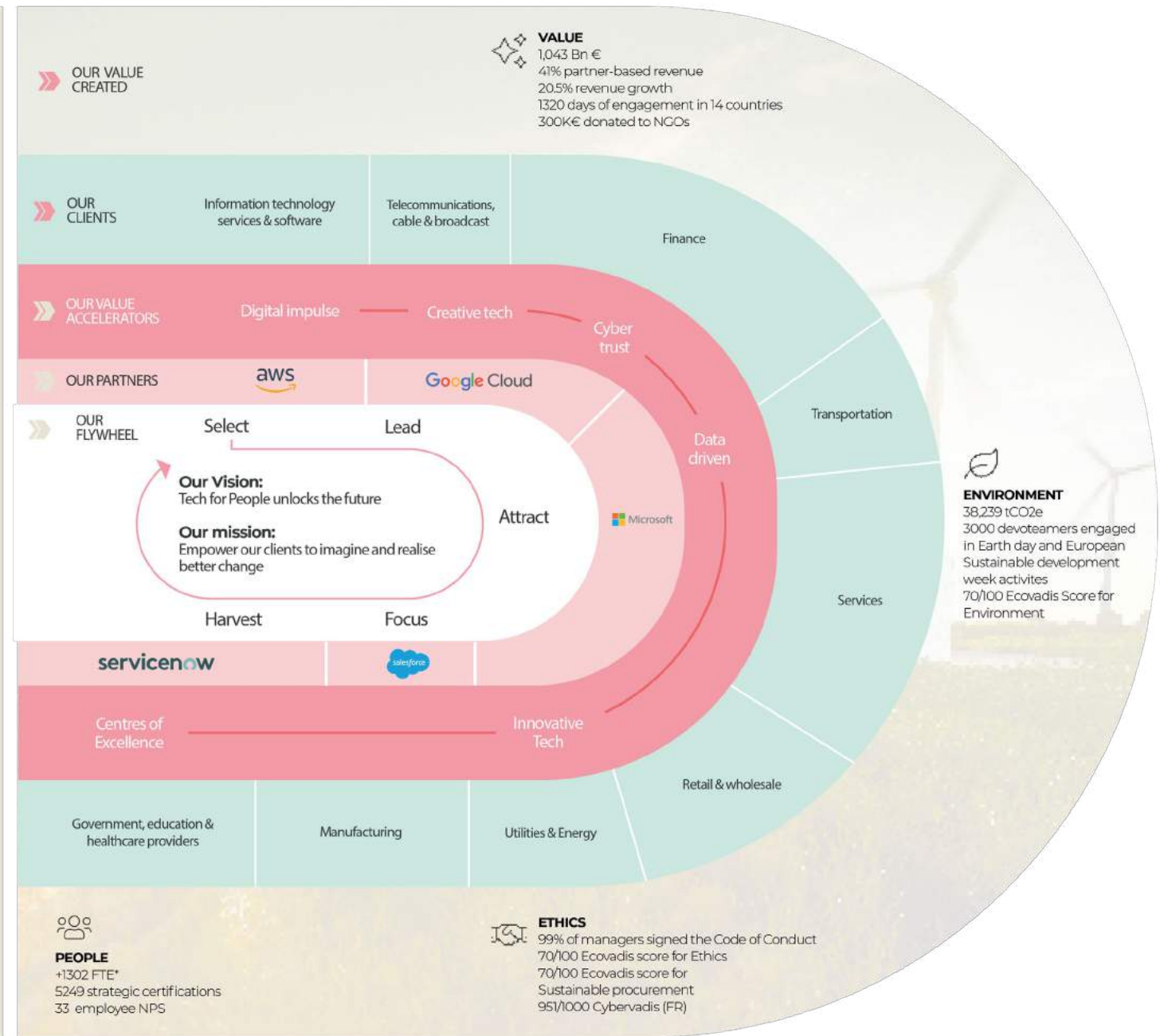


Sustainability enabled by digital

Strategic plan: INFINITE

Sustainable strategy: VEEP

(Value, Environment, Ethics, People)



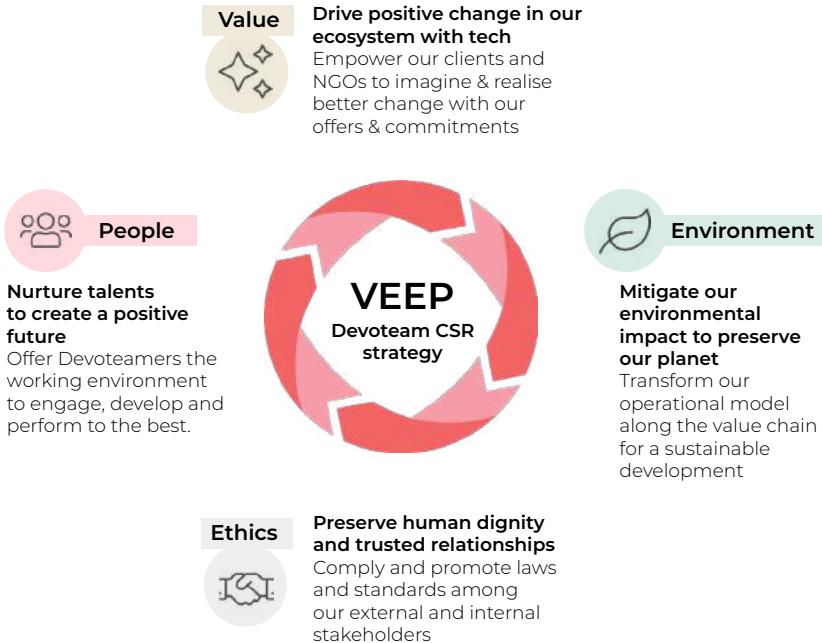
\*Full Time Equivalent 2022 vs 2021

## II. Devoteam Group

# Devoteam Sustainability Strategy: VEEP

To lead our sustainable agenda, and answer to the risk map, Devoteam created **VEEP**, Devoteam's ESG (Environment, Social & Governance) strategy, based on four dimensions:

**Value | Environment | Ethics | People.**



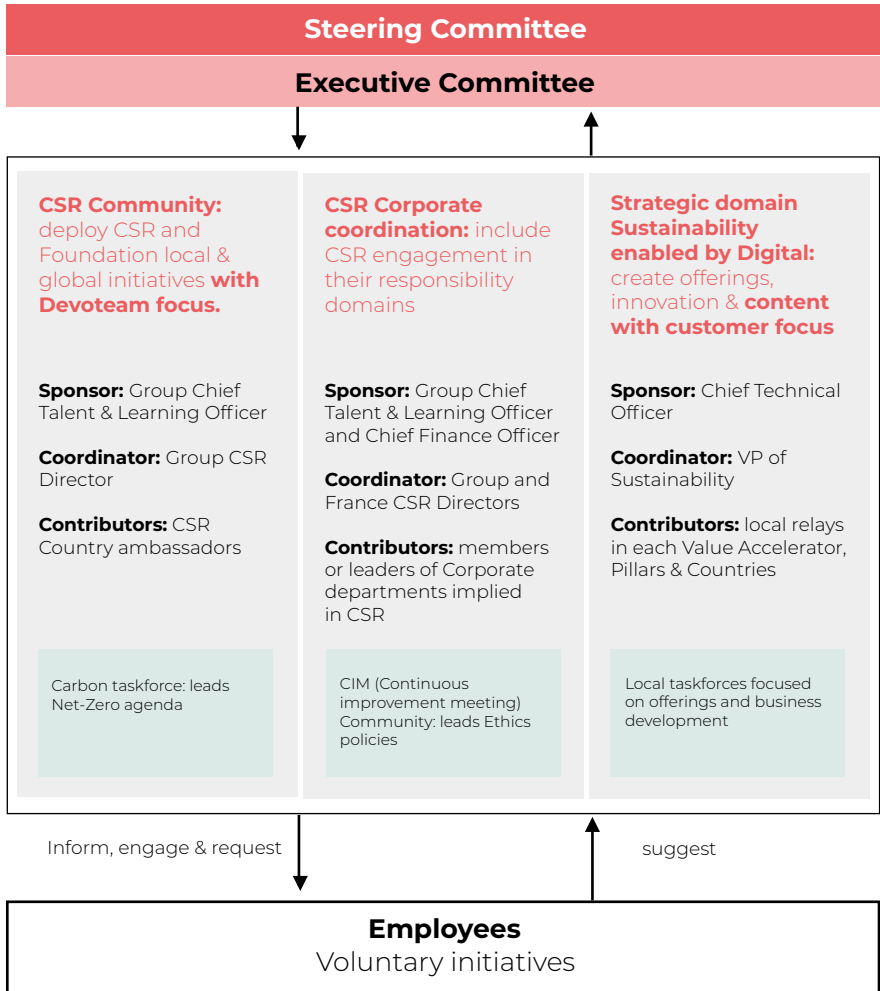
A [CSR webpage](#) gathering all the information about our VEEP dynamic is also available on our web site.



## II. Devoteam Group

# Sustainability Governance (GRI 2-9, 2-12)

Several internal groups provide guidance and set sustainability objectives internationally:



- The two CEOs lead our CSR agenda in the Group Steering Committee, with the support of the CSR Group director and General Secretary.
- The Steering Committee, with Devoteam CEOs, COO, Chief Talent & Learning officer, CFO and SVP for major geographies and pillars, make the major decisions, for instance Net-Zero goal.
- The Executive Committee composed of the country managers and pillar leaders, commits locally to drive the actions.
- The CSR Global Community meets monthly and collaborates on the overall strategy and actions needed to meet it. It deploys CSR and Foundation local & global initiatives with a Devoteam focus.
- The CIM (continuous improvement meeting) community, made of corporate CSR related functions - Security, Data Protection, Compliance, Purchase, Social affairs, and CSR) collaborates bimonthly.
- A specific Carbon Task Force collaborates at least monthly to drive our Net-Zero agenda.
- The strategic domain Sustainability enabled by Digital, led by our VP of Sustainability, creates offerings, innovation & content with a customer focus.
- The CEOs communicate all CSR initiatives and strategies to Devoteam employees who are also encouraged to drive sustainable their own initiatives with their colleagues, in dedicated clubs (Earth club, Citizen Club...).

Local governance is an important part of helping translate the global sustainability strategy locally, and into concrete actions. In each country, the CSR manager reports to the Country Manager on CSR goals and achievements, and works with Devoteamers in community groups to drive the sustainability agenda.

The composition of these committees and communities is detailed in the appendix.



## II. Devoteam Group

# Report Methodology (GRI 2-2, 2-3)

Devoteam Group seeks to demonstrate its commitment by following the rules of the Global Reporting Initiative (GRI), the United Nations Global Compact, and the Sustainable Development Goals (SDGs). The references to these commitments are indicated in each chapter and explained in the appendix of this report.

Data collection follows several principles:

- International development of common tools to align all countries on processes and associated reporting: Salesforce for CRM coordinated by Sales Department, Workday for HR management and Smartrecruiter for the recruitment coordinated by Talent & Learning Department, Unit 4 ERP in deployment, coordinated by Finance Department... The CFO and CIO sponsor and coordinate these initiatives.
- International and annual ESG data collection coordinated by Group and French CSR departments, involving all local and corporate departments, especially CSR, Finance, IT, Facilities and HR.

“Devoteam Group” refers to corporate policies and strategies, applied in every geography.

“Devoteam + country” (for instance Devoteam France) refers to activities whose scope is specific to said country.





### III. 2022 At a Glance

## Recognitions (GRI 2-28)



#### **UN Global Compact**

As a signatory of the [Global Compact](#) since 2007, Devoteam Group is committed to respecting the 10 principles set out by the UN in 1999. Fully adapted to the company's context, these guiding principles outline Devoteam Group's CSR policy.



#### **Ecovadis Sustainability Rating**

As proof of its commitment to CSR Devoteam Group has been awarded the [Ecovadis](#) GOLD label, a platform for evaluating the CSR performance of companies worldwide, with a significant increase in 2021 of more than 8 points on the overall average.



#### **CDP, Carbon Disclosure Project**

In 2022, Devoteam Group obtained a grade of C according to the criteria defined by the [Carbon Disclosure Project](#).

On top of these international commitments and recognitions, some geographies and entities make specific commitments and certifications. They are detailed in Appendix.



21 Nov 2021

18°

82%



### III. 2022 At a Glance

## Key Achievements



### 1 Spark

event to ignite employee innovation with 65+ ambitious projects from 17 countries



### 1 TechRadar

screening all emerging Techs



### 35 NGOs

supported with

### 1,300 days

of skills donations



### People

### 5,249 certifications

on Infinite dimensions

### 66,000+

days of training



### 33 eNPS score

(december 2022)



### Value



### Environment



**38,239 tCO<sub>2</sub>e** in 2022



**Committed to SBTi  
Net-Zero Standard**

### 70/100 Ecovadis score

for ethics & sustainable procurement

### 91%

accessible website (RGAA 4.1)



### Ethics



# Meet Magali Regnault, Devoteam CSR Director

## What would you remember of 2022?

Devoteam decided to make 2022 the year to speed up on its CSR activities. Locally, there were already a lot of programs and policies in place, which we were able to use in a global and coordinated way. For example, 15 countries have each named a CSR ambassador, and this group drives our sustainable agenda with a lot of energy. In only one year, they managed to create great traction and involvement in sustainability topics.

We did our first Carbon Report as a Group and we set up the ambitious goal to contribute to Net-Zero. To meet this goal, we put together a task force. Their job is to define and lead our local climate strategy.

When I think back to 2022, one of the things I'm most proud of is the momentum we built with Devoteamers. For example, thousands of people participated in the Earth Day in April and the



**“2022 has been  
the acceleration  
year for CSR within  
Devoteam.”**

**Magali Regnault**  
Devoteam CSR Director

European Sustainable Development Week in September, trained, participated in challenges, or events, for instance initiatives organized with Devoteam Foundation to support NGOs with our tech skills, like our first “Impact Day” in October.

When it comes to the Devoteam Foundation: it was first created in France with activities mainly in this country. In 2022, our Devoteam Foundation went international, which was a key milestone. Employees from 14 countries worked together to support the non-profit, and I want to thank them warmly for their sense of solidarity and collaboration.

### What are the key focuses for 2023?

First, we want to be **a responsible company**: in line with our vision “tech for people unlocks the future” we want to use tech to make a positive difference. A strong focus will be reinforcing our sustainability offerings, a mission led by Hervé Dumas, our VP of sustainability. We will pursue the international development of the Devoteam Foundation which lets Devoteamers engage with pro-bono work for non-profit organizations.

Second, our **Climate strategy**. After setting our Net-Zero target, we are taking a new step forward by joining the Science-based Target initiative - SBTi - and starting to define how to further cut our emissions in line with its recommendations.

And our third goal is to **get everyone involved** in this strategy which is the only way we can all work together to tackle our common challenges. We will pay particular attention to our 10,000 Devoteamers who want to be a part of the journey, and we will also move quickly to involve our suppliers and other stakeholders to accelerate.

### III. 2022 At a Glance

# Sustainable Development Goals (GRI 3-2)

Devoteam has been a signatory member of the [United Nations Global Compact \(UNGC\)](#) since 2007. We are committed to the United Nations Guiding Principles, and Sustainable Development Goals.

#### Goals we directly affect










#### Goals we indirectly affect





**Our Most Relevant SDGs**

	Devoteam ambitions & contribution	2022 Result	Targets	VEEP dimension
	Health and well-being are critical to the success of Devoteam. We are committed to fostering an environment where members thrive personally and professionally. Each geography is also committed to follow and improve health and safety through local programmes and insurances. Devoteam Foundation also engages our people for this goal with NGOs.	Employee rating on working conditions: 8.1/10  (source: Devomood employee survey - Nov 2022)	Employee rating on working conditions: 8.5/10  (source: Devomood employee survey - Nov 2022)	People Value
	We are committed to offer valuable learning opportunities to Devoteamers, such as certifications with our strategic partners and other learning paths.  Learning is strongly encouraged and rewarded internally as a means for promotion and opening up possibilities to work on even more impactful missions.  Thanks to campus management programmes and through our Devoteam Foundation, we promote lifelong learning and reskilling starting as early as possible.	40%+ of employees certified on infinite dimensions  3000 employees with Udemy license  40% of pro bono work on Education topics	70% of employees certified on infinite dimensions by 2024  4000 employees with Udemy license in 2023  Focus 40% of investment in pro bono work on education.	People Value
	We are committed to offer valuable career opportunities to our employees, regardless of their gender, social, cultural or any specific background.  Diversity and inclusion programs are run at local level to make sure that people know about them and that they are effective.  In addition to helping NGOs fight for gender equality, one of our main goals is to get more women into tech careers through thought leadership and partnerships with schools.	28% women in 2022 23% of women in directors (+3pts)  French equality index: - 83/100 as an average - 38,5/40 on average on pay gap - 7/9 entities with a score superior or equal to 75/100  14% of probono work on Gender equality topics	Follow each year the percentage of women in our teams  In France: Improve equality index with a specific focus on women representation in top management  Dedicate 20% of the probono work on gender equality and women in tech careers promotion	Value People
	We lead innovation & tech transformation for a better future including innovation programmes	1 Spark programme in 2020 & 2022  1 TechRadar with 130+ technologies screened  200+ people involved in Hackathons led with our partners  380+ digital champions  9 labs gathering 171 participants in 7 countries for 15 NGOs	Foster innovation with 1 Spark programme every 2 years  Promote widely new techs with an annual techradar publication, screening techs available  Increase the number of employees involved in innovation through hackathons with our strategic partners  Develop our Digital Champions (top talent) community	Value
	We promote sustainable purchasing, increasing our CSR governance over suppliers, with CSR charter, questionnaire and selection criterias.	62% of top 50 French suppliers assessed on CSR criteria	60% of significant Group and country suppliers assessed on CSR criteria by 2024	Ethics Environment
	We commit to unlock tech power, while limiting its materiality in a good way, taking into account our direct and indirect impacts	2022 CO2 measure: 38,239 tCO2e	Net-Zero standard by 2030	Environment
	We are structuring our global partnership for sustainable development: partners, clients, and NGOs.	41% revenue with our top 5 partner  1,320 days of engagement with NGOs	50% revenue with our top 5 partners by 2024  1,500 days of engagement with NGOs  Consolidate a global & multidisciplinary Tech for People task force, with our non-profit long-term partners	Value Environment Ethics People

## IV. Value

# Meet Hervé Dumas, VP of Sustainability



### **The first dimension of Devoteam sustainability strategy is “Value”. Can you explain what it covers?**

Tech is a fantastic solution for the present and the future, but it’s just a tool. Our duty as a tech company is to make it available to human evolution in the best conditions within our ecosystem to drive positive change which is the purpose of this “Value” dimension.

To offer a better change to the ecosystem, we partner with the best tech leaders in the

market - AWS, Google Cloud, Microsoft, Salesforce and ServiceNow - and innovate together to drive sustainability and new patterns & solutions. We engage our employees in innovation programmes to offer the best to our clients. We don’t only want to drive better change in our close ecosystem. Our “Tech for People” vision embeds societal challenges. We have created a specific Foundation 15 years ago to deal with them. Its mission is to provide the non-profit sector with the means to imagine and realise better change. Devoteam consultants apply methodologies tested with thousands of clients for over 25 years to the social economy sector and help NGOs transform their activities.

### **What have been the main achievements in 2022?**

In three words:  
Innovation, Globalization,  
Multidisciplinary.



For example, the last Hackathon with ServiceNow was dedicated to CSR with a Social focus. 80 Devoteamers over EMEA participated to create solutions around the themes of “Corporate Social Governance” and “Happiness at Work”.

Another example is the Devoteam Spark initiative, an intrapreneurship international challenge to imagine and create future solutions for the market. The winning projects get an investment to further develop their concept. In our 2022 edition, we had a lot of sustainability projects, and one of them won the sustainability award for a solution to facilitate automatic carbon data collection with Mulesoft.

Concerning non profits, in 2022 we supported 35 NGOs with pro bono work, and supported more than 50 others with donations, including a specific action to support people affected by the war in Ukraine.

We have been given the Ecovadis GOLD label as a result of the positive aspects we carry out for the ecosystem.

## **What are your ambitions for 2023?**

Our ambition will remain to drive positive change with tech. We are reshaping our sustainability offers to align them with the fast-moving ecosystem and its needs. It is important for us to promote and deliver responsible technology.

We want to be at the top of our clients’ mind when they reflect on their own sustainability roadmaps, combining our strong tech expertise and sustainable IT practices. The last Global Risk Report issued by the World Economic Forum shows 5 environmental risks in the main 10 Global risks identified by decision makers, plus 3 societal risks and one technological. More than ever, they need guidance to navigate this new world.

A strong focus on the non-profit organizations is also needed to deal with these risks. We won’t necessarily support more NGOs, but we want to invest more time in each of them, to make a bigger impact.



# Value - 2022 recap



## Innovation



### 1 Spark

event to ignite employee innovation with 65+ ambitious projects from 17 countries



### 1 TechRadar

screening all emerging Techs

## Awareness & education material



### 11 white papers

including 2 dedicated to sustainability



### 8 podcasts

sharing digital expertise for NGOs



## Supporting non-profit ecosystem



**35 NGOs** supported with skills donations



**300,000€** in donation  
**Including 60K€** for Ukraine emergency



**1 Impact day** joining 90 devoteamers for 7 NGOs

## Devoteam's ISO Certifications



As part of a dynamic of continuous improvement of its services, Devoteam Group aims to certify a maximum of entities to ISO standards.

- **ISO 9001:2015:** Belgium, France, Germany, Italy, Lithuania, Portugal, Spain and the United Kingdom.
- **ISO 27001:** Alps, Germany, Portugal, Spain and the United Kingdom
- **ISO 14001:** France and the United Kingdom



## IV. Value

# Our Multidisciplinary Approach

Devoteam enables enterprises get ready for a future of innovation. By combining Design, Data and Digital Platforms, Devoteam consultants deliver sustainable business success that works both for people and the planet.

To lead this ambition, Devoteam introduced

- **5 Partner Pillars**, one per strategic partner:
  - A Cloud dedicated to AWS,
  - G Cloud dedicated to Google Cloud,
  - M Cloud dedicated to Microsoft,
  - N Platform dedicated to ServiceNow,
  - S platform dedicated to Salesforce.
- **5 Value Accelerators**, which combine all our transversal expertise across the Group.
  - Digital Impulse aims to generate business impact from strategy to adoption.
  - Creative Tech is fusing competencies to create great digital products and experiences.
  - Data Driven helps companies turn data insights into business impact.
  - Cyber Trust makes our client's journey more secure.
  - Innovative Tech helps organisations unleash their cloud potential with innovative technologies

The objective is to collaborate more efficiently across geographies and areas of expertise, to maximise our expertise and increase our impact across the value chain. That's what we call multidisciplinary.

# Our Sustainability Offers



## Sustainability enabled by Digital - Sustainable IT

The strategic domain “Sustainability enabled by digital” is an international taskforce that coordinates Group activities in this area, working closely with tech-based pillars teams and our Value accelerators. We want to give our customers IT solutions that meet their needs for “Sustainable IT” and “IT for Sustainability.” We do this through a number of service offers.

- Sustainable IT Strategy: help our customers define their sustainable IT strategy, from greenhouse gases (GHG) measurement to changes in IT governance. The goal is to implement good practices in close relationships with people in charge of project execution, with sponsorship alignment.
- Sustainable IT foundations: support companies in sustainable infrastructure choices, implement lean and efficient data platforms, architecture models and modern workplaces, as a sustainable and competitive advantage.

- Tooling for Sustainability: leverage on existing tools to automate and have a better understanding of IT environmental footprint, with strong partners and state-of-the-art technologies..
- GreenOps as a service: go from FinOps to GreenOps, in line with the business value, to challenge the business needs and their impact on the IT trajectory.
- Eco-design: embed in daily delivery the best practices related to eco-design, in line with strong referentials, across the IT value chain.

## ESG platforms

### Acuredge

*Acuredge Non-Financial Performance* allows companies to optimise the management of ESG indicators and get a consolidated view with financial performance. Theme-based indicators are linked to risks, controls and audits. It provides efficient manual or automated ESG data collection campaigns with internal entities or external suppliers, and offers consistency tests on the input.

### Devo-ESG

*Devo-ESG* is a modern application with a UX/UI which fully supports the reporting activities for Non-Financial Statement. Developed by Devoteam with a low-code technology for higher maintainability and scalability, it is easily customizable and resizable to adapt itself to social, technological and regulatory changes. Based on Outsystems platform, Devo-ESG allows best-of-breed modelling capabilities in process design, external system integration, SW change management and UX/UI adaptation. Grounded on AWS cloud, is native compliant to the most restrictive security standard, GDPR regulation and scalability requirements.

## Green Digital Growth Mentorship for Small & Medium Businesses and jobseekers

### Denmark

Denmark has a strong focus on sustainability growth projects and strives for accelerating the sustainability transition using digitalisation as a leverage.

Therefore we are driving a green growth mentor program. In 2022 15 ESG coordinators have been trained in Green Digital Growth and ESG methods by us.



The ESG coordinators have then been part of an internship where we have guided them and the company is focusing on growth potential in sustainability projects to create new job openings for the jobseekers.

**Our project has been developed for local municipalities with a strong focus on helping people find a new meaningful job related to the sustainable transition.**





## IV. Value

# Our Innovation Programs

Embedding sustainability in every Devoteam activities requires a strong focus on innovation, in line with the Group entrepreneurship value. Such innovation programs allow all employees to be part of the Group innovation journey.

### SPARK: an entrepreneurship program to ignite employee innovation

In 2022, more than 65 ambitious projects from 17 countries participated in our internal entrepreneurship program, Devoteam Spark. Devoteam Spark gave all Devoteamers the chance to present innovative ideas. Seven projects received funding and additional support to further develop their ideas.

"I'm very pleased to receive this sustainability Spark award! I'm passionate about using technology to address the sustainability challenges we face. Our clients are also journeying to a sustainable future, they are looking to understand and reduce their carbon footprint. This steered me to focus on how a tech driven approach can be used to understand a company's CO<sub>2</sub> emissions. The concept is to collect emissions data in an automated way through APIs, calculate the amount of CO<sub>2</sub> produced and surface the data in a visualisation layer that will enable insight into where emissions are being produced. The automatic collection will highly simplify our clients tasks, especially CSR managers. And aligned to our

clients Net-Zero ambitions, this will enable data driven decision making."



**Richard Cooper,**  
Devoteam UK, winner of  
Sustainability Spark award

## TechRadar: A Spotlight on Emerging Technologies



In 2022, Devoteam released the first edition of its TechRadar, a go-to guide that provides a comprehensive overview of what's happening in an ever-changing technology landscape. With this opinionated tool, Devoteam wishes to help firms and talent see the tech through the eyes of experts so they can make informed decisions to best navigate their business and career challenges.

In 2023, +90 Devoteam's experts (compared to +60 in 2022) will select and evaluate the top 150 emerging technologies we should all keep on our radar to thrive in the digital world.



## **N Platform hackathon: 3 days of fun & work to build solutions on Environmental Social Governance & Happiness at Work**

In April 2022, the annual Hackathon was held for the third time by the ServiceNow-focused N Platform pillar.

Thirteen teams from 10 different countries took part in this 3-day challenge. They leveraged their expertise of the Now Platform and fine-tuning business solutions on the topics of Environmental Social Governance & workplace happiness.

**The French N-Heroes team** won the challenge with their solution “noa” making life easier and more reassuring for caregivers, by providing them an easy-to-use using ServiceNow features, IoT and ML technologies.



Hugo  
Pautrieux



Eloise  
Semeteys



Myriame  
Hammoumi



Brendam  
Kermarrec



Julien  
Xu



Anne  
Granet



Amir  
Tahir

## **Google hackathon in Lisbon & Porto Winner: “Portugal - Astral Labs” project**

Devoteam G Cloud put together G Hack, a Google Hackathon focusing on sustainability and innovation that took place in Lisbon and Porto on sustainability and innovation.



Participants had 24 hours to develop a MVP (Minimum Viable Product) based on Google Cloud technologies in the field of sustainable development. Astral Labs won the challenge with an innovative project that has a strong and positive effect on the environment.

The project lets you take a picture and uses ML (Machine Learning) and public datasets to estimate the carbon footprint for the detected items.



## IV. Value

# Impact for society: Devoteam Foundation (GRI 2-29)

“After 16 years of historical and consistent anchoring in France, the Devoteam foundation has reached an important milestone in 2022 by becoming accessible to all collaborators across the group’s geographies. It’s a big shift for Devoteam with the scale up of 1300+ days of employee engagement done in 14 countries and supporting 35 NGOs to crack their tech challenges.

With a 9/10 satisfaction rating, the NGOs we helped know the value Devoteamers brought to their operations. They also saw how tech can create social impact.

The AlphaOmega Foundation, Collectif Mentorat, CREA Mont-Blanc, makesense, Fondation Simplon, and the Social Good Accelerator are some of the organisations that are part of a relevant strategy of well-implemented partnerships in the NonProfit ecosystem in the EMEA region.

We are well positioned to strengthen our Education and Environment prior scopes for the next 2 years of our strategy...”

**1300+ days of  
engagement  
in 14 countries  
35 NGOs  
supported**



**Ilham HALIB,**  
Devoteam Foundation Manager

## Top 5 associations supported in 2022



## Skills donations

### A ready-to-use digital roadmap to scale-up the youth educational support

*#Skills-based sponsorship*

Devoteam Digital Impulse helped UNML (Union Nationale des missions locales), a French NGO that coordinates 440 local organizations that help young people integrate socially and professionally. This was driven by the company's social responsibility to improve the quality of education for youth.

The mission focused on the design of their internal strategy to frame and deploy an Education Digital workspace.

The initial key issue was to overcome on-premise tools uses and data storage for full collaborative and cloud systems. Managing young people in integration, minors, and teens was also a sensitive area that needed a strong GDPR and data management roadmap. Digital Impulse spent 130 days drilling into the UNML tools legacy and to identify the best next steps to accomplish the digital shift. The value of such pro bono work was to deliver a ready-to-use operational model and target governance, a good basis to start the association digital transformation.

### Better management of stakeholders through a CRM tool

**France X Serbia**

*#Skills-based sponsorship #Cross countries collaboration*

Gemmes is a non-governmental organization that works to help young people reach their full potential and contribute to society.

Salesforce specialists from Devoteam S platform in Serbia and Product Owner team of Devoteam Creative Tech in France led the setup and integration of a CRM to rationalize data, processes, and stakeholders experiences for Gemmes.



“We helped them to optimise and organise all their business processes thanks to an excellent collaboration with the Gemmes team. We created a most valuable solution for them which centralised all their business needs using the Salesforce Non-Profit cloud.”

**Teodora LOLIC**, Devoteam S Platform, Serbia



## Leveraging Google power for education

### Indonesia

*#Skills-based sponsorship*

Devoteam G Cloud in Indonesia offered 25 days of skills-based sponsorship to REGINA PACIS, a school proposing a holistic education journey to students aged from 2 to 18. Devoteamers led several initiatives, ranging from leveraging Google Workspace for Edu to allow the best distance learning experience in a “new normal” mode post pandemic, to leading introduction workshops to increase teachers knowledge about AI/ML and adapt their tech skills to new learning expectations, to providing training on Cloud Digital Leader for selected teachers and students. The collaboration will be extended in 2023 to replace the school information system and enhance the multimedia studio.

## A Mobile Application to support refugees logistic

### Portugal

*#Skills-based sponsorship*

Devoteam Creative Tech in Portugal developed a Mobile Application (Android & iOS) for PAR (Plataforma de Apoio aos Refugiados/ JRS). The application aims to facilitate communication between volunteers, refugees, and entities and to avoid having missed information in the database. The application consists of different modules, of which the last one will be ready in 2023.



## Tech for People Labs: cracking a tech challenge in 3 hours for an NGO



In 2022, Devoteam Foundation ran 9 #TechforPeople Labs in 7 countries, supporting 15 nonprofit organizations.

Each Lab is a mini-hackathon. Teams of 10–15 participants have 3 hours to solve a technological or organizational problem related to growing social entrepreneurs.

On October 11th, 2022, we organized our first Impact Day, with 5 Labs in parallel in 5 countries engaging 90 devoteamers at the same time.

*"I Enjoyed sharing my knowledge and my passion with others in several ways!"*

**Maria MOURA**, Digital Marketing Consultant - Devoteam Creative Tech Portugal



*"It was very interesting to meet people from the social sector and to learn new skills."*

**Naoufel MHADBI**, Cloud & DevOps Consultant Devoteam Innovative tech Tunisia

### NGOs supported with a lab in 2022:



CLIC&MOI



n@mR

ECOSTAR



Scunetta

Mama Pap Kitchen



# Financial & Material Donations

## Ukraine emergency

Global

croix-rouge française



In February 2022, Devoteamers expressed the wish to support Ukrainian people suffering in this war. As a Group, we launched a one-month campaign to collect funds for the International Red-Cross. Devoteam and Devoteamers donated more than 60K€ to the Red Cross specifically for Ukraine funds: employee individual and volunteer donations, completed with the Devoteam foundation doubling the amount, as well as local initiatives.

Devoteamers also leveraged technology to respond to the humanitarian challenges. For instance, 30 Portuguese employees volunteered with the Humanitarian Caravan, an initiative to transport basic necessities to the border with Ukraine and return with refugees, family or friends in Portugal. Devoteamers developed an integrated solution with Outsystems technology to support this mission



60K€+ to support  
Ukraine Emergency



Tech leveraged to respond to  
the humanitarian challenges

## Supporting devoteamers engagement in NGOs with the Call for Projects

### Global

Devoteam Foundation Call for Projects is an annual initiative that donates to the nonprofits and to the social causes that devoteamers are involved in. Every year, all of our employees across the EMEA, are encouraged to participate in this charity drive.

### In 2022, 54 NGOs throughout 9 countries were selected and financially funded with 95k€



“When I’m back in Portugal, I like to dedicate my time to the CASA foundation - Center for the support of the homeless. The contribution of the Devoteam Foundation will support this organisation to continue its noble work: to guarantee a dignified life to many people in precarious situations. Many thanks Devoteam Foundation”

**Ines VALADAS**, Business Developer at Devoteam G Cloud in Belgium, one of the beneficiaries of the 2022 call for project

CASA Foundation, supports homeless people, by assisting them with contact, support, food and clothing looking to have a social reintegration regardless of status, religion, ethnicity or gender.

## Christmas donation drive

### France

For the 2021 Christmas season, Devoteam France organized a two-month employee donation. The recipients of these funds were different associations spread over the French sites. 240 Kg and 50 computers were distributed.



# Partnering to achieve our goals

## Promoting Tech for Good & supporting non-profit sector development

The Devoteam Foundation relies on a deep collaboration with the active social entrepreneurs network in the EMEA region and plays a role in impulsing, financing and advocating our Tech for Good ambition:

- Since 2018, we have contributed to promoting Tech for Good in France, supporting Latitudes in its different programmes: Tech For Good Tour, Tech for Good Enthusiasts Community...
- We have been an active member of the Social Good Accelerator (SOGA) at the European level for 4 years, to promote and support digital transition of social economy stakeholders by the use of Social Tech
- We also made the choice to buy services to the non-profit ecosystem to support the scale of the sector. Our Tech for People labs (cf dedicated highlight) have been organized for 4 years by makesense. From 3 Labs per year in France at the beginning, we are now dealing with 9 batches of labs in 7 countries, supporting masense development, including internationally. And Pro bono Labs supports us in leveraging skills based sponsorship by sourcing the most relevant NGOs which need digital help, in France since 2018, and in Europe beginning in 2023.



**make sense**



## Developing the French education system

Supporting good education for all is a key focus of Devoteam Foundation, partnering with major players of this field.

- We have been engaged for 3 years with AlphaOmega Foundation, a French philanthropy venture actor, selecting 7 education associations to support them with a 360° vision and action plan. Devoteam offers tech support to these associations. In 2022, we renewed our partnership for 3 years.
- We also reinforced our commitment to education with a new partnership: Collectif Mentorat, joining 70 players of the Social mentorship. Through pro bono work, dedicated Tech for people Labs, or podcasts, the aim is to support both Collectif Mentorat and its members in their tech transformation and digital culture development allowing them to scale.







## V. Environment

# Meet Céline Ferreira, France CSR & QSE director



### **Why is the environment a key dimension for Devoteam and what are your priorities?**

With the current scientific knowledge, there is no doubt that human activity has an impact on the environment, with the poorest and most vulnerable people being most at risk, which makes global inequality even worse. It's time to take collective action to mitigate the changes we have created and adapt to our new living conditions, especially

when it comes to climate change and biodiversity.

Just looking at our sector: tech power seems virtual and infinite, but it does have materiality. Today it represents around 4% of global greenhouse gas emissions, and it's expected to increase exponentially if we don't take action. Our duty as a tech company is to unlock the tech potential for green solutions, while limiting its materiality in a virtuous approach.

### **What did Devoteam achieve in 2022?**

In 2022, we stepped up our actions and commitments related to climate change. We measured our carbon footprint at the Group level for the first time (before that, it was done at the local level). We promised to contribute to Net-Zero, and we held conferences and challenges with Devoteamers to raise awareness and encourage them to take action.

We also set the right governance to meet our Net-Zero target: Carbon champions were appointed in more than ten geographies to build and drive our carbon reduction policies.


As part of its “blossom engagement” initiative, Devoteam has been working on reforestation since 2018. Each new employee has the chance to plant a tree. Another example of our engagement to nature is our pro-bono support to the NGO CREA Mont Blanc since 2019 to collect scientific information about biodiversity in mountains thanks to artificial Intelligence. More than 100 days were mobilised in 2022 for this NGO.

Our actions to embed the environment in all our activities have led France and the UK to be certified ISO 14001.

### **What are your ambitions for 2023?**

In January 2023 we committed to SBTi - Science based target initiative - to ensure our targets are aligned with the Paris agreement objective to limit global warming to 1.5 °C.

The main ambition will be to set our Carbon trajectory and make them approved by SBTi. To lead the reduction pathway, we will engage our employees, for instance launching new travel or IT rules, and reviewing our office management. We also want to engage our value chain in our low-carbon journey: upstream we will extend our environmental policy regarding our providers, downstream we will launch new Green IT offers to reduce the impact of our IT for our clients.



# Environment - 2022 recap

2022



**38,239** tCO<sub>2</sub>e

**3.73** tCO<sub>2</sub>e/employee

**0.04** tCO<sub>2</sub>e/K€ revenue

**ecovadis**

**70/100 Ecovadis**  
Score on environment



**ISO 14001 France & UK**



**Net-Zero  
Standard**

2030

2023



**30 carbon hackers** from  
**12 countries** trained to  
encourage eco-responsible  
behavior



**1** new **Green IT**  
training available



**1 Earth day** and  
**1 European  
sustainable  
development week**  
to raise internal  
awareness

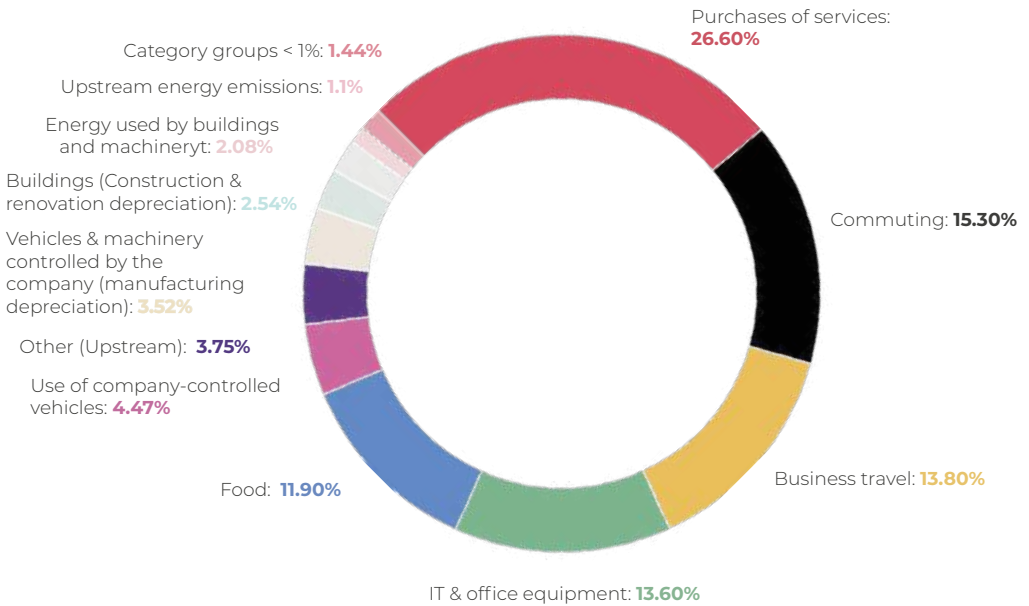


**SCIENCE  
BASED  
TARGETS**  
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Committed to **SBTi**

## V. Environment

# Our 2022 Carbon footprint (GRI 302-1, 305-1, 305-2, 305-3, 305-4)



**Total: 38,239 tCO<sub>2</sub>e**

3.73 tCO<sub>2</sub>e/employee

0.04tCO<sub>2</sub>e/K€ revenue

Scope 1: 2,099 tCO<sub>2</sub>e

Scope 2: 655 tCO<sub>2</sub>e

Scope 3: 35,486 tCO<sub>2</sub>e

-807 tCO<sub>2</sub>e excluded

Footprint realized with [WeCount](#)

The calculation methods and scope have been changed between 2021 and 2022, so any global comparison is not relevant.

Main modifications are:

- The depreciation of our fixed assets (3-years depreciation in 2021 vs full CO<sub>2</sub> footprint on the 1st year in 2022)
- The lunches of employee have been added
- A more accurate report integrating more detailed data into our value chain (upstream, core, downstream)

Comparisons will be done category per category when appropriate.

-807 tCO<sub>2</sub>e have been excluded (purchase of offset computers & recycling of waste)

Breakdown per geography is available in appendix.



## V. Environment

# Climate strategy: our journey to Net-Zero Standard (GRI 305-5)

Our goal to have net-zero standard emissions from our own operations (scope 1, 2 & 3) was set in 2022. and will be monitored with an annual Carbon measure. This commitment will guide our journey towards sustainability. It shows that we are serious about taking a leading role in mitigating climate change and that we are committed to the global priority of transitioning to a low-carbon economy.

To turn our net-zero goal into action, we have set up an international carbon taskforce leading reduction measures at different interconnected levels: company policies, to show and drive ambition, and people awareness, education and engagement to accelerate change management and inspire our actions.

In 2023, on top of reduction actions already launched in the different geographies, we will decline our ambition with a climate roadmap including measurable short- and medium-term targets, in line with our SBTi commitment.





# Some reduction measures

## Travel Management (GRI 305-3)

Travels & food represent almost 50% of Devoteam footprint and are rationally one of our first area to reduce our emissions. Food emissions is a new item in our Carbon Footprint. The emissions related to travels have increased by 5,500t CO<sub>2</sub> between 2021 and 2022, with 2021 being still impacted by pandemic, reducing especially international travels as well as commuting.

Our actions to reduce our emissions related to travels are divided in 3 areas

### 1. Reduce our travels

Employees are strongly encouraged to avoid travelling as much as possible, and to use video conferences for their internal or external meetings. Hybrid work is a norm, but we also favor in-person interactions.

### 2. Favor more sustainable ways of transport

We acknowledge the importance of in-person interactions when meeting with our stakeholders. Our plan is to look for travelling options that are more environmentally friendly and/or pollute less. Employees are encouraged to take the train or to share cars on business trips when distance permits. Several countries have defined the rule to organize internal seminars accessible by train. Most of the geographies are engaged in adapting their business vehicles policy, and offering incentive programs for fossil-free business travel alternatives.

### 3. Raise Employee Awareness

How our people behave is important when it comes to travel and food. We are organising awareness and education campaigns to provide Devoteamers elements to make conscious choices for their events, traveling, training, for instance by disclosing the CO<sub>2</sub> emission of each business trip.

Some countries such as France have already adapted the local business trips and event policy. A new Group travel policy will be defined in 2023 to reduce and improve our travels.

## Purchasing

More than 25% of Devoteam's environmental footprint comes from purchasing services.

To address this, we have a double focus:

- Better identify the emissions linked to our purchases, by sending a questionnaire to our providers to know their emissions and include this in our own footprint. Such questionnaire will be deployed in more countries in 2023
- Reduce the emissions linked to our purchases by integrating CO<sub>2</sub> criterias when selecting our providers.

Our sustainable purchase policy is described in the Ethics section

## IT & Office Equipment

IT and office equipment represent 13% of Devoteam Footprint with 2 main emissions items

**IT assets** - computers, video conferences equipments, small IT material. The group is engaged in increasing the lifespan of our assets. A part of the fleet is bought with offset by the provider. We also encourage the purchase of thin clients. E-waste are also managed (cf specific highlight).

**Applications and cloud services** - Group IT takes care to optimize the usage of these core services for Devoteam.

Regular awareness sessions and training are also offered to all our employees to adapt their behaviour, optimize their IT use and lower our emissions on this field (cf dedicated highlights).



## Office optimisation & Energy consumption (GRI 302-1, 302-4)

Total Energy Consumption	2,757,399 kwh* 797 tCO <sub>2</sub> e
Part of Renewable Energy	1,633,824 kwh
Solar Energy Produced	70,590 kwh

\*some buildings are excluded from this energy consumption sum, but their CO<sub>2</sub>e emissions were estimated from the number of m<sup>2</sup>

Since the pandemic, Devoteamers have adopted to new ways of working, including more hybrid and flexible work. Devoteam has renewed many of its office spaces to meet the needs of a changing work life. In some countries, the teams have moved into newer offices that are also better for the environment. All the new offices are in central locations, and can be reached through public transportation. Some offices are now smaller to better fit with the new hybrid and flex office policies, and because many Devoteamers work from client premises.

### Total surface area of our buildings in 2022

**44,675 m<sup>2</sup>**

**4.35 m<sup>2</sup> per employee**

Between 2022 and 2023 the following countries have already or will change their offices: Denmark (Copenhagen), Lithuania (Kaunas), Netherland (Amsterdam), Slovakia (Bratislava), Spain (Barcelona), Portugal (Lisbon), Luxembourg (Luxembourg City), Sweden (Stockholm and Halmstad), United Kingdom (London), Czech Republic (Prague and Ostrava), France (Levallois and Lille), Morocco (Rabat), Belgium (Brussels), and Germany. Our headquarters (113 rue Anatole France at Levallois Perret) will be rebuilt with latest environmental criteria.

A particular focus is also given to energy savings and efficiency: optimising heating and air conditioning for daily use, buy green appliances to reduce energy consumption...

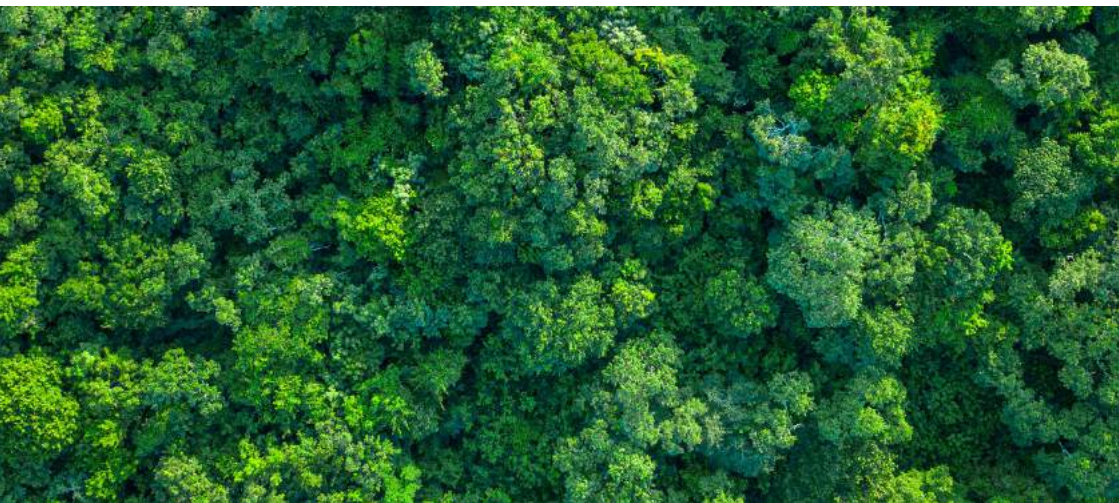
## Waste management (GRI 306-3, 306-4, 306-5)

Although Devoteam activity is not generating massive waste, the Group commits to limit its impact and encourages recycling in all the countries.

One of the main goals is to cut down on e-waste, extending the lifespan of computers and IT assets, in Devoteam and beyond through donations to NGOs or employees. When computers and other equipment cannot be reused, the components are recycled with the help of local players.

When possible, we combine our efforts to recycle with other social actions. For instance Devoteam France partnered with 2 companies, both employing mainly people with disabilities: ATF Gaia to recycle WEEE & Elise for non-hazardous waste (paper, plastic, cans, cigarettes...)

Total waste	50,199 kg
Non-hazardous waste	48,838 kg
WEEE (hazardous waste) recycled	1,361 kg
Recycled waste	12,719 kg



# People awareness, education & engagement

## European Sustainable Development Weeks

### Global

In September 2022, all Devoteamers were invited to take part in the European Sustainable Development Weeks with a series of conferences and activities to raise awareness and involvement towards the UN Sustainable Development Goals (SDGs), with a specific focus on SGD 4 - Quality Education - and SGD 13 - Climate Action.



3000 Devoteamers participated in the 15+ events and challenges organised globally and in 6 countries (Denmark, France, Portugal, Tunisia, UK & Luxembourg), with various angles such as “How to work sustainably as a digital consultant?”, “Sustainable Design and Ethical IT”, or intervention of external speakers like Inclusive Coding and Time for the Planet.

They were also invited to join the new Earth Club that brings together all Devoteamers who wish to get involved in nature and ecology, driving individual initiatives with their colleagues.

## The Carbon hackers

### Global

In 2022, a group of 30 carbon hackers from 12 countries worked together during three months to define and promote eco-friendly behaviors. During this period, they deepened their knowledge and understanding about carbon reduction, participated in a “Climate fresk” and a “2 Tonnes workshop”. Moreover, they they were encouraged to network and share ideas with other Carbon Hackers before inspiring other Devoteamers through the Earth Club.



“Thanks to this programme I have learnt a lot regarding the carbon life cycle during the climate fresk workshop and then found concrete and measurable actions to reduce my carbon footprint thanks to the 2 tonnes workshop.”

**Morgane LANDOUER**, Lead Consultant France

## Green IT Capsule

### France

Devoteam France released a new training capsule on the subject of Green IT and IT for green in 2022. The capsule was entitled: "Digital and environmental impact, what are we talking about?"

It focuses on four main topics:

- The global impact of digital on the environment
- The impact of cloud and data centers
- Telecommunications networks and the potential of 5G
- Daily digital habits

In 2023, this training will be adapted and offered to all our geographies.

## Promoting emails inbox cleaning

### France

Devoteam G Cloud created an app that automatically delete old emails:

- Emails in the promotion and social category older than 30 days
- Email not important older than 2 years

The application also creates labels directly in Gmail to schedule deletion of emails. For example, when receiving an email, if you know that, in some months, it will no longer be valuable, you can schedule deleting it after 6 months. With this application we already deleted more than 8 million emails.

In 2023, it will be promoted to all our geographies.



## Hack in the Woods Festival (Microsoft Partner Pledge) Luxembourg

Through the Microsoft Partner Pledge, Devoteamers from Luxembourg were invited to attend the Hack in the Woods festival, where people put our #TechforPeople vision to life, by helping NGOs reach their full potential with code. During 4 days, they participated in conferences, concerts, intense Coding sessions, knowledge sharing, in an amazing place with comfy teepees and many 'team building' activities.



"Supporting Iles de Paix to rethink the mapping of field volunteers for their awareness and donation campaign was a great experience. We were able to propose a POC to the final jury!"

**Loic BURNOTTE**, Full stack Developer



"Attending Hack In The Wood, and discussing with other developers sparked my curiosity about NGOs. We also shared great moments with the colleagues during all the sports & fun activities aside".

**Nicolas POZZI**, Full stack Developer



## V. Environment

# Biodiversity

Mindful of environmental issues and biodiversity in particular, Devoteam Group is seeking to play its part in addressing these fundamental issues with partners.

### 3 Hives sponsored by Devoteam

- Up to 180 000 bees in summer
- 37,5 kg of honey in 2022



### AI and digital platforms to monitor the changing cycles for wildlife

*Seasons and temperature observations*

With changes happening more quickly in the mountains than in the lowlands, scientific observations of mountain biodiversity are key to predicting how climate change will affect our immediate environment, such as how organisms will adapt and relocate....AI tools and models can assist provide a big picture of how species interact in such landscapes.

After 5 years of impactful cooperation, Devoteam Foundation and Devoteam Revolve France renewed for 3 years their engagement with the scientific environmental association CREA Mont-Blanc. Aligned with our policy of a global and long-term partnership, a mix of financial and skills donations are allocated to support CREA Mont-Blanc. Every year, 100+ days of pro bono work are offered to use AI to sort and automatically analyse pictures of “camera traps” and enhance data management in the AWS cloud.





## VI. Ethics

# Meet Thierry François, CFO of Devoteam



### Why are Ethics a key dimension for Devoteam ?

At Devoteam, we think that by being transparent and an ethical actor, we can build sustainable relationships with our stakeholders. In our ultra-connected world and as a tech company, we do have a specific responsibility regarding data protection, compliance and security. All of our stakeholders also have increasing demands to cooperate with companies respecting Environment,

Social and Governance (ESG). We are fully committed to adopt ethical behavior in all our operations, which means addressing at the same time full transparency and strong security. We apply ethical standards from the top of the company to every part of it.

### What did Devoteam achieve in 2022?

We have a continuous improvement approach on several topics. Our Code of Conduct is updated every year and signed by our nearly 400 top managers.

Our whistleblowing alert system procedure has been communicated and adapted with tests at least once a year by our Ethics Committee.

We also implemented an internal control and evaluation on our accounting system to detect any non compliance. For instance we ran the tool “Supervisor” on G Cloud France to analyze data from 2020 and

2021, then investigated and corrected every error. More entities will be addressed in 2023.

It's crucial that our employees understand how we proceed in this field. So we have drawn up a procedure to explain our operations and also promoted specific training modules for instance on data protection or anti-bribery.

A key achievement that I'm very proud of is getting the maturity level for Cybervadis in France to assess our strong security processes.

### **What are your ambitions for 2023?**

We are currently working on several projects that are part of our continuous improvement approach.

For example, we are planning to enact our corruption risk mapping to provide a more operational vision to every entity of the Group. We are also reinforcing our international governance on Ethics to ensure full contribution of all geographies in our policies definition.

We want to promote our ethics approach in our ecosystem. Internally, pursuing awareness and training on existing and new learning modules; and externally with our suppliers: in 2022 a questionnaire was made to check that Devoteam's supplier ethics policies were aligned with our Responsible Supplier Commitment Charter. The aim is to perform this evaluation before every contract signature.





# Ethics - 2022 recap

**ecovadis**

**70/100**

Ecovadis score for ethics & sustainable procurement



**Security**

**cybervadis**

**951/1000**

(France)



**91%**

**accessible website**

(RGAA 4.1)

**1 alert recorded**

and addressed by the Ethics Alert Line



**Internal engagement & training**

**99%**

of managers signed the Code of Conduct



**Ethics in our upstream and downstream value chain**

**1 Responsible Supplier Charter**  
& ESG assessment

**0 claims**

from clients or suppliers related to corruption



## VI. Ethics

# Security Information

In order to respond at best to the risk of data breach and cyber attacks, information security is managed directly at the highest level of the group.

On the back of a significant increase in cyberattacks (four times more than in 2019), the Group's entities are facing strong pressure from customers, being themselves targets of attack.

These risks are closely linked to the three fundamental security criteria: the availability, integrity and confidentiality of the systems and the information they contain, which may directly impact the operational activities of the Group, its customers and partners.

Information security is becoming a differentiating strategic focus, with a significant impact on market reputation.

The Group's information security is organized around:

- A dedicated security team dealing with topics such as:
  - classifying and securing assets;
  - preventing and managing security incidents;
  - securing missions and implementing specific security measures;
- A weekly security report sent to the Group CIO;
- A monthly security incident report, sent to all Country Security officers, listing all open security issues;
- A quarterly meeting with Country Security officers, to follow the common security projects, and share the current issues to address.

In 2022, the Group internal information security unit carried out several activities to improve the Group security. It includes 4 main topics:

- Securing 6000+ devices in 8 countries with IAM (Google), UEM (Ivanti) and an Antivirus (Sophos)
- Promoting Security culture for instance with phishing campaigns or security awareness for newcomers (upgraded in 2022).
- Defining & promoting four labels to classify documents on Google Workspace (Public – Internal – Confidential – Secret) and improve the management of confidentiality.
- Leading security risk projects like the ISO 27001 Audit of Alps region or NTIS, a maturity assessment and roadmap definition for each country.

3 cybersecurity attacks were reported and addressed in 2022.

## Cybervadis France

Devoteam France (S.A.S) was evaluated on the Cybervadis questionnaire, based on the ISO 27001 standard, a notation recognized internationally, for which an independent assessment was carried out on the evidence provided. Devoteam France received the grade of 951/1000 which is equivalent to the highest level of maturity.

cybervadis



## VI. Ethics

# Personal Data Protection

Personal Data Protection is a major concern for Devoteam.

A specific governance is in place in order to address it and respect both Devoteam Clients & Employees Data Protection:

- The Data Protection Officer (DPO) named at the French authority in charge of Data protection (CNIL) who is systematically involved, upstream, in all Group projects to coordinate GDPR topics and securing related issues. The assistant DPO, named in 2022, assists the DPO in all projects.
- Local GDPR referents named in each entity, to guarantee their obligations towards both local & European Data protection laws.

In 2022, Devoteam continued to perform an in-depth data protection process update.

In particular, a focus has been made on Management Process and the exercise of the people right.

The DPO actively collaborated with the local security teams as well as the legal department to secure internal projects processing personal data, throughout their life cycle (from conception, through design and contractualisation until implementation & run phase, so like the end of the project) in a Privacy-by-Design approach.

Devoteam DPO is fully involved and committed in third-party relationships (for instance, in the event of subcontracting). In this respect, Devoteam has applied its contractual data protection standards to all service providers involved in the internal projects.

In 2022, an extensive work on the processing registers has been performed.

- Devoteam implemented a tool that provides a processing register of all Devoteam activities at Group level on personal data (staff management, payroll management, etc.). This tool allows Devoteam to increase data protection and fulfill its legal obligations (eg: GDPR...)

KPIs	2022
Personal Data Processing	110
Internal Project Compliance	~140
Impact Analysis Preparation	~150
Personal Right Requests	50

- Each Department/Business Unit listed the data processing operations, in order to update the compliance procedures and related documentation. These activities were also an opportunity to do a reminder to each department about the Data protection rules & best practices, for instance: minimation principle, data duration, least privilege principle, etc.).

Awareness and training sessions were organized to train teams about personal data and data protection, the main targeted groups in 2022 being IT teams and recruitment teams.

The exercise of rights is centralized on the DPO's email inbox (dpo.group@devoteam.com). This address is the privileged point of contact with the local stakeholders in charge of data protection.

## VI. Ethics

# Fight against corruption (GRI 205-1, 205-2, 205-3)

In addition to security challenges, every Devoteam employee has a responsibility to prevent corruption within the Group, and Devoteam addresses this topic with several actions, targeting those most susceptible to corruption within the Group.

## 1. Training

To inform widely about Devoteam rules, an online training module “fighting against corruption” is available. The objective is to share best practices, prevent our employees from any situation of corruption, help to mitigate risk situations, and provide dedicated points of contact in case of suspicion. The module is open to everyone at Devoteam, but 368 employees from 21 entities were particularly targeted, mainly those with sales and management functions. 196 passed this module (53%).



## Training employees on Ethic

### Portugal

In 2022, on top of reviewing or creating 10+ ethics policies, Devoteam Portugal focused on training employees in this field. Multiple sessions were organized to raise employees' awareness about good practices in conducting business in a proper way with two training sessions about "Doing business without bribery" and "Doing business in fair competition".

Other training sessions were organized on many other topics : Conflicts of interest, Data Protection, remote working security tips, GDPR, Cybersecurity, First aid and firefighting training...

## 2. Whistleblowing alert system

The Group applies all the laws and regulations in force locally in each country where it operates, and has set up an ethics [whistleblowing system](#) available to all internal and external stakeholders, accessible on Devoteam's website, in order to actively fight against corruption, anti-competitive practices, non-compliance, conflicts of interest, fraud, money laundering, data security...

A specific policy has been drawn up to explain its operation and an Ethics Committee, composed of the Group Vice-Chairwoman, the Heads of the Internal Control, Legal, Quality and CSR departments, and Social Affairs, considers and responds to each alert. This committee tests the procedure at least once a year.

In 2022, one alert was recorded by this system and no legal proceedings were launched against the Group.



## VI. Ethics

# Combating anti-competitive practices

Devoteam operates in a highly competitive sector in which a monopoly situation is forbidden. Devoteam also cares to prevent financial dependence on any sector or client.

The Group's customer portfolio is mainly made up of large international accounts with significant financial resources and professional purchasing departments in charge of organizing the competition between suppliers with referencing and requests for proposal (RFP).

None of Devoteam's customers represents more than 5% of the Group's annual revenue and the top 5 customers represent less than 20% of the Group's consolidated revenue, which strongly limits the risk of concentration.

Devoteam Group is committed to a strategy of continuous innovation in order to provide the best advice to its clients. Devoteam categorically refuses to engage in price dumping or reach any agreement on prices with its competitors.

Devoteam employees potentially exposed to risks of corruption and anti-competitive practices (directors, operational managers, sales representatives, buyers, etc.) must all complete a digital training module. Human Resources department monitors the completion.

In 2022, two additional training modules were deployed: "Doing business in fair competition" and "Conflicts of interest". 217 employees validated the first module and 123 employees validated the second one.

# Fight against fraud

The Group is committed to reducing the risk of fraud throughout the business. To prevent any fraudulent activity, Devoteam's controlling department has a delegated authority programme which clearly communicates the types and sizes of transactions that certain employees are able to enter into on behalf of the Group. The Internal Audit department regularly performs audit assignments across the Group entities, which includes collecting evidence collection and testing the operating effectiveness of related controls in each specific entity.



## VI. Ethics

# Relations with stakeholders

The Group controls that measures and programmes applied along its value chain. Devoteam complies with its duty of care with a tool to monitor the subcontractors and manage contracts. The CSR commitments of subcontractors, as well as the code of conduct to be applied during the assignment, are an integral part of the contracts signed.

The Group ensures compliance with laws, standards and voluntary codes relating to responsible marketing. Devoteam also cares about the data collected over its suppliers and ensures compliance with the GDPR.

### Our charters & rules

In order to strengthen its relations and comply with regulations, the Group has drawn up charters for its internal and external stakeholders in order to formalize the rules of conduct.

- **Code of conduct**

The Code of Conduct defines the ethical rules, values and principles embedded in our operating practices. Updated at least annually, it is signed by all Group managers, and the CFOs and purchasing functions of all entities. In 2022, 99% (364 out of 368) of selected employees returned a signed code of conduct.

- **IT Charter**

The IT Charter defines the conditions of use and access to the Group's information system.

- **Anti-Corruption Charter**

The Anti-Corruption Charter defines the banned behaviors likely to be representative of corruption or influence peddling. It was approved by the Group's executive management and staff representative bodies in April 2019 and adopted by all of the Group's subsidiaries, in addition to the local charters already in place.

- **Charter of responsible commitment with suppliers**

The Charter of responsible commitment with suppliers explains the commitments of Devoteam Group and what it expects from the companies with which it collaborates. The charter is mentioned in the general terms and conditions and sent to suppliers when they sign a contract.

- **Group Compliance Programme**

The Group compliance programme, coordinated by the Internal Audit Department, reporting to the Group Supervisory Board, is responsible for the compliance activity, the compliance process and its ongoing improvement, especially with regard to the implementation of local laws. The majority of Devoteam scope is regulated by the Sapin II Act which creates the obligation to make operations more secure and to strengthen the internal control mechanisms.

- **Internal Representation Letter**

With the Internal Representation Letter, entity managers formally commit to ensure that the financial statements and various activities comply with laws and regulations, as well as with the business and ethical directives of the Group.

- **Declaration of related-parties**

The declaration of related-party transactions (a transaction between the Group and a third party related to a Group employee) is signed every year by the CEOs, COOs, CFOs and all senior managers, and provides a strong commitment to the prevention of conflicts of interest.

## Sustainable purchasing

In order to reinforce our relationship with our stakeholders, Devoteam Group established back in 2021 a Corporate procurement management to drive Group purchasing initiatives.

Devoteam Group considers 2 categories of purchases:

- Around 25% are productive purchases: purchases of services enabling the Devoteam Group to carry out projects for clients;
- Around 75% are non-productive purchases: purchases enabling the company to operate internally (for example: electricity consumption, IT software or event organization).

The general purchasing conditions for subcontracting have been reviewed in order to incorporate CSR requirements; they are applied in all European countries. It's important to add that each ISO 9001 certified entity is already evaluating its subcontractors on the quality of the performance that they offer to the client.

The Group purchasing department has been trained on sustainable procurement in 2020. Together with the CIM (continuous improvement meeting) community, it developed a Responsible Supplier Commitment Charter and a CSR questionnaire which was sent to about 50% of Devoteam suppliers. CSR criteria have also been integrated into the weighting grid for RFPs.

Moreover, especially in France, the Purchasing department and Devoteam's "Mission Handicap" department are working together to contract with Adapted Enterprises (AE) and "Etablissement et Service d'Aide par le Travail" (Services for Help through Work), for instance for recycling, taxi services or envelope filing services. This commitment allows Devoteam to expand its social impact outside the company by creating jobs for people with disabilities.

## Sustainable IT and eco-conception

Devoteam Group places special emphasis on accessibility of its websites and apps. It has committed to respect RGAA (Référentiel Général d'Amélioration de l'Accessibilité, or General Accessibility Improvement Procedure in english, which is a french referential). Through the digital accessibility solution FACIL'iti, it is possible to adapt and translate Devoteam's websites, according to the particular needs of people with disabilities. This solution is particularly suitable for people with motor needs (Parkinson's disease, multiple sclerosis), cognitive needs (dyslexia) or visual needs (ARMD, low vision, cataracts), but also temporary needs (ophthalmic migraine).

Devoteam websites are 91% graded by General accessibility guidelines for administrations.

Beyond digital accessibility, sustainable IT also covers other aspects like reducing the impact of our websites for the environment and we adopt a continuous approach in this field.



## VII. People

# Meet Christelle Chappaz, Chief Talent & Learning Officer of Devoteam



### Can you explain what covers the People dimension of Devoteam CSR Strategy?

Today, Devoteam is comprised of 10,000 employees in 20+ countries, who work with clients on a daily basis to “make a difference”. Their skills are an intangible asset and our duty is to offer them **Infinite Possibilities** to become Digital Leaders.

We have 4 main focuses:

- Remain a “Learning Company”: as recognition of our consultants' expertise, passing certifications is one of our training challenges. We want 70% of Devoteamers certified in technologies & methodologies related to our strategic partners and “value accelerators” by 2024.
- Offer them challenges to overcome, in line with our conviction that skills are mainly developed during projects carried out with our clients.
- Promote collaboration: being a Devoteamer also means contributing to the team. They are encouraged to get involved, for example, as internal coaches or mentors, trainers, community members or facilitators, skill-based sponsors for NGOs, participants in internal hackathons, etc.
- Wellbeing and good working conditions for all our people, regardless of their gender, social, cultural or any specific background.



## **What were the key achievements for 2022?**

At Devoteam, talent density is a shared priority that depends on the ability to recruit Talent, but also to help Devoteamers grow. With this objective, we have refined in 2022 our Employee Value proposition (EVP). With CSR at the heart, it is based on our 5 values: Frankness, Ambition, Entrepreneurship, Collaboration and Respect, and offers 5 perks to our employees: friendly worklife, supportive management, impactful projects, connect with amazing people, and fast career development.

We launched and strengthened major initiatives as part of this EVP. For instance, we have better identified and trained all levers of management to support performance and career management for all. To recognize and promote our top talents, we refined the “Digital Champions” initiative: the 350 best Tech and Business Leaders have been identified and we want to offer them specific learning opportunities as well as community sharings. We extended the Devoteam Foundation activities in 14 locations, with 300 devoteamers offering 1300 days of pro bono work to NGOs. We have moved to new offices to offer improved working conditions and opportunities for team bonding.

We deployed tools and processes to navigate our HR challenges: Workday is now our HR tool for most of the locations, and we launched Devomood, our bi-annual employee satisfaction and engagement survey at group level. It is a compass for us so we can detect which areas should be improved and set up plans accordingly. More than 70% of Devoteamers responded to the last edition in November helping us to define our 2023 ambitions.

## **What are these ambitions?**

Beyond all underway programs that must be followed and expanded, our main objective remains to build talent density and engagement. With the key support of line managers, we want to offer Devoteamers more visibility on their career with extended tools, rituals and opportunities. We plan to enrich our learning programs, for instance with the reinforcement of our training center in Luxembourg, Knowledge Management and Communities will be revitalized. We also want to offer even more ways to engage: we're aiming for 500 Devoteamers to participate in the Devoteam Foundation programs.

# People - 2022 recap

## Our Employee Value Proposition #InfinityPossibilities



  
**10,262**  
Devoteamers  
(+14.7%)

**111**  
nationalities

  
Including  
**28%** women  
and **72%** men

### Engagement

**300**  
People engaged



**1,320**  
days of engagement  
in pro bono

### Learning

**66,000+**  
days of training

**5,249**  
certifications on Infinite  
dimensions

**3,000**  
Udemy PRO licenses (1)



### Employee Satisfaction

 devomood

**72.9%** response rate (2)

**33** NPS Score (2)

 glassdoor

**4/5** (3)



(1) Udemy is an online learning and teaching marketplace

(2) Devomood bi-annual employee survey - November 2022

(3) December 2022, Devoteam Group

## VII. People

# UN Global Compact and International Labour Organisation

Compliance with Global Compact principles 1 to 6 + SDGs 4, 5, 8 and 10



International  
Labour  
Organization



WE SUPPORT

As a signatory to the UN Global Compact, the Group respects and promotes national laws and international labour conventions of the International Labour Organisation by openly showing its support for:

- collective bargaining between employers and staff representative bodies, as well as freedom of association (for example, SYNTEC convention for France);
- respect for the freedom of association and recognition of the right to collective bargaining;
- the elimination of any form of forced or compulsory labour;
- the refusal to use child labour;
- the employer's involvement in the career development of the employees, particularly through training.

# Distribution of employees (GRI 2-7, 405-1)

	Total 31.12.2022	Total 31.12.2021
<b>Workforce</b>	10,262	8,943
<b>Distribution per Gender</b>		
<b>Women</b>	28%*	28%
<b>Women within directors functions</b>	23%*	20.6%
<b>Men</b>	72%*	72%
<b>Age Distribution</b>		
<b>&lt;30</b>	34.5%*	32%
<b>30-50</b>	56%*	56%
<b>&gt;50</b>	9.5%*	12%

\* measured on 9310 employees, in entities using Workday, our HR tool. Entities not included will be included in 2023.

Data per country is available in the appendix.

## VII. People

# Promoting Diversity & Inclusion

The digital sector has long been preferred by men from school onwards (globally the ratio of men to women in engineering is around 5:1). This trend explains the lack of female representation, particularly at the level of the Group's top management, which is committed to changing this long established tendency, with some improvements during the last years: the Executive Committee of Devoteam now counts four women vs one woman 2 years ago.

More and more countries within the Group monitor the recruitment of employees with disabilities. Some examples are mentioned below.

Indicator	Belgium	France (1)	Germany	Italy	Middle East	Spain
Disabled employees in 2022	0.51%	1.18%	2.53%	2.56%	2%	2%
Disabled employees in 2021	0.5%	1.49%	2.38%	Non reported	Non reported	1.17%

(1) Scope : DVT SA, DVT Consulting, G Cloud, Siticom, Creative Tech, Top Team, Axance Technology, DCE, Fi-Makers, Revolve, RVR Parad, Ysance, DMA, Alfun, Next Digital

Group actions have three main ambitions:

- Increase diversity in the IT market and the number of talents choosing tech careers
- Increase the number of talents from all horizons within Devoteam
- Ensure equal treatment for all Devoteamers

## Promote Women in Tech Careers with CoderDojo4Girls Belgium

At Devoteam, we believe that women in tech have the same potential than men, and that they can equally make a difference in the world.

Devoteam Belgium partnered with CoderDojo4Girls, dedicated to empower girls aged between seven and seventeen, and awaken their passion for technology, in a playful way. Thanks to CoderDojo, over 60,000 girls have already learned to code and be creative with technology.

In October 2022, Devoteam Belgium welcomed 80 girls and 20 Devoteam volunteers at Devoteam office, for a CoderDojo4Girls event, where the youngsters could learn how to program, and express their creativity in a videogame, website or robot.



## Facilitate Disability at work

### France

With regard to the disability agreement, in 2021, a 4th three year agreement has been negotiated and covers 12 French entities. The objective of the current disability agreement is largely achieved thanks to a specific department “disability mission” investing in several actions.

For example:

- Offering medical absences granted by Devoteam raising awareness among recruiters and HRBP,
- Leading external actions such as developing services with assistance centers helping disabled people into work and adapted companies, with a positive impact being made through Group procurement. Main partners are listed below.

Devoteam France has more than doubled these services in 3 years : €113 740 in 2022, €103,703 in 2021 and €50,591 in 2020.



## Promoting Tech career & training possibilities to wider population

### Luxembourg

For an increasingly diverse and inclusive workplace, Devoteam Luxembourg attends yearly to several events to promote tech career possibilities and training path to people in Up & Reskilling. The company participated twice in the jury of Technobel Belgium for Junior Web Developers to share best practices in finding a job and training trends. In November, we also promoted tech career perspectives to CodingJobs students, a training program from NumericALL, supported by ADEM and CNFPC in Luxembourg.

In partnership with Digital Learning Hub, Devoteam Training Center put in place a "Journey to the Cloud" program of 5 days allowing participants to grow their skills in the fundamentals of major Cloud platforms and increase their employability on the market.

With 25 different nationalities, Devoteam Luxembourg has also supported foreigners for years during the pre-boarding phase, offering a personalized follow-up for their relocation in Luxembourg & administrative procedures (work permit, relocation allowance, family reunification).





## Ensure equal treatment with the Gender equality index France

In France, through the calculation of the “gender equality” index, a tool to measure the progress of gender equality, the Social Affairs Department monitors the development of each French entity and supports them in the implementation of improvement actions.

In 2022, average rate is 83/100 over the 9 French entities, 7 have a score superior or equal to 75/100.

More information is available on the [French Devoteam Website](#).

## Promote a more diverse, equitable & inclusive workplace Portugal

Devoteam Portugal leads several actions to promote a more diverse, equitable & inclusive workplace, with three main sub-represented groups:

- Women: to enhance the expertise, networking and recognition of our female employees, we launched our Women in Tech local community as, at the same time, we cooperate with external entities to increase the number of young female students choosing tech careers, such as informing them what kind of jobs they can have if they follow a career in IT.
- People with disabilities: two trainings about digital accessibility were delivered to our Creative tech experts, to address the difficulties a disabled person encounters in the digital world and discuss good practices to get around these difficulties and make their life easier. The same content was shared with all Devoteamers during the European Sustainable Development Week (ESDW).
- Foreigners: offering reallocation programmes to facilitate and financially support their establishment in our country.

500 people participated to these programmes in 2022, and new initiatives will be led in 2023.

## Diversity & Inclusion internal programme Sweden

Diverse and inclusive teams are more innovative and contribute to a better work environment for everyone. Devoteam Sweden promotes these dimensions with training to all employees and managers. Employee education programmes are delivered with the goal to achieve an equal and diverse workplace for all.

## VII. People

# An employee journey at Devoteam (GRI 401-1)

### 1. Recruitment Process

Devoteam Group's recruitment strategy is in line with the Company's HR policy: increase talent density to accelerate the digital transformation of our clients. Particular attention is paid to making sure that the candidates share Devoteam values - Frankness, Ambition, Entrepreneurship, Collaboration and Respect - as well as behaviours expected in the consultancy professions.

In 2022, we have refined our **Employee Value proposition (EVP)** to offer to each talent Infinite possibilities to become a digital leader. With **CSR** at the heart, it is based on our **5 values** and offers **5 perks** to our employees: friendly worklife, supportive management, impactful projects, connect with amazing people, and fast career development. It is detailed in our [new career website](#).

The Devoteam Group is committed to equal opportunities, promoting its employees on the basis of merit and actively fighting against all forms of discrimination. We believe that diversity contributes to the creativity, dynamism and excellence of the Group. All the positions are open to people with disabilities. To ensure fair and efficient recruitment, Devoteam adopted a recruitment management tool, SmartRecruiter, allowing the process to be traced in a complete, transparent and harmonised manner, while protecting candidates' personal data.



**CANDIDATE EXPERIENCE AT DEVOTEAM:** Devoteam Group works for equal opportunities, merit-based promotion of its collaborators and actively fights against all forms of discrimination. We believe that diversity contributes to the creativity, dynamism, and excellence of our organisation. All our positions are opened to disabled people.

## Devogame

### France and Middle East

Devoteam France and Middle East ran, in 2022, the 7th edition of Devogame, an innovative student competition, in a new "Meet & Play" format offering to the candidates 4 job meeting evenings in the gaming universe. We decided to breaking the codes of the interview and bring out the "soft skills" of students, to find 200 new talents to join its teams in France and the Middle East. Students from engineering schools, business schools and universities were invited to register for these new-style physical job meetings during which they were challenged by recruiters during video game sessions.



"Nearly 80% of our interns get a permanent contract at the end of their internship. We offer them the opportunity to join our multidisciplinary teams of data specialists, UX designers, business consultants, cybersecurity experts, engineers, developers and all our other great talents. We offer them a unique opportunity to work alongside our strategic partners, world leaders in Cloud and Tech: AWS, Google Cloud, Microsoft, Salesforce and ServiceNow"

**Virginie CHEVALLARD,**  
Director of HR Operations at Devoteam France

## Mentorship for young talent

### Middle East

Devoteam Middle East leads a strong internship program, MISK, to provide successful applicants with a rich, hands-on learning experience. Interns get the opportunity to work alongside some of the leading experts in the fields of Project Management, Digital Transformation, Business Strategy, Data Sciences, and Technology, including our strategic Partners tech: ServiceNow, AWS, Google, Microsoft, & Salesforce. It's a first step to entering Devoteam's teams.



"I got to make new connections which will help me in my future career. I also got to learn about data analysis which I haven't learned yet in my undergrad studies and how to manage responsibilities and deliverables. Devoteam has opened doors, we are always welcome here and it has a unique culture" - **Raneem**



"This is my first time working with AI, learning about different theories and techniques to use. I liked the people I worked with, they have been very helpful and guided me through the world of AI. I learned how to communicate and was helped throughout the program. - **Abdullah**

## 2. Onboarding

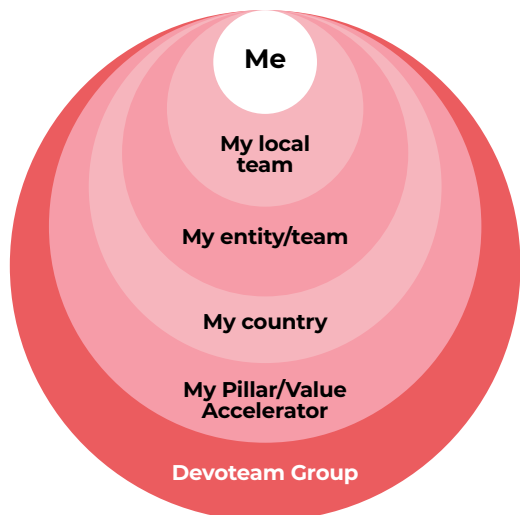
Onboarding is key for newcomers, who discover and integrate a new company, environment, team and culture. Providing good onboarding is essential so that the new Devoteamers feel welcome in the company and receive all necessary information, contacts, processes and tools to be successful in their job and happy to join the company. That is why we created OneBoarding.

The **“ONEBoarding” programme** aims to give them all the elements they can need to be part of Devoteam, and to embrace the range of career opportunities and to ensure they see themselves as an employee of a global company.

It encompasses five levels: Group, country, entity, local team & pillar (dedicated to a strategic partner) or a value accelerator (dedicated to an expertise), and local team, and promotes the multidisciplinary spirit.

It provides the newcomers with the resources to understand Devoteam values & strategy, processes and tools, connects them to internal communities, and guides them for their first assignment and career development.

The onboarding journey and all documents related, including welcome guide and digital learnings, are available on the intranet. To support the ambition to raise environmental awareness within the employees from day 1, each new comer is invited to plant a tree with the **blossom engagement programme**. 2000 trees have been planted in 2022.



### 3. Career Perspectives

Devoteam provides to the employees structured and formalized career paths, clarifying progression requirements, internal mobility opportunities and skills development conditions.

Each employee has access to all the job descriptions available in the Group and is supported by his/her HR and manager to define the roadmap to reach his/her career objectives: change his/her job, rank, pillar or value accelerator, become a manager, take a functional role or internal assignments like becoming a mentor or trainer...

Eagle For Value, the Group operating model, defines Devoteam priorities and offers a clear vision of career development, certification, and salary grids. This model ensures a virtuous circle where more impactful consultants drive better prices and margins, and opportunities to raise salaries and benefits. It also guarantees fair treatment of all Devoteam employees.

Career perspectives are presented on our Intranet (job visualization tool, jobs and rank descriptions...

Several initiatives are dedicated to delopping mobility and career development at Devoteam, like specific Career weeks in several countries.



**Workday is our Group HR system.** Core features were implemented in 2022, for 90% of Devoteam scope, remaining countries being planned for 2023. Our ambition for 2023 is also to propose new functionalities linked to performance and career development, including onboarding, check-ins and goals, performance and development reviews.



## Devoteam Digital Champions

The Digital Champions' Initiative was set up in 2022 to identify, recognise, support & develop our top Tech & Business leaders at Devoteam. Devoteam Digital champions are selected by Devoteam executives as thought leaders in their technological domain, having a strong impact on successful services activities. They are recognized as experts in their field who share and mentor other consultants and lead customer engagements. The community joins over 380 Digital Champions across 22 countries accelerating & driving our Infinite strategy forward ultimately allowing us to reach our shared goals of becoming a Premier Consulting Company.

For instance, our yearly "Tech Radar" publication, a guide sharing their beliefs on a range of emerging technologies that aims to affirm our positioning as a leading technology company and support our vision of "Tech for People Unlocks the Future", has contributions from over 50 Digital Champions representing over 52% of the content highlighting them as Industry leaders in their field of expertise.





## Career weeks

### France & Portugal

Careers weeks in Devoteam were launched in 2021 to fulfill employees' wish to have more visibility on their career, and tools to concretise their professional trajectory.

In France, the Career Week in June joined together all French Devoteamers with more than 9,000 connections. The week hosted 21 conferences, to inspire participants and help them build their career path and trajectory, with the support of 100+ devoteamers and external speakers like the woman conductor Mélanie LEVY-THIEBAULT, the disabled sportsman Philippe CROIZON, or the negotiator Bernard THELLIER. Training were also offered, with a format inspired by Youtubers, mixing learning and interaction via surveys. The sessions covered different topics: work-life balance, time management (how to move from time under pressure to time of choice), formulating goals to better prepare for action, feedback, collaboration, etc. Following this week, 125 employees expressed interest for internal mobility.

In Portugal a 2-day-Tech Career Forum held in Lisbon and Porto joined 400 attendees in 8 plenary sessions and one round table with 22 leaders and experts from all business units as speakers. The main objective was to present each business units and related job opportunities, as well as internal mobility experiences. The event was rated as very useful for the career development by participants, with a grade of 8.6/10 on this item.

**“The Tech Career forum allowed me to have a clear idea of the sectors that Devoteam covers, and thus be able to bet on the right area for me, starting with the right certification!”**

## 4. Training (GRI 404-1, 404-2)

To achieve the strong commitment to become a Learning Company, and to reach 70% of the consultants certified on Infinite Dimensions (Strategic Partner and value accelerators) by 2024, Devoteam dedicates 3.6% of available time to training each year:

- training leading to certification in the technologies of the Group's partners, a guarantee of quality for clients;
- training in the market's main methodologies and additional training in soft and consulting skills.

Indicators (Group scope)	31.12.2022	31.12.2021
<b>Training as % of available days (1)</b> (billable consultants)	3.6%	2.54%
<b>Days of training (1)</b> (billable consultants)	66,117	43,809
<b>Number of strategic certifications (1)</b>	5,249	4,543
<b>Number of employees trained (1)</b>	5,066	3,687
<b>Training as % Payroll (2)</b>	2.15%	1.28%

(1) Scope: devoteam Group

(2) Scope: Devoteam SAS

In 2022, Devoteam partnered with Udemy to offer to 3,000 Devoteamers in 15+ countries Udemy Business PRO licenses, providing access to 185,000 online course videos, assessments, labs & workspaces. The commitment is to increase to 4,000 licenses in 2023. It will provide technical paths, complementary to our partners platform, and will also strengthen soft & consulting skills development for employees, with strong alignment with Career Path and recruitment strategies, to accelerate career developments in Devoteam.



**MDA Games platform** (BeeDeez technology) completes this ecosystem. Available in 10 languages to all employees, it is used to provide short and gamified capsules on topics such as corporate legislation, regulatory, process... On top of traditional and online training, every Devoteamer can create modules to share his/her expertise to his/her colleagues

**My Devoteam Academy** (Syfadis technology) is the digital platform gathering the mandatory and optional training available for over 50% of Devoteam employees. My Devoteam Academy is Veriselect-certified by Bureau Veritas, and Qualiopi-certified, demonstrating alignment with the highest standards of the community of internal trainers.



## 5. Retention and offboarding

Offboarding is also part of an employee journey. Devoteam is proud to develop future leaders of the Tech Industry and many former Devoteamers become promoters.

Indicators	31.12.2022	31.12.2021	31.12.2020	31.12.2019
<b>Attrition rate</b> (managed + unmanaged attrition)	33.3%	30.4%	25.9%	30.4%
<b>Staff movements</b>				
<b>Total Departure</b>	3,203	2,433	1,929	
<b>Total Hires</b>	4,188	3,585	1,832	

Attrition rate is followed up on a monthly basis, with both business and HR managers, through our “retention radar” tool.

Attrition rate has raised by 2.9 points between 2021 and 2022, reaching pre-covid levels, aligned with the global trend of the IT sector.

In order to fight the increasing attrition that our sector and more generally all companies have faced in 2022, Devoteam has defined an action plan of 7 actions covering 4 areas : career, people management, compensation and assignment. Some example of actions are: "give more visibility on career paths and valuable means for development from the recruitment phase", "improve our onboarding process" or "increase focus on the right first assignment".

In 2022, exit interviews have been generalised in all geographies through Workday, to better identify reasons for leaving and set up actions to improve employee satisfaction. 62% of leavers have accepted to run such an interview. The most important reason to leave Devoteam in a personal reason, followed by compensation. With a continuous improvement mindset, the questionnaire has been updated at the beginning of 2023.

## VII. People

# Working conditions & work-life balance (GRI 403-1, 403-2, 403-3, 403-4)

To empower employees to achieve success and ensure that they can thrive, Devoteam prioritises their health and well-being, driving initiatives and providing services to support physical, mental, and social health.

### 1. Occupational health and safety

Devoteam's health and safety policies are mainly managed locally and governed by each entity. Local regulations and standards are followed wherever applicable. Committees and/or safety officers for wellbeing, safety/health, stress & burnout prevention strategy are in place in most of the countries to define Health and safety policies.

Two indicators are used to monitor working conditions:

- The Devomood satisfaction survey (GRI : G4-58). 72,9 % of Devoteamers responded to the November 2022 issue
  - 8.1/10 employee rating on working conditions
  - 8.7/10 employee rating on how easy access to Devoteam Digital workplace is
- the absenteeism rate per country - cf. Appendix

Managers and HR teams pay full attention to respecting local rules and legislations regarding working and rest times. The entities monitors working rules and especially rest time thanks to the activity report.

The psychological health issue is also particularly watched and Devoteam has an [ethics alert line](#) to report any risk (cf Ethics section).

## Remote working

### Global

After 2020-21 years marked by the covid crisis and the resulting new working conditions and employee expectations, Devoteam encouraged remote working.

The terms and conditions are defined at the local level, following exchanges with social partners and managers.

On his side the Group improved its infrastructure to make it easier for all the employees to telework: providing professional equipment in some countries, and equipping meeting rooms with video conferencing and jamboards.

To avoid remote working that comes with bad impacts on the work-life balance of Devoteamers, the Group acknowledges and supports the right to disconnect for all employees, providing the employees with guiding rules.

## Fighting Cancer - Pink October & November

### Global

In October and November, Pink October and Movember movements, fighting against cancer, have been promoted within Devoteam with communications and specific local actions.

For instance, Devoteam Tunisia welcomed doctors in its office to speak about breast cancer to our men and women employees.

The aim was to raise awareness about this disease, promote screening and provide prevention tips to Devoteamers.



**MOVEMBER®**



## New health policy

### France

Devoteam France is committed to health, safety and working conditions policy in line with the main principles promoted by international and European organizations.

The prevention of risks in terms of health, safety and working conditions is based on 3 axes at Devoteam :

- Exemplary daily management
- Precaution of all stakeholders
- Immediate diligence to neutralize risks

Devoteam France is also committed to preventing accidents by acquiring the necessary tools, by conducting prevention and awareness campaigns with all its employees, representatives, and interested parties, in coordination with our customers and according to the local legislation.

## Health & Safety conferences and yearly flu vaccination

### Germany

Devoteam Germany leads a Health and Safety programme with the objective of preventing mental and physical diseases.

Several conferences were held in 2022 to raise Devoteamers awareness on different topics like "Fit at Home", "Tired or already exhausted?", "dealing with stress in a healthy way" or "the active break". Relaxation mini-workshops were also offered. Some sessions like "leading employees with fears" or "leading virtual teams in times of crisis", were dedicated to managers to help them face some complex management situations. 200+ employees participated in such sessions.

On top of this awareness program, Devoteam Germany has organized for 5+ years an annual flu vaccination campaign, allowing employees to register anonymously and be vaccinated by a doctor.



## 2. Wellbeing

Devoteam's wellbeing and supportive programmes are defined and run locally, in accordance with local context, laws and regulations. They coordinate actions for employees, both in their professional and personal lives, to increase employee happiness, cohesion and solidarity.

### Culture & sport programmes for employees

#### Denmark

To develop both a good work environment and employees health, Devoteam Denmark has three committees: sport, culture, and parties. Different sport activities are organised, supervised by clubs per category: running, cycling, fitness classes, stand-up paddle boards, football, ski trip...

Devoteam Denmark has been awarded a Great Place at Work in 2022.

### Happiness@Devoteam

#### France

Happiness@Devoteam is a program built for and by Devoteamers. It proposes and promotes numerous clubs, communities and initiatives to offer better employee experience.



The objective is to allow employees to express themselves, innovate together, and be able to find colleagues with the same interests and hobbies. Employee-centric, the programme gives a voice to all our people in order to write together the ins and outs of well-being in the company. Volunteers Happiness officers facilitate each club, launch initiatives and engage their colleagues.

28 clubs have been launched in 2022 on different topics: sport and hobbies (running, gaming, cycling...), art and culture (music, photography, cinema...), and engagement (ability, Earth, citizenship). 2000 people are part of at least one Club, including 1400 in France.

In 2023, the programme will be expanded in other geographies.

## Donating paid leave

### France

Since 2018, French staff have the opportunity to support colleagues with paid leave donations. If an employee needs time to care for an ill child, caregiver with loss of autonomy, or a dependent/disabled parent, he/she can request for days' donation. When it concerns a child, Devoteam France grants to the employee half of the total days requested; the second part is completed with volunteer employees offering their own days off. The system is applicable to all entities in France. In 2022, 58 days were donated (half by employees, half by Devoteam) to help 9 families of sick children.



## VII. People

# Employee representatives

Devoteam strives to respect and promote collective bargaining between employers and employee representatives as well as freedom of association. In addition, Devoteam is a signatory to the Global Compact and as such, the company is committed to respecting the freedom of association and recognising the right to collective bargaining. Devoteam ensures that employee representations are respected in accordance with local regulations and legislation.

### Economic and Social Committees (comité social d'entreprise - CSE)

#### France

Devoteam France is in compliance with the professional elections. 6 subsidiaries have their own social and economic committee elected by employees, as well as points of contact to report and follow up cases

of sexual harassment and sexist acts.

In 2022, Devoteam France negotiated two new agreements with social partners:

- one about communications resources for employee representatives
- The second was the renewal of the agreement to promote and facilitate employment for disabled people




















# Appendix





# Appendix 1: Local commitments, awards & certifications

<p><b>Austria</b></p> <p><b>KSV1870</b></p>	<p><b>Belgium</b></p> <p> 9001:2015</p> <p> <b>HeForShe</b></p>	<p><b>Denmark</b></p> <p></p>
<p><b>France</b></p> <p> 9001:2015 14001</p> <p></p> <p> <b>Qualiopi</b> processus certifié RÉPUBLIQUE FRANÇAISE</p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>		
<p><b>Germany</b></p> <p> 9001:2015 27001</p> <p></p>	<p><b>Italy</b></p> <p> 9001:2015</p>	<p><b>Lithuania</b></p> <p> 9001:2015</p>

## Luxembourg



CSR INITIATIVE  
OF THE YEAR



ONBOARDING EXCELLENCE  
OF THE YEAR

## Portugal



9001:2015  
27001



COMPROMISSO  
VERDE LISBOA  
EMPRESAS & ORGANIZAÇÕES



## Spain



9001:2015  
27001  
14001



## The United Kingdom



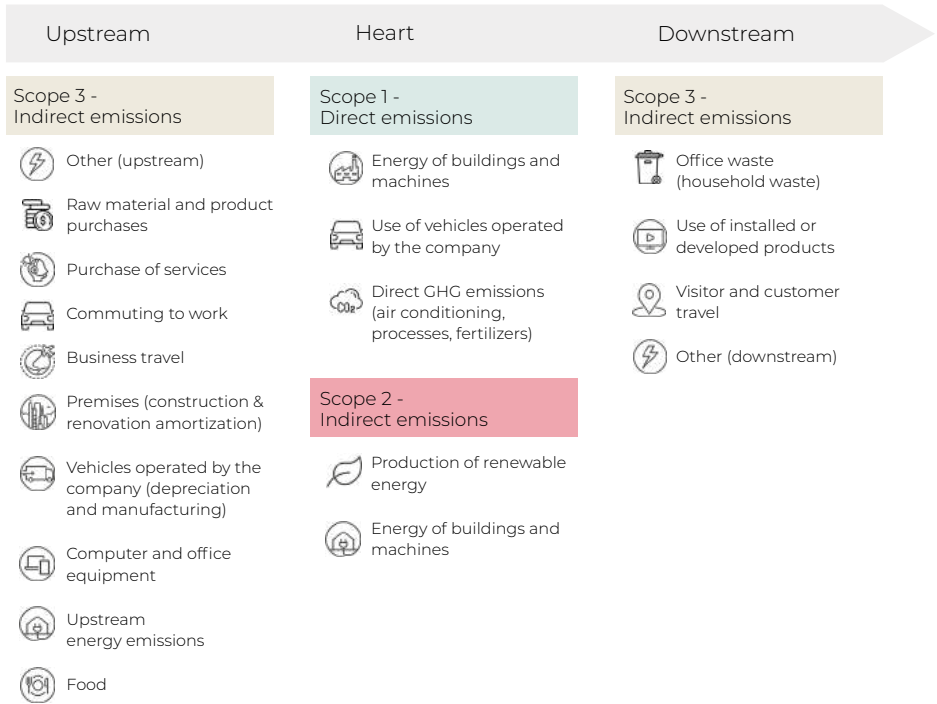
9001:2015  
27001  
14001



For any questions regarding our commitments, awards and certifications please contact the local CSR ambassador (Appendix 5) or address your request [on our website](#).

## Appendix 2: Carbon breakdown details

Our emissions are reported with 3 scopes covering our value chain:





## Carbon breakdown per geography (GHG protocol compliant)

	Total tCO <sub>2</sub> e	Scope distribution			tCO <sub>2</sub> e/ employee
		Scope 1	Scope 2	Scope 3	
<b>Group</b>	<b>38,239</b>	<b>2,099</b>	<b>655</b>	<b>35,486</b>	<b>3.73</b>
France	12,075	144	45,5	11,886	2.78
Denmark	2,086	24.7	67.3	1,993	5.62
Norway	846	8.67	0,18	838	5.25
Sweden	803	42.5	7.81	753	3.42
Belgium	3,411	906	68.2	2,437	7.30
Netherlands	1,136	38	46.1	1,052	3.86
UK	487	4.5	10.3	472	3.80
Luxembourg	1,054	384	9.68	660	8.17
Austria	205	25.9	2.38	177	5.54
Alps	537	23	36.7	477	3.20
Germany	2,043	211	67.6	1,764	5.16
Spain	2,268	43.3	66.9	2,157	2.40
Portugal	3,638	78.4	49.8	3,510	2.64
Middle-East	3,581	12.5	62.7	3,505	7.13
Africa	2,405	105	47.4	2,253	11.29
Serbia	518	29.7	43.9	445	3.87
Mexico	215	2.9	0	212	2.62
Italy	221	1.44	5.65	214	5.53
Turkey	161	7.06	7.37	147	6.19
APAC	236	1.14	1.38	234	9.08
Poland	105	1.52	2.73	101	4.20
Lithuania	197	4.26	4.94	188	3.23

More details are available on demand.

## Appendix 3: Employee breakdown details

	Total workforce	Including women	Age distribution		
			<30	30-50	>50
<b>Group</b>	<b>10,262</b>	<b>28%</b>	<b>34.5%</b>	<b>56%</b>	<b>9.5%</b>
France	4,348	31%	40.90%	52.88%	6.22%
Denmark	371	31%	34.15%	50.95%	14.91%
Norway	161	40%	19.39%	40.61%	33.94%
Sweden	235	48%	23.21%	67.93%	8.44%
Belgium	467	16%	35.43%	46.52%	17.83%
Netherlands	294	16%	21.26%	55.48%	23.26%
UK	128	21%	16.28%	56.59%	19.38%
Luxembourg	129	22%	30.22%	66.19%	2.88%
Austria	37	5%	16.22%	56.76%	27.03%
Alps	168	28%	30.00%	67.06%	2.35%
Germany	397	23%	18.52%	49.63%	31.85%
Spain	944	24%	30.46%	58.93%	10.61%
Portugal	1,376	26%	30.74%	65.66%	3.28%
Middle-East	502	28%	35.22%	59.94%	4.85%
Morocco	122	41%	41.83%	50.33%	7.84%
Tunisia*	91	41%	37.2%	60.4%	2.3%
Serbia	134	43%	50.36%	45.99%	2.19%
Mexico*	82	71%	32.1%	61.9%	6%
Italy*	40	12%	21.4%	64.3%	14.3%
Turkey*	26	4%	32%	68%	0%
APAC	26	Non reported			
Poland*	25	Non reported			
Lithuania*	61	26%	37.1%	61.3%	1.6%
HQ & divestments	98	Non reported			

Data reported is extracted from Workday except for countries mentioned with a\* that have reported with another tool.

## Appendix 4: Absenteisme rates per Geography

Countries	Workforce 2022	Absenteeism 2022	Absenteeism 2021
France	4,348	3.91%	4.68%
Denmark	371	2%	Non reported
Norway	161	3%	Non reported
Sweden	235	2.7%	2.8%
Belgium	467	2.9%	3.52%
Netherlands	294	3.57%	1.44%
UK	128	1.2%	Non reported
Luxembourg	129	1,4%	2.54%
Austria	37	3.56%	Non reported
Alps	168	2.3%	Non reported
Germany	397	4.97%	4.54%
Spain	944	2.43%	0.74%
Portugal	1,376	2.05%	1.78%
Serbia	134	4%	Non reported
Italy	40	0.52%	Non reported
Turkey	26	4%	Non reported
Poland	25	16%	Non reported

Non reported: Middle East, Morocco, Tunisia, Mexico, APAC, Lithuania

# Appendix 5: Teams & Governance





































## Top Management team

Devoteam  
Group Governance  
Q4 2022

Management Board			Steering Committee					
 <b>Stanislas de Bentzmann</b> Co-CEO M O&A, Germany	 <b>Godefroy de Bentzmann</b> Co-CEO	 <b>Sébastien Chevreil</b> Smap MD E Cloud, IT Platform	 <b>Christelle Chappaz</b> Chief Talent & Learning Officer	 <b>Thierry François</b> Chief Financial Officer	 <b>Osama Chouli</b> EVP Digital Impulse & Middle East	 <b>Emmanuel Lehmann</b> EVP France MD	 <b>Tomas Lopez</b> EVP Spain MD	 <b>Bert Schaap</b> EVP E Cloud, S Platform
 <b>Richard Andrews</b> United Kingdom MD	 <b>Sylvain Bernolle</b> Alpa MD	 <b>Philippe Bourhonesque</b> VP Innovative Development	 <b>Thomas Breuer</b> Germany MD	 <b>Romain Danlelou</b> France Deputy MD	 <b>Charlotte Glantrapani</b> Chief of Staff	 <b>Philipp Kron</b> VP Creative Tech Sweden MD	 <b>Cyril Lehmann</b> VP Data	
 <b>Benny Moenen</b> Belgium MD	 <b>Nathalie Morin</b> France Deputy MD	 <b>Bruno Mota</b> Portugal MD	 <b>Michael Rolland</b> Chief Marketing Officer	 <b>Stans Schumacher</b> Deputy CFO Group Controlling	 <b>Rensau Tempelier</b> VP Cyber Trust	 <b>Martijn Van Veen</b> Netherlands MD	 <b>Marianne Woldeby Tholin</b> Norway & Denmark MD VP Managed Services Transformation	

## Executive Committee

## CSR international community

 <b>Magali Regnault</b>	 <b>Ilham Halib</b>	 <b>Anushka Lazar</b>	 <b>Olana Muzychenko</b>	 <b>Radek Vanduch</b>	 <b>Jan Dillis</b>	 <b>Sif Neldeborg</b>	 <b>Nina Utzon</b>
 <b>Helle Merck</b>	 <b>Lotte Larsen</b>	 <b>Amalie Nygård</b>	 <b>Martin Bersvendsen Grønli</b>	 <b>Céline Ferreira</b>	 <b>Michel Kouka Mattingou</b>	 <b>Loia Provost</b>	 <b>Gert Jan van Halem</b>
 <b>Cátia Silva</b>	 <b>Ines Maria Ribeiro</b>	 <b>Marina Sendas</b>	 <b>Sara Beskow</b>	 <b>Sofia Wijkström</b>	 <b>Carin Madsén Kollberg</b>	 <b>Fahim Ghaffari</b>	 <b>Jan Schütz</b>
 <b>Laura Lopez</b>	 <b>Mark Dalton</b>	 <b>Dounia kandy</b>	 <b>Beyan Zaher</b>	 <b>Jimmy Jigmo</b>	 <b>Jolanta Macijauskie</b>	 <b>Dusan Prica</b>	 <b>Tanja Kovcic</b>
 <b>Thomas Jilek</b>	 <b>Gabriela Andrzejewska</b>	 <b>Esther Barolat</b>	 <b>Salma Khabthani</b>				

# Carbon taskforce



Magali Regnault



Ronan Bourhis



Céline Ferreira



Lola Provost



Tom Saxby



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Laura Troisfontaine



Gert Jan van Halem



Audrone Navickien



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Jan Kratochvil



Syrine Zghal



Carin Madsén Kollberg



Michael Marz



Carsten Wiedemann



Beyan Zaher



Tanja Kovcic



Dusan Prica

## Appendix 6: GRI Index table

GRI Standard	Disclosure	Location
GRI 2 : General Disclosures	2-1 Organizational details	p.8 ,p.13
GRI 2 : General Disclosures	2-2 Entities included in the organization's sustainability reporting	p.20
GRI 2 : General Disclosures	2-3 Reporting period, frequency and contact point	p.20
GRI 2 : General Disclosures	2-5 External assurance	p.122
GRI 2 : General Disclosures	2-6 Activities, value chain and other business relationships	p.13
GRI 2 : General Disclosures	2-7 Employees	p.89
GRI 2 : General Disclosures	2-9 Gouvernance structure and composition	p.18
GRI 2 : General Disclosures	2-12 Role of the highest governance body in overseeing the management of impacts	p.18
GRI 2 : General Disclosures	2-22 Statement on sustainable development strategy	p.6
GRI 2 : General Disclosures	2-28 Membership associations	p.22
GRI 2 : General Disclosures	2-29 Approach to stakeholder engagement	p.44
GRI 3 : Material topics	3-2 List of material topics	p.28
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GRI 205 : Anti-corruption	205-2 Communication and training about anti-corruption policies and procedures	p.76
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GRI Standard	Disclosure	Location
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GRI 401 : Employment	401-1 New employee hires and employee turnover	p.94
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GRI 403 : Occupational Health and Safety	403-4 Worker participation, consultation, and communication on occupational health and safety	p.104
GRI 404 : Training and education	404-1 Average hours of training per year per employee	p.101
GRI 404 : Training and education	404-2 Programs for upgrading employee skills and transition assistance	p.101
GRI 405 : Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	p.89



## Appendix 7: The 10 Principles of the United Nations Global Compact:

1. Support and respect the protection of internationally proclaimed human rights
2. Make sure that it is not complicit in human rights abuses
3. Respect the freedom of association and the right to collective bargaining
4. Eliminate all forms of forced or compulsory labour
5. Effective abolition of child labour
6. Eliminate discrimination in respect of employment and occupation
7. Support a precautionary approach to environmental challenges
8. Undertake initiatives to promote greater environmental responsibility
9. Encourage the development and diffusion of environmentally friendly technologies
10. Work against corruption in all its forms, including extortion and bribery

## Aknowledgements & contact

This report was lead by



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**Creative tech for Better Change**