



2023

Devoteam Sustainability Report



VEEP
Value | Environment
Ethics | People

Creative tech for Better Change



About Devoteam

Devoteam is a tech consulting firm specialised in cloud, cybersecurity, data, and sustainability.

Tech Native for over 25 years, Devoteam guides businesses through sustainable digital transformation to unlock their full potential.

With over 10,000 employees in more than 25 countries across Europe, the Middle East, and Africa, Devoteam is committed to putting technology at the service of people.

To realize this vision, we partner with the top cloud platforms in the world, Microsoft Azure, Google Cloud, and AWS.

Creative tech for Better Change

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I. Editorial

CSR Letter of commitment

(GRI 2-22)

Dear Devoteamers and Partners,

Building a sustainable future is at the core of our vision “**Tech for People** unlocks the future”: For the last 25 years, we have supported our clients to imagine and realise better change, with human beings as our main focus, driving together a **dual digital and sustainable transformation**.

We would like to warmly thank all Devoteamers across all geographies who engaged last year again in our **VEEP** strategy and contributed to leading our sustainability agenda across four dimensions: **Value, Environment, Ethics and People**.

Our common efforts were recognized: we received the Platinum Ecovadis label, placing us among the best 1% companies regarding sustainability achievements, and the range of our entities ISO certified - 9001, 27001, 14001, 37001 - is extended every year.

For 2024 we want to accelerate further in this direction, with some strong focuses.

1. Building on the success of Devoteam Earth Week and Sustainable Development Month joining together more than 4000 Devoteamers, we want to offer them even more opportunities to get **involved in the Sustainable Development Goals**, especially through our **Devoteam Foundation**.
2. Such initiatives will support behavioural changes internally, helping us **reduce our greenhouse gas emissions**, crucial to accelerate our sustainable journey. Last year, Devoteam took several significant steps towards the goal of cutting our emissions, including a new Group sustainable travel policy and office moves. In 2024 we will submit to the Science-Based Target Initiative (SBTi) our objective of reducing by 33% our absolute scope 1 and 2 emissions* and by 44% our scope 3 emissions* per unit of EBIT, by 2028. And we will make it concrete with local reduction roadmaps.

3. To **engage our upstream value chain** in our sustainable journey, we will implement in more geographies our sustainable purchase policy, including multiple dimensions beyond the environment: Human Rights and diversity, anti-corruption, security, data protection...
4. Downstream is also a main objective: we want to **drive, together with our clients, a digital just transition**, aligned with the United Nations Global Compact principles. After reshaping our Sustainable IT offers last year, we will embed sustainability by design in all our delivery activities. The first step of our goal is to certify 100% of our Digital Champions on Sustainable IT in 2024, and at least 4000 Devoteamers across our geographies.

We all have a major role to play and we know you are already assuming your own. As a company, Devoteam's leadership is committed to supporting and acting toward our goals.

Stanislas & Godefroy de Bentzmann

Devoteam co-CEOs



**Scope 1 - Direct emissions from combustion of fossil fuels by the company (e.g., natural gas and vehicle fuel);*

**Scope 2 - Indirect emissions from combustion of fossil fuels by a third party that are used by the company (e.g., electricity);*

**Scope 3 - Indirect emissions from upstream and downstream activities (e.g., business travel, commuting, purchase...)*

II. Devoteam Group

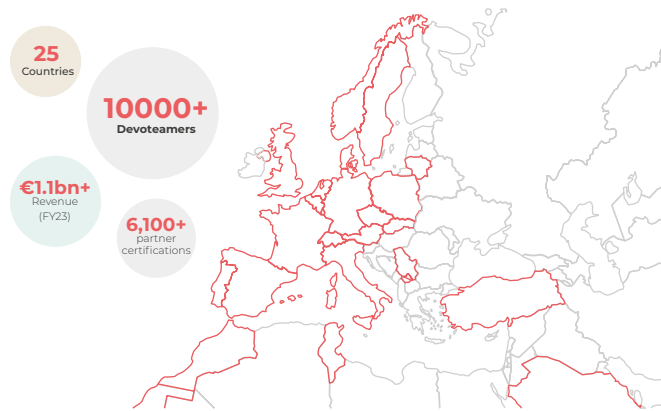
Devoteam at a Glance

(GRI 2-1, 2-2)

Devoteam is a tech consulting firm specialising in Cloud Platforms, Cybersecurity, AI, and Sustainability.

Tech Native for almost 30 years, Devoteam guides businesses through sustainable digital transformation to unlock their full potential.

With over 10,000 employees in more than 25 countries* across Europe, the Middle East, and Africa, Devoteam is committed to putting technology at the service of people.



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.

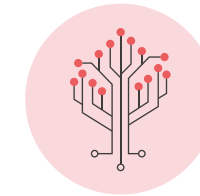
To accelerate our client's business we select leading tech partners, invest massively in our talents and combine their skills.



LEADING PARTNERS

50% partner-based revenue

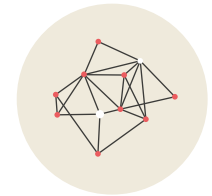
Selecting and working together with the leading tech partners, to leverage cutting-edge R&D and innovation, sustain our clients digital transformation and maximise business impact.



LEARNING 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

(GRI 2-25, 3-1, 3-2, 3-3, 205-1)

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

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

To do this, the group sets up interviews and workshops with key players in the ecosystem to find out what risks it faces and how to deal with them.

The two criteria used for this assessment are the severity and the likelihood of occurrence of the risk.

The following matrix shows the most important risks identified. A main evolution is an increase of data breach risk and cyber-security incidents, in line with the global increase of such incidents in the market.

As a service company in a very competitive market with fast-evolving technologies and knowledge, the talent shortage remains a critical risk, while the deterioration of the economic situation has increased the risk of consultant vacancy.

Regulation evolutions - green taxonomy, CSRD... - also comes with risk of non-complying.

A new risk regarding the indebtedness rate has been formalized, linked with our expansion strategy of Merger and Acquisition.

In response to all the risks mentioned, the group is taking the right steps to mitigate the effects, and even create opportunities before they happen.



Next Step: alignment with CSRD

(GRI 3-1)

Devoteam is preparing new obligations applicable - for the Group - from 2026 for its 2025 data: the European Corporate Sustainability Reporting Directive (CSRD), aligned with the European Sustainability Reporting Standards (ESRS). This new reporting includes a double materiality assessment, which is a further step towards integrating CSR issues at the highest level.

“The strengthening of corporate sustainability reporting requirements is a key element of the Green Pact for Europe. The main objective of the Corporate Sustainability Reporting Directive (CSRD) is to harmonise sustainability reporting by companies and to improve the availability and quality of published ESG (environmental, social and governance) data. These changes will make it possible, for example, to meet the information needs of financial players, who are themselves subject to ESG reporting obligations.” source AMF

One main change for Devoteam, as for all companies concerned, will be to standardise its reporting on the risks, opportunities and material impacts related to Social, Environmental and Governance issues. The Finance and ESG teams are already collaborating on this change, with the aim of producing a first version as early as next year.

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 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: (Value, Environment, Ethics, People)

OUR VALUE CREATED



VALUE
1,100 Bn €
9% revenue growth
1100 days of engagement in 12 countries
283K € donated to NGOs

OUR CLIENTS

Information technology services & software

Telecommunications, cable & broadcast

OUR VALUE ACCELERATORS

Digital impulse

Finance

OUR PARTNERS



Creative tech

OUR FLYWHEEL



Transportation

Services

servicenow



Cyber trust

Innovative Tech

Data driven

Retail & wholesale

Government, education & healthcare providers

Manufacturing

Utilities & Energy



ENVIRONMENT

31,165 tCO₂e
50% Devoteamers engaged in Earth week and Devoteam Sustainable Development Month activities
80/100 Ecovadis score for Environment



PEOPLE
10,331 Devoteamers
6169 strategic certifications
32 employee NPS
80/100 Ecovadis score for Human Rights



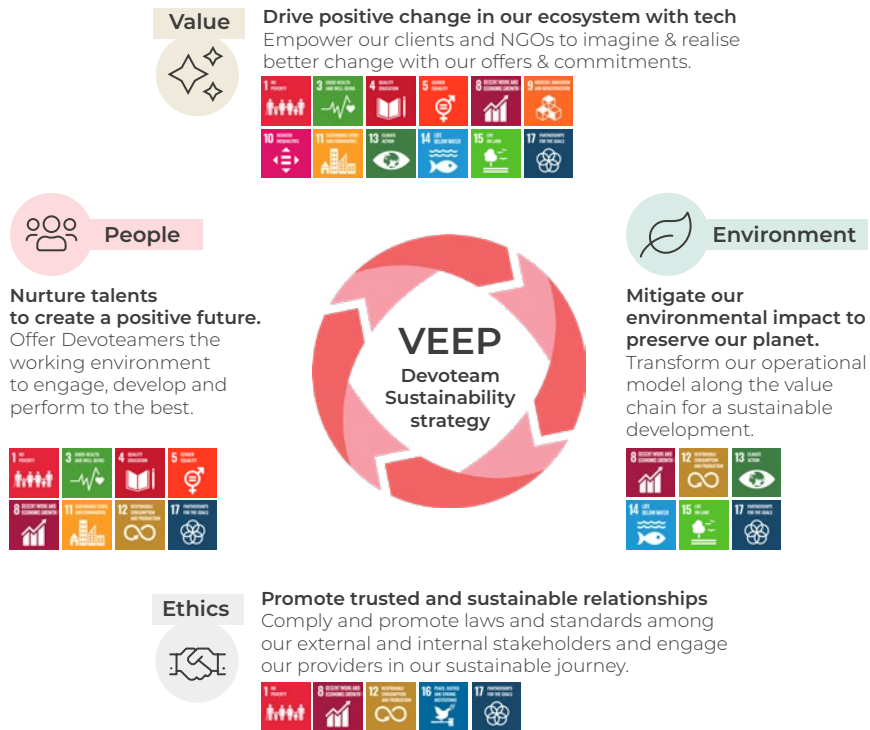
ETHICS
96% of managers signed the Code of Conduct
80/100 Ecovadis score for Ethics
70/100 Ecovadis score for Sustainable procurement
885/1000 Cybervadis (FR)

II. Devoteam Group

Devoteam Sustainability Strategy: VEEP (GRI 2-23)

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, 2-10, 2-11, 2-12, 2-13, 2-16, 2-17, 2-18)

Several internal groups provide guidance and set sustainability objectives internationally.

At corporate level, sustainability initiative is sponsored by our two Chief Executive Officers: they lead our CSR agenda with the support of the CSR director, Chief Talent & Learning Officer and General Secretary.

The integration of Sustainability in all the operations is managed with 3 main structures:

1. A Group and Local governance with global and international committees, driving the sustainability actions:
 - The Steering Committee, includes the Managing board (Devoteam Chief Executive Officers and Managing director), Chief Talent & Learning officer, Chief Financial Officer and Senior Vice President for major geographies and pillars. They define and challenge the Group's growth strategy, including the Group Objectives and Key results (OKR) focusing action. A part of their remuneration is based on the achievement of these key results. They make the major decisions, for instance Net-Zero goal.
 - The Business operation committee meets every two weeks and ensures the strategy operationalisation, Group performance and customer cases.
 - The Executive Committee members are selected because they are managing the major countries and pillars. They commit locally and drive the execution of the plan across all geographies, Value Accelerators and Pillars. 80% have been certified on Sustainable IT in 2023, and they all signed the code of conduct including knowledge about ethical business, and specific awareness on harassment inclusion and diversity.
 - 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, to address fundamental structural issues, made of transversal departments (CSR, Security, Data Protection, Compliance, legacy, Purchase, HR) collaborates monthly.
- As Devoteam will be submitted to CSRD in 2026 on the 2025 data, Group reporting and CSR are collaborating to engage all departments in this alignment project.

2. A specific governance to meet our carbon reduction target:

- A Quarterly Carbon board meeting, joining 10 Executive Committee members including the Chief Executive Officer and some geographies Managing Directors to define the main orientations
- A Carbon Task Force collaborates at least monthly to drive our Net-Zero agenda.

3. A governance dedicated to creating offerings & content and innovating with a customer focus, led by the Vice President of Sustainability with a core team and an extended one. Core team members advocate for the overall success of the Sustainability Group Initiative by orchestrating the deployment of the Sustainable IT transversal offer portfolio in countries and across Pillars/Value Accelerators through the proposed Target Operating Model. They take action on the alignment and formalisation of Group's Sustainable IT framework and patterns, as well as upskilling guidelines. Core team is supported by Extended Team that is composed of Sustainable IT Champions from Pillars and Value Accelerators. Extended Team members actively contribute to the deployment of Group Transversal offer in their respective entities. They provide an objective view on existing capabilities, facilitate prioritisation of value propositions for specific markets and formalisation of relevant sales materials.

The Chief Executive Officers communicate all CSR initiatives and strategies to Devoteam employees who are also encouraged to drive their own sustainable initiatives with their colleagues, in dedicated clubs (Earth club, Citizen Club...).

Local governance is also an important part of helping translate the global sustainability strategy locally 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, 2-4, 2-5, 2-14)

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, Local ERPs, OneBI initiative coordinated by Finance Department. The Chief Financial Officer and Chief Information Officer 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 and all geographies of the group, is approved at the highest level of management.
- The data collected is audited by external auditors before publication.

“Devoteam Group” or “Devoteam” 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. Headquarter employees are considered separately.

Deoteam will provide a restatement of information if previously reported information needs to be revised.

III. 2023 At a Glance

Recognitions

(GRI 2-23, 2-28)

WE SUPPORT



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: 78/100 - Top 1% companies

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



CDP, Carbon Disclosure Project: Score of C

In 2022, Devoteam Group obtained a score 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.

III. 2023 At a Glance

Key Achievements

1.130 Bn €

9% revenue growth

10.5% EBIT

1 TechRadar

screening 150 emerging Techs



100+ nonprofits supported

1,100 days

of engagement in 12 countries

10,331

Devoteamers

32 employee NPS

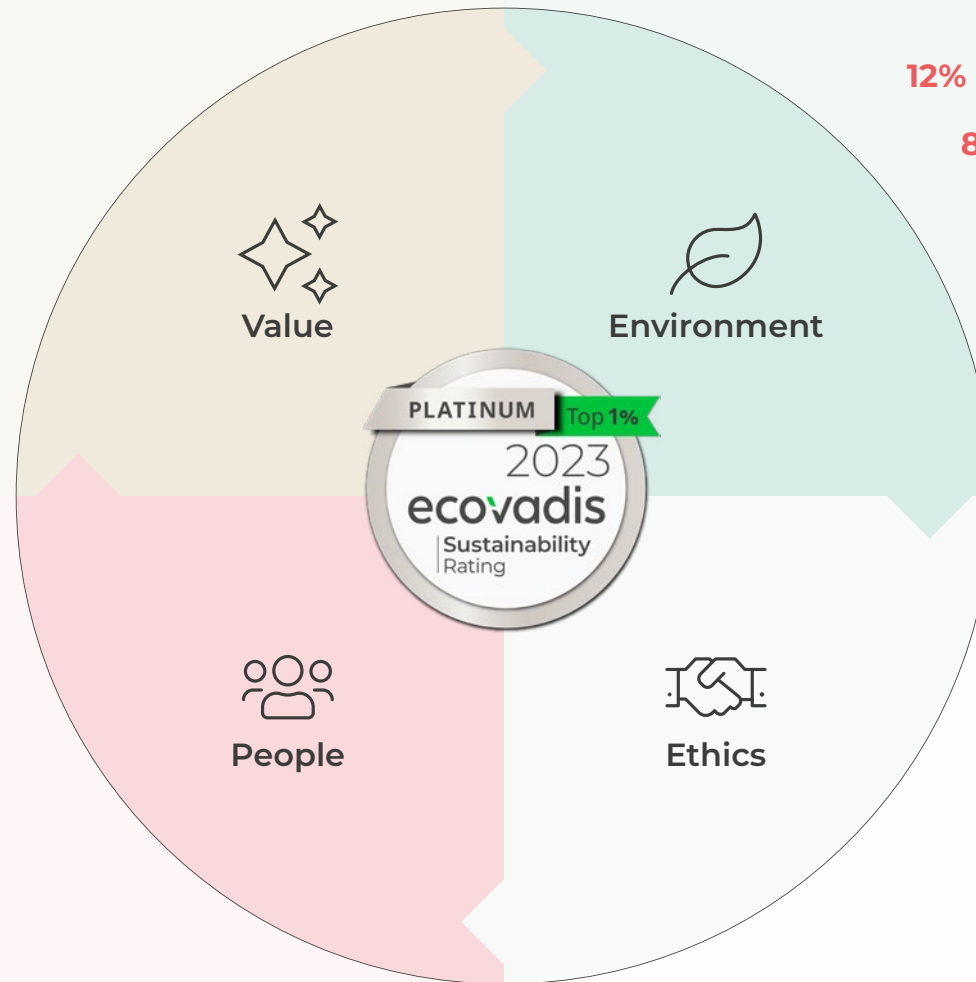


80/100 Ecovadis score

Human rights

6,169

strategic certifications



31,165 tCO₂e in 2023

12% CO₂e emission reduction vs 2022

80/100 EcoVadis score or Environment



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Near term and long term targets submitted to SBTi

80/100

Ecovadis score for **Ethics**

70/100 Ecovadis score for

sustainable procurement



885/1000

Cybervadis (FR)

Meet Magali Regnault, Devoteam CSR Director



What would you remember of 2023?

After structuring sustainability at the group level in 2022, 2023 has been a year of acceleration and commitments. We have consolidated a strong basis with international leadership over 20 countries, improved and structured tooling and processes. I'm proud to see the many actions launched in all our geographies.

A main achievement was our commitment to the Science-Based Target initiative - SBTi - with many new policies and guidelines to support our new target, including a new business travel policy focused on reducing our carbon emissions. On the social aspect, we also formalised our Group Human Rights policy and we consolidated our support to nonprofits in 10+ countries with financial donations and skills donations. This has been a key lever for our employee engagement, in addition to Earth week in April and Devoteam Sustainable Development Month in September, joining about 4000 devoteamers for the Sustainable Development Goals. In 2023, we also launched a new Sustainable IT learning program and 800 Devoteamers have been certified, which is crucial if we want to apply such patterns in all our activities and delivery, and extend positive impact to our clients.

What are the key focuses for 2024?

In line with the Group strategy, our objective is to work with all our stakeholders to drive a “**digital just transition**”, with 3 main focuses for 2024:

1. Define where we need to improve and launch relevant initiatives. A CSR report, but also our awards and commitments are part of this process to identify where we want to focus. Entering the CSRD - Corporate Sustainability Reporting Directive - and especially working for our double materiality will also give us a strong basis, and anchor our CSR strategy to our corporate one.
2. Continue building talent engagement, through our Devoteam Foundation actions, with operations for International Women's day, Earth Day and European Sustainable Development Week, and encouraging all our Devoteamers to train on sustainable IT.
3. Get approval for our science-based targets, and lead new projects to meet them, for instance working on our company car policy and an extended sustainable purchase policy.

**“2023 has been the acceleration
year for CSR within Devoteam.”**

Magali Regnault
Devoteam CSR Director

Devoteam Sustainable Development Month

From mid September to mid October 2023, Devoteam organized a Sustainable Development Month with a range of activities, both global and local. The objective: promote Devoteam's commitment to the United Nation's 17 Sustainable Development Goals; giving all Devoteamers a chance to learn more about the Sustainable Development Goals, get involved and find out how we can include them in all our activities.

More than **3000 Devoteamers from 15 countries** participated in this international event with **30+ activities** to encourage their engagement for a better change. 88% of the participants want to have the same initiative next year.

A wide range of activities were offered to

- **build awareness around the SDGs and engage** Devoteamers to take action: a global opening session conducted by Devoteam CEO and CSR Director where UN's 17 goals were explained as well as possible actions, several **climate fresks**, an online conference about "Think-Design-Build-Run Sustainable IT", activities to reduce waste and plant trees...
- **upskill on sustainable IT:** Green IT virtual escape games, and introduction of Devoteam's Sustainable IT certification supported by a learning challenge
- **Integrate healthy behaviours** with step challenges in 5 countries and a 9-country international running challenge to run 2500km together and unlock a donation to Greenpeace
- and **support nonprofits with our skills** through TechforPeople labs in 6 countries.



Climate Fresk
France



Cravate solidaire
Luxembourg



TechforPeople Lab
Luxembourg



G Cloud Run
Belgium



Business Run
Austria



Step challenge
Spain



Gifts for the planet
Middle East



Joyeux Coffee
Portugal

III. 2023 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



TechforPeople Labs
Serbia



TechforPeople Labs
Morocco



TechforPeople Labs
Netherland



TechforPeople Labs
Germany













TechforPeople Labs
Tunisia



TechforPeople Labs
UK

Our most relevant SDGs

	Devoteam ambitions & contribution	Targets	2022	2023 result	VEEP dimension
	Every worker has a right to compensation for a regular work week that is sufficient to meet the worker's basic needs and provide some discretionary income. We are committed to offering 100% of our people and suppliers worldwide, a minimum living wage, in accordance with the local laws, regulations and standard of living. Devoteam Foundation also engages our people for this goal with non-profit organizations.	100% people with permanent contract paid above minimum wage	Not measured	100%	Value Ethics People
	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 non-profit organizations.	Employee rating on working conditions: 8.5/10 (source: Devomood employee survey)	8.1/10 (Nov 2022)	8.2/10 (Nov 2023)	Value People
	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 programs and through our Devoteam Foundation, we promote lifelong learning and reskilling starting as early as possible.	70% of employees certified on infinite dimensions by 2024 4000 employees with Udemy licence in 2023 Focus 70% of investment in pro bono work on education	40%+ of employees certified on infinite dimensions 3000 employees with Udemy licence 40% of pro bono work on Education topics	54.1%+ of employees certified on infinite dimensions 4000 employees with Udemy licence 70% of pro bono work on Education topics	Value People
	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 non-profit organizations fight for gender equality, one of our main goals is to get more women into tech careers through thought leadership and partnerships with schools.	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 Improve our Gender Pay ratio	28% women in 2022 23% of women in directors French equality index: 83/100 as an average 7/9 entities with a score superior or equal to 75/100 Not measured	27.8% women in 2023 21.9% of women in directors French equality index for 2023: 85/100 as an average 9/10 entities with a score superior or equal to 75/100 93% (average on equivalent level)	Value People
	We empower our clients to lead a dual digital and sustainable transformation, putting IT at the service of a sustainable growth. With our Human rights policy, our Code of conduct, and our Sustainable purchase charter, we also make sure that people, along our value chain, are all part and beneficiaries of this better change	Revenue on sustainability offer: 5M€ in 2024 18,000 Devoteamers by 2028	Not measured 10,262 Devoteamers	Revenue on sustainability offer: 1.5M€ 10,331 Devoteamers	Value Environment Ethics People

	Devoteam ambitions & contribution	Targets	2022	2023 result	VEEP dimension
	We lead innovation & tech transformation for a better future including innovation programmes	<p>Increase the number of employees involved in innovation through hackathons with our strategic partners and Devoteam Foundation Tech for People Labs</p> <p>Develop our Digital Champions (top talent) community</p> <p>Train 80% of our workforce on sustainable IT topics by 2025</p>	<p>200+ people involved in Hackathons led with our partners 9 labs gathering 171 participants in 7 countries for 15 nonprofits</p> <p>380+ Digital Champions</p>	<p>194 people involved in Hackathons led with Google Cloud and ServiceNow 12 labs gathering 189 participants in 10 countries for 18 nonprofits</p> <p>430 Digital Champions across 25 countries</p> <p>8% of our workforce on sustainable IT</p>	Value
	We promote sustainable purchasing, increasing our CSR governance over suppliers, with CSR charter, questionnaire and selection criterias. We manage carefully our waste.	<p>60% of significant Group and country suppliers assessed on CSR criteria by 2024</p> <p>Reduce WEEE</p> <p>Increase recycled rate</p>	<p>62% of top 50 French suppliers assessed on CSR criteria</p> <p>1.578t WEEE</p> <p>Inc. 91.51% recycled</p>	<p>35% of top 60 suppliers assessed on CSR criteria at Group level</p> <p>1.199t WEEE</p> <p>Inc. 86% recycled</p>	Ethics Environment People
	We commit to unlock tech power, while limiting its materiality in a good way, taking into account our direct and indirect impacts.	<p>Reduce by 33% our absolute scope 1 and 2 emissions between 2022 and 2028</p> <p>Reduce by 44% our scope 3 emissions per unit of EBIT, between 2022 and 2028</p> <p>Focus 30% of investment in pro bono work on environment.</p>	<p>2022 CO₂e base year 35,335 tCO₂e</p> <p>Scope 1+2: 3,895</p> <p>Scope 3: 31,439</p>	<p>31,165 tCO₂e</p> <p>Scope 1+2: 4,775</p> <p>Scope 3: 26,390</p>	Value Environment
	With our internal and providers code of conduct we promote ethical behaviours along our value chain, including diversity and inclusion, anti-corruption, and environment conservation. Our Whistblowing/ethics alert system is open to every stakeholder.	<p>100% managers signing the code of conduct</p> <p>100% manager signing the related parties</p>	<p>99% managers signing the Code of Conduct</p> <p>95% manager signing the related parties</p>	<p>96% managers signing the Code of Conduct*</p> <p>90% manager signing the related parties*</p> <p>* remediation plan ongoing for newcomers</p>	Ethics
	We are structuring our global partnership for sustainable development: partners, clients, and Non-profit organizations.	<p>1,500 days of engagement with non-profit organizations</p> <p>Increase the number of countries offering skills to nonprofits through Devoteam Foundation</p> <p>Promote widely new techs with an annual techradar publication, screening techs available</p>	<p>1,320 days of engagement with non-profit organizations</p> <p>14 countries</p> <p>1 TechRadar with 130 technologies screened</p>	<p>1,100 days of engagement with non-profit organizations</p> <p>12 countries</p> <p>1 TechRadar with 150 technologies screened</p>	Value Environment Ethics People

IV. Value

Compliant with UN Sustainable Development Goals 1, 3, 4, 5, 8, 9, 10, 11, 13, 14, 15, 17

Meet Hervé Dumas, VP of Sustainability



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

Digital technologies play a major role in enabling the sustainable transition, provided that its impacts are properly understood and managed. Our duty as a tech company is to bridge technology with people and companies in the most sustainable way, to drive positive change.

We support our clients in driving a sustainable digital transformation with specific sustainable IT offers and also embedding sustainability by design in all our delivery activities. We don't want to simply 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 nonprofit sector with the means to imagine and realize better change. Devoteam consultants apply methodologies tested with thousands of clients for over 25 years to the social economy sector and help nonprofit organizations transform their activities.

What have been the main achievements in 2023?

The Ecovadis platinum Label is undoubtedly our main achievement since it recognizes our holistic sustainability approach.

At the same time, reshaping our sustainability offers proved to be a significant milestone enabling us to bring better change to our clients. Our new framework adapted to our clients needs with 5 focus areas to support them in their sustainable

digital transformation and low-carbon trajectory: Sustainable IT Strategy, Sustainable IT Foundations, Tooling, Eco-Design and GreenOps as a Service. This framework presumes to embed sustainability in all our deliveries, including a large training programme: about 800 Devoteamers were trained on Sustainable IT, including the Executive Committee. Having these skills enables us to better support our clients in using tech for their sustainable transformation.

Alongside the launch of offers, our Sustainable IT delivery capability was proven through successful delivery of projects, such as: maturity assessment, IT carbon footprint measurement and automation, strategic roadmap, application eco-score, eco-design training, low-carbon application design & build.

Concerning non profits, in 2023, we supported 104 nonprofit organizations including 21 with pro bono work and 18 with the “TechforPeople Labs” which are 3 hour-mini hackathons.

What are your ambitions for 2024?

We want to accelerate and scale our business activity on our sustainability portfolio, and to continue embedding sustainability in all our client deliveries.

We will amplify our efforts on delivering transformative projects to our customers to support them in their journey of embedding sustainability in their governance, culture, strategic roadmaps and daily IT operations. Our transformational capabilities and innovation focus to enable low-carbon trajectory for information systems, combining cost effective and sustainable IT as a key contribution of operational excellence.

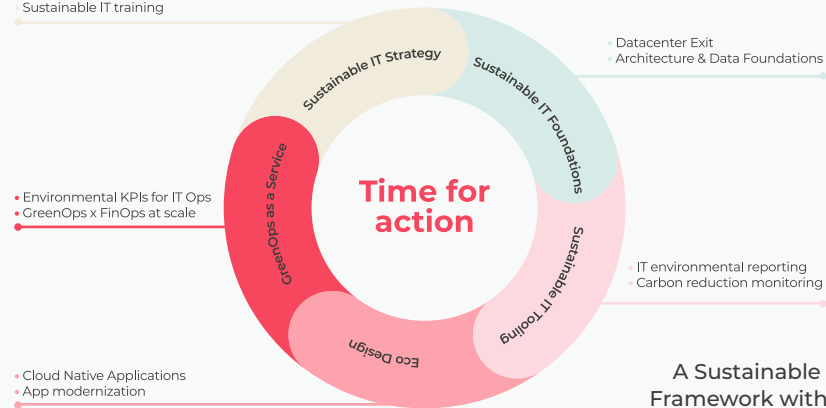
To be able to deliver the aforementioned value to our customers, we are setting ourselves an ambitious target to accelerate the upskilling journey of our consultants on Sustainable IT, integrate relative training in our newcomers onboarding program, and develop our external partnerships with the leading companies and organizations in GreenIT / GreenTech.

We believe that this engagement will enable us to multiply our successful customers' deliveries and drive sustainable digital transformation at scale.

Value - 2023 recap

Supporting our Clients digital sustainability journey

- Green IT maturity
- Sustainable IT training



A Sustainable IT Framework with 5 categories of offers

Supporting non-profit ecosystem

39 nonprofits supported with skills donations



300,000€ in donations

Including 60K€ for Turkey, Syria, and Morocco Earthquake

12 "TechforPeople labs" joining

200 devoteamers for 18 nonprofits

Devoteam's ISO Certifications



- ISO 9001:** Belgium, France, Germany, Italy, Lithuania, Portugal, Spain, United Kingdom
- ISO 27001:** Austria, Germany, Italy, Lithuania, Poland, Portugal, Spain, United Kingdom
- ISO 27701:** Portugal
- ISO 27018:** Italy
- ISO 14001:** France, Lithuania, United Kingdom
- ISO 37001:** Italy

Please find the full description of each ISO certifications in the Appendix

3 dimensions in our deliveries for Low Carbon IT



IV. Value

Our Multidisciplinary Approach

Devoteam enables enterprises to 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 expertises 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 organizations unleash their cloud potential with innovative technologies

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

Our unique approach, combining strong partnerships and deep tech expertise, allowed the company to earn major recognitions awarded by these platforms, including

- **ServiceNow – EMEA Partner of the Year** for the second year in a row (**Consulting and Implementation Partner of the Year** - Elite segment, EMEA region).
- **Google Cloud – Specialization Partner of the Year 2023 Machine Learning.**
- **Google Cloud – EMEA Sales Partner of the Year** for the 4th time in a row.
- **Microsoft – Partner of the Year in France, Norway, and Luxembourg** in the last three years.

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 created a framework to support IT Departments in driving the sustainable digital transformation, help imagine and realise better change, **and translate vision into action.**

Based on our knowledge of current technology (Cloud, data, AI, architecture, etc.), we seek to offer a practical strategy as a useful starting point for the transformation so that IT departments may concentrate strongly on putting changes into reality. To meet this challenge, we have established this framework with 5 focus areas to support clients in this process.

1. Sustainable IT Strategy

Acquire a comprehensive view of the IT footprint, adapt the IT governance, complete the digital knowledge and define the roadmap while fostering a culture of sustainability within the IT department

2. Sustainable IT Foundations

Ensure infrastructures, data & AI, architecture principles and digital workplace are optimised and are as low-carbon as possible

3. Tooling for Sustainable IT

Save time to be in action through easily accessible data and relevant sustainable performance indicators

4. Eco-Design

Move on to the next level and create eco-designed resource efficient and responsible digital services

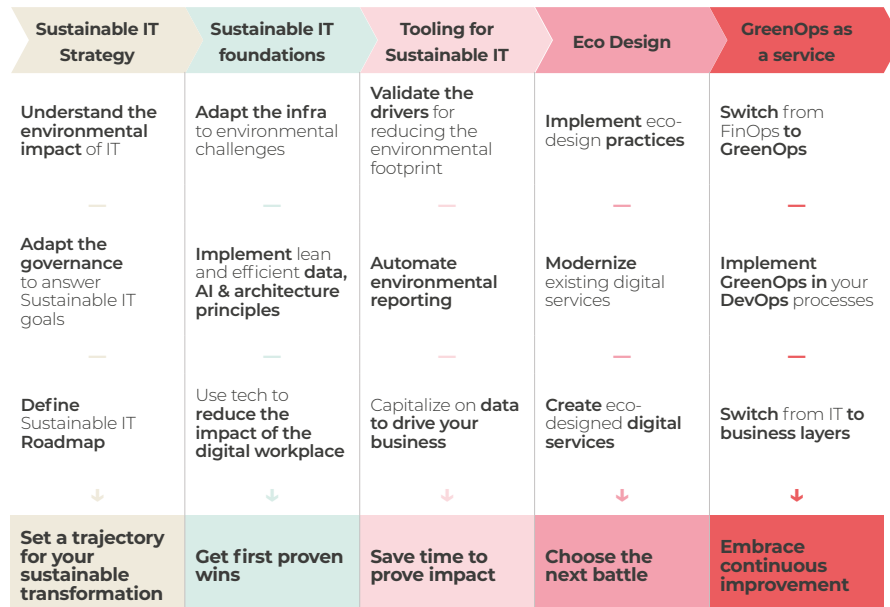
- Digital accessibility is governed by the RGAA directive (Référentiel Général d'Amélioration de l'Accessibilité, or General Accessibility Improvement Procedure in English, which is a French referential). As an example, Devoteam's website is referenced at 91%, meaning 91% accessible.
- Eco-Design is governed by 4 main references: RGEN (French "Référentiel général d'écoconception de services numériques" meaning "General eco-design guidelines for digital services"), Ethical Designers, Green IT, and GR491.

In order to deliver compliant services, we train our employees in specific programmes described in the "People" and "Environmental" chapters.



5. GreenOps as a Service

Embrace and lead the continuous improvement for all IT operations and for the collaboration with business layers



In addition to our Sustainable IT Framework (specific offers), we planned to steadily embed Sustainability in all our deliveries to customers through 3 dimensions:

- Clearly understanding our staffing **carbon footprint**
- **Certifying** out teams on Sustainable IT knowledge and practices
- Applying **Sustainable IT patterns** on customer project delivery

While it is imperative to embrace climate commitments and understand the different mechanisms behind the environmental impact of IT, it is necessary to identify the right KPIs to measure the progress. Only by mastering the aforementioned, it is possible to come closer to our major carbon efficiency objective, that is to emit the least amount of carbon possible.

We believe that Sustainability can be embedded at every state of project roll-out: **Think-Design-Build-Run Sustainable IT**. Therefore, focus on:

- **Engagement** of teams in responsible tech practices
- **Execution** of targeted actions for low-carbon strategy
- **Embedding** “Sustainable by design” as a new normal in all IT operations

Our Devoteamers are **committed to:**

- **Maximize** the use of modern technology
- **Minimize** the detrimental impacts
- **Promote** responsible tech for a better future

Acuredge

Acuredge is a seamless integrated and modular software platform providing solutions for risk management, control and compliance, audit, non-financial performance and business continuity.

Acuredge supports ESG risk assessment, efficient ESG data collection (ESG indicators, third party information) and ESG audits. The solution is CSRD compliant.

Carbon Footprint Analyser: supporting our clients on route to Net Zero

UK

Carbon Footprint Analyser (CFA) project was selected in 2022 during our Spark intrapreneurship international challenge aiming at imagining and creating future solutions for the market.

In 2023, further development on the innovation around the Carbon Footprint Analyser has led to an offering centered around an initial review of a clients data and Integration (MuleSoft) platform. With both a view on how ready the clients current Integration can enable their NetZero target, alongside an optimisation and performance platform review, it enables our clients to take advantage of our innovation and capability, on route to NetZero.

The winner of the sustainability Spark Award, says

"I continue to be passionate about using technology to solve issues that are faced by businesses. Clients are also journeying to a sustainable future, they are looking to understand and reduce their carbon footprint. We focus on how a tech driven approach can be used to understand a company's Co2 emissions. The concept is to collect emissions data in an automated way through APIs, calculate the amount of Co2 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, aligned to our clients Net-Zero ambitions, this will enable data driven decision making."

Raising awareness on Sustainable IT among our ecosystem

2023 marked a significant step up in the Group's acceleration on the Sustainability topic. Starting with the appointment of Hervé Dumas as Group's Vice-President of Sustainability, a Core Team has been assembled to strengthen the company's presence in the field of Sustainable IT and promote Sustainability both internally and externally.

To raise awareness around Devoteam's Sustainable IT capabilities, the Core team has led multiple customer meetings, as well as participating in External events such as Green Tech Forum in Paris, intervention at events organized by the French Chamber of Commerce in Lithuania and Seacon Global. To promote Sustainable Digital Transformation at our customers, our teams also organized multiple online events

- [Webinar](#): How to reach operations in IT decarbonization management?
- [Tech Connect](#) - Sustainability in IT
- [London DevOps #79](#) - Sustainable Data and DevOps practices
- [G Cloud event](#) - Generative AI and Sustainability event
- [Sustainable Digital Transformation](#) event

Sustainable Digital Transformation

Lithuania

On 26th October 2023 in Vilnius, Devoteam organized an insightful event where the industry experts were discussing sustainability in the world of digital transformation and cloud technology. Our aim was to share our vision, existing technology methods, and real cases to measure, optimize and encourage other organizations to take actions towards sustainability. External speakers shared their insights, like Stefan Veis Pennerup (Sustainability Partner at Google Cloud), Eimantas Norkunas (Head of Digital Transformation Governance Department at Lithuanian Government), together with Hervé Dumas (VP of Sustainability at Devoteam), and Jason Quek (CTO of Devoteam G Cloud).



IV. Value

Our Innovation Programs

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

TechRadar: A Spotlight on Emerging Technologies



In 2023, Devoteam released the second edition of its TechRadar by Devoteam, a go-to guide that provides a comprehensive overview of what's happening in an ever-changing technology landscape, with a specific focus on Cloud Natives. 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.

+90 Devoteam's experts, half of which being part of our Digital Champions community, selected and evaluated the top 150 emerging technologies we should all keep on our radar to thrive in the digital world. The technologies are divided into six categories, one being Sustainability Enabled by Digital.

LET'S HACK NOW: A hackathon on the ServiceNow technology to create Better Change Global

In 2023, the annual Hackathon was held for the fourth time by the ServiceNow focused N Platform pillar.

94 participants from 9 countries spent the entire weekend of April 14th-16th brainstorming, hacking and competing on two themes: Energies for a Better Future and Fostering Diversity & Inclusion.

The ServiceNow Hackathon was a successful event that showcased participants' skills and expertise in using the ServiceNow platform to develop cutting-edge applications and solutions that solve real-world problems. The event drove innovation and collaboration within the community, pushing the boundaries of what is possible with ServiceNow.

Hackathon 2023 Winners

FIRST PLACE | **Next Heroes**

D&I Ulys : Ulys is a robust tool facilitating the empowerment of individuals with hidden talents, particularly those from disadvantaged backgrounds.



SECOND PLACE | **Cyber Boys**

Office Renewable Energy Management

Sustainable energy solutions in office buildings to reduce their carbon footprint and improve energy efficiency

SECOND PLACE | **Upbeat Wizards Unity**

RideNow

Application for managing internal carpooling and company shuttles that promote the less polluting vehicles.

Research & Innovation Programme France

In 2023, Devoteam France devoted more than 13,000 days to research and development.

More than 28 projects covered a wide range of business and technical areas, including :

- Autonomous Cloud, aimed at automatic, autonomous management of cloud resources,
- Singularity Matrix, which develops a tool-based method to help companies define enriched customer experiences that set them apart from the competition,
- Project Portfolio Management for the implementation of a holistic product portfolio management model, integrating product lifecycle management, performance indicators and agile principles.
- Adapting and integrating AWS security mechanisms to the specific requirements of sensitive customers (OIV type) poses a major challenge,
- Development of a chatbot integrated into ZenDesk to answer customer questions using pre-trained models and prompt engineering,
- Implement a predictive maintenance system based on machine learning to minimise production interruptions.

Opportunities for 2024 are around technologies such as Digital Twins, generative AI, AI for Cybersecurity, the impact of sustainability in IT and tools to support the augmented consultant.



IV. Value

Impact for society: Devoteam Foundation

(GRI 2-29, 413-1)



"In 2023, Devoteamers again showed their commitment to offering their skills to the nonprofit sector, with almost 1000 days of skill based sponsorship done in 10 countries, supporting 21 non-profit organisations to crack their tech challenges. Our Tech for People labs, which each is a three hour-mini hackathon, were joined by about 200 participants in 10 countries to support 18 non-profit organisations, increasing the number of Devoteamers engaged in the Devoteam Foundation programmes.

We also made donations with a call for project to which all devoteamers could apply and which resulted in supporting 47 projects in 12 countries.

With a 9/10 satisfaction rating, the non-profit organisations we helped know the value Devoteamers brought to their operations. They also saw how tech can create social impact. In 2023 we introduced a new way of supporting non-profits, with a TechRadar edition dedicated to the non-profit organisations and analysing which tech could be used to accelerate nonprofits' social impact through a digital transformation on Grant management, Fundraising, and Volunteer Management.

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

We will during 2024 continue our work to involve even more employees in more countries and to encourage their will for a better change."

**1100 days of engagement in
12 countries 104 non-profit
organisations supported***

Ilham Halib
Devoteam Foundation Manager

Top 5 associations supported in 2023



* 65 non-profit organisations supported through financial donations, and 39 through skills donations.

Skills donations

Skills and Financial donations - An example of sustainable partnership with CREA Mont-Blanc for 7 years *France*

Since 2018, CREA Mont-Blanc is a partner of the program #TechforPeople and Devoteam has been committed to CREA Mont-Blanc through a skills-based sponsorship. More than 100 days are provided every year to support the association on IT strategy and AWS technology (cloud migration, machine learning, data engineering and greenops). In addition to this skills support, the Devoteam Foundation has done a partnership with financial donation over several years to the non-profit organization's essential for its daily operations.



In 2023, the Devoteam Foundation collaborated with **CREA Mont-Blanc** in three different ways:

- With a recurrent **financial donation** to support activities of the associations in the field of scientific advocacy for climate change
- Through **skills sponsorship** on various projects: development of an animal detection solution through a machine learning system as part of the CREA's CAMERA TRAP project; a Platform on Participative Science called / SPOT); and the ATLAS and CREA Mont-Blanc websites.
- a **TechforPeople lab**: In March, a team of 14 collaborators successfully addressed two challenges: Challenge 1, facilitating access to information on CREA Mont-Blanc interfaces, and Challenge 2, creating a community around CREA Mont-Blanc.

CREA Mont-Blanc is a scientific non-profit organization with a mission to explore the impact of climate change on biodiversity and to share this knowledge with decision-makers and citizens.

TechforPeople Labs: cracking a tech challenge in 3 hours for a non-profit organization



In 2023, the Devoteam Foundation organised **18 #TechforPeople Labs** across **10 countries**, engaging **189 participants** to support **18 nonprofit organisations**.

A #TechforPeople Lab works as a mini-hackathon, where teams of 10–15 participants dedicate 3 hours to collaboratively tackle technological or organisational challenges to help a social entrepreneur with a ready-to-use solution.



“I really enjoyed the collaboration and working with people we don't know to achieve a common goal”

Iván Valbuena Gálvez
Data Engineer
satisfaction 10/10

Nonprofits supported with a lab in 2023:



Empower the elderly in the digital world through Smartphone Cafés and a TechforPeople Lab with GoldenMe association

Luxembourg

Devoteam Luxembourg has developed a strong collaboration with the [GoldenMe](#) association for 3 years now. In 2023, we reached 67h of support through volunteering and pro-bono activities:

- **Attend Smartphone Cafés:** collaborators from Devoteam Luxembourg attended training sessions to familiarise seniors to their digital tools (smartphone, computers) or security topics (password manager).
- **TechforPeople Lab:** 20 Devoteamers spent 3 hours hackathons to propose new ideas and design for the association's website to be more inclusive and accessible for all.
- **Tools migration to M365 collaborative solutions** & licences granted to support the growth of GoldenMe's team.
- **PowerSkills Academy - Train the Trainer:** Anaïs, Change Manager, developed a training session to deliver in 2024 for the Silver Surfers, senior volunteers from the associations, aiming to become "effective" trainers.



Financial & material donations

Devoteam Foundation's Call For Projects

Devoteam Foundation's Call for Projects is an annual initiative to donate 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.

In 2023, 47 projects throughout 10 countries were selected and financially funded with 84k€

Combined funding to lever the digital inclusion for children, with Coderdojo association

Belgium

"Together with Devoteam Foundation, we shape a future where children gain knowledge, skills and passion for technology. Your donation fuels our impactful work, empowering young girls through Coderdojo4Girlz"



CoderDojo is a non-profit organization that organizes free coding clubs for children and young people aged 7 to 18. Three employees in Devoteam Belgium separately requested funding for it and the jury has decided to answer each request as a collective donation.

Financial donations to support local education projects with Celým srdcem association.

Alps



"I'm volunteering at a local community school called "Celým srdcem, z.s" which means whole-heart school. Thanks to the Devoteam Foundation we can organise project days that engage our students in real-life experiences. It helps to pay for expenses like materials, tools, admission fees, lectures and others.

I like to encourage everyone to explore the Call for Project. You can support non-profit organisations of projects close to your heart, just like I did to make a positive impact and do something good around you. And for this I would like to thank the Devoteam Foundation."

Ondřej Ernyei, Advisor & ITOM Expert Lead in ALPS, one of the beneficiaries of the 2023 call for project

Celým srdcem, z.st association operates a small school that teaches about the self within the context of life in a community. The aim is to instil values, knowledge, and skills essential for leading a relational, authentic, courageous, free, responsible, active, and persevering life.

Sponsoring the Solidarity Festival of Adelias Foundation

Spain



On 28th November 2023, Devoteam Spain sponsored the "Festival Solidario de Fundación Adelias". The objective of the event was to use the influence of executives in enterprises in Madrid to raise funds to provide the best Christmas Eve Dinner for at least 2,000 children and mothers in vulnerable situations.

The event was held in the centre of Madrid and was attended by more than 500 C-Levels executives.

The results exceeded the initial goal, providing Christmas Dinner for more than 2.700 families. Devoteam was one of the sponsors of this great event and supported the cause with the Adelias Foundation.

Donation to "Tafel Österreich"

Austria



In 2023 Devoteam Consulting in Austria supported 'Die Tafel Österreich', a caritative organisation, following their mission 'Saves food, fight poverty!'. Die Tafel collects food surpluses from retailers, restaurants, producers and distributes fairly so that everyone can enjoy a healthy and balanced diet. The donation of € 1.500, was fueled by the achievements of the step challenge performed by Devoteam employees.

Sponsorship for “Klasse2000” initiative Germany



In 2023 Devoteam Germany started a sponsorship for a school class and the initiative “[Klasse2000](#)”, which is an easy-to-implement and effective teaching programme for school classes year 1-4.

The children learn and experience what they can do themselves to ensure that they are well and feel good: Eat & drink healthily, Move & relax, Like themselves & have friends, Solving problems & conflicts, Think critically & say no.

Donation to “Sourrire ASBL” to develop Creative workshops Luxembourg

Through the annual Call for Project from Devoteam Foundation, Jennifer Schneider, Account Manager and volunteer at Sourrire ASBL, helped to develop Creative workshops promoting the integration and support of all residents and refugees in Luxembourg. In 2024, we will support the creation of their visual identity and website to raise more awareness on the association’s purpose.

Support to emergency humanitarian crisis for Turkey, Syria and Morocco

In line with its commitment to support whenever it is possible, the Devoteam Foundation made two donation campaigns this year after devastating earthquakes that occurred in countries where Devoteam has employees.

1. with ACTED to support the humanitarian emergency in Turkey and Syria in February
2. with the Red Cross and the Red Moroccan Crescent in Morocco in September

Thanks to employees efforts, the Devoteam Foundation raised a total of 80k€ to aid these countries (60K€ by Devoteam and Devoteam Morocco and 20K€ by employees personal donations).



Local donations

Raising awareness on discrimination in hiring & promote equal opportunities with “La Cravate Solidaire” association Luxembourg

During the Sustainable Development Month, Devoteam Luxembourg organised a clothing drive allowing people to collect 38 kg of professional clothes to support people in (re) integration towards the success of their professional projects.

Along with this action, Devoteam also made a 1500 EUR donation to La Cravate Solidaire, supporting, among other things, the “Coup de Pouce Workshops” to help people regain confidence and succeed in job interviews.



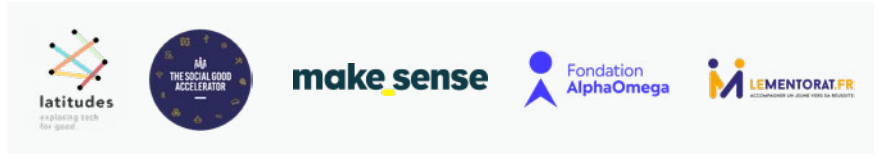
National Children's Day: a campaign of toys Portugal

During 1 month Devoteam Portugal organised an internal campaign to collect toys in good condition to donate to a private social and solidarity institution (Nuclisol). We invited the kids of our Devoteamers to come to the office to donate in person their own toys and produced a video where these little kids explained how that toy was so important in his/her life.



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 People 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 and in 2023 we integrated the Cyber for Good community structured by Latitudes and ShareIT
- 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 like with **Pro Bono Lab** and **Makesense**. Our Tech for People labs (cf dedicated highlight) have been organised for 5 years by Makesense. Starting with three Labs per year in France, we are now dealing with 18 labs in 10 countries, supporting MakeSense development being international.

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 4 years with **AlphaOmega Foundation**, a French philanthropy venture actor, selecting 7 education associations to support them with a 360° vision and action plan.

We are also partnering with **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.

Techradar for Nonprofits



To help bridge the gap between technology and social impact, Devoteam Foundation created **the TechRadar for Nonprofits**.

As nonprofit organisations continue to play an increasingly crucial role in tackling complex societal issues, the pressure to make the most of limited resources has never been more intense. Yet, these organisations often find themselves grappling with challenges without the necessary support to discover and utilise the technologies they need.

Within this special edition of **TechRadar**, nonprofits can find insight and recommendations curated by the experts at Devoteam and tech partners to address their challenges to optimise and simplify the organisation's administrative work.

3 use cases are presented :

- Transforming Grant Management in the Digital Age
- Innovations and Strategies for Enhanced Fundraising
- Empowering Nonprofit Volunteer Teams: Tools and Strategies

V. Environment

Compliant with Global Compact principles 10

Compliant with UN Sustainable Development Goals 8, 12, 13, 14, 15, 17

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. Businesses are key players to take collective action and mitigate our impacts on the planet, especially when it comes to climate change and biodiversity.

Just looking at our sector: tech power can seem virtual and infinite, but it does have materiality. It represents around 4% of global greenhouse gas emissions, and it's expected to increase exponentially if we don't take action. We want to limit our materiality in a virtuous approach, beginning with our own carbon footprint.

What did Devoteam achieve in 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.

While defining our targets, we have acted at the same time to lead our reduction pathway leading us to a 12% decrease in the total footprint compared to 2022. We launched a new travel policy and divided by two the emissions related to business travel, shared sustainable marketing guidelines, new sustainable IT rules...We raised awareness among Devoteamers to ensure

they become the engine of the sustainability transition. For example, more than 4000 of them participated in activities organised for Earth Day, the Sustainable Development Month, Digital Collages or Climate Fresks.

The philosophy is always to provide structure and guidance, but to adapt the rhythm and measures to each country's context.

We also engaged our value chain in our low-carbon journey: upstream, we extended our sustainable purchase policy to our top Group 60 providers. Downstream, we launched new Green IT offers to reduce the impact of our clients' IT.

What are your ambitions for 2024?

In the beginning of the year, we submitted our targets to the Science-Based Target Initiative (SBTi). To meet them, we want to translate these common targets into 25 individual country roadmaps based on each country's previous emissions, their current situation and their ability for these actions to be realistic and achievable. These country roadmaps will be followed-up by CSR director and Carbon committee monitoring results. Devoteam will also launch global projects to reduce our emissions (reviewing company cars for example) and increase the requirements on our providers regarding their own reduction pathways will be a key focus.

Environment - 2023 recap

Our Science based-targets*, aligned with 1.5°C pathways

- Near-term targets: reduce by 33.3% our absolute emissions for scope 1 and 2 and by 44% our emissions per value added between 2022 and 2028.
- Long-term Net-Zero standard target for 2050



Measuring our progress

31,165 in 2023

12% CO₂e emission reduction vs 2022

÷ 2 business travels emissions vs 2022

**submitted, waiting for approval*

Raising awareness

- **800+ Devoteamers** trained on Sustainable IT
- 1 Earth day and 1 European sustainable development week gathering 4000+ Devoteamers
- 100% of employees made aware of environmental issues through our various awareness-raising program

80/100 EcoVadis
Score on environment

ecovadis



ISO 14001

**France, Lithuania, Poland,
United Kingdom**
(15 offices out of 40)

V. Environment

Science-based targets Initiative

At the beginning of 2024, Devoteam submitted its CO₂e reduction targets to the Science-Based Target Initiative (SBTi) aligned with a +1.5°C scenario. In this submission, Devoteam commits to:

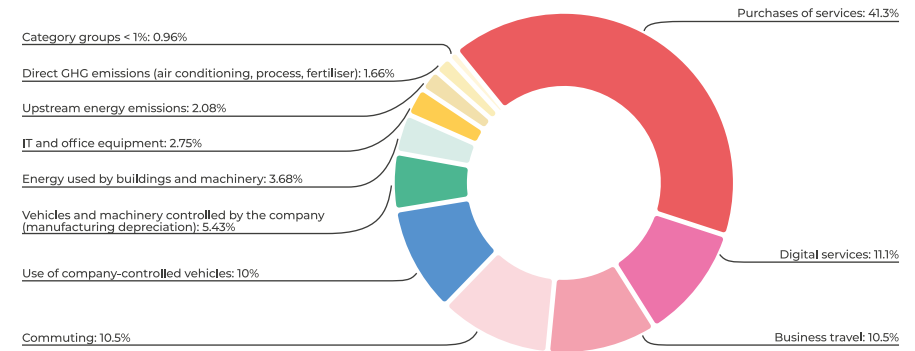
- reducing absolute scope 1 and 2 GHG emissions 33.3% by 2028 from a 2022 base year.
- reducing scope 3 GHG emissions from purchased goods and services, capital goods, business travel, and employee commuting by 44% per million Euros of Value added by 2028 from a 2022 base year.
- reaching net-zero greenhouse gas emissions across the value chain by 2050.

SBTi review of these targets is scheduled to be during summer 2024.

V. Environment

Our 2023 Carbon footprint

(GRI 305-1, 305-2, 305-3, 305-4)



Total: 31,165 tCO₂e market-based
3.08 tCO₂e/FTE
0.0276 tCO₂e/k€ revenue

1,632 tCO₂e excluded (purchase of offset computers & recycling of waste)

Scope 1: 3,577 tCO₂e

Scope 2:

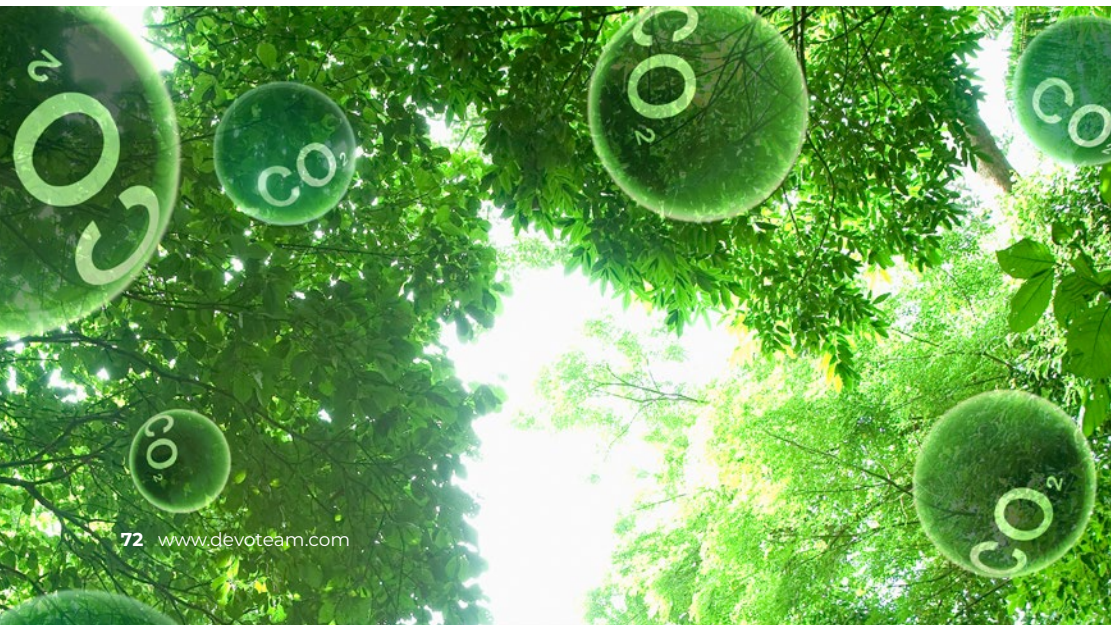
- **Market-based: 1,198 tCO₂e**
- **Location-based: 1,055 tCO₂e**

Scope 3: 26,390 tCO₂e

Footprint realized with [WeCount](#) under the GreenHouse gas (GHG) protocol

GHG Scope	Type of control	Emission sources
Scope 1	Emissions under operational control	Stationary fuel combustion, company-owned and leased vehicles
Scope 2	Indirect emissions from purchased energy	Electricity, heating, and cooling
Scope 3	Other indirect emissions	Business travels, Commuting, IT, other purchase

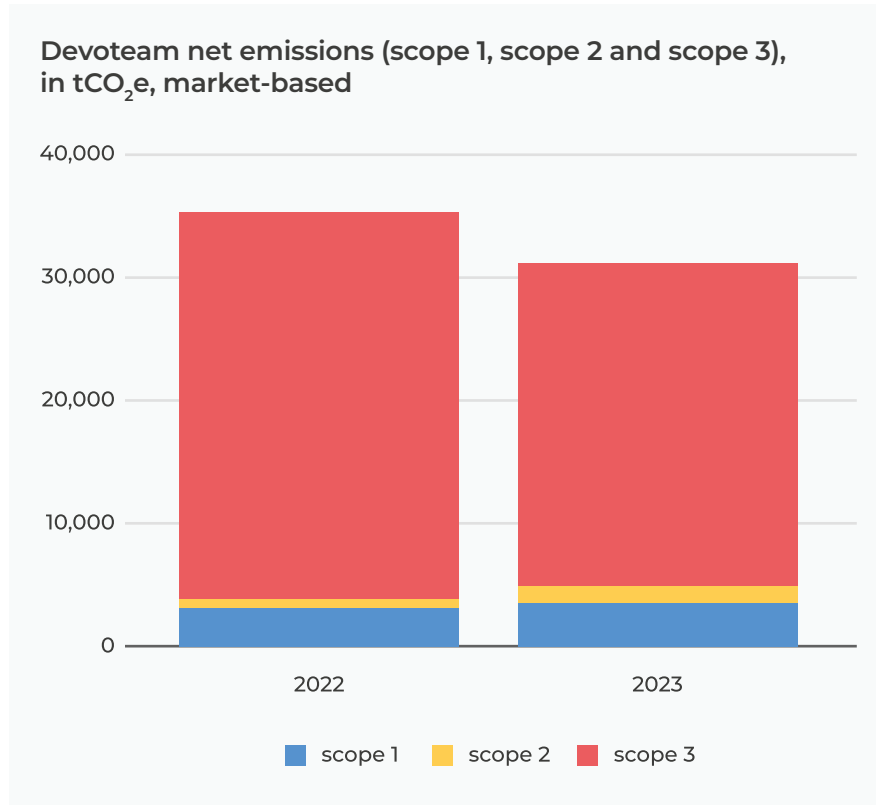
Breakdown per geography is available in appendix.



V. Environment

Net Zero progress

(GRI 305-5)



The main evolution sources are detailed in the next section.

V. Environment

Climate strategy: our journey to Net-Zero Standard

(GRI 305-5)

While defining our Science-based targets, we already took decisive steps in our reduction journey across operations.

A 2023 priority was to reduce our business travels emissions, especially those linked with plane travels.

Another priority was given to the IT data collection and measure, using much more physical data than previous years, and resulting in a more accurate baseline for decision making.

The third main focus was on employee engagement to ensure everyone is onboarded in our common journey.

For 2024, each country will create their individual roadmap based on the country's previous emissions, their situation and their abilities so actions are realistic at the same time the common goal can be achieved. These country roadmaps will be followed-up to monitor the results.

Devoteam will also continue launching global projects to reduce our emissions especially on scope 1 (by reviewing company cars) and 3: increase the requirements on our providers' own reduction pathways.



Travel Management

(GRI 305-1, 305-3)

Business travels and commuting

We recognize that meeting face-to-face helps collaboration and strengthens relationships between people. It's especially good for networking, working together, and just enjoying the experience of connecting with others. However we also recognize the new ways of collaborating and the necessity to reduce travel.

A large focus was done in 2023 on this topic, with a new Group Business travel policy incorporating 3 main principles:

- Reduce our travels: in favour of video conferencing, limit internal conferences and non-EMEA travels, but also optimise trips by scheduling several meetings in the same trip.
- Choose more sustainable options: we will continue to acknowledge the importance of choosing travelling options that are more environmentally friendly and/or pollute less.

In-person interactions when meeting with our stakeholders is still important and employees are encouraged to take the train or to share cars on business trips when distance permits. Several countries continue the rule to organise internal seminars accessible by train or bus.

This is also particularly true for commuting: the Group strongly encourages and incentivises commuting solutions that are good for our employees health and the planet: encouraging bike & walk to work with challenges, promoting public transportation offering free or partly free tickets, launching mobility budgets...

- Engage our people in the change, for example showing the CO2e impact on a travel in the booking phase, or integrating challenges to encourage low-carbon commuting. The reporting on travels was reinforced in 2023 so the majority of the data is financial data vs. employee travel survey in 2022, which increased accuracy.

Company car fleet

Countries are strongly encouraged to avoid buying or leasing fossil fueled company cars.

Some countries have made the choice in recent years to stop providing a company car. When the context makes it complex to *remove company cars*, the local choice is to move progressively to *electric cars*, and extend the duration of the leasing to reduce the impact of the car manufacturing.

However, regarding the increasing emissions linked to company car use, we aim to make this topic a priority focus for 2024 and beyond.

Travels net emissions

9,692 tCO₂e (31% of total group emissions)
-36% vs 2022

Business Travels net emissions 3,285 tCO₂e -53% vs 2022	Company cars use net emissions 3,124 tCO₂e +13 % vs 2022	Commuting net emissions 3,283 tCO₂e -40% vs 2022
Total distance in plane 5,431 thousand passenger km -71% vs 2022	Total consumption of fuel of our global car fleet 1,229 thousand litres +9.5% vs 2022	

Bike to Work Challenge: promoting non-motorized commuting

Alps



In May 2023 Devoteam ALPS participated in a countrywide competition Bike to Work Challenge aimed to promote sustainable commuting practices among employees across our branches in Prague, Ostrava, and Bratislava. Nearly 30 riders from 7 teams participated, choosing any non-motorized mode of transport.

Our colleagues saved 432.12 kg of CO₂ emissions and covered 3,550.24 kilometres.

Our best male participant from Bratislava covered 872.5 km, while our best female participant from Ostrava travelled 326.3 km, showcasing exceptional dedication and enthusiasm.

The success of this challenge inspired the teams willing to continue promoting sustainable commuting practices, benefiting both the environment and our colleagues' well-being.

Purchase of services

(GRI 305-3, 308-1)

More than 35% of Devoteam's environmental footprint comes from purchasing services.

The ratio within our footprint has increased since 2022 with the joint effect of a better coverage of our expenses in our calculation, and the reduction of some other emission sources like travels.

To address this, and also reassure other sustainability targets, 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.
In 2023 a third of the top 60 Group providers was assessed on sustainability criterias and the strategy will be deployed locally in 2024
- Reduce the emissions linked to our purchases by integrating CO₂ criterias when selecting our providers. We will redefine in 2024 our selection criterias to focus on the suppliers with environmental policy and CO₂e emissions reduction pathways.

Our sustainable purchase policy is described in the Ethics section.

Purchase of services net emissions (excluding IT Services)

12,870 tCO₂e (41% of total Group emissions)

35% of main suppliers screened using environmental criteria

Sustainable consumption: Reducing the carbon impact of our purchase & contribution to circular economy

Global

As part of its business, Devoteam implements the principles of sustainable purchasing, including circular economy, for example:

- New sustainable marketing Guidelines have been formalised by a team of engaged marketers and deployed in all marketing teams worldwide to promote sustainable events, reduction of goodies.... Catering partners at Devoteam events are chosen on the basis of their ability to provide the Group with a responsible offer: vegetarian and vegan products, seasonal and local produce. For example, Monday morning breakfasts for Devoteamers in France are vegetarian, and Sweden has been offering vegetarian meals in all events for years.
- The majority of the furnishings within Paris offices are second-hand and Devoteam France went beyond the Group marketing policy with a "No goodies" charter, which prohibits the ordering of goodies, but presents local and ecological alternatives (often immaterial) if Devoteamers wish to offer gifts to their teams or customers. This Charter raises awareness of frugality among Group employees, and invites them to reflect on their relationship with the consumption of goods.

Devoteam Foundation also supports NGOs working for the circular economy, such as :

- [Cartons Gratuits](#), whose aim is to find free cardboard boxes by city, size, condition and days of availability via an interactive map of local retailers
- [Les Pépites Vertes](#), which is training young CSR leader to help their organisations to be more virtuous

IT Equipment and Digital services

(GRI 305-3)

In 2023, IT equipment and digital services represented 13% of Devoteam Footprint and decreased by 27% vs 2022.

This improvement has different sources:

- The increase of Devoteamers' awareness: we have launched in 2023 internal training with the aim that 40% of all Devoteamers shall have a Sustainable IT certification by the end of 2024. We have also led "sustainable IT Tips" campaigns to encourage less emitting daily behaviours regarding emails, storage, slides decks...

On top of having an impact on Devoteam's footprint, it drives wider change as such dimension is also part of Devoteam's offer to customers.

Specifically, Devoteam Group has included the Carbon footprint of Devoteam IT assets in our IT Portal. With this new feature, when employees want to renew their IT devices, they have a view on the CO2e emissions associated with the new device, not only on the cost. This is part of the cultural change. 80% of the requests will be covered by this feature in 2024.

- A specific focus has been done on the IT department, to embed sustainability in all our internal operations, beginning with the purchase process.
- A third explanation of the decrease is the improvement of our calculation method, using more physical data and data from our providers, and giving us more precise figures.

Even if Devoteam's CO₂ emission from IT decreased during 2023, this is still one of our largest areas internally and for our clients. We will therefore continue the work on this dimension together with our IT partners.

IT equipment and Digital Services net emissions 4,187 tCO ₂ e (13% of total group emissions) -27% vs 2022	
IT equipment net emissions 729 tCO ₂ e -34% vs 2022	Digital Services net emissions 3,458 tCO ₂ e -25% vs 2022

Promoting emails inbox cleaning thanks to the "My Inbox Is Green" solution

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 deleted 2.5 million emails in 2023 and more than 10.2 million since it was launched.

Offices management and energy consumption

(GRI 302-1, 302-3, 302-4, 305-2)

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 the last two years, encouraging more sustainable buildings and/or central locations that can be reached through public transportation. Some offices are now smaller compared to the relative number of employees, to better fit with the new hybrid and flex office policies, and because many Devoteamers work from client premises.

Between 2022 and 2023 the following countries have already change their offices: Denmark (Copenhagen), Lithuania (Kaunas), Netherlands (Amsterdam), Slovakia (Bratislava), Spain (Barcelona and Madrid), Portugal (Lisbon), Luxembourg (Luxembourg City), Sweden (Stockholm and Halmstad), United Kingdom (London), Czech Republic (Prague and Ostrava), France (Levallois, Niort, Lille), Morocco (Rabat), Belgium (Brussels), Tunisia (Tunis) and Germany (Weiterstadt, Wolfsburg, Frankfurt). Our headquarters (113 rue Anatole France at Levallois Perret) will reopen in 2024 after a complete rebuilding with the latest environmental criteria (vegetable garden, rainwater reuse, insulation, electric charging stations....).

A particular focus is also given to energy savings and efficiency: optimising heating and air conditioning for daily use, buying green appliances to reduce energy consumption and choose the right buildings. For example our office in Lithuania is ISO 50001 certified (Energy Management System) by the owner of the building, and our new building in Belgium uses geothermy.

However, building emissions have increased in 2023. A part of the increase is due to more accurate data (kwh in 2023 vs assumptions on m2 in 2022) for electricity and direct GHG emissions. But we have ambitious reduction targets on this field and will thus focus on this field in 2024 and beyond.

Energy usage for offices ⁽¹⁾ Net emissions (market-based) 1,667 tCO₂e (5% of total group emissions)	
Total Electricity consumption Group: 3,232 MWh⁽²⁾	Renewable electricity Group: 1,868 MWh⁽²⁾ 58% of Devoteam's electricity including 100% in France

(1) including electricity, heating, air conditioning consumption and leaks.

(2) including only electricity and air conditioning consumption. Some buildings are excluded from this energy consumption sum, but their CO₂e emissions were then estimated from the number of m2 and source of energy.

A move to more sustainable Offices Belgium

In July 2023, Devoteam Belgium left 2 buildings to settle in “the Wings” a new sustainable building implementing the latest technologies to save energy. The Wings is the first office building in Belgium to apply geothermal energy, reducing CO₂e emissions by 70% and self-learning sensor technology powered by cloud-based platforms that optimises the building’s carbon footprint.

The installation is designed to produce hot and cold water simultaneously for 60% of peak capacity. A gas-fired boiler installation (winter) and water-cooled chillers (summer) are additionally included to be able to cope with peak capacities.

The Extensive lighting control via presence detection and daylight-based control is completed with 100% LED lighting.

To decrease the fresh water usage, rainwater is reused for toilets, drip trays, dual service valves and to irrigate green roofs and gardens.

We expect to see the full impact of this move in our footprint during our first full year exercise, in 2024.

Waste management

(GRI 305-3, 306-1, 306-2, 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 nonprofit organisations 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 Disability Friendly Companies, both employing mainly people with disabilities, or in a situation of professional reintegration : ATF Gaia to recycle WEEE & Elise for non-hazardous waste (paper, plastic, cans, cigarettes...).

We also raise awareness among our workforce, integrating eco-friendly practices: reusable dishes, minimising packaging and plastic, reducing printing, offering bottles to each employee to avoid disposable ones...

Total Waste Including recycled	65,761 kg 15,396 kg
Non-Hazardous waste	64,552 kg
WEEE (hazardous waste) Including recycled	1,199 kg 1,028 kg (86%)
Reuse (reallocation of IT material instead of recycling or destruction)	883.05kg Saving 60,000L of water and 41tCO ₂ e

Fighting obsolescence and extending IT assets lifespan

Devoteam France & Corp

Devoteam is committed to increasing the lifespan of its assets and provides its employees with TCO and Energy Star certified computers, as well as raising awareness among Devoteamers of good digital practice:

- Devoteam trains all of its employees in good digital usage practices, to extend the life of its assets (regularly switching off computers, ensuring updates are completed, protected correctly when being moved).
- The Group IT charter makes particular mention of "Participatory approaches to sustainable development" and invites all Devoteamers to adopt an eco-responsible approach from the moment they join the company, through its values (Respect, Collaboration, Ambition, Frankness, Entrepreneurship) and its measures: print responsibly (limit prints, double-sided, 2 pages per sheet, B&W, etc.), take care of their computer & electronic equipment (compliance with the eco-responsible principles disseminated within the Group), and return defective equipment so that repair and recycling can be carried out to be done under appropriate conditions. In order to extend the lifespan of the equipment made available, the user must carefully maintain it while respecting the eco-responsible principles disseminated within the Devoteam group (vigilance on the charging and discharging of the battery from the computer for example...).
- Refurbishment and internal reuse of equipment : 100% of computers are reconditioned until their performance can no longer guarantee adequate working conditions. They are then either handed over to the broker, or donated to associations or schools. By 2023, the ATF Gaia broker reused 54.5% of Devoteam France's digital equipment.

Repurposing Used Laptop Bags for Djagblé's Children France

In an effort to promote sustainable practices and extend the lifespan of our assets, our on-site team proactively repurposed previously discarded laptop bags, finding a second life for these items in the hands of Djagblé's children.

"While walking in the Devoteam on site storage, I spotted a pile of 70+ unused bags, which almost instantly gave me an idea. I quickly shared it with Jeremy, my Manager, and with him abroad, we contacted the Act'DEM association I work with.

The association first repaired and then shipped our bags to Djagble in Togo for the local children back to school.

I loved How a simple idea quickly became an actual project impacting other people's lives!"



Yaotse BAKOU

Group IT on-site team

People awareness, education & engagement

Upskilling on Sustainable IT (GRI 302-5)

Faced with the climate emergency and the consequent environmental footprint of digital technology, plus the imperative to rethink digital technology so that it carries more inclusive and ethical values for the women and men within our society, we launched in 2023 a global certification program on Sustainable IT, based on partners MOOC and platforms.

The aim of this training program is to enable everyone within Devoteam to be more informed on this topic and give them the ability to act in their day to day lives, and embed Sustainability in all our deliveries to customers.

The training program on responsible digital practices is being implemented for all employees, through 2 modules:

Level 1 is based on the Sustainable IT MOOC from the Institute for Sustainable IT (INR / ISIT), a reference in the sustainable digital ecosystem. Given the climate urgency and the significant environmental footprint of digital, and the imperative to rethink digital to embody more inclusive and ethical values for the women and men of our society, this 4-hour training aims to enable everyone to be informed on this subject with the ability to act on a daily basis. It is mandatory for every Devoteam employee to complete it. To validate the acquired skills, they must complete an e-learning module delivering an internal certification if the exercise is successful at over 80% (i.e. 32 correct answers out of 40 questions). **Number of employees trained in 2023: 800 certified employees worldwide** (nearly 400 in France).

Level 2 is The Green Software For Practitioners - LFC131 certification from the Linux Foundation. This course provides a framework to train software practitioners on topics related to green software. Learners will explore ecological principles, understand and use common language and standardised terms, and apply principles of green software to the design and development of their software applications.

Number of employees trained in 2023: 80 employees.

Earth Week Global

To celebrate international Earth day, Devoteamers were invited to participate in an Earth Week spanning from April 24th to April 28th. This initiative included local and global events and challenges designed to inspire engagement and commitment to the environment.



Throughout this week, over 1000 Devoteamers participated in 14 initiatives. The events featured webinars including a Keynote of **Guillaume Pitron**: “How can IT help save the Earth”, along with a range of local and group-specific activities: photo challenges, workshops, climate discussions, and upcycling projects.

It provided an opportunity for Devoteamers to come together and engage in discussions and actions about our collective climate ambitions.

Eco-design training

In 2023 Devoteam France launched a specific training for designers: Eco-design of digital products and services. It enables Devoteam designers to integrate best eco-design practices into their daily design practice, in order to:

- Understand the challenges related to eco-design and know how to raise awareness among stakeholders.
- Master and apply eco-design best practices from key references and integrate them natively into the design and design system process.
- Recognize poor practices, errors, and their impact through various tools.

Following the training, designers are able to audit an application or service, advocate for eco-design and digital sufficiency issues, and design digital services and products according to a set of eco-design criteria drawn from 4 important references: RGEN (French “Référentiel général d'écoconception de services numériques” meaning “General eco-design guidelines for digital services”), Ethical Designers, Green IT, and GR491.

Over 100 French employees were trained in 2023 and our goal is to extend this population in France and in other countries.

Sustainable IT Tips & Tools campaigns

Global

While Devoteam is taking action externally alongside our clients, it is also critical to act and engage our employees internally to meet our reduction targets.

With these elements in mind, the Group IT and CSR teams joined their efforts to deliver two campaigns targeting our entire population of Devoteamers with some focuses of specific segments. The teams opted for a progressive approach, first raising awareness about stakes and growing audience motivation factors. Then, working on developing our audiences's knowledge and ability.

The first campaign, during Devoteam Earth Week in April, aimed at promoting the IPCC 2023 report to bolster our approach, pointing out the detrimental impact of our systems on Devoteam's Carbon emissions and on our planet in general. It was the opportunity to highlight Group IT contributions: new sustainability requirements for our providers, carbon footprint view of our IT assets in our IT portal items..

The second campaign during our 2023 Sustainable Development Month in September aimed at anchoring our messages and offer the appropriate know-how to Devoteamers with weekly tips video campaign including key figures and concrete ideas to adjust our habits and an introduction to the new sustainable IT purchase strategy for purchasers.

5400+ views of the weekly IT tips videos

ØreDev: applying our sustainable Marketing principles to a major event

Sweden

ØREDEV is a yearly 3-day event founded by Devoteam Sweden in 2005 based on the concept of quality and boosting technical knowledge within the community. 2023 hosted 89 speakers and 975 participants who could listen **114 sessions** under the theme Halt and Catch Fire and also network and share experiences. To minimize the conference's environmental impact, only vegetarian and vegan food served on biodegradable paper plates with wooden utensils, and reusable water bottles were distributed to attendees and speakers to replace disposable cups. The venue for ØREDEV is certified within sustainability and placed close to bus and train stations to make it easy for people to commute by public transport.



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 France

In recent years, bee populations have been in steep decline. This phenomenon is known as "Colony Collapse Disorder". To contribute to the preservation of bees, on which biodiversity and farming greatly depend, Devoteam has partnered with "Un Toit pour les Abeilles", a network of around 100 beekeepers who promote local, artisanal beekeeping that respects bees.

Since 2022, Devoteam France has been supporting the Castle of Rambouillet apiary. The beehives are installed in the grounds of the castle managed by the Chambord estate. This is a 980-hectare park in the heart of the Rambouillet forest. There are many lime trees, as well as acacias and chestnut trees.

- Up to 180 000 bees in summer
- 37,5 kg of honey in 2023
- 112 kg of honey since 2022



A Tech For People Lab dedicated to Water Quality with Bayes impact France



In February 2023, Devoteam France held a TechForPeople lab on the subject of tap water quality, a theme supported by the [Bayes Impact](#) association which uses technology to challenge public services.

For 3 hours, about twenty Devoteamers from France focused on the tech triangle between "Data - Platform - Risks" to inform and make people act on the quality of their water.

- Challenge 1: How to retrieve, read and analyse municipal water analysis data?
- Challenge 2: What tool would allow, from an address, to test the conformity of one's tap water?
- Challenge 3: What would be the potential negative impacts caused by better informing the public about tap water quality and propose solutions to mitigate them (create a risk matrix)?

We made progress on the premises of what may soon be the reference app in this field, a kind of "Yuka of water", which is the topic on which Bayes Impact is mobilising with its community of tech "reservists".

AI and digital platforms to monitor the changing cycles for wildlife

Seasons and temperature observations



CREA Mont-Blanc is an organization and research center based in Chamonix, France, specialized in the study of natural mountain environments.

As changes happen more quickly in the mountains than in the lowlands, their 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.

Last year, Devoteam Foundation and Devoteam A cloud France renewed their engagement as partners supporting their work with technical skills like AI tools and models that can assist provide a big picture of how species interact in such landscapes. CREA Mont-Blanc has led a European project for three years, collaborating with other researchers and volunteers to collect data through observations and samples to understand the behavior and adaptation of alpin forest and mountain snow grouse to climate change. In March 2023, this group convened for a concluding meeting. The results indicate a decrease in suitable habitats for these species, emphasizing the importance of using new technologies for monitoring and protection, along with the need for ongoing research and conservation efforts.

Last year, they also received an honourable mention for their work and the active contribution of local communities to scientific observations from the European research and innovation program.



Blossom Engagement

Global

In 2018, Devoteam launched the “Blossom Engagement program” which is included in the recruitment process: each new employee has the possibility to plant a tree and choose the project they want to support.

By the end of 2023 Devoteam had supported biodiversity at a worldwide scale by funding the plantation of **7,225 trees for 12 projects of reforestation** in Haiti, Indonesia, Portugal, Morocco, Peru, France, Spain, South Africa and Madagascar Behind this material positive impact is a way to engage Devoteamers in biodiversity.

Such programme is completed by local initiatives. For example, **Lithuanian Devoteamers decided to plant 150 trees** as a collaborative effort among colleagues who shared a common passion for environmental sustainability. They created a team dedicated to making a positive impact on the environment. It was inspiring to see everyone come together, roll up their sleeves, and contribute their time and energy for generations to come.



VI. Ethics

Compliant with Global Compact principle 10
Compliant with UN Sustainable Development
Goals 1, 8, 12, 16, 17

Meet Thomas Jilek, Group Internal Control Manager of Devoteam



Why are Ethics a key dimension for Devoteam ?

At Devoteam, we build sustainable relationships with our stakeholders through transparency and ethical behaviour. In our ultra-connected world and as a tech company, we do have a particular responsibility regarding data protection, compliance and security. All of our stakeholders are increasingly demanding collaboration with companies that seriously apply Environment, Social and Governance (ESG) aspects into every day operations. We are committed to ethical behaviour in all our business areas, which means that we strive for full transparency while respecting privacy and keeping high security at the same time. We apply ethical standards from the top of the company to every part of the organisation.

What did Devoteam achieve in 2023?

Firstly, we have consolidated our solid foundations by updating our Code of Conduct and adding our corporate sustainability strategy. Which encompasses the four dimensions of VEEP: Value, Environment, Ethics, People.

Our value system is fundamentally anchored to the UN Global Compact respecting the areas of human rights, labour, environment and anti-corruption. Strengthening communication of our principals and the **Whistleblowing System** in place mitigates risks like money laundering, harassment and bribery. We recorded an increase of alerts showing the increased awareness.

Externally, we have invited several suppliers to comply with our **sustainable procurement** strategy. A number of key suppliers at Group level have responded to the sustainability assessment and became preferred partners complying with Devoteam's standards in Ethics and ESG.

New technologies like Generative Artificial Intelligence (GenAI) bear risks especially for technology companies. Devoteam has created a **GenAI Charter** to ensure that the usage and developments for our customers is in line with our vision, mission and values and respects human rights, safety and data protection.

What are your ambitions for 2024?

Devoteam as a large company, complies with all legal obligations in the geographies we operate. For 2024 we focus on harmonising working methods between countries and legal entities. Devoteam's IT security, GDPR, ethics and purchasing departments are involved in this priority mission. It will include standardising the processing register, extending the CSR questionnaire for suppliers and the associated controls in more countries, etc.).

In 2024 we will continue communicating about our Ethics principles, especially the compliance side, to ensure all our Devoteamers understand and apply our Code of Conduct.

Ethics - 2023 recap

Ensure compliance and Ethics with solid framework

- Code of Conduct update
- Delegated authority process
- Related Party Declaration
- 1 GenAI Charter
- IT Charter

80/100

EcoVadis score for Ethics

Promote sustainability in our Value Chain

- Standard due diligence
- Responsible Supplier Charter
- 0 claims from clients or suppliers related to corruption

1 ethics alert line and 4 cases addressed by the Ethics committee

70/100

EcoVadis score for sustainable procurement

Secure our operations



885/1000

CyberVadis (FR)

Encourage a culture around respect and ethics

- 96% of managers signed the Code of Conduct
- 90% passed data protection capsules
- 25% specifically trained in the fight against corruption, mostly in the public sector & OneTribe (country managers)

VI. Ethics

Information Security

In order to best mitigate associated risks, information security within Devoteam is governed and championed at the highest level of the organisation.

As the global information security risk landscape continues to evolve, it remains a strategic focus for the group to protect its assets and respond to customers' demands and requirements.

A dedicated group security team led by the Group CISO is responsible for maintaining the information security management system (ISMS), a framework to assess the information security risk across the organisation and to design, implement and test mitigation strategies,

An essential pillar of the ISMS at Devoteam is a security focused culture and a security-by-design approach to all projects.

The security team produces regular management reports on the status of information security at the group.

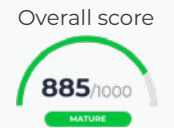
From the multitude of improvement activities conducted In 2023, we would like to highlight the following three.

- Rolled out Unified Endpoint Management (UEM) and Endpoint Detection and Response (EDR) to more than 6000 devices,
- Promoted information security culture with a comprehensive awareness programme including phishing simulations, training courses and an onboarding curriculum. (All employees are trained as soon as they arrive in the basic security principles summarised in the "security standards"),
- Implemented a document labelling scheme based on confidentiality to further enhance data security for better management of the information.

Cybervadis France

cybervadis

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 885/1000 which is equivalent to the highest level of maturity.

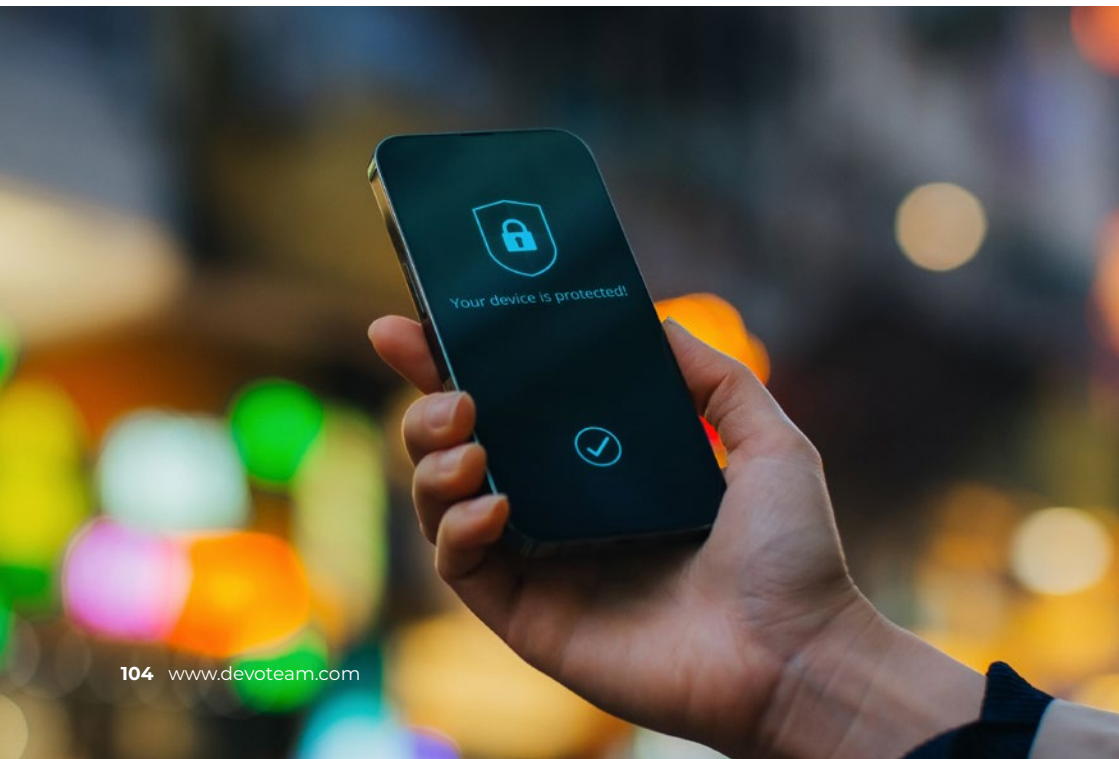
The security team is aligning the Devoteam Group, and in particular its IT Department, with the principles of ISO 27001, and several activities are certified internationally, as mentioned above.

VI. Ethics

Personal Data Protection

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

- 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, 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 2023, Devoteam continued to perform an in-depth data protection process update.

In 2022, we focused on the Management Process and the exercise of the people's rights.

In 2023, this work has been extended in particular in the compliance of our different internal tools.

As DPO, I actively collaborated with the local security teams (Group CISO & Local CISO and its team) 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.

I am 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."

Quentin Sgard

Group Data Protection
Officer of Devoteam

VI. Ethics

Fight against corruption

(GRI 205-1, 205-2, 205-3, GRI 2-23)

In 2023, a continuous 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 fulfil its legal obligations (eg: GDPR...)

KPIs	2023	2022
Personal Data Processing	150	110
Internal Project compliance	~ 200	~ 140
Impact Analysis preparation	~ 20	~ 150
Personal right requests	120	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 remind each department about the Data protection rules & best practices, for instance: minimization principle, data duration, least privilege principle, etc.).

Awareness and training sessions were organised to train teams about personal data and data protection, the main targeted group in 2023 being HR teams.

The exercise of rights is centralised 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.

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.

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 more than 2700 employees from 21 entities were particularly targeted, mainly those with sales and management functions. Including the training directly in our Code of Conduct lead to a 95 % success rate.



VI. Ethics

Combating anti-competitive practices *(GRI 206-1)*

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 organising 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.

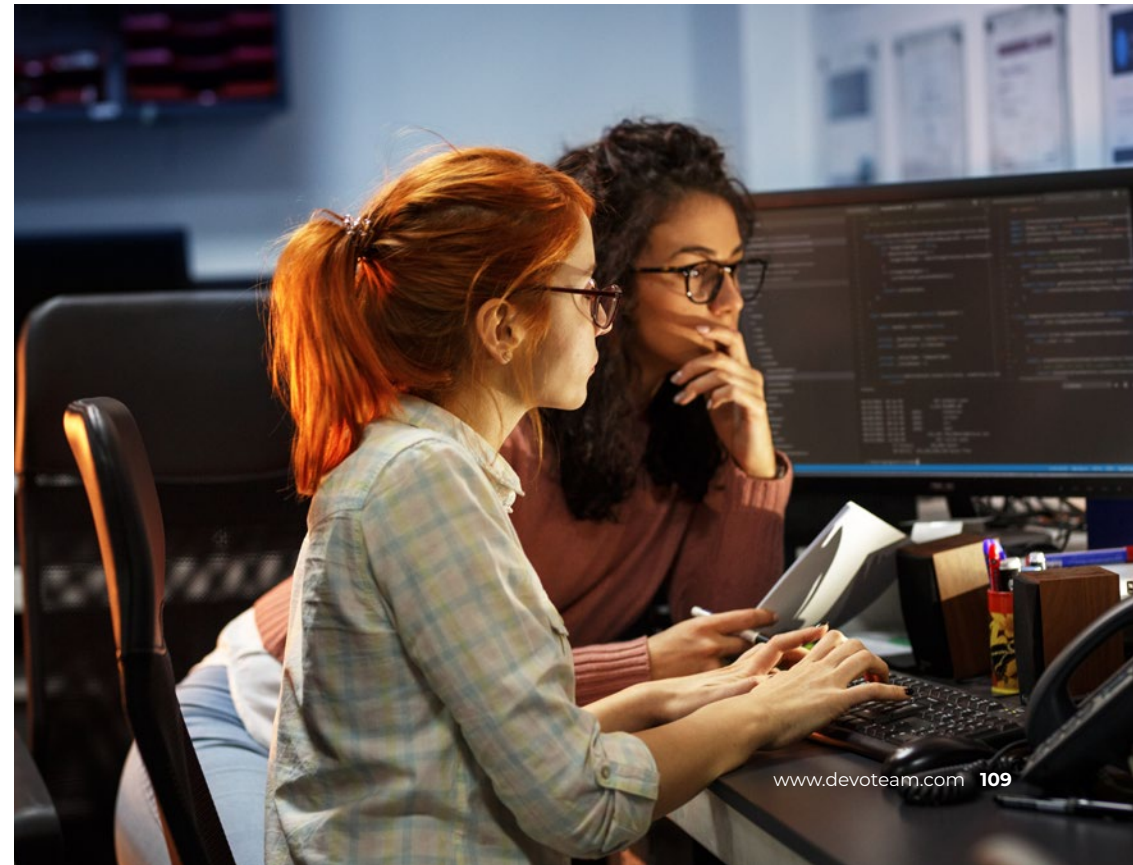
Devoteam Group is committed to a strategy of continuous innovation in order to provide the best advice to its clients. Devoteam categorically refuses to engage in price dumping or reach any agreement on prices with its competitors.

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.

VI. Ethics

Fight against fraud

The Group is committed to mitigate the risk of fraud throughout the business. To prevent any fraudulent activity, Devoteam's Internal Control 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

(GRI 2-23, 2-24, 2-27)

The Group controls the 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.

100% of our partners receive an annual CSR questionnaire covering safety, ethics, respect for human rights and the environment. In this way, Devoteam systematically establishes its selection criteria according to the service expected, and can monitor the evolution of its suppliers' and partners' practices (in particular their carbon footprint).

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 formalise the rules of conduct.

OneTribe leaders, who are top 350 managers of the Group representing P&L managers or support function directors in all geographies, lead the transformation on the field: they are in charge of cascading the information locally, with support of internal communications, and make sure our conduct rules are applied. They receive quarterly alignment notes and participate in quarterly calls to be updated.

- **Code of conduct**

The Code of Conduct defines the ethical rules, values and principles embedded in our operating practices. In 2023 we added and integrated our ambition for a sustainable development, defined in VEEP - Value, Environment, Ethics, People.

The Devoteam Code of Conduct applies to all employees, Devoteam Group Manager agrees to follow this Code of Conduct and to keep abreast of any updates. Our Managers, across all entities, are responsible for the proper dissemination, comprehension and effective application of this Code by all Employees.

- **AI Charter**

Faced with the challenges of AI, Devoteam has chosen to frame usage in a charter and align the whole group.

- **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 behaviours 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. The update of this charter is planned in 2024.

- **Suppliers code of conduct**

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. Devoteam is also subject to the duty of vigilance and in this context, we are compliant with law, applying a large range of measures like the code of conduct, related parties declaration, risk map, delegated authority....

- **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 (GRI 2-15)**

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.

- Request to transversal services (GRI 2-26): An internal request form is available for all devoteamers seeking advice or any information about sustainability concerns. The CSR ambassadors are the local Single Point of Contact (SPOC) for any requests raised in their geographies. Local SPOC are in charge of knowledge management and continuous improvement.



Sustainable purchasing (GRI 308-1, 308-2, 414-1, 414-2)

Corporate procurement management reinforces our relationship with our stakeholders and drives 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 organisation).

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 certified entity is already evaluating its subcontractors on the quality of the performance that they offer to the client.

To rethink its procurement by integrating social responsibility into its purchasing processes, the Group purchasing department has been trained by an external organisation on sustainable procurement in 2020.

The purchasing department, supported by the CSR department, ensures that the operational recommendations of ISO 20400 are applied on a day-to-day basis.

Together with the CIM (continuous improvement meeting) community, it developed a Sustainable Purchase Charter and a CSR questionnaire which was sent systematically to new Devoteam suppliers and the main current ones. Some geographies have already implemented CSR criteria into the weighting grid for RFPs and the objective is to extend such practice. For example, 72% of top 50 suppliers in France have signed the sustainable purchasing charter and have been assessed on ESG matters. At the Group level, it is 35% of the main 60 suppliers (on top of the French ones).

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, also called Disability Friendly Companies), 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. Eleven Adapted Enterprises and Disability Friendly Companies are referenced for Devoteam's internal needs and seven for co-contracting with customers.

Subcontractors in Devoteam

GRI 2-8

Devoteam also make use of "subcontractors": however they are not employees, their work is controlled by Devoteam who owns the contracts with the client and reinforce its team with contingent workers when specific required skills are not available within its own employees.

In 2023, we contracted with subcontractors for the equivalent of 2,186 FTE.

One entity of Devoteam is specialized in intermediation: BeTeam, which contracted with half of the group subcontractors.

BeTeam completes the offer of the large digital service companies, by allowing its clients to address new skill pools (freelancers, SMEs, innovative start-ups) and to access the right skills at the right time. With its vendor consolidation offer, BeTeam allows both customers and suppliers to collaborate in a secure and simplified framework.

Our contracts with subcontractors include the requirement to apply our Code of Conduct and charters. When necessary they may complete the mandatory elearning and certifications.



VI. Ethics

Whistleblowing Alert System

(GRI 2-23, 2-24, 2-26, 2-27)

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, harassment ...

A specific policy defines the ethics alert process. The Ethics Alert Committee, composed of the Group Vice-Chairwoman, the Heads of the Internal Control, Internal Audit, Legal, Quality and CSR departments, and Social Affairs, considers and responds to each alert.

Devoteam has chosen to outsource the management of this ethics alert system to an external service provider, in order to maximise its effectiveness and ensure complete confidentiality of the actions taken by the whistleblower.

The whistleblower can decide not to reveal his identity: His/Her anonymity will be preserved.

Our external service provider acts independently of the Group, and gives you the opportunity to make a report, in a completely anonymous and confidential manner. It transmits the anonymized information to the Group Ethics Alert Committee.

The Group protects whistleblowers, in particular against potential acts of retaliation or disciplinary sanctions, and ensures that their identity is kept strictly confidential, whether the person is an employee of the Group or a third party.

In 2023 the ethics alert system is gaining visibility. Four alerts were recorded by this system, they are all treated by our ethics committee.

VII. People

Compliant with Global Compact principles 1 to 6
Compliant with UN Sustainable Development
Goals 1, 3, 4, 5, 8, 10, 12, 17

Meet Christelle Chappaz, Chief Talent & Learning Officer of Devoteam



Can you explain what is encompassed in the People dimension of Devoteam CSR Strategy?

Today, Devoteam consists of more than 10,331 employees in 20+ countries, who work with clients on a daily basis to "make a difference". Their skills are a tremendous asset and our duty is to offer them Infinite Possibilities to become Digital Leaders.

We have 3 main focuses:

1. Reinforce Devoteam as a "Learning Company": recognition of our consultants' expertise and impact, especially with certifications, is one of our training challenges. We want 70% of Devoteamers certified in technologies & methodologies related to our strategic partners and "value accelerators".
2. Promote collaboration: being a Devoteamer also means contributing to the team and internal projects. They are encouraged to get involved, for example, as internal coaches or mentors, trainers, community members or facilitators, skill-based sponsors for non profit organisations, participants in internal hackathons, etc.
3. 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 2023?

At Devoteam, talent density is a shared priority that depends on the ability to recruit talents, but also to help Devoteamers grow. During the last two years we have deployed a unique HR system-Workday-in all our geographies and it was enhanced with a high value-added module for Devoteamers, Managers and HRs including check ins, performance, career, certification tracking, etc. Together with our new Human rights policy, it ensures fair processes and equal treatment among the Group. It also provides accurate data enabling us to launch the right projects to improve our employees' experience.

Harmonised processes are also the basis for proposing motivating career paths, and we have redefined internal mobility rules to facilitate them.

Learning remained of course a key focus last year: we added 1000 Udemy licences to offer qualitative e-learning courses to more Devoteamers, we strengthened Devoteam Academy and created new learning paths, including some on soft, business and consulting skills, or Generative AI which is a key current focus.

The Digital Champions initiative, launched to recognize and promote our top tech and business gurus, showed its impact, with a stronger involvement of these champions in the leadership team and an employee NPS of 53 vs 32 for all Devoteamers.

What are 2024 ambitions?

Continuing to increase talent density is at the core of our strategy: attract, empower and retain Digital Champions and Talents with strong potential, develop motivating career paths to increase Devoteamers' employability, and invest massively in skills thanks to the Devoteam Academy.

The second main ambition is to increase employee engagement and sense of belonging, especially revisiting our Employee Value Proposition, supporting management capabilities and strengthening Devoteam culture.

We also want to build and give access to foster "new normal" ways of working, for instance thanks to a strong Knowledge Management: we have defined our main ambitions and will deploy our Knowledge Management tool in most entities in 2024.

People - 2023 recap

Our Employee Value Proposition #InfinityPossibilities



10,331 Devoteamers
126 nationalities
27,69% women
72,31% men

84.36% consultants and
15.64% business support functions and sales

Learning

6,169
 certifications on Infinite
 dimensions

4,000
 Udemy PRO licenses (1)




Engagement

380
 People engaged
 with Devoteam
 foundation

 **devoteam**
 Foundation
1,100
 days of engagement



Employee Satisfaction

 **devomood**
74.4% response rate (2)
32 eNPS Score (2)



'GLASSDOOR'
3.91/5 (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

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.

Respectful Employment practices

Living wage and legal wage.

Devoteam believes respect for the dignity, rights and ambitions of all people is a cornerstone of business excellence.

Every worker has a right to compensation for a regular work week that is sufficient to meet the worker's basic needs and provide some discretionary income.

We are committed to offering 100% of our people and suppliers worldwide, a minimum living wage, in accordance with the local laws, regulations and standard of living.

In 2023, 100% of our people were paid above the National Minimum Wage. In 2024, our target is to pursue this virtuous practice. This data is closely monitored and controlled by our management control department, as it relates to respect for human rights.

Distribution of employees

(GRI 2-7, 405-1)

	Total 31.12.2023	Total 31.12.2022	Total 31.12.2021
Workforce	10,331	10,262	8,943
Distribution per Gender			
Women	27.8% ⁽²⁾	28% ⁽¹⁾	28%
Women within directors functions	21.97% ⁽³⁾	23% ⁽¹⁾	20.6%
Men	72.3% ⁽²⁾	72% ⁽¹⁾	72%
Age Distribution			
<30	33.1% ⁽²⁾	34.5% ⁽¹⁾	32%
30-50	57.5% ⁽²⁾	56% ⁽¹⁾	56%
>50	9.2% ⁽²⁾	9.5% ⁽¹⁾	12%

(1) measured on 9310 employees, in entities using Workday, our HR tool, in 2022.

(2) measured on 10,331 employees (all Devoteam entities are using Workday in 2023)

(3) measured on "OneTribe" employees representing top 350 managers.

For more information about of total number of employees and breakdown by gender and region, see Appendix

VII. People

Promoting Diversity & Inclusion

(GRI 405-1, 405-2)

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.

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	Lithuania	Middle East	Portugal	Spain
Disabled employees in 2023	0.46%	1.23%	3.56%	1.79%	3.90%	0.51%	0.50%	1.10%
Disabled employees in 2022	0.51%	1.18%	2.53%	2.56%	2%	2%	2%	2%

(1) Scope : Devoteam France, excluding BeTeam

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

Our commitments regarding diversity and inclusion are detailed in the [Group Human Rights policy](#).

Gender Pay Ratio

With the aim of improving our Gender pay gap, Devoteam has set up a new dashboard.

In 2023, the ratio of basic salary and remuneration of women to men was 89% (global average) and 93% taking into account equal ranks.

Promote a more diverse, equitable & inclusive workplace
Portugal



Devoteam Portugal leads several actions to promote a more diverse, equitable & inclusive workplace, focused on 3 main sub-represented groups: Overall 150 participants have enrolled.

- **Women:** to enhance the expertise, networking and recognition of our female employees, we organized a dedicated Women in Tech Week with several workshops dedicated to empower our female employees. Also, we promoted an internal campaign to recognize some of our female employees and 6 (six) of them have been on the final list of the Women in Tech Awards (an external initiative).
- **People with disabilities:** during sustainable development month we organized a Coffee Cupping session with “Café Joyeux” a non-profit organization that supports young people with cognitive difficulties such as autism and trisomy 21 and we ended the year by donating to the same association a monetary value to support its mission.
- **Foreigners:** in 2023 we continued to offer reallocation programmes to facilitate and financially support their establishment in our country.

Gender diversity

International Women in Tech Talk with Fatia Balit, Chief Information Officer at BNP Paribas Asset Management

Devoteam had the pleasure to welcome Fatia-Fatma Balit, Chief Information Officer at BNP Paribas Asset Management for an insightful and engaging conference.

Her core message emphasized the importance of fostering authenticity and encouraging everyone to be true to themselves, underlined the significance of adopting a mindset that recognizes no limits and echoed for increased advocacy for girls in IT.

The hybrid event, led at the same time in Paris and live around all Devoteam geographies, joined together around 500 devoteamers and BNP Paribas participants.



Promoting Diversity and Women in Tech Belgium

Devoteam Belgium has been running an extensive Women in Tech programme since 2021. Designed to empower women in Devoteam, it emphasizes women leadership and career opportunities with regular keynotes.

In 2023, three main events were offered, including a celebration of the International women's day with a Panel focused on UN work and the need of higher participation of women in IT with the participation of Berthe De Vos, United Nations Representative and Stacy Ciulik- Kunz, United Nations Representative in Geneva.

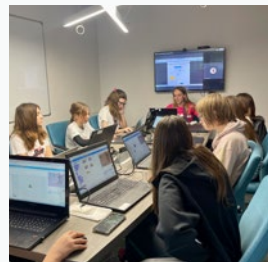


The commitment of Devoteam to promote diversity lead the team to work closely on the [UN Campaign #heforshe](#). The Belgium MD and 150 Devoteamers signed in September 2021 the commitment to this campaign encouraging men and people of all genders to stand in solidarity with women to create a bold, visible and united force for gender equality.

Empowering women in IT with CodeforGirlz

Serbia

With the aim of empowering young girls and motivating them to pursue programming and careers in technology, Devoteam Serbia organised a free 5-hour workshop for girls. 30 girls and 5 volunteers from Devoteam participated. They were divided into 3 age groups. The younger ones worked on Scratch, while the older ones worked on Python, using Coderdojo Belgium resources to design the session. The enthusiasm and energy of the attendees were astounding, and our team of volunteers and employees did a fantastic job of creating a supportive environment for everyone present.



Support specialized school for students with learning difficulties

Spain

Devoteam Spain recently welcomed students from Areteia School in Madrid to its offices on two separate occasions with the aim to motivate and inspire these students but also to showcase the myriad of opportunities that await them in their future professional endeavours. Areteia School in Madrid is a school specialized in students with learning difficulties. During these open-house sessions, approximately 30 students had the unique opportunity to gain insights into the operational dynamics of a company committed to fostering diversity as Devoteam.

The visiting students were given a comprehensive tour of our facilities, providing them with a firsthand understanding of our organizational structure and work environment.

Ensure equal treatment with the Gender equality index

France

Devoteam particularly works towards equality between men and women:

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 2023, average rate is 85/100 over the 11 French entities, 9 have a score superior or equal to 75/100

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

Promote diversity and Women in Tech

France

In February 2023, to celebrate Women and Girls in Science Day, Devoteam A Cloud France organised a conference-debate with Elisabeth Roman, editor-in-chief of Tchika, the first empowerment magazine for girls aged 7 to 12, and former editor-in-chief of Sciences et Vie magazine (Science and life in English).

During this exchange, the speakers were able to discuss :

- The reality of the market as regards the presence of women in tech, thanks to the presentation of figures in France and worldwide
- The need and interest in developing the inclusion of women in tech
- The reasons why young girls don't go into tech
- How can we encourage them to enter these professions
- Examples of initiatives in France and abroad

40+ Devoteamers attended the event.

Actions towards disabled people

Facilitate Disability at work

France

Devoteam has been committed to a policy in favour of diversity and the employment of disabled workers since 2007, and in 2021 we signed a fourth group agreement containing 18 commitments in favour of the professional integration of disabled people.

A disability service, the "Handicap mission" was set up in 2012 with the aim of steering and implementing the various thrusts of our disability policy, aligned with the approved agreement. It is represented by a dedicated, full-time referent for these diversity and inclusion activities.

The current agreement covers 4 main areas:

- 1. Integrating and developing employment for disabled employees through recruitment.**
- 2. Maintaining disabled Devoteamers in employment.** Devoteam set up a range of initiatives to adapt working conditions: ergonomic workstations, specific equipment linked to the employee's pathology, medical absences granted by Devoteam, raising awareness among recruiters and HRBP...
- 3. Raising awareness and training employees through communication and training initiatives.** Devoteam offers learning modules for employees with disabilities, and for all employees to promote inclusion. All recruiters, HR employees and managers receive compulsory training in disability and diversity management through face-to-face and e-learning courses.

The Handicap Mission is also raising awareness on disability issues among all our teams through in-house workshops and events (EDEW - European Disability Employment Week). 2023's edition of EDEW gathered 285 Devoteamers around 6 different animations: disability awareness webinar, digital accessibility webinar, 2 sessions of an Escape Game on the theme of Disability, 3 sessions of virtual reality to live and feel the environment as a disabled person, 7 sophrology workshops and a theatrical conference on the compatibility of illness (cancer) and work, hosted by a speaker and 2 actors.

- 4. Developing internal policy in favour of partnerships with Disabled Friendly Companies (DFC).** Devoteam is working with DFC on a range of activities, including employment, catering, administration, green spaces, etc. Main partners are listed below. Lastly, the Devoteam Group is committed to offering employees inter-contractual skills sponsorship for DFC requiring IT services.



VII. People

An employee journey at Devoteam

(GRI 401-1, 405-1, 406-1)

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. We make sure that the candidates share Devoteam values - Frankness, Ambition, Entrepreneurship, Collaboration and Respect - as well as behaviours expected in the consultancy professions.

Our **Employee Value proposition (EVP)** offers 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 [career website](#).

Regarding consultants, We are looking for candidates who demonstrates solid tech and business foundations, as well as "consulting readiness" (Fit with Devoteam culture and values, Soft skills, Motivation for consulting, tech and working at Devoteam, Tech saviness & business skills) and also project themselves with a long term relationship mindset (Drive, leadership & Impact, Ability to build assets).

Devoteam Group is committed to equal opportunities, recruiting and 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.

A Reference hiring process in Devoteam, nurtured by a unified scorecard

- Profile Screening
- Talent Acquisition Interview
- Testing (where applicable)
- Tech / Business Interview
- Leadership Interview (where applicable)
- In specific occasions : Customer / Sales Interview (where applicable)
- 2 interviews minimum, including at least 1 in-person

Diversity sourcing

Promoting Tech career & training possibilities to wider population

Luxembourg

For an ever more diverse and inclusive workplace, Devoteam Luxembourg attends yearly to several events to promote tech career possibilities and training paths to people in Up & Reskilling. This year, the company attended a Boot Camp organized by WIDE x INCO on “Empowering Women in IT” where Girls In Tech association along with Khadija, our ServiceNow expert, shared their stories, expertise on low-code, IT methodologies, interviews and some tips & tricks.

Devoteam Luxembourg also hosted WIDE in their Clausen’s offices for a workshop on AI and Data career paths during which one of our Data passionate shared their knowledge and possible career paths on Data and AI.

The Luxembourg entity also developed in 2023 a partnership with Lycée Guillaume Kroll to animate several sessions on Open Source technologies and Microsoft solutions for the students of the BTS Cloud computing. This is also the right opportunity for our tech-colleagues to strengthen their public speaking skills, share their expertise and promote our values and culture in high schools.

With 30 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).

Support & reskill unemployed population with “France Travail”

France



We have developed a partnership with France's public employment agency, "France Travail", formerly "Pôle Emploi", to offer a professional retraining scheme via a 9-week training programme.

This programme is co-financed by Devoteam and France Travail, and 95% of the people who take part in the training are hired at the end of their participation.

The participants come from 4 regions that we want to develop (Paris, Lyon, Toulouse and Nantes areas) and are jobseekers.

This measure enables us to welcome employees from a wide range of professional backgrounds and promote integration into our IT solutions deployment business.

A number of professions can be targeted, particularly technical (application development) or functional (acting as a link between our customers' business departments and IT departments), to improve the day-to-day use of digital tools.

This programme enabled us to hire about 10 employees per year since 2021.

Mentorship for young talent

Middle East

Devoteam Middle East is proud of our strategic partner Misk Foundation. We have launched the "Experience Misk" event, an initiative dedicated to empowering over 2,000 local youths through dialogue sessions, enriching workshops, and interactive spaces focused on community engagement, entrepreneurship, skills development, and leadership.

This program aimed to inspire ambitious young individuals, assisting them in uncovering their paths, realising their potentials, and fostering personal and professional growth. We visited universities to seek out ambitious young individuals to include in our paid internship program.

Partnering with Misk Foundation not only reflects our commitment to the local community but also underscores our dedication to nurturing young talents and university graduates. Through intensive internships at Devoteam Middle East, we aim to provide meaningful opportunities for these individuals to flourish within the technology sector.

2. Onboarding

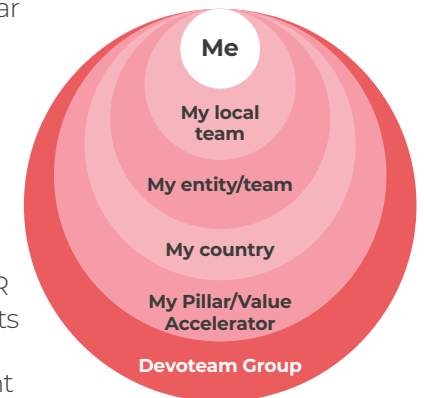
Onboarding is key for newcomers, who join and discover a new company: new environment, culture, organization tools and team.

Providing good onboarding is essential for the new Devoteamers to feel welcome in the company and to receive all necessary information, contacts, processes, tools and support to be successful in their job.

Devoteam "ONEBoarding" programme aims to provide all they can need to feel part of Devoteam, to discover the Group as well as their team and entity, and to embrace the range of career opportunities .

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

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



The onboarding journey and all related documents, 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 newcomer is invited to plant a tree with the **blossom engagement programme**. A total of 7,225 trees have been financed and planted by Devoteam since the beginning of our collaboration.

3. Career Perspectives

(GRI 2-19, 2-20, 404-3, 405-1,)

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

Each consultant has access to all the job descriptions available in the Group and is supported by his/her HR and manager to define the development path 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...

As improving the employee experience on career is one of our priorities, we have designed and deployed in 2023:

- a new Career page on the Group Intranet
- new tools to improve the visibility on career possibilities (jobs, ranks, career paths)
- Internal mobility guidelines
- as well as new features in our HR system allowing all employees to express their career interests for the future.

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

All Devoteamers (100%) receive at least annual regular performance and career review, with additional regular check ups.

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 both a virtuous circle where more impactful consultants drive better prices and margins, and guarantees a fair treatment for all, as the salaries inequality in the same rank are limited by the salary grid.

In order to guarantee the adoption of Eagle for Value and equity in all our geographies, frequent Eagle for Value trainings are delivered to HR's, sales and managerial teams.

In 2023 we also formalized and shared an "HR Whitebook" presenting all Eagle for Value concepts (jobs, ranks, tiers, profile, salary grid structure) as well as common Workday definitions. This Group HR Whitebook is a reference for the Devoteam HR community in all subsidiaries. It aims to share some standards and guidelines for global core HR processing and monitoring everywhere in the Group.

Workday is our Group HR system.

In 2023, Workday covers 100 % of Devoteam entities and employees.



We have deployed during the year new functionalities to provide even more services to our employees who can now benefit from onboarding, check-ins, goals setting, performance, career and development reviews.

Devoteam Digital Champions

The Devoteam Digital Champions Initiative, established in 2022, embodies our commitment to identifying, nurturing, and empowering our top Tech and Business leaders worldwide. These exceptional individuals, selected by Devoteam executives, serve as thought leaders in their respective technological domains, driving impactful contributions to our successful service activities. The Digital Champions are experts in their fields, renowned for their mentorship, knowledge-sharing, and leadership in client engagements. Currently, our community comprises over 430 Digital Champions across 25 countries, each playing a pivotal role in advancing our Infinite strategy and collectively steering us towards our vision of becoming a Premier Consulting Company.

Measurement and Impact

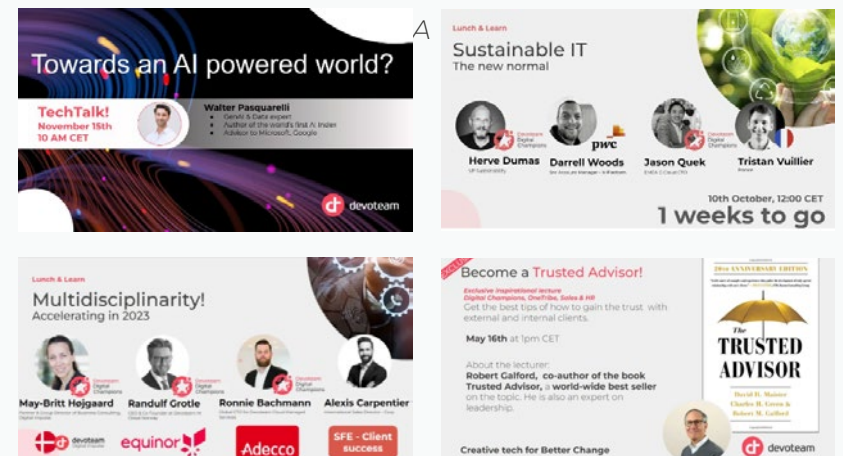
The average employee Net Promoter Score (eNPS) has witnessed a commendable 10-point increase across three Devomood campaigns over the past 18 months, underscoring the tangible value and positive influence of our Digital Champions, their satisfaction and engagement.

Leadership and Strategic Engagement

Digital Champions are integral members of their respective country's leadership teams, entrusted with navigating local challenges and spearheading initiatives to achieve country-specific success goals. Furthermore, their leadership extends to the international arena, where they lead key strategic initiatives within their Pillars or Value Accelerators. Notably, Digital Champions contribute to corporate-wide initiatives such as the strategic plan for 2028, where their insights and expertise are instrumental in driving organisational change & excellence.

Thought Leadership and Collaboration

Our Digital Champions actively contribute to thought leadership endeavours, exemplified by our annual "Tech Radar" publication. Over 50 Digital Champions, representing more than half of the publication's content, share their insights on emerging technologies, reinforcing our position as industry leaders and champions of technological innovation. Moreover, to foster collaboration and alignment, Digital Champions engage regularly with company executives and the OneTribe community to gain business context providing invaluable insights and feedback to lead with context not control when out in the field.



few examples of events put on for Digital Champions in 2023. All focussed on key strategic topics aimed at focussing our top leaders and providing insights and resources to accelerate locally and with their clients.

Career weeks

France

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

In France, the Career Week in June 2023 joined together all French Devoteamers with more than **3200+ connections, 500+ chats, and 35 encounters between** Devoteamers. The week hosted 6 conferences, to inspire participants and help them build their career path and trajectory, with the support of **45 devoteamers** and external speakers :

- The cook Pierre Gagnaire made an inspirational speech sharing his recipe for professional fulfilment and daring;
- Jean-Baptiste Granet came to talk about the challenges and professions involved in cybersecurity;
- Grégory Renard has presented the impact of the evolution of artificial intelligence on our professions, in particular through the ChatGPT example.

18 Training sessions were also offered. The sessions covered different topics: Ux Review, graphic facilitation, cloud fundamentals, Data, Cyber, Sustainability... Around a hundred devoteamers have received training thanks to these sessions.

Finally, we organised every morning during the Career week sessions called "Online Speed meeting". During these sessions, two devoteamers from different entities could connect to each other to discover their job, their assignment...

The Career week is a main lever to promote internal transfers. 50% of requests done after this event were completed in 2023.

4. Learning & Training

(GRI 404-1, 404-2)

Learning & Training at Devoteam: Empowering Talent for Excellence

At Devoteam, we are deeply committed to fostering a culture of continuous learning and development, underpinned by our dedication to investing in our most valuable asset: our people.

Our learning framework and principles, coupled with our global focus on learning and training, are designed to equip our consultants with the knowledge, skills, and certifications necessary to excel in their roles, drive meaningful impact in the ever-evolving technology landscape, and ultimately, drive innovation and deliver transformative solutions for our clients.

Three Pillars of Learning

Our learning initiatives are structured around three goals, ensuring alignment and maximum impact for Devoteam:

- **Premier Consulting Company:** As a premier consulting company in the tech industry, Devoteam is committed to harnessing innovation and expertise. Our focus on "tech for people" enables us to deliver exceptional value and make a meaningful impact on businesses and society.
- **Learning Company:** We view learning as a fundamental aspect of our organizational DNA. Our journey as a learning company is characterized by continuous growth and evolution, encompassing vision, culture, people development, and organizational excellence.

- **Prepare for the Future:** Devoteam's vision revolves around proactively embracing the rapid pace of change and preparing for the future. We invest heavily in partnering with technology leaders and empowering our employees to embark on an innovative journey of continuous development.

In 2023, we established the foundations for our learning infrastructure, including a learning community, learning platform, datasets, dashboards, and processes. Governance is ensured through the Global Learning Board and HR Council, with quarterly representation at the Executive Committee (ExCo).

Our primary KPI for measuring learning success is the attainment of Infinite Dimension Certifications by our consultants. We aim for 70% of Devoteam consultants to hold certifications that are externally recognized and highly valued within the industry by 2024. These certifications serve as a testament to our consultants' expertise and proficiency in delivering top class value to our clients.

We maintain a comprehensive catalogue of 1281 approved certification referentials, which are reviewed annually by subject matter experts (SMEs) from our Pillars and Value Accelerators to ensure relevance and market value. Amendments are made throughout the year based on feedback from consultants and strategic partners, ensuring our certifications remain up-to-date and valuable.

In 2023, 54% of consultants hold at least one Infinite Dimension certification.

Our partner-based certifications - 31.12.2023				
ServiceNow	Microsoft	Google Cloud	AWS	Salesforce & Mulesoft
1452 certifications	2357 certifications	1005 certifications	800 certifications	405 certifications

Indicators (Group scope)	31.12.2023	31.12.2022	31.12.2021
Training as % of net available days (billable consultants) (2)	2.63%	3.65%	2.82%
Days of training (billable consultants) (2)	48,104	64,941	43,810
Number of strategic partners certifications (1)	6,156	5,249	4,543
Number of employees trained (1)	5,545	5,066	3,687
Training as % of personal cost (billable consultants, France) (4)	0.97%	1.28%	0.88%
Active users in Udemy (3)	3830 active users in 2023		
Number of hours of training in Udemy (3)	62,479		

(1) Scope: Devoteam Group, all employees

(2) Scope: Devoteam Group, billable

(3) Out of 4000 licences

(4) French scope

Training Approaches

We employ multiple approaches to training employees for certification attainment:

- **Strategic partners training programs:** Collaborations with industry leaders such as Microsoft, Google, AWS, and ServiceNow provide tailored training programs.
- **Internal bootcamps/academies:** Pillars and Value Accelerators organise boot camps and academies to accelerate strategic certifications, led by Devoteam SMEs.
- **eLearning platforms:** We leverage platforms like Udemy for Business to offer a diverse range of online courses to meet individual learning needs.
- **Devoteam training centres:** Both virtual and physical trainer-led sessions are organised, either through external training bodies or our internal EMEA Learners Campus in Luxembourg.
- **Community learning:** We facilitate community-driven learning initiatives throughout the year to help Devoteamers acquire skills and certifications in specific focus areas.



In 2022, Devoteam partnered with **Udemy** to offer to 3,000 Devoteamers Udemy Business PRO licences, providing access to 185,000 online course videos, assessments, labs & workspaces. The commitment increased to 4,000 licences in 2023 with 95% allocated by the end of the year.

From Devoteam curated learning paths to global catalogues for Power Skills, Sustainability, AI, Udemy sits behind a large proportion of learning programs as the content provider of choice. It provides technical paths, complementary to our partners platform, and strengthens soft & consulting skills development for employees, with strong alignment with Career Path and recruitment strategies, to accelerate career developments in Devoteam. The investment in Udemy for Business PRO provides increased capabilities such as hands-on labs, assessments and Udemy created learning linked to tech job roles.

Due to the success Devoteam will continue to invest in additional licences in 2024 with the expectation to deploy massively licenses for Devoteamers.

2023 achievements	
Countries/Operating Units	20 Countries / 47 Operating Units
Total hours in Udemy	62,479 hours
Average learning time	15hr 20mn per active user 77hr 1mn per power user (top 10%)
Courses undertaken linked to Certifications	1500+
Devoteam average course rating	4.4 / 5.0

MDA Game platform (BeeDeez technology), available in 10 languages to all employees and candidates, is used to provide short and gamified capsules on topics such as ethics and legal topics, regulatory, process... On top of traditional and online training, every Devoteamer can create modules to share his/her expertise to his/her colleagues.

2023 achievements	
2023 Total users	4,493 including 3,541 Devoteamers and 952 candidates
2023 training sessions completed	12,136 including 11 193 by Devoteamers and 1970 by candidates
Total time on the platform	215,060 min (500 days)
Number of new training available	28



Devoteam Training Center

Luxembourg

In 2023, the Luxembourg training centre and associated learning platform was re-designed & rebranded (EMEA Learners Campus) to deliver EMEA trainings with a priority focus on elevating local Devoteam trainers to EMEA trainers. The aim of this initiative was to provide free and discounted courses for Devoteamers and bring together EMEA learning cohorts to share insights and experiences from across different parts of the organisation.

2023 achievements

- 287 Devoteamers trained
- 710 days of training
- 14 countries participating in an hybrid mode (*on-site training for France and Luxembourg, Remote for other EMEA participants*)

My Devoteam Academy

France

My Devoteam Academy gathers the mandatory and optional training available for over all Devoteam employees in France. My Devoteam Academy is Veriselect-certified by Bureau Veritas, and Qualiopi-certified, demonstrating alignment with the highest standards of the community of internal trainers. In 2024 we aim to integrate it with Workday to provide a comprehensive experience in our HR system.

A Sustainability learning hub available to all Devoteamers *Global*

Engaging all Devoteamers in sustainability requires raising awareness and offering learning material. In 2023, Devoteam opened a new sustainability learning Hub, available on the Intranet to all employees.

On top of Mandatory modules - Sustainable IT, Fighting corruption, Combating unfair competition, Conflict of interest and Data protection - Devoteamers can find in this Learning Hub additional resources on the four dimensions of our sustainability strategy.

Some courses are specific to Devoteam, and employees can also access our stakeholders' learning material. For example, we encourage Devoteamers to use the UN Global Compact Academy if they want to train about carbon accounting, Human rights or diversity.

A training programme for Inclusive Digital Practice *France*

In 2024, Devoteam France launched an internal training program of 16 hours to train 135 designers in responsible and inclusive digital practices, representing approximately 2200 hours of training. It is based on the RGAA framework and the work of Access 42. The program aimed at understanding disability and improving the technical aspect of accessibility, acquiring best practices for designing and developing web content in accordance with the criteria of the RGAA framework, by training employees on numerous technical and design criteria: images, tables, navigation, structure, presentation, consultation, colours, links, forms, multimedia, scripts.

The expertise provides includes:

- Understanding the different types of disabilities faced with digital technology, the legal framework of accessibility, reference, and assistive tools used.
- Mastering and applying good practices of accessible design (accessibility criteria).
- Recognizing errors and their impact on usage and usability, proposing solutions.

The pilot of this training was launched early 2024.

Master Mentor Programme

Alps

Master Mentor is a program aiming to maximize the potential of Devoteamers who fulfil the role of Mentors.

Throughout the program, Mentors learn new skills, gain and share knowledge, enhance their interpersonal skills, all to serve better Mentor-Mentee interactions and increase the quality of Mentoring at Devoteam Alps.

Mentors have an opportunity to

- take part in workshops led by an external trainer, a specialist on Mentor development
- to participate in internal knowledge share
- to gain knowledge through related Udemy videos or recommended reading

The graduate, who scores above 85% of the points will receive a title "Master Mentor".

Accelerating Knowledge Sharing

Global

Knowledge Sharing at Devoteam refers to tools, processes, methods, culture principles, roles and organizations we undertake as a means to create, capture, organize, store, retrieve, share and mobilize business and delivery assets throughout the whole organization, across all EMEA geographies, pillars and value accelerators.

Our goal is to embed Knowledge Sharing in our ways of working and to remove silos.

Knowledge Sharing brings :

- more business value (efficiency and customer satisfaction)
- enhancement of Devoteamers' experience.

In order to enhance the employees experience regarding valuable content (save time, rely on liable resources, share assets, monitor quality, gain confidence...), Devoteam has started in 2023 a pilot with a new KM tool.

2024 will be the year of experimentation to clearly empower Devoteamers with a better access and use of common knowledge.

5. Retention and offboarding

(GRI 401-1)

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	31.12.2023	31.12.2022
Unmanaged attrition rate (12 months)	19.4%	22.3%
Total Departure	3,453	3,203
Total Hires	3,488	4,188

Attrition rate is followed up on a monthly basis, with both business and HR managers, through our "retention radar" tool. It has decreased by 3.4 points between 2022 and 2023.

In order to reduce attrition that our sector and more generally all companies are facing, Devoteam has defined an action plan of 7 actions covering 4 areas: career, people management, compensation and assignment. Some examples 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".

Exit interviews are deployed in all geographies through Workday, to better identify reasons for leaving and set up actions to improve employee satisfaction.

In 2023, 97% of leavers (unmanaged attrition) run an exit interview with their HRBP.

90% of them recommend Devoteam and 78% say they would be ready to come back working at Devoteam.

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, 403-5 403-6, 403-7, 403-8, 403-9, 403-10)

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

In 2023, Devoteam has launched a new Group Health and safety policy, to ensure and promote all workers health, which is completed by local Health and Safety policies adapted to the different contexts.

Local regulations and standards are followed wherever applicable, and our employees are covered by local occupational health and safety management systems.

Training is provided locally on a regular basis to ensure the safety of the premises (fire checks) and the safety of people in the event of a fire. Depending on the size and number of employees in the buildings, "first-aid at work" training is also provided.

However, the main material risks identified regarding occupational health and safety are psychosocial and musculoskeletal risks. 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. They are included in the Talent & Learning teams.

In 2023 no high consequence work-related injury was reported in Devoteam, which are followed in real time.

Two indicators are used to monitor working conditions:

- The Devomood satisfaction survey. 74.4 % of Devoteamers responded to the November 2023 issue
 - 8.2/10 employee rating on working conditions
 - 8.2/10 employee rating on Work-life balance
 - 8.5/10 employee rating on how their manager is accessible and offers regular meetings to catch up
- 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 monitor working rules and especially rest time thanks to the activity report. Devoteam has an ethics alert line to report any risk (cf Ethics section).

The psychological health issue is also particularly watched. For example in France, a e-learning course is available to help Devoteamers prevent and deal with psychosocial risk situations in their day-to-day work. A psychological support platform is also provided, enabling devoteamers to have regular follow-up sessions with a psychologist if they need it. A training course provided to all managers by an external organization also includes a specific module on this topic. For musculoskeletal diseases, some awareness-raising sessions are held. All information is available on the intranet.

Remote working

Global

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

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

On this 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.

Moving from Employee benefits to Life benefits

Netherlands

We believe that being tech-savvy exceeds the limits of our employees job. That's why Devoteam Netherlands chose to propose life benefits instead of employee benefits. It summarizes all benefits offered to employees and beyond, covering 7 dimensions:

- Go anywhere with a flexible mobility package adapted to each individual situation and promoting sustainability options
- Work anywhere supporting home office set up and offering the opportunity to work from anywhere in the world for 4 weeks per year.
- Learn continuously with a personal Development plan, knowledge sharing (Tech Thursday lunch sessions...), training days and Dutch language courses for those who need
- Care for you, offering time and space to take care, including a daily expansion leave on top of maternity/paternity leave
- Care for others with the Devoteam Foundation programme
- Joining from abroad, a specific programme to welcome expatriates
- And other general benefits including material and financial bonuses.

Partnership with a psychologists network

France

To complement its policy of preventing Psycho-Social Risks (PSR), Devoteam France has set up a partnership with Simundia, a platform that puts employees in touch with specialised psychologists. This service enables all Devoteam France employees to contact a psychologist specialised in their needs within 48 hours. Employees can discuss both personal and professional issues. The consultation is totally personalised and anonymous, and takes place via videoconference.

The first 6 sessions are 100% covered by Devoteam.

Simundia also offers a library of content on a platform where you can find advice and best practices on a range of issues:

- Communicating in times of change
- How to reduce stress
- Managing emotions
- Addictions in midlife
- Non-violent, benevolent communication

Pink October: A comedy show to talk about cancer?

France

Sarah Pébereau is an actress and humorist. She was diagnosed with breast cancer at age 30, but she is doing well today and she has chosen to recount this ordeal with humor and emotion.

Devoteam A Cloud employees were lucky enough to welcome her as part of the Pink October initiative to our premises. More than 40 people were present on site and almost as many online. A strong moment shared together on a difficult subject but handled brilliantly by Sarah. Also a first to offer a show in the office.



Mental Health Week

Portugal

In May 2023, during European Mental Health Awareness week, we organized a dedicated week to create awareness around the importance of taking care of our Wellbeing and its correlation with Mental Health. During 5 days we had different workshops and initiatives, such as Meditation, a Tech Lab for an association that supports people with mental health diseases, Financial literacy, Conscious Parenting and Art-therapy.

Around 200 Portuguese employees participated in the activities with a 3.96/5 satisfaction.

ISO 45001: a new challenge for France

France

France is compliant with the ISO 45001 guidelines, especially as it is already ISO 14001 and ISO 9001 certified, and since the frameworks of these 3 standards are similar.

Devoteam France has defined the scope of application of its health and safety policy, identified the stakeholders involved, and the Human Resources department draws up an annual "Professional Risk Evaluation".

100% of operational sites of Devoteam France are covered by this occupational health and safety risk assessment.

France has introduced measures to protect the health of its employees: a procedure to protect isolated workers, the supply of protective equipment for employees concerned, the appointment of anti-harassment advisors, employee training in psycho-social risks, etc.

In view of these policies and measures, as well as the fact that Devoteam's management processes correspond to the framework expected by ISO 45001, **France is currently considering the possibility of initiating a certification process in 2024.**

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.

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.

Happiness@Devoteam, it's

- 30 clubs (sport, music, gaming, photography, dance, yoga on site ...)
- 7 Happiness teams (in each agency)
- 4 Devoteamers sponsored for top-level sports
- 2,200+ Devoteamers reached
- 100+ events throughout the year

In 2024 new services will be offered for example free osteopathy on site.

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 2023, 12 days were donated (half by employees, half by Devoteam) to help 2 families of sick children.

Step Count Challenge

UK

As part of the sustainability week, Devoteam UK organised a 3 week exercise challenge, to see how far employees could travel without emitting carbon (running, paddle boarding, swimming, running etc. This challenge started as a step Challenge, but quickly turned into a distance challenge.

13 people from Devoteam took part in the challenge, they covered a distance of 1427.6 KM, had a 3257m elevation gain and logged 199 hours. The aim for 2024 is to run this challenge again with more people involved.

Prague Relay, a Run race organised by RunCzech Alps



In June 2023, three teams of Devoteam ALPS employees represented Devoteam in the Prague Relay organized by RunCzech.

The philosophy of the races organized by RunCzech is “All Runners are Beautiful” and it is a celebration of running as a sport that is open to all, regardless of age, body shape or running speed. The goal of the organizers is to organize a

race with the utmost respect for the environment, so they are implementing activities that support this goal while committing to further improving the environment in the near future.

For example, their commitments include:

- Waste minimization: No disposable plastic cups & bottles (=paper cups, glass and reusable bottles are the law here) or fewer cars in town on race day (=reducing emissions), providing discounts on public transport,
- Careful Recycling: Thorough waste sorting (=special containers); gifts of Adidas swimwear and shoes from recycled plastics captured on the ocean coast
- Organisation of activities and events supporting the environment: cooperation with various foundations, planting trees, organizing clean-up events... etc.

"Run with purpose, for every step fuels a movement towards a greener, more inclusive future. Devoteam ALPS takes the baton for sustainability and teamwork at the Prague Relay, pushing our limits while supporting environmental responsibility. Every stride makes a difference."



Jana Kosvancova
Alps CSR ambassador

VII. People

Employee representatives

(GRI 2-30)

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. This is explicitly mentioned in our HumanRights policy. 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. 8 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.

Between 2022 and 2023, Devoteam France negotiated new agreements with social partners:

- one about communications resources for employee representatives
- the renewal of the agreement to promote and facilitate employment for disabled people.
- donating days off for sick children and caregivers

Regarding working conditions, Devoteam SAS has a company-wide agreement on the application of telecommuting. This agreement is duplicated in 100% of the Group's entities by means of a teleworking charter drawn up in each entity. As a result, 100% of Devoteam employees have been covered by a teleworking policy since 2019.

100% of the total workforce at all sites is covered by the collective bargaining agreement of the Synthec Federation, which groups together several unions, including Numéum, the professional union for digital companies in France. The agreement applies to all entities that are members of the Synthec Federation, which is the case for Devoteam, which is a member of Numéum.

This agreement covers subjects such as:

- union rights and employee representation
- terms and conditions of employment
- termination of employment contracts
- vacations
- working conditions and working hours
- remuneration: the agreement defines minimum wages for the industry.
- sickness, accidents, parenthood,
- vocational training, etc.



Appendix

Appendix 1: Local commitments, awards & certifications

Country	Local commitments, awards & certifications
Austria	<ul style="list-style-type: none"> ISO 27001 Information security, cybersecurity and privacy protection (Information security management systems): Devoteam Consulting GmbH
Belgium	<ul style="list-style-type: none"> ISO 9001 Quality management systems: Devoteam NV/SA United Nations HeForShe
Denmark	<ul style="list-style-type: none"> Great Place to Work 2023
France	<ul style="list-style-type: none"> ISO 9001 Quality management systems: Devoteam France Center of Excellence and Complex Business Management with a commitment to results ISO 14001 Environmental management systems - Devoteam France Center of Excellence and Complex Business Management with a commitment to results Planet tech care INR numérique responsable Manifeste #ReconversionFemmesNum Qualiopi VeriSelect Charte Relations Fournisseurs Responsables: Devoteam France and BeTeam entity Charte de la Diversité Universum 2021 Most Attractive Employers Ecovadis Platinum 2022: BeTeam Entity
Germany	<ul style="list-style-type: none"> ISO 9001 Quality management systems: Devoteam GmbH, Devoteam Alegri GmbH, Devoteam S Team GmbH ISO 27001 Information security, cybersecurity and privacy protection (Information security management systems): Devoteam GmbH, Devoteam Alegri GmbH, Devoteam S Team GmbH
Italy	<ul style="list-style-type: none"> ISO 9001 Quality management systems ISO 27001 Information security, cybersecurity and privacy protection (Information security management systems) ISO 27018 Code of practice for protection of personally identifiable information (PII) in public clouds acting as PII processors (Security techniques) ISO 37001 Anti-bribery management systems
Lithuania	<ul style="list-style-type: none"> ISO 9001 Quality management systems ISO 14001 Environmental management systems ISO 27001 Information security, cybersecurity and privacy protection (Information security management systems) ISAE 3402 Type II +
Luxembourg	<ul style="list-style-type: none"> Great Place to Work - Best Workplace 2024 Great Place to Work - Best Workplace 2023

Country	Local commitments, awards & certifications
Poland	<ul style="list-style-type: none"> ISO 14001 Environmental Management Systems ISO 27001 Information security, cybersecurity and privacy protection (Information security management systems)
Portugal	<ul style="list-style-type: none"> ISO 9001 Quality management systems: Integrity entity ISO 27001 Information security, cybersecurity and privacy protection (Information security management systems): Integrity entity ISO 27701 Extension to ISO/IEC 27001 and ISO/IEC 27002 for privacy information management (Security techniques): Integrity entity Crest GNS PCI Bancontact
Spain	<ul style="list-style-type: none"> ISO 9001 Quality management systems (Devoteam Drago S.A.U) ISO 27001 Information security, cybersecurity and privacy protection (Information security management systems) CMMI - DEV 3 ENS (medium level)
United Kingdom	<ul style="list-style-type: none"> ISO 9001 Quality management systems ISO 14001 Environmental management systems ISO 27001 Information security, cybersecurity and privacy protection (Information security management systems) CYBER ESSENTIALS PLUS

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

Carbon breakdown per geography (GHG protocol compliant)
Presented in market based

Country	Total tCO ₂ e	Scope distribution			tCO ₂ e/ FTE
		Scope 1	Scope 2	Scope 3	
Group	31,165	3,577	1,198	26,390	3.08
France	10,276	997	6.72	9,272	2.44
Denmark	1,225	22	107	1,096	3.68
Norway	654.95	9.75	30.2	615	4.98
Sweden	406	39.1	48.9	318	2.40
Belgium	4,106	932	63.2	3,111	9.51
Netherlands	1,645	239	155	1,251	4.71
UK	225.62	4.57	0.05	221	2.20
Luxembourg	2,395	543	37	1,815	17.18
Austria	305.9	30.7	1.2	274	8.05
Alps	401.4	52.4	127	222	3.33
Germany	1,416	262	72.3	1,082	3.92
Spain	1,101	76.6	16.6	1,008	1.11
Portugal	2,029	160	129	1,746	1.44
Middle-East	2,337	25.8	181	2,130	3.94
Morocco	1089.2	105	16.2	968	6.72
Tunisia	390.2	11.4	40.8	338	3.61
Serbia	373	27.8	62.2	283	2.59
Italy	192.51	11	4.51	177	3.44
Indonesia	248.34	1.14	16.2	231	6.71
Poland	66.68	0.05	2.43	64.2	2.56

Excluded: Mexico (sold), Turkey (excluded from SBTI)
NB: some corporate emissions allocated to Turkey are however included in our total GHG footprint.
More details (including location-based data) are available on demand.
Devoteam updates its IMP - Inventory management plan, every year.

Appendix 3: Employee breakdown details

Country	Total workforce	Including women	Age distribution		
			<30	30-50	>50
Total	10,331	27,81%	32,26%	56,81%	10,93%
Austria	38	7,89%	23,68%	52,63%	23,68%
Belgium	437	16,48%	32,72%	48,51%	18,76%
Czech Republic	109	36,70%	28,44%	67,89%	3,67%
Denmark	347	33,43%	26,80%	53,03%	20,17%
France	4219	30,08%	38,37%	55,08%	6,54%
Germany	393	23,41%	15,27%	53,69%	31,04%
Headquarter	121	48,76%	34,71%	47,93%	17,36%
Indonesia	38	26,32%	47,37%	50,00%	2,63%
Italy	56	21,43%	14,29%	51,79%	33,93%
Jordan	78	43,59%	71,79%	28,21%	0,00%
Lithuania	77	20,78%	33,77%	63,64%	2,60%
Luxembourg	140	21,43%	31,43%	65,71%	2,86%
Mexico	83	31,33%	33,73%	60,24%	6,02%
Morocco	162	53,09%	43,21%	48,77%	8,02%
Netherlands	359	16,16%	24,23%	56,82%	18,94%
Norway	138	39,86%	20,29%	46,38%	33,33%
Poland	28	25,00%	42,86%	53,57%	3,57%
Portugal	1408	27,20%	31,32%	65,27%	3,41%
Saudi Arabia	505	16,04%	24,55%	71,29%	4,16%
Serbia	144	43,06%	47,22%	50,69%	2,08%
Slovakia	14	28,57%	35,71%	64,29%	0,00%
Spain	1002	23,15%	29,94%	60,18%	9,88%
Sweden	186	26,34%	21,51%	65,05%	13,44%
Tunisia	108	37,04%	37,96%	61,11%	0,93%
Turkiye	25	4,00%	28,00%	68,00%	4,00%
United Arab Emirates	10	30,00%	30,00%	60,00%	10,00%
United Kingdom	106	19,81%	21,70%	64,15%	14,15%

Data reported is extracted from Workday

Appendix 4: Absenteisme rates per Geography

Country	Workforce 2023	Absenteeism 2023	Absenteeism 2022
France	4219	3.33%	3.91%
Norway	138	3%	3%
Sweden	186	2.6%	2.7%
Belgium	437	2.75%	2.9%
Netherlands	359	2.8%	3.57%
UK	106	Non reported*	1.2%
Luxembourg	140	1.4%	1,4%
Austria	38	2.64%	3.56%
Alps	123	1%	2.3%
Germany	393	4.32%	4.97%
Spain	1002	1.24%	2.43%
Portugal	1408	2.84%	2.05%
Morocco	162	1%	Non reported
Indonesia	38	1,4%	Non reported
Italy	56	1%	0.52%
Lithuania	77	1%	Non reported
Poland	28	0.1%	Non reported
Serbia	144	2%	4%

Non reported: Denmark, Mexico, Middle East, Tunisia, Turkey.

*UK: Due to system changes we only have this data until sept 23

Appendix 5: Teams & Governance

CSR international community

Aswin Shanmugam Raghuraman	Group
Carin Madsen	Group
Celine Mora	Group
Gaëlle Mengue NDO	Group
Hal Hariz	Group
Magali Regnault	Group
Mathilde Jacquot	Group
Martin Blankiet	Group
Ronan Bourhis	Group
Saad Benarja	Group
Quentin Sgard	Group
Thomas Jilek	Group, Austria
Jana Kosvancova	Alps
Jan Dillis	Belgium
Jonas Ayo Oyebo	Denmark
Helle Mørck	Denmark
Lotte Larsen	Denmark
Sif Neldeborg	Denmark
Nina Utzon	Denmark
Céline Ferreira	France

Lola Provost	France
Asal Moezi	Germany
Jan Schütz	Germany
Dusan Príca	Italy
Jolanta Macijauskiene	Lithuania
Pavel Rogovič	Lithuania
Antanas Vaskunas	Lithuania
Beyan Zaher	Middle east
Dounia Kandy	Morocco
Guido Dijkhuizen	Netherlands
Merete Munch Lange	Norway
Esther Barolat	Luxembourg
Cátia Silva	Portugal
Marina Sendas	Portugal
Tanja Kovcic	Serbia
Laura Lopez Lopez	Spain
Bahareh Jafari	Sweden
Sara Beskow	Sweden
Syrine Zghal	Tunisia
Sarah Winthorpe	United Kingdom

Carbon Board

Stanislas DE BENTZMANN - CEO	
Corporate team	Country representatives
Thierry FRANCOIS CFO	Benny MOONEN Country Manager Belgium
Christelle Chappaz Chief Talent & Learning Officer	Emmanuel LEHMANN Group Executive Vice Président & France, Luxembourg, North Africa Managing Director
Gert Jan van Halem CTO	Philip KRON Vice President Creative Tech, Sweden Managing Director
Hervé DUMAS VP of sustainability	Celine FERREIRA Quality & Sustainability Director, France
Nathalie Bachour CIO	Thomas Breuer Germany Managing Director
Magali REGNAULT CSR Director	Bruno MOTA VP M Cloud & Portugal Managing Director
Carin MADSEN KOLLBERG CSR and Foundation Manager	Philippe GARCIA Director of Offers and sustainability sponsor, France

Carbon Taskforce

Ronan Bourhis	Group
Magali Regnault	Group
Radek Vanduch	Alps
Laura Troisfontaine	Belgium
Céline Ferreira	France
Lola Provost	France
Carsten Wiedemann	Germany
Michael Marz	Germany
Dusan Prica	Italy

Ernesta Montvilaite	Lithuania
Beyan Zaher	Middle east
Guido Dijkhuizen	Netherlands
Merete Munch Lange	Norway
Cátia Silva	Portugal
Tanja Kovcic	Serbia
Laura Lopez Lopez	Spain
Syrine Zghal	Tunisia
Sarah Winthorpe	United Kingdom

Sustainability offer Group Team

Herve Dumas	Group
Anastasia Dyakonova	Group
Ronnie Bachmann	Cloud Managed Services
Radek Belina	N Platform, Alps
Adrien Blind	Data Driven, France
Allan Dujiperou	N Platform, France
Audrey Huvet	A Cloud, France

Franck Besnard	Cloud Native Innovation Lab, France
Laurent Letourmy	Data Driven, France
Tristan Vuillier	Sustainability offers, France
Alexey Khalyako	M Cloud, Germany
May Britt Hojgaard	Netherlands
Jason Quek	G Cloud, Sweden

Appendix 6: The 10 Principles of the United Nations Global Compact

Devoteam is committed to the following 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

Appendix 7: GRI Index table

Devoteam sustainability report is built in alignment to the Global Reporting Initiative (GRI) universal standards (core option) and is partially compliant with the GRI comprehensive option (GRI topics standards).

The figures presented are accumulated for the 2023 fiscal year for all active reporting units, unless stated otherwise. An operational control approach was used for consolidations. It encompasses material aspects defined in the materiality assessment described in “Risk factors” and has undergone external assurance.

In this report, Devoteam applies the GRI 9 requirements:

- **Requirement 1:** Apply the reporting principles: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability context, Timeliness, Verifiability.
- **Requirement 2:** Report the disclosures in GRI 2: General Disclosures 2021
- **Requirement 3:** Determine material topics
- **Requirement 4:** Report the disclosures in GRI 3: Material Topics 2021
- **Requirement 5:** Report disclosures from the GRI Topic Standards for each material topic
- **Requirement 6:** Provide reasons for omission for disclosures and requirements that the organization cannot comply with
- **Requirement 7:** Publish a GRI content index
- **Requirement 8:** Provide a statement of use
- **Requirement 9:** Notify GRI

Visit our [website](#) to access our **GRI table**.

Assurance

This report has been audited by Grant Thornton in March 2023.
(GRI 2-5)

Audit evidence is available on demand.

Acknowledgements & contact

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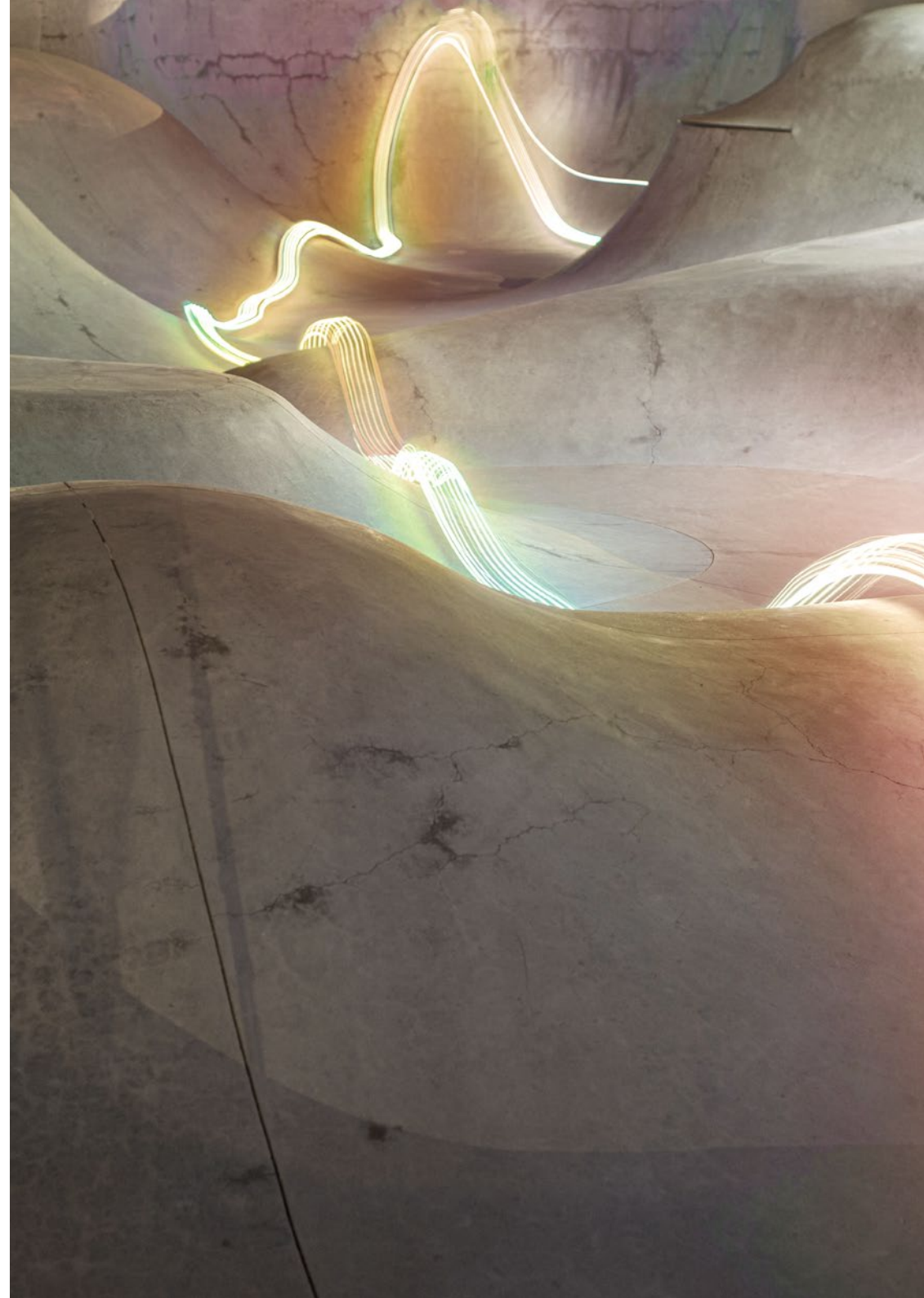
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Thanks to all Devoteamers involved in the creation of this report, including all CSR managers, Carbon Champions, HR Managers, Financial Managers, Purchase managers, IT managers, and all Devoteamers making sustainability alive within Devoteam.





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