

CSR REPORT 2024



tessi

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A message from the Chairman

As pioneers of an ethical and sustainable digital revolution, TESSI has been helping organisations to optimise their business processes and customer experience for over five decades.

Over the years, our company has been able to transform itself, adopting **a highly technological model enriched by a consulting component** that has become essential to our value proposition. This synergy between human skills and digital innovation is now our distinctive signature. Thanks to our mastery of four core areas of expertise – business process outsourcing (BPO), customer relationship centres (CRC), consulting and systems integration, and software publishing – we are able to offer solutions that are perfectly aligned with **our customers' digital transformation** imperatives.

Our corporate philosophy is based on a virtuous commitment and lies at the very heart of our business model. Over the years, we have cultivated an approach that favours **innovation in all its forms**: technological, human, environmental and societal.

In 2024, supported by the expertise of our 13,910 employees in 15 countries, we are continuing our growth trajectory, driven by the increasing digitalisation of business processes in both the private and public sectors.

CSR AS A STRATEGIC VECTOR FOR OUR TRANSFORMATION

Fully aware of the challenges associated with corporate social responsibility, we are firmly committed to a sustainable development approach, as demonstrated by our active contribution to the **Sustainable Development Goals** (SDGs) and our adherence to the principles of the **United Nations Global Compact**.

Our commitment to a more responsible digital environment is reflected in our adherence to the **charter of the Institut du Numérique Responsable (INR)**. Through our CSR Roadmap 2021-2025, we have defined concrete and measurable objectives that guide our actions towards a global performance that integrates economic, social and environmental dimensions. This approach reflects our desire to combine technological innovation, ethics and responsibility, in the interests

“

OUR COMMITMENT TO A MORE RESPONSIBLE DIGITAL ENVIRONMENT IS REFLECTED IN OUR ADHERENCE TO THE CHARTER OF THE INSTITUT DU NUMÉRIQUE RESPONSABLE (INR).

of sustainable performance and a commitment to meeting the major challenges of our time.

In addition, we are strengthening our commitment to a more responsible digital environment by helping several of our subsidiaries to obtain the **Responsible Digital Label certification** (Levels 1 and 2). At the same time, we are anticipating the application of **new European regulations** (CSRD, CSDD, Green Taxonomy) to which our Group will be subject from 2026, preparing for a profound transformation of our organisation and our value proposition.

Attracting and retaining diverse and inclusive talent remains at the heart of our development strategy, particularly in the context of our increasing internationalisation and the changing requirements of our customers. Our ambition is to continually develop the skills of our teams and capitalise on our rich range of expertise, to effectively guide our customers through their digital transformation journey.

On the strength of these advances in the service of an increasingly responsible and environmentally-friendly digital world, **we are renewing our extra-financial commitments for 2025 with even greater ambition**, thereby placing social responsibility at the heart of the strategy of the TESSI Group, a benchmark player in digital trust and a pioneer in responsible digital transition.

Alain de Lambilly
CEO

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Presentation of the Group

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Tessi at a glance

Our promise to you

Creating value in business processes and improving the customer experience in a world that is increasingly complex and transformed by technology

15

Countries covered
worldwide

€540M*

turnover in 2024

2,000+

customers around
the world

13,910*

employees worldwide, including
5,472 in France and 8,438 abroad
(in 15 countries)

61%

women

* Group consolidated data

Complementary Business Units covering our entire value proposition

BUSINESS PROCESS SERVICES

tessi
France & International

ADM
value

BUSINESS PROCESS OUTSOURCING

Comprehensive know-how from back office to front office

Document processing, Delegated management, KYC / Fraud, Customer relations

12,000 agents, augmented by artificial intelligence

30 industrial sites in France, nearshore and offshore

TECHNOLOGY

Innovation&trust
La digital factory de Tessi

SOFTWARE PUBLISHING

EDM / Workflows, Electronic archiving, Low-code AI/BPA platform

Electronic invoicing, Digital confidence, CCM / LRE

700 employees dedicated to Tech - Top 30 publishers (Truffle 100)

3 R&D centres: 2 in France, 1 in Spain

CONSULTING & INTEGRATION

VILT

CONSULTING, PROCESS INTEGRATION AND OPTIMISATION

From customer experience (CX) to employee experience (EX)

Management of complex technological projects

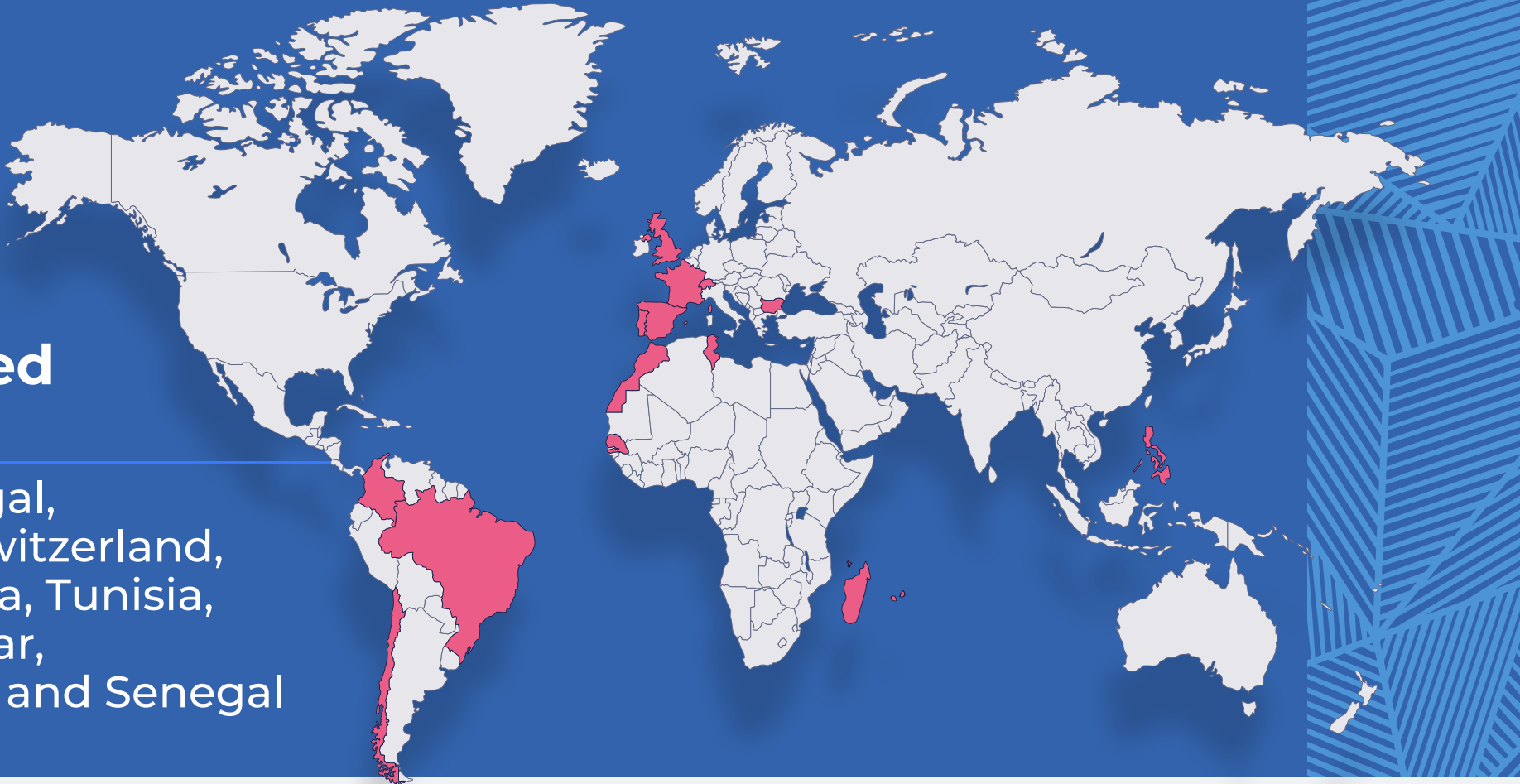
Key technological partnerships

450 consultants with a strong international presence

Our locations

15
Countries covered
in the world

France, Spain, Portugal,
Bulgaria, England, Switzerland,
Brazil, Chile, Colombia, Tunisia,
Mauritius, Madagascar,
Philippines, Morocco and Senegal



Our development





Tessi France & International,
the French BPS expert

France

A UNIQUE RANGE OF OUTSOURCED SERVICES AND DIGITAL
PLATFORMS TO ENSURE COMPLIANCE AND ENHANCE
THE PERFORMANCE OF YOUR BUSINESSES

5,000
specialist agents

30
production
sites

OUR COMMITMENTS:

- Compliance and traceability
- Commitment to results
- Cost variability and business flexibility
- Financial gains

DOCUMENTARY PROCESSES

- Digitisation of incoming flows
- Documentary checks
- Desktop publishing and multi-channel customer communication

BUSINESS PROCESSES

- Management delegation
- Digital platforms
- Customer relationship marketing

INVOICE AND PAYMENT

- Electronic invoice
- Bank cheque
- Collections

**Industrial expertise
in process outsourcing**

- 30 industrial production centres
- 5,000 experts in document processing and back-office operations
- 335 million documents processed per year
- 10 million protected persons managed in health insurance / personal risk
- 4 million banking files managed per year (KYC, making contact, etc.)

**High-performance automation
and management technologies**

- End-to-end processing and traceability management platform
- Automation through AI and document analysis engines
- On-demand EDM and electronic archiving in SaaS mode
- Insurance management software packages
- Digital platform for managing multi-channel outgoing flows
- PDP electronic invoicing platform

**Secure, sovereign hosting
and certified solutions**

- 6 data centres in Europe
- ISO 27001 / HDS hosting
- Faithful scanning NF544
- Probative value archiving NF461

International

SUBSIDIARIES SPECIALISING IN OUTSOURCED SERVICES AND DIGITAL
PLATFORMS FOR BANKING INSTITUTIONS, INSURANCE COMPANIES AND
PUBLIC BODIES IN LATIN AMERICA AND GERMAN-SPEAKING COUNTRIES

500
specialist agents

3
countries
Switzerland,
Chile, Colombia

DOCUMENTARY PROCESSES

- Digitisation of incoming flows
- Documentary checks
- Desktop publishing and multi-channel customer communication

BUSINESS PROCESSES

- Management delegation
- Digital platforms





BUSINESS PROCESS SERVICES

ADM Value,
our customer relations subsidiary

WE CREATE A TAILOR-MADE SOLUTION, ADAPTED TO THE NEEDS OF TODAY AND TOMORROW

5,500
specialist agents

30 sites
onshore and offshore
production

18
languages
already operated

Our locations

France	Morocco	Mauritius	Madagascar	Senegal	Spain
700 positions	2,500 positions	120 positions	2,500 positions	400 positions	270 positions

OUR VALUE PROPOSITION:

- Digital and omnichannel solutions
- A right-shore strategy
- The best of artificial intelligence (AI), human intelligence (HI) and emotional intelligence (EI)



ISO 18295-1, ISO 9001
certified locations



GDPR / BCR compliance

« EMBEDDED AI »
SOLUTIONS IN OUR
CUSTOMER RELATIONS
OFFERINGS

AUGMENTED AGENT

- Conversational AI training
- Multilingual request management
- AI co-drivers and knowledge bases
- Real-time assistant: "best next action"

Focus on quality

AUTOMATION & BOTS

- ChatBOT & VoiceBOT
- Generative AI: automated response to text
- Summaries and automatic qualification of contacts

Focus on productivity

DATA & VOICE OF THE CUSTOMER

- BI: advanced analyses and cross-referencing of KPIs
- Analysis and predictive sales models
- Speech Analytics

Focus on governance

Innovation&trust

La digital factory de Tessi

TECHNOLOGY

Innovation&trust, Tessi's digital factory

AS AN INNOVATIVE SOFTWARE PUBLISHER,
WE DEVELOP DIGITAL SOLUTIONS THAT PLACE PEOPLE
BACK AT THE CENTRE OF THEIR JOURNEYS

3 R&D centres
in Europe

6 data centres
in Europe



DIGITAL TRUST

- Electronic signature
- Remote identity verification
- Trusted third party services

CONTENT MANAGEMENT
AND BUSINESS PROCESSES

- Electronic archiving
- GED/ECM, Workflow, Case management
- Business Process Automation

E-HEALTH PLATFORM

- Digitisation of patient pathways
- e-Consent
- Pre-admission
- Medical follow-up



EXPERTS highly qualified in cyber security and digital confidence	OVER 500 registrars (AED) in France	RECOGNISED CERTIFICATES by the main browsers and operating systems on the market	OVER 25,000 CUSTOMERS in the public and private sectors (banking, insurance, industry, etc.)
A high-availability service 24/7	Sovereign data centres that are scalable to SECNUM CLOUD	MORE THAN 200M Digital Covid Certificates issued	MORE THAN 20,000 CERTIFICATES issued each year

VILT

CONSULTING & INTEGRATION

VILT,
the Tessi Group's consulting and integration subsidiary

TOTAL EXPERIENCE (TX) IS A STRATEGY USED BY SUCCESSFUL ORGANISATIONS TO IMPROVE BOTH CUSTOMER AND EMPLOYEE SATISFACTION INSTEAD OF TREATING THE CUSTOMER EXPERIENCE (CX) AND THE EMPLOYEE EXPERIENCE (EX) SEPARATELY, TOTAL EXPERIENCE INTEGRATES THEM TOGETHER.



OUR VALUE PROPOSITION:

WE CREATE ENGAGING
AND SUCCESSFUL
CUSTOMER AND
EMPLOYEE EXPERIENCES
THROUGH A TOTAL
EXPERIENCE STRATEGY

ACTIVITY PORTFOLIO

- Total Experience & AI
- Customer experience
- Employee experience
- SAP Solutions

GEOGRAPHIES

Teams around the world.
Several models are available:

- On site
- Onshore
- Nearshore
- Offshore
- Hybrid

Tessi for banking services

Tessi has been a partner to 80% of financial players for over 50 years, supporting the digital transformation of banking processes by managing and automating business operations

SUPPORT FOR FINANCIAL PRODUCTS	ACCOUNT MANAGEMENT	COMPLIANCE, RISK, FINANCIAL SECURITY	THIRD-PARTY MANAGEMENT
<ul style="list-style-type: none">• Consumer credit, credit• Real estate• Investments• Savings• Securities• Payments• Factoring• Leasing	<ul style="list-style-type: none">• Entering into a relationship• Opening an account• Estate administration• Inactive & dormant accounts• Claims and payment incidents• Foreclosures	<ul style="list-style-type: none">• KYC• AML-CFT• Remediation• Fighting fraud• Data protection• Operations monitoring• Secure transactions (electronic signature and archiving, SSL certificates, etc.)	<ul style="list-style-type: none">• Client workstation• Amicable recovery• Supplier item• KYS



6	local centres and industrial treatment platforms around the world	2,000M	means of payment processed per year
1	digital platform for operations automation	750K	KYC files analysed on an ongoing basis each year
200K	new accounts opened each year	350K	loan applications processed per year
1,600+	employees dedicated to Back Office & Middle Office activities in Europe	100M€	turnover 2023

Tessi for insurance

A major player in partial and total delegated management in Europe
A comprehensive range of services to support the insurance industry

FULL DELEGATION	PARTIAL DELEGATION	SOFTWARE PUBLISHING	MADE-TO-MEASURE SOLUTIONS
<ul style="list-style-type: none">• Health and personal risk• Savings - Supplementary pensions• 2 dedicated sites• 600 managers• Collective / individual	<ul style="list-style-type: none">• Health and personal risk• IARD• Savings• Supplementary pension• Additional pension• 14 dedicated sites• 2,000 managers	<ul style="list-style-type: none">• Owl link• Cœur Health and Personal Risk• Member Portals - Employers - PS - AVO - Brokers• Collective / individual	<ul style="list-style-type: none">• Customer Relations Centres• Expert IT modules: identity verification, fraud, signature, digital pathways• CXM / Multichannel Communication• EDM / Hosting• Secure transactions (electronic signature and archiving, SSL certificates, etc.)



15	local centres and industrial treatment platforms around the world	2M	people protected under total delegation
1	modular SaaS platform for health insurance and personal protection: Owl link	8M	people protected under partial delegation
200+	insurance policyholders	3M	protected persons managed with our Owl link tool
2,600+	employees dedicated to Back Office & Middle Office activities in Europe	€190M	turnover 2023

Tessi for the public sector

Tessi rehumanises citizen relations
Tailored services: Tessi website or administration website,
Tessi technologies or administrative technologies
Tessi: for improved ranking in the DINUM observatory

MULTI-CHANNEL GRC TECHNOLOGY PLATFORM	APPLICATIONS PROCESSING BACK OFFICE	CUSTOMER RELATIONS FRONT OFFICE	DIGITAL TRUST
<ul style="list-style-type: none">• Intermediation platforms for deploying public policies• Back & front office industrialisation (using AI)• Interoperable technological building blocks: Identification, fraud detection, workflow automation, OCR, EDM, archiving• "On-Premise" or "As a service" business models	<p>Business instruction to either replace or supplement an agent:</p> <ul style="list-style-type: none">• Claims, litigation• Applying for financial aid• Obtaining and opening rights• Verification of supporting documents, photos, bank details, etc.• Management of payments, top-ups, transfers, etc.	<ul style="list-style-type: none">• Multi-channel availability (telephone, email, chat)• First-level support service for users• Personalised user support with business and regulatory expertise...• Expertise in various fields (social security, debt collection, pensions, etc.) in several languages	<ul style="list-style-type: none">• Trusted Third Party (Certigna)• Electronic signatures and initials• LRAR + LRE (Electronic Registered Letter)• Remote identity verification• KYC• Electronic archiving (SIAF)• Tessi data centres in France• Secure transactions (electronic signature and archiving, SSL certificates, etc.)



6	service centres and industrial treatment platforms in France	4.2M	cases handled per year (aid applications, HR cases, etc.)
1	Tessi Publisher and Integrator of a GRC technology platform in SaaS mode	300M	pages digitised per year (paper documents, PDFs, emails)
3	Tessi integrates 3 GRC solutions from partner software publishers (Opentext, Adobe, Hyland, etc.)	25M	calls handled per year
700	employees dedicated to public sector activities	€50M	annual turnover (100 clients)

Tessi for energy

Tessi puts all its know-how at the service of Energy and Utilities clients
Combining expertise in business processes and **customer relations with the best in technology**

CUSTOMER RELATIONS	EXPERTISE IN ENERGY SAVING CERTIFICATES	ACCOUNTING INVOICE	TECHNOLOGY, CONSULTING AND INTEGRATION, DIGITISATION
<ul style="list-style-type: none">• Customer Service• Diagnosis and advice on energy needs• Acquisition and retention• Sales management, telesales• Recovery• With AI	<ul style="list-style-type: none">• Examination of EEC files• Onboarding campaign for professionals• Contact control• Reconciliation of sworn statements• Geotagged time-stamped photo solution	<ul style="list-style-type: none">• Reconciliation of invoices and purchase requisitions• Supplier enrolment campaign for electronic invoicing• Lettering• Bill 26 electronic invoicing solution	<ul style="list-style-type: none">• Fraud management solutions• Cashing e-TIP SEPA cheques, Mandathèque• Consulting and Documentary Composition Platform• Secure transactions (electronic signature and archiving, SSL certificates, etc.)



30%	Customer Relationship Management turnover in the energy sector	10	years voted Customer Service of the Year
30K	instructions for EEC files per year	1,400	employees dedicated to the Energy and Utilities sector
18M	invoices managed per year by our electronic invoicing solution	52	Energy and Utilities customers
9	production sites or CRC for energy services	€31M	turnover 2023

Tessi for real estate

Partner to real estate players
Tessi improves the customer experience by creating value in back and front office processes

SOCIAL HOUSING	PROPERTY MANAGEMENT	CONSTRUCTION / PROMOTION	RENTAL AND PROPERTY MANAGEMENT
<ul style="list-style-type: none">SLS / OPS surveysInsurance certificatesElectronic processing and archiving of document flowsTenant Relations Centre	<ul style="list-style-type: none">Sending out AGM notices and minutesElectronic Registered LetterElectronic votingCustomer serviceSupplier invoicing	<ul style="list-style-type: none">Supplier invoicingManaging third partiesSecure transactions (electronic signature and archiving, SSL certificates, etc.)	<ul style="list-style-type: none">Rental management back officeSupplier invoicingDocument and identity checks, fraud prevention



€6.5M 2023 sales in the property market

100K SLS / OPS surveys managed annually

3M+ electronic registered letters sent each year

10M supplier invoices managed in the property sector

Tessi
for retail

Partner to retail and e-commerce players
Tessi improves the customer experience by creating
value in back and front office processes

CUSTOMER MARKETING & CRM

- Customer experience consultancy: journey mapping and deployment
- Loyalty programme solution
- Shopper activation

CUSTOMER RELATIONS

- Customer service
- Acquisition, retention
- Augmented agent
- Multi-channel complaints handling

COMPLIANCE, RISK, FINANCIAL
SECURITY

- KYC platform for marketplaces
- Documentary control
- Due Diligence
- Secure transactions (electronic signature and archiving, SSL certificates, etc.)

SUPPLIER AND CUSTOMER
INVOICING

- Future electronic invoicing solution PDP
- Accounts payable/customer back office
- Handling contractual penalties / supplier SLAs



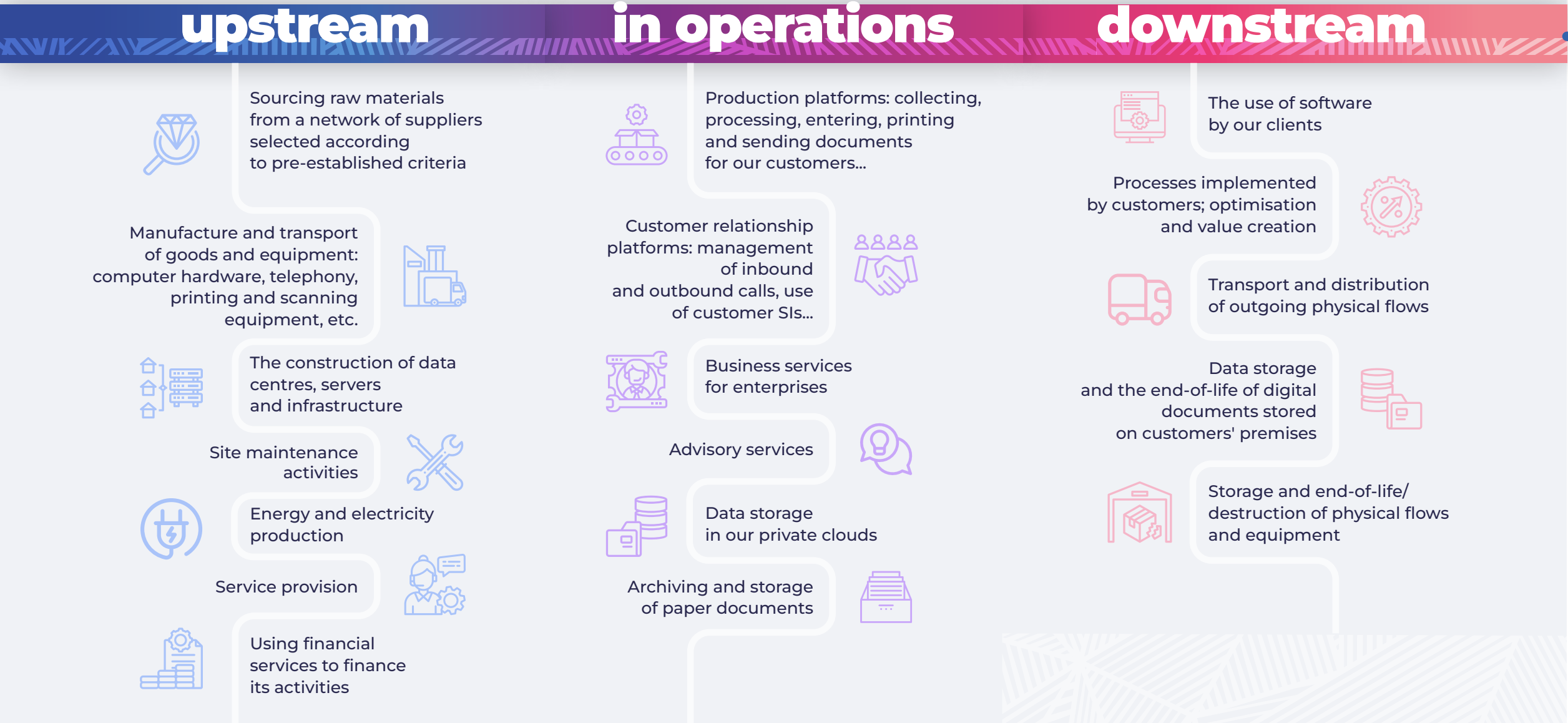
€18M turnover 2023

18 native languages covered

12 front office **centres and industrial processing platforms** (back office) worldwide

Our value chain

TESSI IS PART OF A COMPLEX VALUE CHAIN INVOLVING VARIOUS ACTIVITIES AND STAKEHOLDERS, UPSTREAM, DURING OPERATIONS AND DOWNSTREAM:



Business model and value creation

WE CREATE VALUE FOR OUR STAKEHOLDERS	THROUGH OUR CORPORATE CULTURE	OUR BUSINESS AT THE CROSSROADS OF HUMAN & TECHNOLOGICAL SERVICES	AND OUR CONTRIBUTION TO THE MAJOR DIGITAL CHALLENGES
<p><u>AS A RESPONSIBLE EMPLOYER</u></p> <div>29% <small>women on the executive committee</small></div> <div>84,008 h <small>hours of training</small></div> <p><u>AS A PARTNER TO OUR CUSTOMERS</u></p> <div>60+ Thought Leadership campaigns</div> <div>57% <small>customer NPS</small></div> <div>2,000+ customers worldwide Diversified markets (banking, insurance, public sector, real estate, healthcare, etc.)</div> <p><u>AS A RESPONSIBLE DIGITAL TECHNOLOGY COMPANY</u></p> <div>100% <small>of EXCOM members made aware of this issue</small></div>	<p><u>AN INTERNATIONAL GROUP</u></p> <div>13,910* <small>Employees</small></div> <div>15 <small>Countries</small></div> <div>8 <small>R&D centres</small></div> <p><u>TRANSFORMING OURSELVES THROUGH OUR VALUES</u></p> <div>Daring</div> <div>Customer focus</div> <div>Trust</div> <div>Excellence</div> <p><u>FOUNDED IN 1971, WE HAVE CONTINUED TO EXPAND</u></p> <div>€539.3M* <small>turnover</small></div>	<p><u>4 MAJOR OFFERS</u></p> <div>tessi <small>PROCESS MANAGEMENT</small></div> <div>ADM value <small>CUSTOMER RELATIONS CENTRE</small></div> <div>VILT  <small>CONSULTING & INTEGRATION</small></div> <div>Innovation&trust <small>Tessi's digital factory</small> <small>SOFTWARE PUBLISHING</small></div> <p><u>ACROSS THE ENTIRE VALUE CHAIN OF THE USER JOURNEY</u></p> <div></div> <div><small>Outsourcing back-office activities</small></div> <div><small>Creating customer relation solutions</small></div> <div><small>Improving the user journey</small></div>	<p><u>BE AN EXEMPLARY PLAYER IN TERMS OF DATA SECURITY</u></p> <div>100% <small>Personal data breach notifications processed and notified within the mandated 72-hour period</small></div> <p><u>COMMITTED TO DIGITAL SOBRIETY</u></p> <div>7 data centres <small>committed to an environmentally friendly approach</small></div> <p><u>PROMOTING DIGITAL INCLUSION</u></p> <div>€587K <small>invested in the adapted and protected sector</small></div> <div>61% <small>women in our workforce in the digital sector</small></div> <p><u>COMBATING CYBERSECURITY RISKS</u></p> <div>100% <small>Of our hosting sites certified ISO 27001 (new metric)</small></div>

* Group consolidated data

Market trends

Digital technology has been transforming the economic fabric for many years now. The pace of change is accelerating, with ground-breaking technological advances and the widespread availability of artificial intelligence (AI) and the Large Language Model (LLM).

For businesses, creating value increasingly depends on their ability to manage the digital transformation, both the opportunities and the associated risks. In a world that is becoming increasingly complex in terms of security and sovereignty issues, governed by the lightning digitalisation of customer pathways, constant interaction and an acute awareness of the ecological impact of all activities, Tessi's employees are mobilised to help companies find new ways to keep pace with this acceleration.

DIGITISING THE CUSTOMER AND EMPLOYEE EXPERIENCE

Trend:

The increasing digitisation of interfaces is leading to greater volumes of and demand for higher quality and immediate interactions between companies and their customers over all channels, including email, SMS, chat and voice.

The acceleration of digitisation is driving the need for agile interactions and seamless user journeys:

- 79% of companies have announced that they have increased their digital transformation budget, according to IDC research
- 86% of consumers are prepared to pay more for an exceptional customer experience

Opportunity:

Tessi has optimised its solutions and services to bring front and back office together in a single offering. In this way, we can offer markets 100% digital customer experience solutions. True multi-channel technology platforms with high added value, they enable customers to collect, analyse and process masses of data in an interactive approach that maintains the relationship from end to end.

ARTIFICIAL INTELLIGENCE & DATA

Trend:

Machine learning, deep learning, the Large Language Model, robotisation... The growing power of artificial intelligence is enabling companies to open up new avenues of productivity and/or research into operational performance.

These technologies are enabling us to rethink our uses and launch a new industrial revolution:

- 87% of business leaders are convinced that digital transformation is a priority*.

- 79% of strategy experts say that technology is creating new sources of revenue*.
- Nearly 58% of companies believe that AI, if poorly managed, could damage their image and customer confidence*.

Opportunity:

Thanks to our Business Process Outsourcing tech-enabled services strategy, we are enabling our customers' digital transformation, while guaranteeing real productivity gains and an immediate ROI (return on investment). The Group is working towards the convergence of the front and back offices. To help our customers improve their processes, we also draw on the innovation expertise of our Innovation&trust digital factory ([see page 11](#)).

CYBERSECURITY RISKS

Trend:

Threats are becoming increasingly severe in a globalised environment where cyberactivism, cyberwarfare and the digital mafia are proliferating. Cybersecurity is at the heart of our strategic decisions.

The situation is clear:

- According to CESIN (Club Expert de la Sécurité des Systèmes de l'Information et du Numérique), more than half of all companies is the victim of a cyber attack, and it takes an average of six months to identify a data leak.
- The vulnerabilities exploited are more than one year old (source: Agence Nationale de Sécurité des Systèmes d'Informations) and in 95% of cases this is due to an error, linked to targeted spam (Cybint Solutions).

In 2024, France recorded 144 ransomware attacks, a stable figure compared with 2023 (143). This stability masks a change in targets: small and medium-sized enterprises (SMEs) and very small enterprises (VSEs) were the main victims, accounting for 37% of cases (compared with 34% in 2023). By contrast, local authorities and healthcare establishments have seen a decrease in attacks, while higher education establishments have seen a significant increase, rising to 12% of attacks, compared with 5% in 2023.

Ransomware continues to pose a major threat to organisations in France, and cybercriminals are constantly adapting their strategies to target the most vulnerable sectors. Ransomware attacks are often accompanied by significant loss of data, underlining the importance of increased vigilance and enhanced security measures.

Opportunity:

Through a comprehensive cyber resilience strategy, Tessi deploys and maintains a range of operational security systems, from design to service delivery. These are meticulously checked and tested on a regular basis. Security & Privacy By Design are two of our core commitments.

Our organisation meets all European and French sovereignty requirements. We have always given priority to storing and processing customer data in Europe.

* sources Gartner, McKinsey & Company, Forbes Insight

A compliance plan to meet SecNumCloud requirements is currently being rolled out. Through digital sovereignty regulations and qualifications, we anticipate trends and threats in order to maintain our customers' digital confidence. We therefore work daily to anticipate and minimise these risks by guaranteeing our customers increased vigilance plans.

DIGITAL SOBRIETY

Trend:

The climate has become a major source of concern for companies, and they often make carbon neutrality commitments to conform to the Paris agreements. Digital technology is both a tool and a challenge for the carbon transition. It has a significant impact on carbon emissions, with electricity consumption growing by 9% a year and still heavily dependent on fossil fuels. For companies, this means strategically steering their choices and investments.

- 4% of the world's greenhouse gas emissions are caused by digital technology (source: The Shift Project)

Opportunity:

As a digital services company, Tessi is aware of the digital sector's environmental impact and the associated challenges, and is committed to measuring and reducing the environmental footprint of our solutions, offerings and applications so that they can be an asset in our customers' digital and environmental transitions. This new perspective on environmental issues has prompted us to build our environmental strategy around a "Responsible Digital Technology" programme that addresses digital sobriety, sustainable and responsible digital technology, and the impact of our solutions and services on the environment. It's a digital transformation that tackles our customers' sustainability challenges!

DIGITAL SOVEREIGNTY

Trend:

With the deployment of Artificial Intelligence, data is a coveted resource. Yet it is largely captured and exploited by the technology companies controlling it (networks and platforms, telecommunications, etc.), mainly the GAFAM:

- 90% of the submarine cable market share is controlled by GAFAM
- 80% of the web browser market is owned by Google and Apple

Europe is thus being challenged in the exercise of its traditional prerogatives of sovereignty, requiring it to implement regulatory tools that are compatible with the freedom that is consubstantial with our use of digital spaces.

Europe is working to strengthen its sovereignty in every way possible.

On 7 February 2022, Europe held a conference on "Building Europe's Digital Sovereignty". This enabled it to take stock of the progress made in recent years, and to give impetus to thinking and action on the further development of Europe's digital sovereignty.

The conference highlighted the European Union's ability to control its own destiny in the digital age, and in particular its ability to defend its economic interests and values and guarantee its autonomy around the 4 main pillars of protection that have since become structuring factors:

- Europe, a protective power
- Europe, a standard-setting power
- Europe, a powerhouse of innovation
- Europe, power of openness

Opportunity:

Since 2018, complying with the GDPR has been a strategic issue for businesses and, therefore, for cloud providers. This helps them avoid heavy fines for failing to comply with the regulations. They also see this as a reassuring factor for customers, who see this commitment on the part of suppliers storing and/or using data as a guarantee of security and confidentiality. Tessi contributes to the control and protection of personal data of private and public players (GDPR) by developing sovereign solutions, from their design to their hosting, including the use of the data entrusted to us. Its sovereign hosting and associated operations have been ISO 27701 certified since 2023 (Bordeaux site).

As part of this approach, at the end of 2023 Tessi also obtained CNIL approval of the Group's Binding Corporate Rules (BCR) for the protection of data relating to intra-group transfers outside the European Union. These BCRs thus provide appropriate guarantees for the transfer of personal data in accordance with the GDPR, and complement the personal data protection policy in place internationally.



Innovation: changing habits and practices

To better support the digital transformation of its customers, Tessi has placed innovation at the heart of its development and has made the strategic choice of owning most of the technologies offered to its customers.

To achieve this, the Group has made worldwide investments in software development and publishing teams, including Innovation & Trust, Tessi's digital factory dedicated to innovation, digital trust, and digital solutions.

Its teams located in France, Spain, Portugal, Bulgaria, Brazil, Morocco, and Tunisia specialise in creating value through technology-enabled services. The software, offers or tools developed are intended for use by end customers (partial delegation) or for Tessi production centres (total delegation).

Supported by a team of over 800 FTEs at 6 R&D centres in France and Europe, Tessi's innovation community brings together the digital factory, software publishing and the private cloud delivered by Tessi.

These teams are backed up by an open innovation ecosystem thanks to its European start-up accelerator, the Pépites Shaker.

Pépites Shaker: an accelerator for disruptive start-ups

Tessi's Pépites Shaker programme is an initiative designed to support start-ups by offering them an environment conducive to their growth and development. Its technological focus is on AI, Open Data and natural language processing...

This European ecosystem of start-ups aims to provide disruptive solutions to customers' innovation needs, with a pragmatic, business-focused approach. In the current economy, ideas and the speed with which they are developed are increasingly decisive factors, and Pépites Shaker's offering brings companies and start-ups together to speed up the co-construction of innovative products and services and to provide monitoring, forecasting, and training, as well as creativity workshops.

THERE ARE THREE BENEFITS TO THIS:

- Companies receive support tailored to their priorities and progress
- Start-ups can quickly get to work on solutions
- Tessi enhances its own R&D and its portfolio of innovative solutions

02.

Tessi committed

STANDARDS AND ASSESSMENT OF THE GROUP'S CSR PERFORMANCE

TESSI, SIGNATORY TO THE DIVERSITY CHARTER

TESSI, SIGNATORY TO THE #STOPE INITIATIVE

TESSI, COMMITTED TO RESPONSIBLE DIGITAL TECHNOLOGY

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AT TESSI, WE COMBINE
TECHNOLOGICAL DEVELOPMENT,
ECONOMIC GROWTH AND HUMAN
FLOURISHING. THAT'S WHY
OUR CORPORATE CULTURE IS ROOTED
IN A RESPONSIBILITY
TO OUR EMPLOYEES, TO OUR SUPPLIERS
AND TO THE ENVIRONMENT.



2010

Tessi initiates our sustainable development policy and formalises our commitments.

Since 2012

Publication of the first CSR report meeting the requirements of Article R.255-105-1 of French Decree 2012-557. This report is certified every year by the Statutory Auditors.

December 2018

Tessi is appointed as an ambassador for the Global Compact France.

October 2020

Tessi signs the Planet Tech'Care initiative with SyntecNumérique.

2022

Tessi joins the Institut du Numérique Responsable and signs the Responsible Digital Technology charter. Tessi publishes its vigilance plan.

January 2011

Tessi joins the UN Global Compact.

April 2018

Tessi signs the diversity charter.

April 2019

Tessi publishes its first non-financial performance statement certified by CACS in application of the European CSR directive (2014/95/EU).

2021

Tessi signs the Numeum Manifesto for retraining women to work in the digital sector.

2023

Tessi is a signatory of the #StOpE initiative to combat ordinary sexism in the workplace. Updating the Group's Code of Ethics.

Standards and assessment of the Group's CSR performance

A STRONG COMMITMENT TO THE UNITED NATIONS AND A CLEAR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

A signatory of the United Nations Global Compact since January 2011, Tessi undertakes to communicate annually on its progress in terms of sustainable development and to respect its 10 fundamental principles, based on human rights, labour and environmental standards, and the fight against corruption.

In 2015, the United Nations adopted a new sustainable development agenda based on 17 goals to be achieved by 2030. As a member of the Global Compact, Tessi wanted to be involved in this unique initiative to eradicate poverty, protect the planet, and ensure prosperity for all by 2030.

A BUSINESS MODEL THAT CONTRIBUTES TO THE UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS

Tessi has identified 12 areas linked to its roadmap and the CSR challenges it faces as part of its materiality analysis, and the company is already contributing to collective efforts to the best of its ability in these fields.

In this way, our direct activities and responsible approach make direct and indirect contributions to the SDGs.



ASSESSMENT OF THE GROUP'S CSR PERFORMANCE

For a number of years, we have carried out an EcoVadis analysis to provide a snapshot of our CSR performance and to prioritise areas for improvement. This approach also helps us provide a single communication tool to meet the demands of our customers, who are increasingly asking questions about their suppliers' environmental, ethical and social performance.

The EcoVadis assessment measures the quality of companies' CSR. EcoVadis assesses more than 130,000 companies worldwide, in over 220 different sectors and more than 180 countries.



AN INTERNATIONAL CODE OF ETHICS

Since 2010, Tessi's ethical commitment has been enshrined in a charter. This commitment is embodied in the present code of ethics, which is incorporated into the Group's Corporate Social Responsibility policy.

The EcoVadis methodological framework, built around the guidelines of ISO 26000, is organised around four themes: environmental, social, business ethics and responsible purchasing.

This code of ethics is a guarantee of Tessi's integrity and its commitment to assume its responsibilities, in terms of societal considerations, towards its employees as well as its clients, its stakeholders and the environment.

It covers issues such as respect for human rights, working conditions, and respect for employees' rights, health and safety at work, etc.

It was drawn up to serve as a common point of reference and to help us make sure we act in line with our values every day.

The code applies to all employees at Tessi's subsidiaries throughout the world to help them make the right decisions, at all times and in all circumstances.

Regardless of their level of responsibility, all employees must read this code, understand it and undertake to comply with it.

This code of ethics, which is also part of the Group's policy to combat fraud and corruption, is accompanied by an internal whistleblowing system that allows employees to get advice on ethics and to make reports.

After being presented to each employee representative body, it was appended to the internal regulations and filed as such in each of the Group's French subsidiaries.

For foreign subsidiaries, the code of ethics is made mandatory by applying local legal provisions.

In order to reflect operational activities and cover newly identified risks, it was revised in 2023 to incorporate the latest measures put in place by the Group with regard to anti-corruption, conflicts of interest, digital responsibility and the protection of personal data.

Discover our Code of Ethics by visiting our website: <https://www.tessi.eu/wp-content/uploads/2024/01/tessi-code-ethique-2023-fr.pdf>.

Tessi, signatory
of the diversity charter

Tessi has been a signatory of the diversity charter since 2018. Diversity is a natural and spontaneous value within Tessi.

By joining the 3,800 other companies that have signed this charter, Tessi affirms our commitment to fighting discrimination and continuing to promote diversity within the Group.

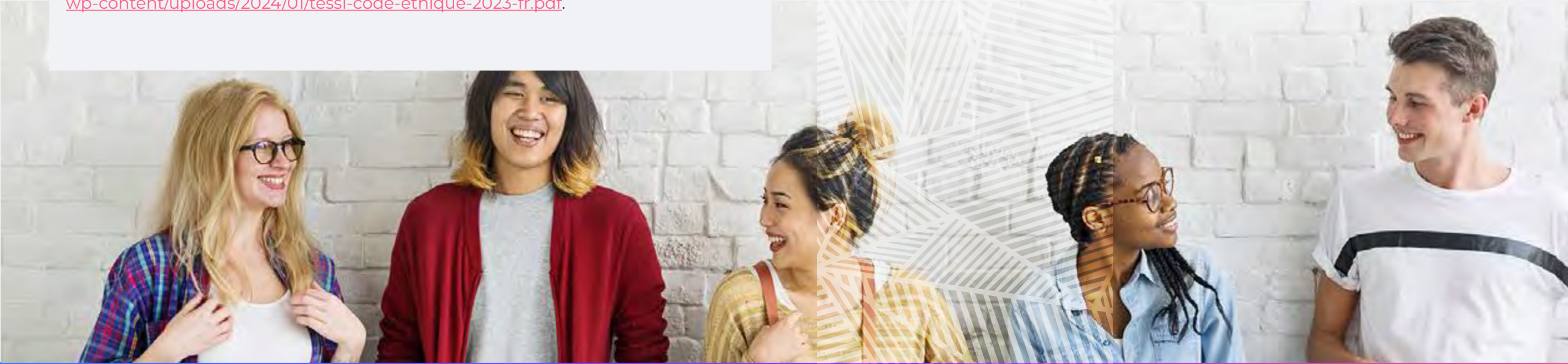


Tessi, signatory
of the #StOpE initiative



Since January 2023, Tessi has been a signatory of the #StOpE initiative to combat everyday sexism in the workplace.

Launched in 2018 by the Association Française des Managers de la Diversité alongside 27 companies, the #StOpE initiative is the first cross-company initiative with the aim of combating so-called "everyday" sexism in the workplace. Today, the initiative has 270 signatory companies.



Tessi, committed to Responsible Digital Technology

In our view, responsible digital technology is capable of proposing solutions and innovations that are sustainable for the planet, that are ethical and inclusive and that respect and are inclusive of as many people as possible.



In 2020, Tessi joined the Planet Tech'Care initiative with Numeum (<https://www.planet-techcare.green>).

The Planet Tech'Care initiative brings together players in responsible digital technology who are convinced that it offers major opportunities for innovation that can support the transition to environmental friendliness. Planet Tech'Care is the first initiative to bring together a network of partners (professional organisations, schools, competitiveness clusters, associations, foundations, think tanks), with the aim of supporting companies looking to incorporate digital technology into their environmental journey.

With the expertise provided by their support programme, the signatories of the Planet Tech'Care manifesto are committed to:

- acknowledging that environmental change is a major challenge for humanity, a challenge in which digital players can and must have an impact,
- contributing, at their own level, to reducing risks to the environment.

MANIFESTE #ReconversionFemmesNum

Finally, Tessi is convinced that responsible digital technology also means ethical and inclusive digital technology, and is now one of the signatories of the Numeum Manifesto for the inclusion and retraining of women in digital technology professions, alongside more than 150 other committed companies. Tessi is aware of the equality and competitiveness issues involved in giving working women access to digital professions and has made a commitment by signing this manifesto.



As an active member (participation in working groups) of the Institut du Numérique Responsable (INR), Tessi also signed the INR's charter in 2022, thereby affirming our commitment to:

- measuring and optimising our digital solutions and services,
- developing more accessible, inclusive and sustainable services,
- respecting ethical and responsible digital practices,
- encourage the emergence of new behaviours and uses,
- digital technology as a lever for social and environmental progress.

RESPONSIBLE DIGITAL LABELLING

As a signatory of the INR's Responsible Digital Technology Charter, 4 Group subsidiaries have opted for the INR's Responsible Digital Technology label, to ensure that the project is part of a credible, continuous improvement approach.

As part of this certification, the NR maturity of these entities has been evaluated at 55% in 2024 (according to the 5 axes of the INR NR label). The work carried out as part of the certification project has made it possible to increase this level of maturity since 2022, which was then estimated at 25% according to the same benchmark.



03.

Assessment of financial and non-financial risks

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ANALYSIS OF ESG IMPACTS, RISKS AND OPPORTUNITIES	33
DIALOGUE WITH OUR STAKEHOLDERS	33

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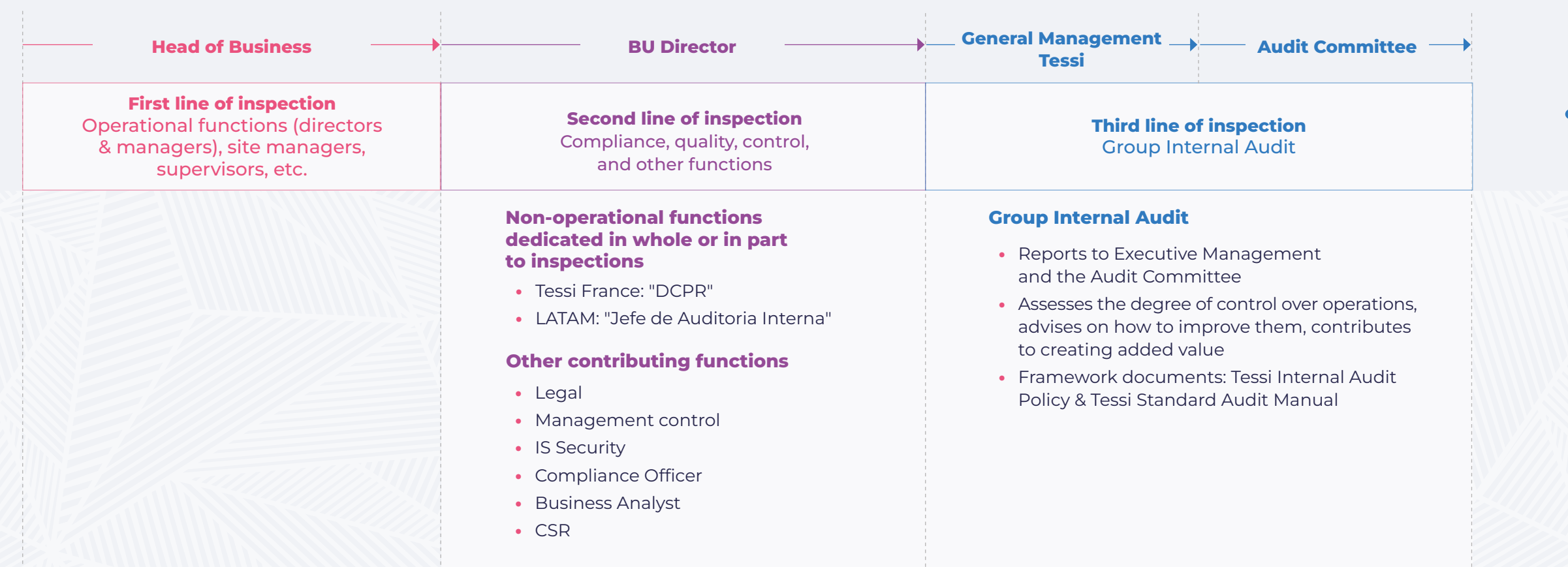
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Tessi offers its clients a modular global package that combines consulting, outsourced services, customer relations, cutting-edge technology and innovation. As a digital services company and key player in BPS, the Group, like its competitors, is subject to risks of all kinds that could impact its activities, reputation, profitability or objectives.

Consequently, the Group relies on a coherent risk management system that covers all its functions. Since 2018, this system has been managed by a Group Internal Audit Director and is based on a Group internal audit policy that came into force in January 2019. This policy is based on the IIA (Institute of Internal Auditors) International Standards for the Professional Practice of Internal Auditing.

Internal control and risk management are part of a corporate governance framework based on the MiddleNext Code, an alternative to other systems more suited to large CAC40 companies. In particular, this code sets out general principles and recommendations on internal control.

RISK CONTROL SYSTEM:



The Audit Committee is responsible for monitoring:

- The financial reporting process
- The effectiveness of internal control and risk management systems
- The statutory auditors' audit of the parent company and consolidated financial statements
- The independence of the statutory auditors

Sustainable development risks are managed in the same way as all the Group's other risks, and are supported by an appropriate governance and control framework. The dual materiality analysis and climate risk analysis carried out in 2024 strengthened our identification of the risks specific to the Tessi Group.

The methodology and conclusions of this dual materiality analysis are set out in the next section. The policies and action plans presented in this report reflect the measures put in place to reduce these risks.

Risk assessment

At the end of 2024, the Tessi Group's internal audit teams carried out an annual update of the identification and prioritisation of specific risks applicable to the Group, resulting in an analysis that was presented to the Audit Committee on 27 November 2024.

It arises within a context characterised by several years of external growth, transformation projects, and the consolidation of certain activities. This is particularly the case in Finance, with the continued roll-out of the Group ERP system, and in IT, with the creation of a Group Information Systems Department specifically responsible for optimising the management and pooling of IT infrastructures.

**AT THE END OF 2024,
THE TESSI GROUP'S INTERNAL
AUDIT TEAMS CARRIED OUT
THE ANNUAL UPDATE
OF THE IDENTIFICATION AND
PRIORITISATION OF SPECIFIC
RISKS APPLICABLE
TO THE GROUP.**

RISK SEGMENTATION AND PRIORITISATION

The Tessi Group would like to highlight five specific, applicable risk categories:

- Strategic risks
- Operational risks
- Financial risks
- Legal risks
- Reputation risks

In addition to identifying risks and grouping them into broad categories, the Group has reviewed and prioritised all the identified risks, analysing them by likelihood of occurrence and potential impact, should the risks come to pass.

While more than a hundred cross-functional risks (applicable throughout the Group) were identified and analysed, one was judged to be "high" and around twenty were judged to be "medium":

- As in 2023, the "high" risk entails any impairment of goodwill arising from the Group's recent acquisitions
- The number of 'medium' risks in 2024 is expected to remain broadly stable compared to 2023.
 - There has been a reduction in risks, mainly due to the continued structuring and strengthening of certain support functions, in particular those responsible for Finance, Cybersecurity and Compliance & Control.
 - The other risks are mainly operational (talent retention, project management, etc.) with the reorganisations underway or planned (for example, the creation of a new Group Information Systems Department) and the development of new innovative digital platforms.
 - Against a complex geostrategic backdrop (international tensions) and the changes taking place within the Group, it is worth mentioning the need to maintain a high level of vigilance in the face of possible cyber-attacks and internal computer fraud.

The risks mentioned are said to be "residual", i.e. they incorporate the measures in place to reduce them.

Dual materiality analysis

Tessi carried out its dual materiality analysis at Group level, in accordance with the CSRD directive and in application of the methodologies developed by the European Commission, EFRAG and other guidelines.

CURRENT AND EXPECTED EFFECT OF TESSI'S MATERIAL IMPACTS, RISKS AND OPPORTUNITIES ON ITS BUSINESS MODEL, VALUE CHAIN, STRATEGY AND DECISION-MAKING PROCESS

Tessi has proven experience in identifying material themes. It published its first materiality analysis in 2017 and has updated it approximately every three years, following a formal process of interaction with stakeholders.

The main aim of Tessi's first materiality analyses was to check that its CSR strategy was appropriate and relevant to its main concerns and those of its stakeholders. Tessi believes that its CSR strategy already addresses some aspects of the key material impacts and risks identified in the DMA.

The aim of the dual materiality exercise is to identify the material challenges and the associated material impacts, risks and opportunities (IROs).

These are the issues that will guide the company's reporting, and in particular define the thematic ESRS (European Sustainability Reporting Standards) and material data points, as well as the information to be disclosed in the sustainability report.

On the other hand, the dual materiality analysis is a strategic exercise that helps to identify the key sustainability issues for the company in the current context and to question its CSR strategy and commitments in the light of changing challenges.

Project governance

The project team consisted of the Group CSR Department, the Internal Audit Department and the Information Systems Risk and Compliance Department. The project team was responsible for monitoring the various stages of the project and ensuring that it ran smoothly.

Methodology

1. Identification of the list of issues and associated impacts, risks and opportunities
2. Stakeholder selection and consultation
3. Rating system
4. Consolidation and weighting of results
5. Analysis and presentation of results
6. Identification of materiality threshold



Material issues are those for which a score greater than or equal to 2 has been obtained for financial materiality and a score greater than or equal to 2.5 has been obtained for impact materiality.



IDENTIFICATION OF THE LIST OF ISSUES AND ASSOCIATED IMPACTS, RISKS AND OPPORTUNITIES (IROS)

Tessi has identified a list of sustainability issues and associated IROs to be assessed as part of the dual materiality analysis, based on:

- The list of ESRS, themes, sub-themes and sub-sub-themes of ESRS 1 AR 16 (European Sustainability Reporting Standards)
- A sector benchmark and an external literature review
- An analysis of pre-existing documents (NFPS, risk mapping, vigilance plan, code of ethics, carbon footprint, etc.) to understand the issues specific to Tessi and identify the significant IROs
- Three workshops with representatives of Tessi's business lines

The definition of the challenges and IROs was based on the formalisation of Tessi's value chain. The activities considered vary depending on the value chain: a significant amount of existing data has been taken into account, including the non-financial performance statement (NFPS), the carbon footprint, issues related to the duty of care, the risk analysis conducted by the company, and so forth.

The list of issues and IROs was reviewed, amended and validated by the CSR Department. Its final version includes 21 issues divided into 3 categories, parallel to the ESRS (Environment / Social / Governance) and 1 category of issues specific to Tessi's business.

Please note: as the dual materiality analysis must be assessed on a gross basis (in order to account for all significant IROs) while taking into account the actions implemented by the company, Tessi's list of issues and associated IROs therefore accounts for all its significant impacts, risks and opportunities - whether or not actions have been taken or are planned to remedy them (in accordance with EFRAG's materiality guidance). However, for the ratings, the actions already implemented by Tessi have been taken into account.

Use of Tessi's due diligence procedure to identify negative impacts

Tessi is subject to the French law of 27 March 2017 on the duty of care of parent companies and ordering companies.

Tessi's compliance plan covers its own activities, those of its fully consolidated subsidiaries and those of its tier 1 suppliers and subcontractors. The main issues in the vigilance plan (as identified and managed using the Tessi methodology for identifying and prioritising major risks to people and the environment) were taken into account when identifying the IROs.

The impacts identified as a result of the DMA conducted as part of the implementation of the CSRD will be used to redefine the key points of the action plan.

STAKEHOLDER SELECTION AND CONSULTATION

The aim of the consultation is to give stakeholders the opportunity to express their views on the importance of the issues at stake and the associated IROs.

The stakeholders consulted were selected with two main considerations in mind:

- Representation of the different categories of Group stakeholders affected (customers, employees) and interested (customers, employees, investors, suppliers),
- Expertise on the issues they would be asked to rate.

The internal and external stakeholders consulted were not the same depending on the materiality assessed:

- Financial materiality:
 - 4 Chief Financial Officers (CFOs) were consulted to ensure that all of Tessi's businesses and geographical areas were represented.
 - 1 Tessi client and our investors were also questioned in the context of financial materiality.
- On the materiality of impact:
 - 9 members of management and internal experts in 3 business workshops to ensure that all of Tessi's businesses and geographical areas are represented. At this stage, it was decided not to involve the Group's support departments (HR, Purchasing, etc.) in order to facilitate the participation of business representatives. The support departments were involved at a later stage.
 - 5 individual interviews were conducted with external stakeholders (selected for their expertise in a particular field or type of issue, or for the nature of their relationship with the Group and their representativeness of the various stakeholders).

A total of 13 internal and 8 external Tessi stakeholders were interviewed.

Several consultation methods were used to gather feedback from the various stakeholders.

These ad hoc consultation methods have been designed to gather as many responses as possible while providing stakeholders with the best possible support in the rating exercise, and thus to enhance the quality of the ratings and responses collected.

- Financial materiality:
 - 7 individual interviews with 4 CFOs covering Tessi's main business lines, 1 client and Tessi's investors were conducted on financial materiality. The interviews lasted about an hour and were based on the online questionnaire. Respondents were first made aware of the approach and familiarised with the exercise, before rating each of the issues. Respondents were encouraged to justify their ratings and provide additional details, which were then incorporated into the qualitative analysis of the final matrix.



- On the materiality of impact:
 - 3 rating workshops were held with 9 members of management and internal experts. The workshop participants agreed to define the rating for each of the issues. A single rating per workshop has been retained and integrated into the rating tool.
 - 5 individual interviews with external stakeholders (suppliers, experts) on the materiality of impact were carried out. The interviews lasted about an hour and were based on the online questionnaire. Respondents were first made aware of the approach and familiarised with the exercise, before rating each of the issues. Respondents were encouraged to justify their ratings and provide additional details, which were then incorporated into the qualitative analysis of the final matrix.

VALUE CHAIN AND PROPRIETARY ACTIVITIES

For each IRO, Tessi has checked whether it falls within its own activities or within its upstream or downstream value chain. Each IRO can have several impacts, at several levels (see value chain diagram on page 17).

RATING SYSTEM

In order to facilitate stakeholder consultation, the rating has been carried out at the level of the issues at stake, while taking into account and considering the impacts, risks and opportunities.

In accordance with the EFRAG guide, which expressly states that no specific methodology is mandatory and that the only requirement is that the procedure be transparent, the methodology adopted for rating the issues was as follows: for each issue and each materiality, respondents were asked to rate the impact (taking into account the magnitude, scope and irreparability), its nature (positive or negative) and its likelihood, with regard to the associated impacts, risks and opportunities.

For financial materiality, the grid used to assess the financial consequences of an issue is based on the one used by Tessi to assess risks.

Respondents, in particular on the impact materiality, were given the opportunity to assess only part of the issues, depending on their area of expertise.

It should be noted that each materiality was the subject of a specific and separate questionnaire.

CONSOLIDATION AND WEIGHTING OF RESULTS

Consolidation

For each participant, only the issues that were rated were taken into account in consolidating the results. Thus, the fact that a participant did not wish to score an issue had no influence on the final consolidated score for that issue.

The final impact and financial materiality scores were established on the basis of each respondent's importance and probability scores for impact or financial materiality, for each issue.

For each issue, and for each materiality, the importance and probability scores have been multiplied to obtain the impact materiality and financial materiality scores. These scores range from a minimum of 1 (1x1) to a maximum of 16 (4x4). They were then plotted on a scale of 4 by dividing by 4, to obtain a materiality score of between 0 and 4.

Weighting

Impact materiality and financial materiality have been weighted to take account of differences in the number of respondents per stakeholder category:

- Impact materiality:
 - Trade representatives (3 workshops) account for 33% of the assessment
 - Supplier representatives (3 interviews) for 33%
 - Experts (2 interviews) for 33%
- Financial materiality:
 - Business representatives (4 interviews) account for 57% of the assessment
 - Shareholders (2 interviews) for 28%
 - Customers (1 interview) for 15%



Analysis of ESG impacts, risks and opportunities

The table opposite lists the impacts, risks and opportunities (IROs) that Tessi identified and deemed material during the dual materiality analysis carried out in 2024, in accordance with the CSRD directive and in application of the methodologies developed by the European Commission, EFRAG and other guidelines.

For each sub-theme, Tessi mentions:

- whether it is an impact (I), a risk (R) or an opportunity (O),
- where it is in its value chain, i.e. upstream, during operations, or downstream.

All IROs were scored independently of the mitigation measures implemented by Tessi, i.e. the materiality analysis was performed on the basis of gross impacts, risks and opportunities.

The Group's risk management system covers the material risks identified in the dual materiality analysis, with appropriate action plans to mitigate these risks.

Challenges	Type of IRO	Location in the value chain
Innovation and the use of AI in processes	Impact	Operations, Downstream
	Risk	
	Opportunity	
Solutions for the transition	Risk	Operations, Downstream
	Opportunity	
Working conditions and employee retention	Impact	Operations
	Risk	
Employee health and safety	Risk	Operations
Management-staff dialogue	Risk	Operations
Skills development	Impact	Operations
	Risk	
	Opportunity	
Gender equality	Impact	Operations
Diversity and inclusion	Impact	Operations
	Opportunity	
Discrimination and Disability	Impact	Operations
Governance and business ethics	Risk	Upstream, Operations and Downstream
Confidentiality and security of personal data	Impact	Upstream, Operations and Downstream
	Risk	
Responsible purchasing: managing relationships with suppliers, including payment practices	Impact	Upstream, Operations and Downstream
Adapting to climate change	Impact	Operations
	Risk	
Mitigating climate change	Impact	Downstream
	Risk	Operations, Downstream
	Opportunity	Downstream
GHG emissions	Impact	Upstream, Operations
Energy consumption	Impact	Upstream, Operations
	Risk	Operations
	Opportunity	Operations

Dialogue with our stakeholders

The Tessi Group operates in an environment made up of stakeholders who have an influence on its activities. The Group favours exchange, transparency and listening in all its economic and social relations. This ongoing dialogue enables us to understand and integrate their expectations into the Group's strategic orientations, operations and commitments.

Stakeholders	Key issues	Key expectations with regard to Tessi	Forms of dialogue
Investors rating agencies shareholders	Valuation, durability, and values	Return on investment Identifying, managing and anticipating risks Governance Business ethics	Supervisory board committees Investor conferences and meetings Answers to rating questionnaires
Public authorities & local communities	Regulatory framework and social acceptability	General interest Compliance of people	Meetings with local authorities Meetings with trade associations Participation in discussions, evening debate with the Ministry of the Ecological Transition and Solidarity 10% to change everything Global Compact France Ambassador
Employees	Involvement and loyalty	Need for recognition Appeal Skills development Corporate culture Health and safety at work Diversity Well-being at work Raising awareness Corporate responsibility	Internal communication: intranews, corporate social media, internal challenges Dialogue with unions and management Satisfaction surveys and opinion polls Interviews E-learning platform CSR e-learning module CSR presentation in the on-boarding process Jobs and internships forum Presentations at specialist conferences University trophies and challenges
Customers	Commitment, partnership, and loyalty building	Innovation and adaptability Product and service quality Reactivity Compliance with contractual and regulatory requirements Respect for the environment, energy management Listening and ongoing dialogue Security and data protection Business ethics	Partnerships: help in defining needs, regular dialogue via customer management Customer satisfaction surveys Newsletters Responses to supplier ratings (EcoVadis, Acesia) Web seminars, digital transformation showcases, morning sessions covering business and sector themes such as banking and insurance White paper on the digital transformation of companies Open days at the Lab and CETIA (Tessi Centre of Excellence for Intelligent Automation) Launch of "Tessi Insights", our blog about the digital transformation of business processes
Suppliers / sub-contractors	Quality, costs, deadlines, ethical compliance	Sustainable partnership Profitability Business ethics Loyalty	Negotiations and contractual relations Supplier surveys Tessi Sustainable Development Charter
Media & associations, international organisations	Image and reputation	Transparency Information CSR commitments	Global Compact France Ambassador Stage Organiser of the SDG Tour de France Trade press testimonials Press releases Annual Communication on Progress (COP) - GC Advanced level

04.

CSR strategy

CSR GOVERNANCE

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2021-2025 CSR ROADMAP

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CSR governance

The CSR Department is responsible for steering this CSR roadmap and adapting it to local issues.

It ensures that it is implemented, maintained and continuously improved by involving all staff while representing management in dealings with customers.

The department works with top management to ensure that commitments are implemented and maintained in each of the business units (BUs) and remain consistent with the Group's strategy.

Each time there is a change in scope or a new acquisition, it ensures that the approach is known, disseminated and applied.

To this end, the CSR department relies on a multi-tier governance system:

- CSR steering committees with members of Executive Management, validating the CSR approach in line with the Group's strategic orientations
- Steering committees with the business lines and support functions to ensure that these guidelines are properly applied to all operations

Finally, a network of CSR officers in France and in all our international subsidiaries is responsible for implementing and adapting our CSR guidelines.

COMMUNICATION TO THE ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES OF THE OPINIONS AND INTERESTS OF THE PARTIES CONCERNED

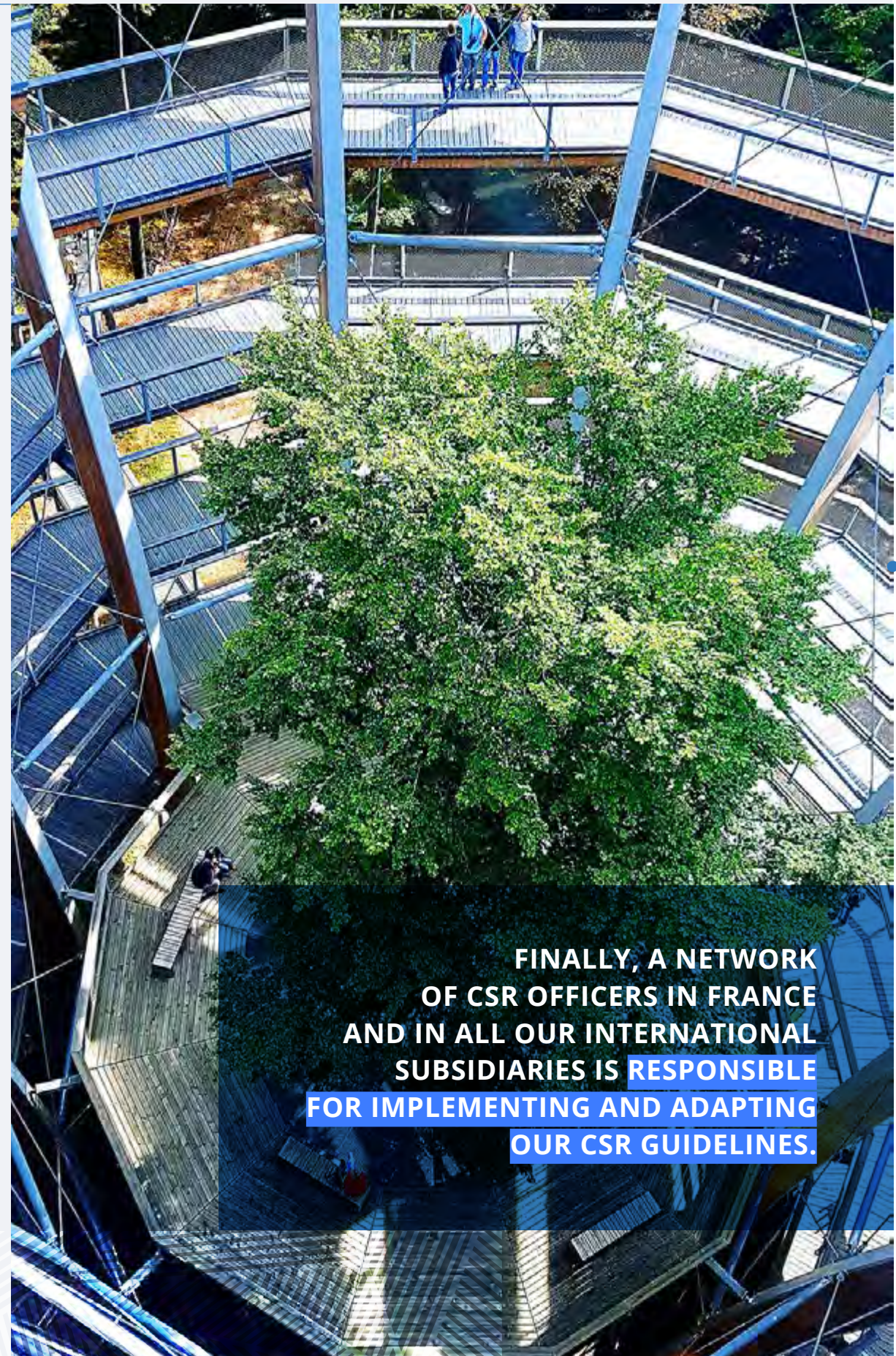
The Tessi Group's CSR strategy and performance are presented to the Audit Committee at least once a year. It also presents the opinions and feedback received from stakeholders.

His presentations also address the views and interests of stakeholders in the light of Tessi's CSR strategy, as well as proposed changes.

Lastly, the Audit Committee oversees both the process and the results of the dual materiality analysis carried out in 2024, in accordance with the CSRD and in application of the methodologies developed by the European Commission, EFRAG and other guidelines.

It therefore endeavours to be as informed as possible about the way in which Tessi analyses its impact on the parties concerned.

In the same way, the Executive Committee is regularly informed of progress in the area of CSR and has participated in the preparation and presentation of the dual materiality analysis.



**FINALLY, A NETWORK
OF CSR OFFICERS IN FRANCE
AND IN ALL OUR INTERNATIONAL
SUBSIDIARIES IS RESPONSIBLE
FOR IMPLEMENTING AND ADAPTING
OUR CSR GUIDELINES.**

2021-2025 CSR Roadmap

Updating our materiality analysis helped us to build our CSR roadmap around the five most significant areas for the Group.





This roadmap is designed to support our development and growth to meet the expectations of all our stakeholders:

- 5 areas of work,
- 18 priority issues,
- 18 performance indicators and their associated targets,
- Contribution to the United Nations Sustainable Development Goals.

















TABLE OF NON-FINANCIAL INDICATORS

In line with the material challenges identified above, Tessi's CSR approach and each of its component areas are accompanied by key performance indicators and ambitious targets for 2025:

Domains	SDG	Material issues for Tessi	Risks	DPEF 2023 chapters dealing with the subject	Key performance indicators (KPI's)/ Performance tracking indicators	Scope	Reference year (2021)	2022	2023	2024	Targets (2025)
RESPONSIBLE OFFERING	  	Maintaining client satisfaction in the face of new societal and environmental imperatives	Downgrading of the company's reputation and image	Chapter 5 - Innovative and sustainable solutions for our customers	NPS score	France	51	51	57	NC	
		Assisting our clients in achieving a responsible digital transformation (Solutions to support the transition)	Adapting to the low-carbon transition		% of teams aware of and/or trained in the challenges of responsible digital technology	France	70%	17%	40%	61%	100%
		Innovation and AI	Non-compliance with data security and confidentiality rules		Sustainability of Tessi offerings: NR maturity level	France	25%	25%	55%	55%	100%
					Ecovadis assessment	World		56 (Silver status)	56 (Bronze status)	76 (Gold status)	Platinum status
DIGITAL TRUST	    	Ensuring business ethics and compliance throughout our value chain	Non-compliance linked to respect for human rights and the environment throughout our value chain	Chapter 7 - Digital trust	Code of ethics dissemination rate	World	90%	90%	91%	100%	100%
		Ensuring respect for human rights throughout our value chain	Non-compliance with data security and confidentiality rules		% of Tessi hosting sites that are ISO 27001 certified	World	100%	100%	100%	100%	100%
		Ensuring data confidentiality and security	Non-compliance linked to regulatory changes		% of personal data breach notifications processed and notified within the mandated 72-hour period	World	100%	100%	100%	100%	100%
			Company reputation and image								
ENVIRONMENTAL FOOTPRINT OF OUR ACTIVITIES	     	Measuring and reducing the environmental footprint of our business and digital services	Downgrading of the company's reputation and image	Chapter 9 - Protecting our environment	GHG emissions - tCO ₂ e (Scope 1, 2 and 3)	World	33,986	-	-	-	
		Optimising our waste management (circular economy)	Not adapted to the low-carbon transition and climate risk		% of workforce covered by a recycling scheme	World	90%	89%	89%	90%	100%
					Change in the ratio of electricity consumed to the workforce	World	-23%	-7%	9%	-12%	-5%/yr
		Optimising our energy consumption (energy management)	Supply difficulties (depletion of resources)		Trend in annual electricity consumption	France		-10%	7%	-6%	
					Change in GHG emissions from business travel	France	17%	19%	11%	4%	-5%/yr
		Encouraging eco-mobility			% of alternative engines in the car fleet	France	9%	12%	16%	31%	>20%

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Domains	SDG	Material issues for Tessi	Risks	DPEF 2023 chapters dealing with the subject	Key performance indicators (KPI's)/ Performance tracking indicators	Scope	Reference year (2021)	2022	2023	2024	Targets (2025)
DEVELOPING HUMAN CAPITAL	      	Working conditions, employee health and safety	Attrition of talent and skills Human rights non-compliance Downgrading of the company's reputation and image	Chapter 6 - Valuing our human capital	Frequency rate	World	4.37	5.52	4.51	3.87	<7.3
					Severity rate	World	0.14	0.12	0.19	0.15	
		Skills development			Absenteeism rate	World	6.48%	5.52%	6.8%	6.31%	<5%
		Management-staff dialogue			Turnover rate on permanent contracts (excluding ADM Value)	World	17%	21%	17%	17%	<15%
		Talent retention and employer brand appeal			% of women on the Executive Committee	World	40%	40%	38%	29%	50%
					% of women management staff	World		38%	41%	38%	
		Promoting diversity and inclusion in all its forms			% of women executive staff	World		33%	35%	37%	
					% women in total hires	World	64%	63%	62%	61%	50%
		Promoting a responsible management approach to quality of life at work			% of workforce with disabilities	France	4.6%	4.9%	5.5%	6.72%	>6%
CIVIC AND SOCIETAL COMMITMENTS	      	Committing the Group to contributing to inclusion and economic development in the regions where it operates	Failure to value the company's social footprint	Chapter 8 - Civic and societal commitments	Change in the amount of purchases from establishments dedicated to employing those with disabilities	France	37%	-14%	65%	65%	over 50%/y-5
		Promoting and supporting community involvement									

TESSI'S CSR APPROACH
IS SUPPORTED
BY KEY PERFORMANCE
INDICATORS
AND AMBITIOUS TARGETS
FOR 2025 FOR EACH
OF ITS AREAS OF FOCUS.

05.

Solutions innovative and sustainable

ONGOING MEASUREMENT OF CUSTOMER SATISFACTION

AN ORGANISATION THAT ADAPTS TO MARKET REQUIREMENTS

TESSI, A MAJOR PLAYER
IN THE DIGITAL TRUST MARKET

CONTROLLING THE QUALITY OF OUR SERVICES

THOUGHT LEADERSHIP

DEPLOYING AN APPROACH TO RESPONSIBLE DIGITAL TECHNOLOGY

FOR THE DEVELOPMENT OF DIGITAL TECHNOLOGIES TO TACKLE
THE CHALLENGES OF SOCIETY'S TRANSFORMATIONS

AI WITHIN THE TESSI GROUP

INNOVATION AND AI

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Keeping our customers satisfied in the face of new social and environmental imperatives, and supporting their responsible digital transition with reliable, secure, innovative and sustainable solutions.

REMINDER OF IMPACTS, RISKS AND OPPORTUNITIES

Challenges	Type of IRO	Location in the value chain
Solutions for the transition	Risk	Operations
	Risk	Operations and Downstream
	Opportunity	Operations and Downstream

61%

of teams aware of and/or trained in the challenges of responsible digital technology (scope: France)

55%

Assessment of our Digital Responsibility maturity, and of our ability to provide digital offers and services in line with the principles of Digital Responsibility

61

France NPS score

Ongoing measurement of customer satisfaction

We continue to place great importance on the quality of our services and on offering and improving our customer satisfaction score (NPS).

Many companies call themselves "customer centric". But very few of them actually are. This notion implies considering the customer, but not only the customer.

Being "customer centric" is above all a corporate culture that aims to put the customer at the heart of the company's concerns. It means taking into account how the brand's decisions impact customers, showing empathy, and taking each decision accordingly.

The digital revolution has fostered the development of a corporate culture in which the customer experience is central. As an advisor specialising in enterprise digitalisation, we are convinced that seeing the digital transformation through the prism of technological solutions without taking account of the human aspect - customers and employees - is to go against the grain of what this revolution entails.

Every year, Tessi France and Tessi Tunisia measure customer satisfaction in order to obtain feedback on their perception of the projects and services provided during the year.

As part of the follow-up to our ISO 9001 certifications, surveys are carried out each year using questionnaires sent to a sample of our customers, giving us an insight into any changes in customer satisfaction.

DETRACTORS



PASSIVE



PROMOTERS



Net Promoter Score = Promoters - Detractors

The satisfaction surveys cover the overall Business Process Services activity.

In 2024, the Net Promoter Score was 61 in France, with customer satisfaction feedback focusing on:

- A relationship focused on production excellence
- Responsiveness and quality of exchanges
- Our commitment to reaching qualitative and quantitative targets

These survey results underline the Group's determination to be at the forefront of supporting businesses in their transformation.

This year, 31.3% of our customers responded to the survey.



That's why, in order to move towards a deeply customer-focused organisation, we offer three main areas of support:

OMNICHANNEL STRATEGY

- Analyse and reflect on existing channels and contact points
- Optimise Front/Back Office relations
- Develop APIs to make the IT system more agile and open
- Implement digital systems to link physical and digital contact points
- Audit data management and map information flows

IMPLEMENT DIGITAL SYSTEMS TO LINK PHYSICAL AND DIGITAL CONTACT POINTS

- Define the target experience in line with the brand's design principles
- Choose which customer journeys to prioritise and their associated personas
- Carry out customer research to validate/confirm assumptions
- Organise workshops and use a collaborative tool to model journeys
- Draw up a task matrix to define an action plan

EMPLOYEE COMMITMENT

- Redefine a clear governance structure in which everyone has a role to play
- Disseminate new managerial practices and a customer-centric culture
- Set up systems to gradually establish a symmetry of attention
- Co-build and optimise customer journeys with the business units
- Change management in four stages: get people to understand, get them on board, gather and reassure them, secure decision-making

THE WINNING TRIO

**CUSTOMER
EXPERIENCE**

DIGITAL TECHNOLOGY

**EMPLOYEE
EXPERIENCE**

**DIGITAL
TECHNOLOGY,
AN ACCELERATOR
FOR PEOPLE
AND EXPERIENCES!**

**THE OMNICHANNEL
STRATEGY**

Research on the IS, circulation of information flows and channels

**CLIENT JOURNEY
MODELLING**

Research on clients, the organisation, and processes

**EMPLOYEE
ENGAGEMENT**

Research on the symmetry of attention of employees and clients

**OUR 3
MAIN AREAS**



An organisation that adapts to market requirements

Tessi's approach aims to pursue its multi-specialist strategy to respond to its customers' business and digital transformation challenges.

Faced with increasingly complex projects and new customer expectations and constraints, it is critical to have a detailed knowledge of your customers' businesses and to anticipate what drives the need for innovation or responsible transformation.

To this end, Tessi has adjusted its market approaches and teams (sales, pre-sales, marketing) by adopting a matrix organisation, based on six strategic vertical markets:

- Banking
- Insurance
- Health
- Public sector
- Energy/Telecoms
- New markets (energy, energy efficiency and utilities, real estate, services, distribution, media and telecoms)

And six priority areas of expertise:

- Digitisation of the documents and payment processes
- Customer relations and experience
- Business back office outsourcing
- Information and data management
- Digital trust
- Cloud computing
- Digital platforms

Tessi, a major player in the digital trust market

HIGHLY SECURE DATA CENTRE

ISO 27001: Information Systems Security commitments

Because dematerialisation and digitisation imply a high level of trust in the information entrusted to us, Tessi France introduced an information security management system in 2018. The scope of providing, operating, and supporting infrastructure for the secure hosting of sensitive and/or personal data processing solutions was ISO 27001 certified in early 2019.

Since 2022, ISO 27701 certification for the personal data protection management system has been added to the recognition of the measures deployed to protect personal data in this area.

Tessi: a certified health data host

In early 2019, Tessi obtained HDS certification for the provision, operation and support of infrastructure used to securely host health data processing solutions.

FAITHFUL DIGITISATION AND ELECTRONIC ARCHIVING: DUAL CERTIFICATION FOR TESSI

The France document dematerialisation platform has renewed its NF 461 ISO 14641 certification (obtained in 2016).

In 2021, Tessi confirmed its status as a trusted operator for the digitisation of document flows by obtaining NF 544 (Faithful Digitisation) certification for the digitisation platforms in Nanterre, Schiltigheim, Val-de-Reuil, Villeneuve-d'Ascq, Avon, Lyon and Maignelay-Montigny.

NF 544 certification imposes rigorous digitisation specifications covering a range of characteristics designed to prove that a digital copy is faithful to its original: qualification of the digitisation service, qualification of the digitisation operator, configuration of the digitisation chain, integrity and portability of digital documents, etc.

For Tessi, this is a major guarantee of the quality of our digitisation services: it is a genuine commitment to our customers that our services are compliant and part of a continuous improvement process so that we can always meet their requirements.

With this dual certification, Tessi reinforces our excellence in digital transformation and proves that our platform offers a secure, multi-channel and compliant environment for the dematerialisation and electronic archiving with evidentiary value of sensitive corporate data.

CERTIGNA BY TESSI OBTAINS EIDAS CERTIFICATION

Certigna, Tessi Group's European trusted third party, specialises in cybersecurity and digital trust, offering solutions to secure documents and exchanges.

Certigna was already RGS and eIDAS-certified (European regulation) for its digital security certificates for websites, identification, and electronic signature and obtained certification for its time-stamping service in 2018. This made the company one of Europe's most standardised certification authorities.

eIDAS-certified timestamping is an essential element of dematerialisation with evidentiary value. For digital documents such as invoices and payslips, certified time stamping reliably dates the document.

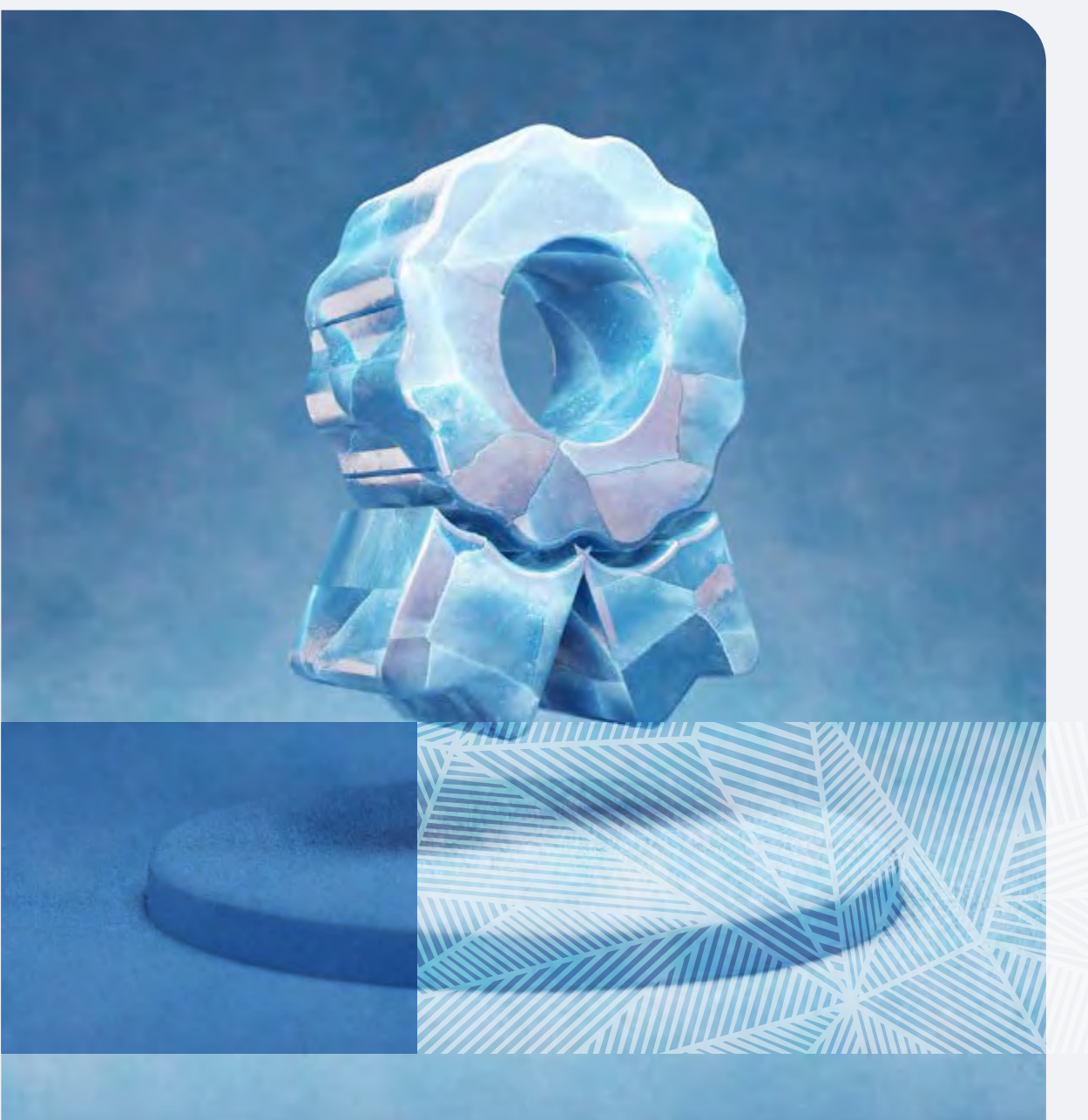
eIDAS-certified time stamps can only be issued by a trusted third party using ultra-secure hardware connected to time sources offering very high accuracy. Unlike system timestamps (e.g. a computer), this timestamp is impossible to modify. It is also legally binding.

TESSI POST LRE HAS OBTAINED ANSSI CERTIFICATION FOR ELECTRONIC REGISTERED LETTERS SENT TO LEGAL ENTITIES.

Tessi POST LRE is an innovative solution for producing and sending registered letters electronically.

Since 1 January 2019, the regulations governing electronic registered letters (LRE) have been moving towards greater security. They now require all providers to obtain a certification from French national cybersecurity agency ANSSI, a branch of the Ministry of the Interior.

This confirms Tessi's full compliance as a trusted third-party service provider and sender of electronic registered letters.



Controlling the quality of our services

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Because customer satisfaction and trust are part of the Group's DNA, Tessi wants to maintain close relationships with our customers at all times by continuously improving the quality of our services, paying greater attention to our customers, increasing the diversity of our meetings and constantly measuring customer satisfaction.

CERTIFICATIONS AND APPROVALS: THE SUCCESSES OF 2024

Management System

- ISO 9001: 2015 - Scope: "Secure Processing of Payment Methods and documents, processing outgoing mail and managing customer relations", First certification in 2006
 - Follow-up audit (Boulogne, Lyon CRC, Nanterre encaissement, Nanterre DATA) - April / 0 Non-compliance
- ISO 18295-1 - Customer relationship management, since October 2018
 - Follow-up audit (CRC) - April / 0 Non-compliance
- ISO 27001 - Scope: Hosting since January 2019
- Health Data Host (HDS) since March 2016
- ISO 27701 - RGPD governance since February 2023

Business expertise

- NF 461 (standard NF Z 42-013 / ISO 14 641-1) Electronic Archiving system with probative value since July 2016
 - Follow-up audit - June / 0 Non-compliance
- SIAF digital accreditation for archiving public sector documents obtained in December 2019
 - SAE Tessi SQUALIA ARCHIVE (ex Data content) and SQUALIA GLOBAL XP (ex DocuBase)
- NF 544 (standard NF Z 42-026) Faithful digitisation since July 2020
 - Follow-up audit - May / 0 Non-compliance
- Qualification of the electronic registered letter service since 2018
- NFK 11-112 Cheque letter publishing since 2021
- Qualiopi: Certification of Tessi Academy as a training organisation obtained in 2021
- LCP (Lightweight Certificate Policy): Registration authority for issuing certificates: renewal audit in 2024
- PDP (Partner Dematerialisation Platform): obtained in 2024
- *In progress*: Remote identity verification provider

Thought leadership

Tessi France organises a large number of on and off-line meetings for its clients covering subjects related to technological and digital innovations and digital transformation. At these events, the Group showcases its know-how to its customers whilst positioning itself as a provider of advice, expert solutions and skills.

In 2024, 30 webinars and events organised by Tessi brought together more than 1,000 decision-makers and project leaders. Tessi also contributed to the organisation of 33 trade fairs and conferences throughout the year.

As a committed leader in its market, Tessi also continues to maintain major partnerships with marketplaces in its strategic sectors, with the aim of strengthening its presence within its customers' business and innovation ecosystems: Public players, FNTC, FNFE, PSCO, Agora de la Relation Client, Club DPO, Numeum...

Deploying an approach to responsible digital technology

Responsible digital technology (RDT) can be a major lever for economic and social development, provided that it incorporates all the environmental impacts of its life cycle from design to end of use. It is thus crucial to support the development of digital technology that serves society with a responsible approach and consider it from both the "sustainable digital technology" and "technology that serves sustainability" standpoints.

As a digital services company, Tessi is aware of the digital sector's environmental impact and the associated challenges and is committed to measuring and reducing the environmental footprint of our solutions, offerings and applications so that they can be assets in our customers' digital and environmental transitions.

This new perspective on environmental issues has prompted us to build our environmental strategy around a "Responsible Digital Technology" programme that addresses digital sobriety, sustainable and responsible digital technology, and the impact of our solutions and services on the environment. This programme is structured into four aspects:

1. Raising awareness among our employees of the challenges of responsible digital technologies, and developing our business experts' skills so that they can incorporate sobriety, eco-design and accessibility into the development of our solutions.

Since 2022, our responsible digital technology programme has included an awareness-raising and training component for our employees, so that by 2025, 100% of our employees will be **aware of the issues of responsible digital technology.**

This aspect is divided as follows:

- **Raising awareness of the environmental, ethical and inclusivity issues** involved in responsible digital technologies with:
 - A "Digital Mural" workshop for all executives (February 2022)
 - A web conference on the challenges of responsible digital technology with Vincent Courboulay (co-creator of the Institut du Numérique Responsable) (July 2022) for all employees in France
 - A Digital Cleaning Week in France and abroad
 - A responsible digital technology MOOC module (level 1) delivered by Tessi Academy as both e-learning and virtual classes for all our employees: Through this e-learning programme, 40% of our workforce in France have been made aware of and/or trained in the challenges of Responsible Digital Business.

focus.

DIGITAL CLEANING WEEK

In 2024, Tessi is taking part in Cyber World Clean Up Day for the third time to raise employees' awareness of digital pollution. This latest edition of Digital Cleaning Week will have enabled us to delete thousands of emails, and thousands of files, images, videos, duplicates, etc., through our collective cleaning.

61%
of teams aware of and/or trained in the challenges of responsible digital technology (scope: France)

4
of our subsidiaries were awarded the Digital Responsibility label in 2024 (Levels 1 and 2)

- **More specific training depending on the business issues at stake:** eco-design for applications and the web and digital accessibility aimed at incorporating digital sobriety as a development criterion for specific target groups (developers, solution designers, IT managers and CIOs, etc.).



2. Measuring and optimising the footprint of our IT equipment, infrastructure and our digital solutions and applications

As part of the aforementioned update to our carbon audit, an analysis of our IT equipment's footprint allowed us to measure the environmental impact of our digital infrastructures and equipment at 9%.

All our electric and electronic equipment is recycled and/or reused by specialist service providers.

Servers and hard disks follow a different procedure, with secure erasure before dismantling and recycling the eligible components.

With regard to **the environmental footprint of our digital solutions and applications**, an initial analysis of existing Tessi solutions was carried out using the recommendations and eco-design guidelines published by the Institut du Numérique Responsable (INR).

This comprehensive listing of our solutions was compiled using the general reference framework for the eco-design of digital services (RGESN).

These guidelines were drafted as part of the "Green Tech" interministerial mission and co-steered by the Interministerial Digital Department (DINUM), the Ministry of Ecological Transition, ADEME and the Institut du Numérique Responsable.

This initial analysis allowed us to identify the best practices in eco-design and digital accessibility that already existed in how our solutions were developed.

Our goal is to incorporate these same criteria into all the solutions we develop between now and 2025: 100% of Tessi's new digital solutions will incorporate sustainability criteria in their design.

Furthermore, there are currently plans to **analyse the life cycles of our solutions**.

An initial study was carried out on our data archival solution, in which we could calculate the environmental impact of a digital solution by taking into account the number of TB (terabytes) stored and the number of users.



This study was carried out in conjunction with APL and ADEME as part of the development of benchmarks for assessing the environmental impact of digital services - the environmental labelling benchmark for "Data centre and cloud hosting services".

3. Integrating environmental performance requirements for our data centres and hosting partners

Either through ISO 50001 certification or as part of their own eco-responsible approach: energy optimisation initiatives, integration of renewable energies into their energy supply, carbon offsetting, etc.

4. INR's Responsible Digital Technology Label

As a signatory of the INR's Responsible Digital Technology Charter, 4 Group subsidiaries have opted for the INR's Responsible Digital Technology label, to ensure that the project is part of a credible, continuous improvement approach.

As part of this certification, the NR maturity of these entities has been evaluated at 55% in 2024 (according to the 5 axes of the INR NR label).

The work carried out as part of the certification project has enabled this level of maturity to be increased from 2022, when it was estimated at 25%, according to the same standards.



For the development of digital technologies to tackle the challenges of society's transformations

A RELIABLE AND RESPONSIBLE APPROACH TO USING AI


Artificial intelligence (AI) represents a major technological advance, but its development and use also pose major ethical, environmental and governance challenges. A reliable and responsible approach to AI is essential to ensure that these technologies are deployed ethically, transparently and with respect for human rights.

REMINDER OF IMPACTS, RISKS AND OPPORTUNITIES

Challenges	Type of IRO	Location in the value chain
Innovation and the use of AI in processes	Impact	Operations, CV Downstream
	Risk	Operations
	Risk	Operations, CV Downstream
	Risk	Operations
	Risk	Operations
	Opportunity	Operations, CV Downstream
	Opportunity	Operations




AI within the Tessi Group




France & International

- OCR with generative AI for document recognition
- Business assistants for back-office agents
- Automating back-office tasks
- Data and the voice of the customer (predictive, anti-fraud, etc.)
- Employee training




value

- Augmented agent (AI co-pilots and "next action" assistance)
- Voicebots and chatbots
- Real-time translation of calls
- Data and the voice of the customer (predictive, anti-fraud, etc.)
- Employee training



Tessi's digital factory

- Code assistance with generative AI
- AI-based Business Process Automation software



VILT

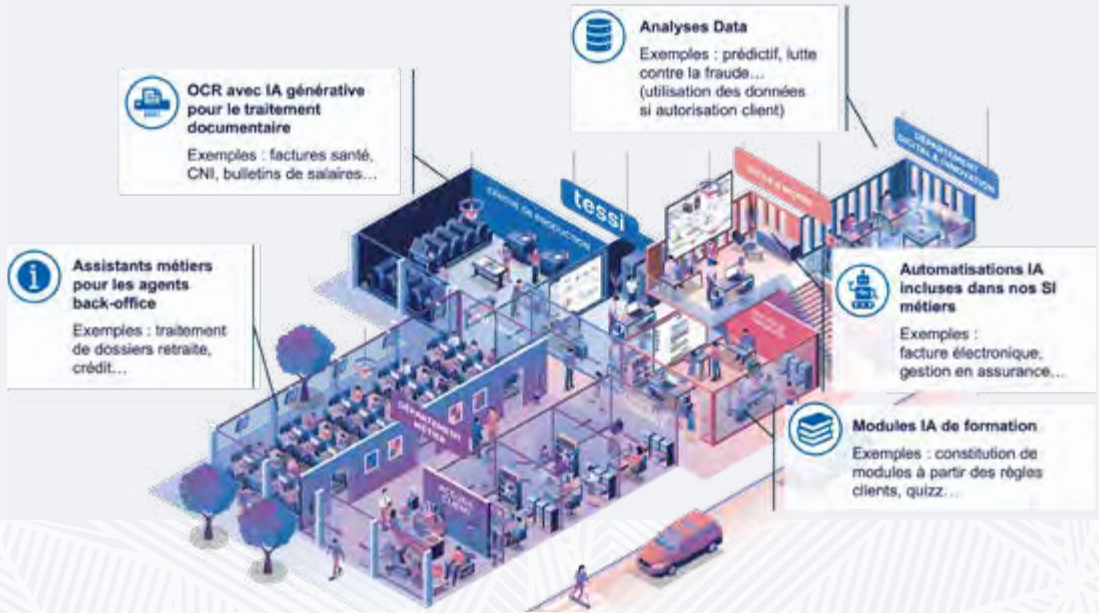
- Code assistance with generative AI
- AI tools to complement partner publishers' offerings
- Training in AI tools from partner publishers

OUR AMBITION FOR AI

Our ambition is to become a leader in the integration of AI into the processes that our customers entrust to us.

Our highly operational DNA and our in-depth knowledge of our customers' processes make us a key player in identifying and industrialising the AI use cases of tomorrow.

AI IS AT THE HEART OF OUR BACK-OFFICE AND DOCUMENT ACTIVITIES



EMBEDDED AI SOLUTIONS
IN OUR CUSTOMER RELATIONS OFFERINGS

IA

ADM
value

Augmented agent

Focus on quality

- Conversational AI training
- Multilingual request management
- AI copilot and knowledge bases
- Real-time assistant: "Best next action"

Automation & bots

Focus on productivity

- ChatBOT & VoiceBOT
- Generative AI: automated response to text
- Summaries and automatic qualification of contacts

Data & voice of the customer

Focus on governance

- BI: advanced analyses and cross-referencing of KPIs
- Analysis and predictive sales models
- Speech Analytics

SQALIA BPA:
OUR AI-NATIVE PROCESS OPTIMISATION SOLUTION

IA

Sqalia
BPA

Innovation&trust
Tessi's digital factory

Intelligent business process optimisation solution built around and with AI

- Designed around the most advanced GenAI / LLM technologies
- Continuous automation and optimisation of processes, simply and without technical intervention
- Reducing operating costs
- Customer and employee satisfaction
- Controlling the carbon footprint

SQALIA BPA CONSISTS OF 3 MODULES AND AN INTELLIGENT TEAMMATE

Data & voice of the customer

- The workshop for **configuring** processes, tasks, forms and integration skills
- In **natural language** then No Code / Low Code

Business App

- The application for accessing, executing and **automating** tasks
- **Intelligent and semantic** reading of documents

Cockpit

- The dashboard to **proactively manage** your processes
- **Simulation** (what If) of the impact of various conditions
- Suggestions for **automatic process optimisations**

Tardibot

The partner of all players in all their activities

AI IS AT THE HEART OF VILT'S TOTAL EXPERIENCE OFFERING

IA

VILT

Total Experience (TX) is a strategy used by successful organisations to improve both customer and employee satisfaction.

Instead of treating customer experience (CX) and employee experience (EX) separately, **Total Experience integrates them together.**

- **Training in AI tools** from technology partners such as Adobe
- **Integration of proprietary AI building blocks** to complement VILT's software partners

OUR AI ORGANISATION

tessi	ADM value	Innovation&trust Tessi's digital factory	VILT
Operational teams: identify use cases, test POCs with customers			
Technical teams: implementing our technological solutions			
Supervision COMEX Tessi			
Usage scenarios			
Partners project			
Data and compliance			
HR and training			



| Innovation and AI

A NEW DEAL FOR BPS: A MARKET IN THE THROES OF CHANGE

Artificial intelligence is changing the rules of the game in the Business Process Services (BPS) sector. More than just a technology, it is a strategic lever for reinventing business processes and providing our major customers with ever-better service. Thanks to these changes, Tessi, a long-standing player in the sector, is deploying an ambitious strategy aimed at combining innovation, efficiency and compliance.

Tessi is one of Europe's leading players in the Business Process Services market, historically focused on the outsourcing of back-office processes, and today covering a broad offering, from the back to the front office, with its own technologies and integration capabilities.

The arrival of artificial intelligence is profoundly transforming the BPS market, bringing new opportunities and challenges.

AI is changing customers' expectations, as they seek greater added value: companies are still aiming for productivity gains, but they now expect their partners to make a broader contribution to their performance, by innovating and offering insights that can be exploited thanks to data.

While AI is transforming requirements, it is also affecting the businesses themselves, by reducing repetitive tasks and improving the quality of services provided.

In addition, competition is intensifying with the arrival of new technological inputs. These specialist players are developing cutting-edge solutions, forcing incumbent companies to innovate rapidly to remain competitive.

Finally, regulations such as the GDPR, CSRD and the AI Act require rigorous management of sensitive data and the design of frugal solutions, making the integration of AI even more demanding.

OPTIMISING BUSINESS PROCESSES THROUGH AI: TESSI'S STRATEGY

When it comes to artificial intelligence, the Tessi Group's activities fall into two main categories: those carried out on its own technological tools and those carried out directly on its clients' information systems.

Modernising internal tools

In its internal activities, Tessi is modernising its historical technological solutions, particularly in document management, by integrating machine learning models and LLM into its existing tools, such as OCR and LAD/RAD.

The aim of this development is to improve performance while guaranteeing the confidentiality of customer data thanks to the use of open source solutions hosted internally.

The integration of generative AI and LLMs also enables data to be better contextualised, making it easier, for example, to recognise health benefit codes for more efficient processing of healthcare bills. Specific algorithms are also being developed in parallel to detect document fraud, by identifying alterations in PDF files for example. Every year, Tessi processes millions of documents, such as payslips, invoices and proof of address, with greater accuracy and security.

However, to optimise all processes, AI must be seen as a set of tools that complement other automation technologies:

"There's no magic formula for improving productivity! It all hinges on a precise understanding of processes in order to identify time-consuming tasks and apply the most appropriate tools to them" explains Antoine Voirand, Director of Strategy and Development at Tessi.

Increase the number of operators working on customer systems

For activities related to its customers' information systems, Tessi has surrounded itself with an ecosystem of technological partners thanks to its "Pépites Shaker" start-up accelerator.

In customer relations activities, AI plays a key role in assisting agents to deliver a more personalised and efficient experience. Various tools optimise the service, such as "next best actions" solutions that analyse conversations in real time to suggest the best responses or actions, or speech-to-text analysis that enables precise quality control of telephone exchanges. LLM models also facilitate the work of agents by speeding up knowledge base searches, automatically correcting texts and/or translating them. These technologies bring productivity gains, particularly for novice agents who need more support, while improving the quality of service and the working comfort of our teams.

Some of these technologies also extend to back-office activities, such as AI tools that mobilise knowledge bases with our customers' business procedures, helping agents to manage complex business procedures. Ultimately, they should make it possible to handle increasingly sophisticated processes.

Finally, Tessi participates in the automation of processes carried out directly on customers' information systems. Thanks to its consulting and software integration teams, the Group is positioned as a legitimate player in identifying, recommending and deploying the best technology partners, taking into account the specific context of each customer.

A STRATEGY BASED ON AGILITY AND RAPID ROI

To guarantee the relevance of these artificial intelligence initiatives, Tessi is banking on short-term profitability targets, in other words, ROI in 3 or 4 months. In view of the rapid advances being made in the field of AI, the Group favours an agile approach, based on experimentation and continuous adaptation.

This method is based on short cycles, with a quarterly assessment of projects in progress. This dynamic approach not only maximises the impact of the solutions deployed, but also ensures that we remain attuned to customer needs and market developments.

OPENING UP TO AGENTIC AI: SQUALIA BPA

In parallel with these initiatives, and as part of an approach combining technological innovation and business expertise, Tessi has developed Squalia BPA, a business process automation solution designed around it from the outset and with artificial intelligence.

This platform is built around three key elements: a process design module in low code / no code mode, a module for automatic execution of these processes by AI agents, with the ability to integrate with other enterprise applications, and an advanced analysis module for identifying blocking points in business processes. A generative AI assistant completes the package, making it easy to adopt thanks to a natural language interface. Squalia BPA represents a strategic development area for Tessi and complements the technological platforms already owned by the Group.

RECONCILING PEOPLE AND TECHNOLOGY: A KEY BALANCE

According to Tessi, artificial intelligence is not an end in itself, but a tool to reinforce human expertise. In certain industries, such as tourism, human interaction remains essential to guarantee a premium service. The challenge is therefore to support agents with technological tools that optimise the personalisation and handling of calls. Conversely, in sectors such as insurance, certain repetitive tasks, such as updating policyholder details, can be automated.

This approach reflects Tessi's philosophy, which is based on a balance between automation and human intervention, adapted to the specific characteristics of each sector. The aim is to carry out complex processes, while improving the experience of end customers.

At Tessi, the ability to combine people and technology is based on ongoing investment in training. In 2024, sessions have been organised for sales, marketing, pre-sales, project management and operations teams, with an intensification planned for 2025. Agents also receive systematic training on the tools deployed, to optimise their use and guarantee a high-quality service.

This approach is part of a strict ethical and regulatory framework. Each AI solution is implemented with the explicit agreement of clients and after a thorough assessment of compliance issues, illustrating Tessi's commitment to reconciling innovation and responsibility. By integrating AI at the heart of its operations, Tessi is moving beyond its traditional role as a service provider to become a strategic partner for its customers, a development based on a balanced alliance between technological innovation, economic pragmatism and human business expertise.

A VISION INFORMED BY APPLIED RESEARCH

To maintain this balance over time while staying ahead of the competition, Tessi works in close contact with the world of Applied Research. Whether it's identifying potentially disruptive software components, benchmarking new business models and new organisational methods, or testing the UX impact of introducing a robot, exchanges between our experts and researchers stimulate the creation of new knowledge and help optimise the management of transformations.

This transformation is based on a pragmatic approach: high-impact solutions with rapid ROI, an agile methodology and a thoughtful alliance between artificial intelligence and human expertise. The Squalia BPA platform, designed natively around AI, illustrates this vision by enabling advanced automation of business processes.

AI is not an end in itself, but a strategic lever for improving performance and the customer experience.

By integrating these technologies rigorously and responsibly, Tessi is not content to simply automate, but to support its customers towards a sustainable transformation, where technological innovation remains at the service of people.

Achieving our sustainability objectives will depend to a large extent on the Group's ability to reconcile the mass adoption of AI, which is essential for maintaining productivity, with the challenges of developing skills and controlling its environmental and ethical impact.

Steering the adoption of AI is organised around 2 axes:

- Productivity and creation of new services: roadmap under the responsibility of the Strategy Director, incorporating a responsible approach,
- AI Act Compliance: roadmap under the responsibility of the Risk & Compliance Director.

These two roadmaps feed into all the divisions, under the supervision of the Group Executive Committee.

ETHICAL, RELIABLE AND RESPONSIBLE USE OF AI

Our company is committed to promoting the reliable, ethical and responsible use of AI. We ensure that every solution we develop adheres to strict principles of safety, transparency, accountability and sustainability, guaranteeing the trust of our stakeholders.

GROUP-WIDE GOVERNANCE is in place, including an ethics committee, internal audits, risk analyses and ongoing monitoring. These mechanisms ensure rigorous supervision of all AI projects.

OUR AI SYSTEMS are designed to be secure, robust, explainable and non-discriminatory. We ensure their compliance with standards of confidentiality and respect for human rights, guaranteeing that no decision infringes fundamental freedoms.

EMPLOYEE COMMITMENT: Every employee involved in an AI project is trained and responsible for its use. Systematic human validation and regular checks ensure that AI is never used as the sole basis for strategic decisions without supervision.

STANDARDS & PROCEDURES: To provide a framework for the responsible use of AI, we have put in place a set of standards and procedures, including an AI Ethics Charter, a DPIA (Data Protection Impact Assessment), data governance policies and AI audit and risk management procedures.

06.

Valuing our human capital

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CHAPTER

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The Group is continually pushed to provide ever-better support to its customers in handling the changes that come with digitalised processes whilst ensuring the continuity of the services it provides. This reliability is only possible thanks to the efforts of the Group's employees, who remain committed and motivated no matter the circumstances.

|| REMINDER OF IMPACTS, RISKS AND OPPORTUNITIES ||

Challenges	Type of IRO	Location in the value chain
Working conditions and employee retention	Impact	Operations
	Risk	Operations
Employee health and safety	Impact	Operations
Management-staff dialogue	Impact	Operations
Skills development	Impact	Operations
	Risk	Operations
	Risk	Operations
	Risk	Operations
	Risk	Operations
	Opportunity	Operations
	Opportunity	Operations
Gender equality	Impact	Operations
Diversity and inclusion	Impact	Operations
	Opportunity	Operations
Discrimination and disability	Impact	Operations



Tessi Group's HR policy

The Group is continually pushed to provide ever-better support to its customers in handling the changes that come with digitalised processes whilst ensuring the continuity of the services it provides. This reliability is only possible thanks to the efforts of the Group's employees, who remain committed and motivated no matter the circumstances.

Our staff is our strength, and the Group is committed to:

- Prioritising health and safety through strong protection, hygiene and prevention measures consistent with government and health authority recommendations
- Introducing organisational measures such as:
 - the widespread use of remote work where the role makes such arrangements possible, alongside a programme to support management in handling this change
 - the use of part-time working and the end of precarious contracts to adjust cost structures to the reduction in business volumes

More than ever, the Group is aware of how important it is to prioritise and maintain its expertise, retain talent and remain an attractive employer by striving to implement harmonious HR policies.

The concept of "symmetry of attentions" and the excellent relationships with our customers must also be reflected in how we treat our employees.

FOSTERING A SENSE OF BELONGING

Build a unique employer brand with employees' support that customers can see.

PROMOTING DIVERSITY

Diversity is a natural and spontaneous value within Tessi. The Group encourages diversity of talent, equal opportunities and gender equality and is committed to fighting discrimination and promoting diversity within the Group.

OPTIMISING CAREER PATHS

By improving and strengthening our recruitment processes and developing our employees' skills throughout their careers.

At Tessi, we aim to build a community of skills that is always in line with our development.

ENSURING THE HEALTH AND SAFETY OF OUR EMPLOYEES AND PROMOTING QUALITY OF LIFE AT WORK

A company's performance depends on the well-being of its employees. In particular, it involves knowledge of stress factors and support for employees in their daily lives.

Given the number of highly renowned competitors on the job market, Tessi faces a constant challenge in attracting highly qualified staff, especially in technology and consulting.

It is also important for the Group to keep key skills and expertise within Tessi. That is why the staff turnover rate remains a key indicator for us to keep a close eye on.

Promoting diversity

MEASURES TAKEN TO PROMOTE GENDER EQUALITY

Given its history and its professions, most of the Group's staff are women. In both Europe and France, over 65% of the Group's employees are women.

Tessi makes every effort not to discriminate in terms of gender equality in the workplace:

- In terms of governance, there are 9 members making up the Supervisory Board of Tessi SAS, including 3 women, i.e. 33%
- 29% of the members of the Group's Executive Committee are women
- 37% of management positions are held by women
- 38% of supervisory staff are women

Most of our French subsidiaries have signed gender equality agreements with mandatory measures and reminders of general principles, such as:

- Measure relating to effective remuneration: application of collective increases to full-time employees on parental leave
- Hiring measure: to contribute to the gradual reduction of gender imbalance within the Group, priority will be given to the hiring of women or men with comparable skills and qualifications to restore the gender balance where appropriate
- Qualification measure: informing employees with two years of service, during their appraisals, of the training opportunities such as the professional development period, personal training account, individuals training leave, skills assessments, and the validation of prior learning

Every year, Tessi publishes indicators relating to the pay gap between men and women. This index is calculated based on indicators that depend on the size of the company so that companies can score their practices out of 100 points, with 75 points needed to pass.

This yearly index is presented to the works councils of companies with more than 50 employees, is included in the BDSEE, published on the DREETS and Tessi Group websites before 1 March each year for the previous year's data.

For more information, click here: [Gender Equality Index - Tessi International](#).



TESSI GROUP'S DISABILITY POLICY

For several years now, Tessi has shown a strong interest in disability management and is now keen to develop and implement a proactive policy in favour of the professional integration and job retention of its disabled employees. The aim is to:

- Demonstrate our commitment to welcoming, integrating and sustainably employing people with disabilities
- Spread a common line of action to all our entities
- Implement and manage a structured policy with associated objectives throughout the Group
- Reach at least a statutory employment rate for people with disabilities

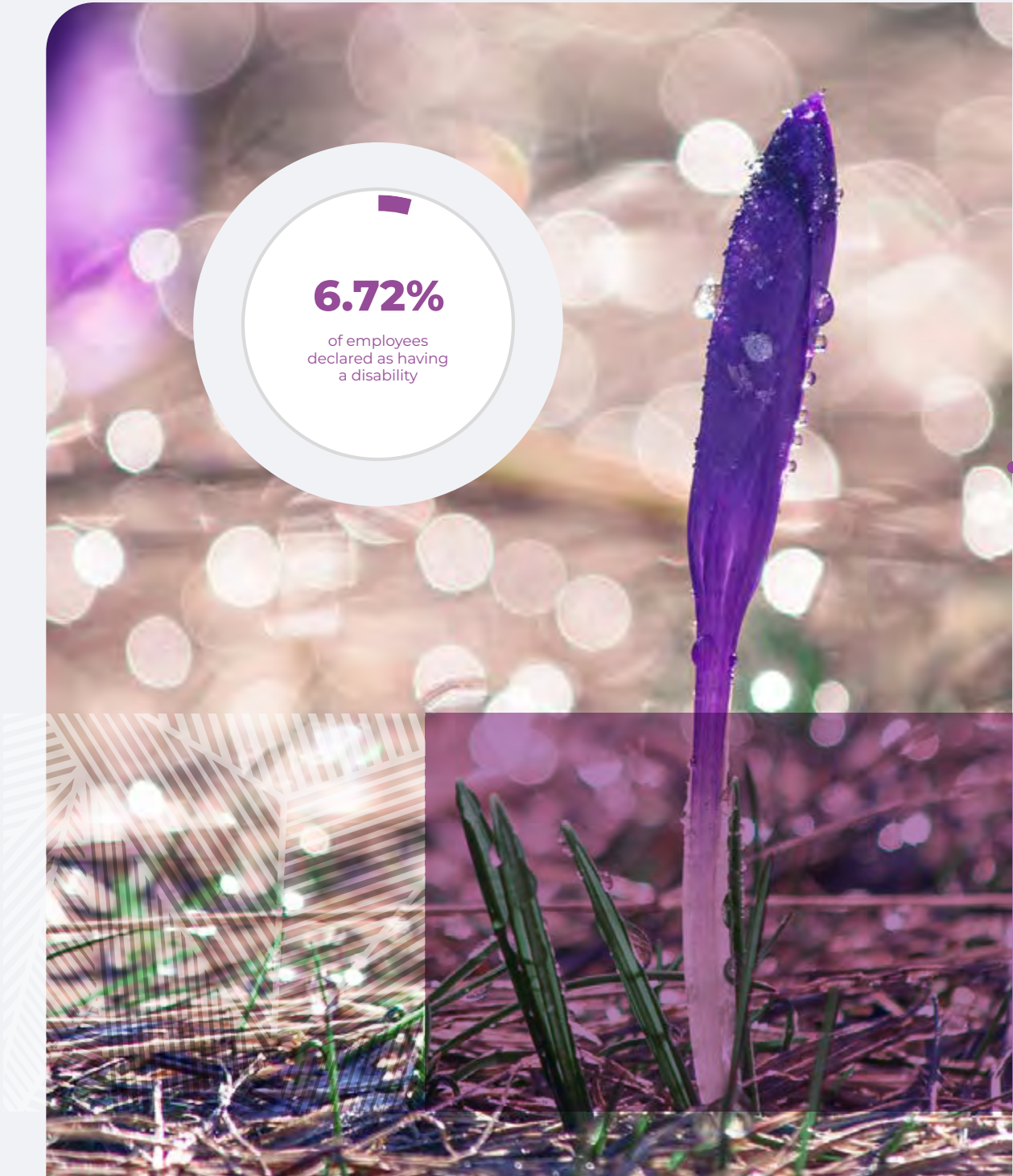
In 2024, our number of employees with disabilities in France is 354. This represents 6.72% of the Tessi France workforce.

This trend is the result of our diversity and disability policy and the actions we have taken, as described below.

Tessi has always been committed to the following principles:

- No employee present in the organisation should suffer discrimination on the grounds of disability, either in their career development or in their access to training.
- All existing positions within the Group are open to workers with disabilities, provided that the restrictions on employment laid down by the occupational physician are compatible with the requirements of the position to be filled.

- All measures will be taken to provide the best possible support and maintain in employment an employee who has been recognised as a disabled worker, or is in the process of being recognised, and who is experiencing professional difficulties for health reasons as a result of an accident at work, a commuting accident, an occupational illness, a personal accident or a disabling illness.
- All those involved will be mobilised to promote the employment of disabled workers: management, managers, Human Resources teams, disabled workers, work colleagues, staff representatives, company doctors. All possible courses of action will be considered for the recruitment, integration and retention of the employee.



To elaborate, a series of initiatives can serve as illustrations of how we demonstrate our commitments:

Raising awareness and providing support through a network of disability advisors

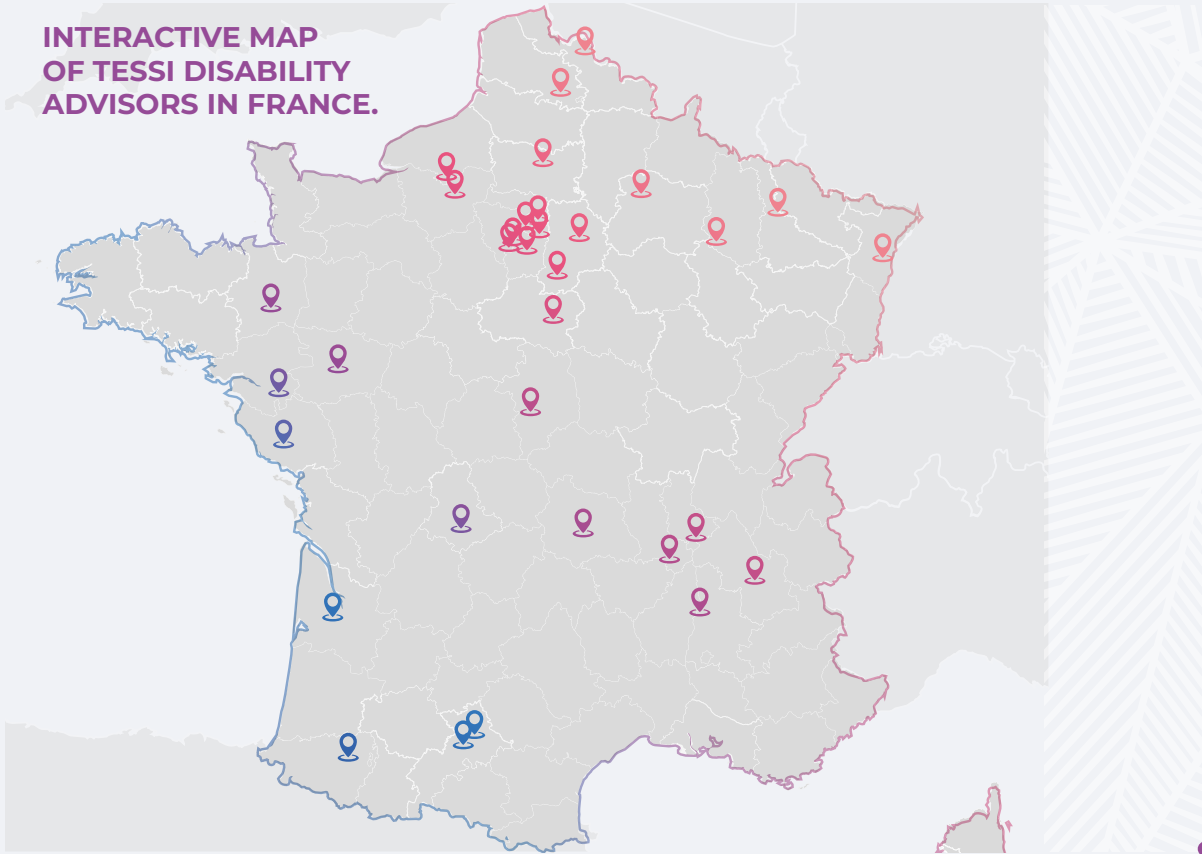
Since 2019, Tessi has aimed to position itself as a "disabled-friendly" company. Present at all our French entities, the Disability Advisers work to promote the Group's disability policy and listen to employees' needs.

Experts in recruiting, onboarding and supporting disabled workers:

- are the main local contacts for employees on disability issues
- inform and support employees in how to declare workers with disabilities
- prepare for regulations
- monitor changes in the employment rate at subsidiaries and take part in the local disability and diversity network
- act as an internal/external liaison
- raise awareness of the SEEPH at their centre



In 2024, 76.6% of disability advisers had completed Agefiph's MOOC Disability Referrers training course, enabling them to gain a better understanding of their role and their duties towards employees.



Interactive
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The central CSR team provides a wide range of tools and is available on a daily basis to train and support disability officers throughout their assignment:

- Training, webinars and regular workshops.
- Dedicated documents such as disability guides, disability fact sheets, monthly posters and infographics highlighting a disability each month.
- Dedicated bodies and communication channels, including a dedicated Teams group, regular meetings, and an internal "Diversity and Disability" social network.

Carrying out a Group disability assessment (France)

After we carried out an initial disability action assessment for Tessi Services as a pilot project in 2020, we decided to extend this initiative to all the Group's French entities by means of a comprehensive disability assessment.

In addition to optimising and making the best use of our financial contributions to funding for employees with disabilities, we aim to unite our employees and build loyalty around human values of diversity.

We also want to convey a positive image to our external contacts, such as doctors and guardians, and potential candidates.

Implementing a "disability policy" involves an assessment carried out by an HR consulting firm specialising in managing diversity within companies.

Disability Support Day

In January 2021, Tessi introduced the Disability Support Day that allows employees to take an extra day's paid leave a year to help the Group's employees report disabilities among workers.

In 2024, initiatives aimed at raising awareness and informing our employees about the different forms of disability and the measures in place have increased the number of Disability Support Day beneficiaries: 75 employees, i.e. 70% more beneficiaries than in 2023.

focus.

DIGITAL ACCESSIBILITY AND RGAA

Digital accessibility issues are an integral part of our responsible digital technology programme.

Work is underway to bring our digital applications and services into line with the RGAA standard (General Accessibility Improvement Framework).

For example, www.tessi.eu was audited to assess its accessibility in line with RGAA requirements and to draw up a multi-year accessibility plan.

TEAMS INVOLVED IN THE EUROPEAN WEEK FOR THE EMPLOYMENT OF PEOPLE WITH DISABILITIES (SEEPH)

Numerous initiatives have been put in place within the Group's companies:

- Internal survey to gather feedback from teams on disability in the workplace
- Video testimonials from employees with disabilities, shared internally
- Sponsorship on certain sites via the DuoDay scheme
- Question box
- etc.

focus.

TESSI IS COMMITTED TO CREATING JOBS, INCLUDING IN DEVELOPING COUNTRIES

The Tessi Group's entities, some of which are located in less economically developed areas* such as Morocco, Senegal, Madagascar, and Mauritius, place great emphasis on local economic growth and developing their human resources by ensuring that working conditions are always in strict compliance with international conventions.

This is reflected in the compensation policies that often offer 2.5 times the local minimum wage and include paid holidays and modern, user-friendly workspaces.

Some centres also offer their employees medical cover and health services with the regular presence of a physician on site available to employees free of charge (medical follow-up, prescriptions, etc.).

In these regions, Tessi is contributing to sustainable development goals (SDG) by fostering decent growth, contributing to the fight against poverty and ensuring the health and well-being of all.

*ISO list of developing countries approved by the ISO Council

A strong presence
in developing
countries, with almost
50%
of Tessi employees
in these countries

AN INCLUSIVE RECRUITMENT POLICY

Tessi is committed to diversity and inclusivity in all its forms, particularly in hiring. In practical terms, promoting social integration and inclusivity in hiring means:

Recruiting differently

For example: expand job preparedness and training schemes, work-study contracts in line with job and urban policy, in conjunction with the job centre, the regional directorate for employment and training and local government offices.

Develop new recruitment tools with EASYRECRUE to bring greater accessibility into the selection process for candidates who are geographically remote or with mobility problems.

Contributing to job accessibility

For example: by sponsoring or appointing a mentor to support jobseekers and other high-priority employment groups. Mentoring people who have lost their jobs for periods of two to six months: organising meetings between the tutor and the person being tutored at least once per fortnight.

Promoting our professions

For example: bring in interns to learn about our careers through immersion. Take part in job fairs. Take part in company and business presentation sessions and local forums. Take part in job dating events organised by local players. Take part in interview role-playing workshops for people receiving support or mentoring from local associations and other players.

Welcome secondary students from priority schools and our staff's children to help them learn about the business world and how to think about identifying potential career plans.

Supporting local players in job insertion

For example: by making socially responsible purchases or fostering skills donations.

Getting involved in a local employment drive

For example: by making employees' career paths more secure, by participating in local skill matching initiatives and by promoting diversity.

Our production sites are no strangers to welcoming and integrating new employees.

New employees from a variety of backgrounds are regularly welcomed and trained. For example, every year, Tessi welcomes young people who have dropped out of school or students for their work placement.

Optimising career paths

PROMOTING INTERNAL MOBILITY

To meet its human capital management challenges, the Group has embarked on a project to set up an HRIS (Human Resources Information System).

In addition to the need to digitise HR management, this project provides an opportunity to review all HR practices within the Group and standardise HR processes. This will require the creation of common reference frameworks (jobs and skills in particular), which are the backbone of recruitment and internal mobility.

This HRIS project, called MOVE, holds out a strong promise of transformation:

- Empowering all the company's players in talent acquisition activities: from identifying needs to onboarding talent, via candidate assessment. The contribution and role of each player is now defined
- Mobilisation of HR teams towards higher added-value activities: mastery of HR data strengthens analysis capabilities and the work of the various HR hypotheses
- Creating a common HR culture with shared processes and data

The HR challenges facing the Group are raising the expectations of the HR function. To achieve this, we need the right tools to:

- Have an overall vision needed to manage the company
- Identify the potential of each employee to optimise our human capital

Despite its complexity and history, the Group has decided to take up the challenge of standardising its tools and processes, with a structuring project scheduled for completion in July 2025.

SUPPORTING SKILLS DEVELOPMENT AND JOB TRANSFORMATION

The Group's strategic training guidelines are as follows:

- Anticipate future needs by helping the Group to acquire new technologies
- Develop our matrix culture through standardised managerial and behavioural practices
- Confirm and secure our expertise by ensuring that our employees develop their skills, and build their loyalty through career development and advancement within the Group: to this end, in 2024 we recorded more than 84,000 hours of training delivered to our employees.

Please note: all training courses lasting at least 3.5 hours with a programme and attendance sheets are counted as training. E-learning courses are not counted

- Involve our employees in the Responsible Digital Technology programme

Tessi Academy: e-learning training modules

Given the complexity and multiplicity of the Group's sites, Tessi has developed an e-learning platform project to standardise and improve access to training.

For Tessi, developing talent means pooling the knowledge of experts identified by theme in order to enhance and develop the skills of all its employees.

This is why Tessi has set up an e-learning platform that provides fun, personalised content, most of which is created by the team responsible for training.

It also makes it easier to manage employee skills development.

Multimedia training modules can take the form of animated content (videos, interactive courses), games, quizzes or discussion forums to help people understand and accept the issues addressed.

The training courses on offer cover topics such as regulatory developments (Eckert Act, fight against fraud and corruption, protection of personal data, etc.), business processes specific to a customer service, raising awareness of sustainable development, the challenges of a more responsible digital environment and information systems security.

Since 2021, Tessi Academy has been a Qualiopi-certified training organisation.

The quality certification was awarded for training initiatives.

Tessi Academy now designs and delivers e-learning, face-to-face and virtual classroom training, both in-house and for external audiences.

In this sense, Tessi Academy demonstrates our ability to support and acculturate our clients on the subjects of digital transformation.





Improving the working environment

THROUGH SPORT AND PHYSICAL WELL-BEING

The Tessi group has entered numerous teams in various races and regularly organises sports and wellness activities (muscle toning sessions, osteopathy, yoga) throughout the year, sometimes even as part of solidarity initiatives to raise funds for charities.

Tessi aims to:

- Encourage employees to improve their well-being through regular exercise
- Promote teamwork: this year teams took part with members from multiple entities throughout the Group

Also, Tessi has financially sponsored a top-level athlete since 2019, Laura Tarantola, lightweight single scull or lightweight double scull rowing champion, who represented France at the Tokyo Olympic Games in 2021, winning a silver medal.

Laura is from Grenoble and is a student at GEM. She identifies with Tessi Group's values and embodies the values of a demanding sport.

ENSURING THE HEALTH AND SAFETY OF OUR EMPLOYEES

To ensure the health and safety of our employees, Tessi has a comprehensive risk management policy and procedure in terms of physical security, security of premises and equipment, and everything relating to the health and protection of staff.

The entire system is implemented at our production centres as part of our quality, compliance, and safety approach.

These basic components of physical security comply with current regulations and aim to better control identified risks.

The various points covered by this document are:

- Securing the premises
- Health and personal protection
- First aid contacts
- Mandatory safety documentation
- Safety related to electrical risks
- Safety training
- Fire safety
- Machine maintenance

The criteria defined below apply to all production centres and are valid for all customers. All these criteria undergo regular internal controls.

MANAGEMENT-STAFF DIALOGUE

Staff representatives, notably works councils, are regularly informed and consulted about a variety of issues. They offer, among other things, opinions on the company's strategic direction, the economic situation, labour policy, working conditions and employment.

In certain specific situations, they are also consulted. These situations include any change that could have an impact on employment conditions, working conditions, in particular working hours and vocational training, measures that could affect the size or structure of the workforce, or the introduction of new technologies. Additionally, as part of management-staff dialogue, staff representatives are invited to negotiate on a number of topics such as skills management, professional equality, and pay, etc.

It is important for the Tessi Group to maintain an ongoing dialogue with all its employees.

In France, every year new agreements are signed in companies with more than 50 employees. In 2024, 40 new agreements were signed, representing 99% of employees concerned.

This year, the majority of these agreements covered the following subjects: change of collective agreement, teleworking, promotion of seniority and gender equality in the workplace, etc.

In addition, at the end of 2024, 97.7% of employees were represented by a staff representative within the Tessi Group.

WORK-LIFE BALANCE

Remote work

Since 2018, Tessi Group has been testing allowing remote work for relevant activities, aiming to:

- Improve working conditions for employees
- Reduce travel time and stress
- Optimise journey times and reduce the environmental impact of commutes to and from work

A remote management training programme has been rolled out for middle management to help them understand concepts such as the specificities of remote working, management habits, and establishing operating and communication rules with their teams.

Finally, this course has been supplemented by an additional compulsory module on psycho-social risks.

Right to log off

An e-learning module dedicated to raising awareness of the right to log off is aimed at managers and employees using professional digital tools.

This module contains:

1. A presentation on the influence of professional digital tools on private life
2. Definitions of relevant vocabulary
3. An explanation of employee rights
4. Descriptions of the relevant best practices

This module has been distributed to 100% of our French subsidiaries.



**AT THE END OF 2024,
97.7% OF EMPLOYEES
WERE REPRESENTED BY A
STAFF REPRESENTATIVE
WITHIN THE TESSI GROUP.**

07.

Digital trust

CHAPTER

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Ensuring respect for human rights, business ethics and compliance at every level of the value chain is a major challenge for any organisation.

In an increasingly transparent and regulated global environment, it is crucial to ensure that Tessi's activities comply with high standards of governance, anti-corruption, and respect for human and environmental rights.

|| REMINDER OF IMPACTS, RISKS AND OPPORTUNITIES ||

Challenges	Type of IRO	Location in the value chain
Governance and business ethics	Risk	Upstream, Operations and Downstream
	Risk	Upstream, Operations and Downstream



Policy on respect for human rights over our entire value chain

In all our subsidiaries worldwide, Tessi is committed to respecting:

- The administrative, social, and fiscal obligations provided for by French legislation or those of the country in which the Group is operating
- The Universal Declaration of Human Rights
- The United Nations Convention on the Rights of the Child
- The conventions of the International Labour Organisation to which France, Spain, Portugal, the United Kingdom, Mauritius, Tunisia, Vietnam, Switzerland, Colombia, Chile and Mexico are signatories
- The OECD directives to which France is a signatory
- The 10 principles of the United Nations Global Compact



NOUS SOUTIENONS
LE PACTE MONDIAL



Tessi pledges to comply with the following obligations in particular:

- Not to use child (under 15) or forced labour
- Not to discriminate in recruitment or staff management
- Not to use mental or physical coercion or corporal punishment as a means of discipline
- Comply with current legislation on the management of working hours, pay, training, trade union rights, health and safety
- Ensure that its suppliers and subcontractors adhere to the above obligations

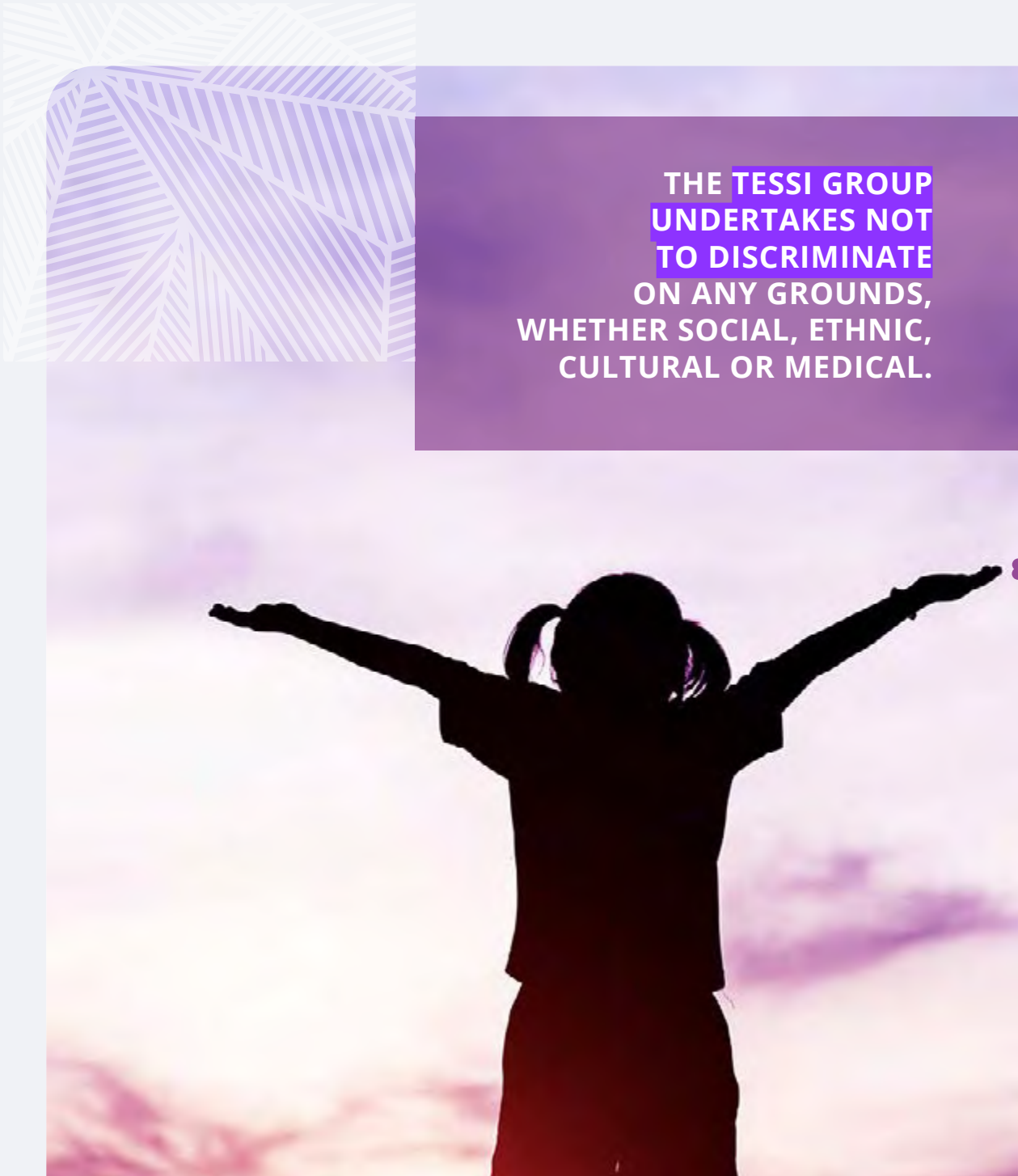
The Tessi Group undertakes not to discriminate in any way, be it for social, ethnic, cultural or medical reasons (except in the case of medical incapacity). As such, the Group does not exclude anyone from a recruitment procedure.

In France, a network of harassment and discrimination points of contact has been set up and trained. A guide has been drawn up to raise managers' awareness of recruitment methods that guarantee non-discrimination. This guide explains how to:

- Define requirements and build job profiles based on objective criteria

- Write and disseminate the offer by focusing only on skills and giving priority to in-house candidates
- Process applications in a way that guarantees equality between men and women, origin, family situation, disability, geographical location, etc.
- Conduct recruitment interviews using a structured interview model that is identical for everyone

In addition, an e-learning training module entitled "Diversity and fighting discrimination in recruitment" was created in 2020 and is mandatory for all employees involved in the recruitment process.



Compliance governance and cybersecurity

Compliance and cybersecurity are core concerns for Tessi Group. As a major player in businesses' digital transformation, digital confidence is a strategic focus for development in this fast-growing market.

In this context, Tessi Group is committed to complying with applicable laws and regulations and to ensuring an optimal level of data protection, for its own activities as well as those carried out on its customers' behalf.

Tessi has therefore set up a group-wide governance system specific to each issue:

- Compliance
- Cybersecurity

This governance, approved by Executive Management, is overseen by the Group Compliance and Cybersecurity Director.

It aims to build, maintain and coordinate compliance and cybersecurity programmes within Tessi Group that are strategically aligned with risk reduction issues, and ensures that they are applied by all the Group's subsidiaries.

The compliance programme covers the following commitments:

- Compliance with Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, "GDPR"
- Compliance with any local laws on the protection of personal data for subsidiaries established outside the European Union
- Compliance with the French law on transparency, the fight against corruption and the modernisation of economic life, known as "SAPIN II", adopted on 8 November 2016
- Compliance with French law on duty of care
- for parent companies and principals, adopted on 27 March 2017; this law covers human rights and fundamental freedoms, health and safety and the environment

The cybersecurity programme helps the Group to:

- Anticipate market requirements in terms of information system security and standards
- Maintain targeted certifications for subsidiaries and their activities, such as ISO 27 001, HDS, RGS, eIDAS

COMPLIANCE AND CYBERSECURITY GOVERNANCE DIAGRAM

|| GROUP EXECUTIVE MANAGEMENT ||





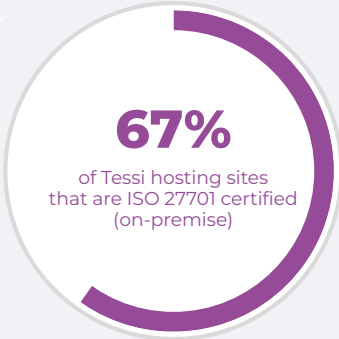
ENSURING DATA CONFIDENTIALITY AND SECURITY

In an increasingly digital world, managing data confidentiality and security is a crucial issue for businesses.

The collection, processing and storage of employee, customer and partner data must comply with the strictest privacy and cyber security standards.

REMINDER OF IMPACTS, RISKS AND OPPORTUNITIES

Challenges	Type of IRO	Location in the value chain
Confidentiality and security of personal data	Impact	Upstream, Operations and Downstream
	Risk	Operations
	Risk	Upstream, Operations and Downstream



COMPLIANCE WITH
PERSONAL DATA PROTECTION LAWS

Recognised and certified compliance systems for the protection
of personal data

- Since 2022, ISO 27701 certification for data hosting in its private data centres
- Approval in December 2023 of the Tessi Group's Binding Corporate Rules (BCRs) for subcontractors: <https://www.tessi.eu/wp-content/uploads/2024/01/2024-01-17-tessi-bcr-fr.pdf>.

The governance dedicated to the protection of personal data and compliance with the GDPR is based on:

A team

- A Group DPO, assisted by a deputy DPO and a compliance risk auditor
- A network of 13 DPO contacts in the subsidiaries
- Two lawyers dedicated to personal data protection

A reference framework: the Tessi Group GDPR reference framework

An annual review, available in English, French, Spanish and German.

Compliance steering bodies

Compliance (with the GDPR, SAPIN II and the Duty of Care) is closely monitored by general management through the following bodies:

Committee	Frequency	Participant
Group Risk Committee	Once per year	<ul style="list-style-type: none">• Group General Management• Group Internal Audit Department• Compliance Department• Cybersecurity Department• Legal Department• HR/CSR Department
Management reviews	Twice a year	<ul style="list-style-type: none">• Group General Management• Group Internal Audit Department• Compliance Department• Legal Department• HR/CSR Department
Business unit/subsidiary compliance steering committee <ul style="list-style-type: none">• Dedicated to GDPR• Dedicated to SAPIN II and the Duty of Care	Four times a year	<ul style="list-style-type: none">• Corporate Compliance Officer/Group DPO• Business unit/subsidiary compliance officer• Business unit/subsidiary DPO contact• Business unit/subsidiary management• HR/CSR Department
Business unit/subsidiary compliance project monitoring committee	Once a month	<ul style="list-style-type: none">• Corporate Compliance Officer/Group DPO• Business unit/subsidiary compliance officer• Business unit/subsidiary DPO contact

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focus.



GOLDEN PLACE DPO

Tessi wins the DPO d'Or 2024 competition in the
"Large Groups" category

The aim of the Grand Prix is to reward companies (large groups, SMEs, start-ups and associations) that stand out for their exemplary support for DPOs, by offering them the tools and resources they need to carry out their tasks successfully.

From over 350 entries, only 20 finalists were selected for their outstanding commitment to their DPOs. These companies stood out for their innovative practices and their desire to provide an optimal framework for these key players in RGPD compliance.



Compliance KPIs

Compliance is regularly measured within the framework of the bodies using various indicators, including the number of breaches reported to data controllers, supervisory authorities, and data subjects.

In 2024, 100% of breaches were processed and notified within the mandated 72-hour period.

Our risk, quality and compliance management tool allows us to:

- Centralise compliance documentation
- Centralise processing registers
- Centralise and monitor security incidents and data breaches
- Monitor internal and external controls and audits
- Monitor the timely completion of compliance actions
- Document management

Measures

A dedicated GDPR risk map for each subsidiary is consolidated at Group level.

Before any service is commissioned, Tessi organises a "Privacy & Security by Design, by Default" workshop dedicated to security and compliance with the GDPR.

The aim is to work with the customer to assess the sensitivity of the data concerned and to determine the appropriate security measures needed to protect the data throughout its life cycle, according to its nature and associated risks.

Before any new product or technological platform published by Tessi is launched on the market, a "*Privacy & Security By Design*" analysis is always carried out to incorporate data protection principles from the design stage and to identify the necessary guarantees so that the platforms meet the customer's requirements as well as those of the GDPR.

A systematic compliance analysis is carried out for any new processing operations identified, followed by an action plan where appropriate.

Similarly, an annual audit plan is approved jointly with the Group Internal Audit Department and ongoing inspections are carried out and monitored by the Group Compliance Department.

Lastly, the Group Compliance Department incorporates and supports new subsidiaries (during new acquisitions).

COMPLIANCE MECHANISMS

With operations in 15 countries worldwide, Tessi Group deploys a compliance policy that includes a monitoring plan and a scheme to fight fraud and corruption.

With these systems, we can identify and prevent risks of serious violations of human rights, human health and safety, the environment, fraud and corruption.

They consist of risk maps specific to each regulation, regular assessment procedures for the relevant subsidiaries and suppliers, risk management actions and a system for monitoring and assessing the effectiveness of the implemented measures.

Training campaigns complement these measures by raising awareness among all employees and providing specific training for people exposed to the risks of corruption and conflicts of interest, for example managers and staff in sales, purchasing and HR.

An alert system (via <https://tessi.signalement.net>) completes the above-mentioned elements:

- Collect reports about conduct or situations contrary to the Group's code of conduct
- Lay out the procedures for assigning and handling the reports we receive

An ethics committee in charge of dealing with whistleblowing reports, consisting of the following members: Legal Director, Compliance Director, Compliance Officer, Internal Audit Director, HR Director, and CSR Manager.

This system covers reports in areas such as discrimination, harassment, human rights and fundamental freedoms, environmental protection, corruption and fraud. It has been updated to comply with the French Law of 21 March 2022 on the protection of whistleblowers, known as the Wasserman Law.

Tessi Group did not experience any incidents of corruption, nor did it face any legal actions for breaches of antitrust laws, anti-competitive behaviour or monopolistic practices in 2024.

An accounting control solution aimed at preventing any cover-up of acts of corruption or influence peddling, in response to section 5 of the SAPIN II law.

These measures cover the prevention, detection monitoring and inspection stages to assess how everyone behaves in relation to the Group's ethical commitments.

The Group's ethical commitments have been formalised in our code of ethics, which is binding on all employees and covers the general rules of good conduct in the following areas:

- Working conditions and respect for employees' rights
- Health and safety at work
- Combating discrimination and harassment
- Respect for customers
- Protecting the environment
- Personal data privacy and protection
- Transparency of information

- Insider trading
- Fair competition
- Conflicts of interest
- Combating corruption
- Political neutrality
- Sponsorship

This code of ethics is a guarantee of Tessi's integrity and its commitment to assume its responsibilities, in terms of societal considerations, towards its employees as well as its clients, its stakeholders and the environment.

It was drawn up to serve as a common point of reference and to help us make sure we act in line with our values every day.

The code applies to all employees at Tessi's subsidiaries throughout the world to help them make the right decisions, at all times and in all circumstances.

To date, the code of ethics has been distributed to 100% of our employees worldwide.

Regardless of their level of responsibility, all employees must read this code, understand it and undertake to comply with it.

These measures are accompanied by a disciplinary process to take any appropriate measures in case of breaches to the code of ethics.

Finally, there is a procurement policy and procedure to comply with third-party requirements for purchases made by the Group and its subsidiaries, as well as a compliance and CSR assessment for the latter.

Tessi complies with the requirements of Law no. 2017-399 of 27 March 2017 on the duty of vigilance by publishing its vigilance plan, available at: <https://www.tessi.eu/ethique-et-conformite>.

This plan includes reasonable measures of vigilance to identify risks and prevent serious violations of human rights and fundamental freedoms, the health and safety of individuals and the environment that may result from the Group's activities and those of its subsidiaries, as well as those of suppliers or subcontractors with whom Tessi has an established commercial relationship.



CYBERSECURITY

IT security governance is based on:

A team

- A Director of Cybersecurity (corporate CISO)
- An internal SOC (Security Operations Centre)
- A Security by design service (Code testing and security)
- A 10-strong cyber security team
- A network of 12 CISOs in the business units/subsidiaries

A reference framework

Each subsidiary applies the Group's cybersecurity policy. A hundred or so requirements stemming from ISO and NIST systems require precise control of each security theme.

It comes with procedures to guarantee that the information systems remain secure. Monthly reports assess the coverage of the security measures in real time. A comprehensive risk analysis lays out the security objectives in addition to the analyses required by the various certifications. Management is therefore motivated by risk control, monitored by the Internal Audit department and validated by Group management.

This translates into increased governance with the management bodies.

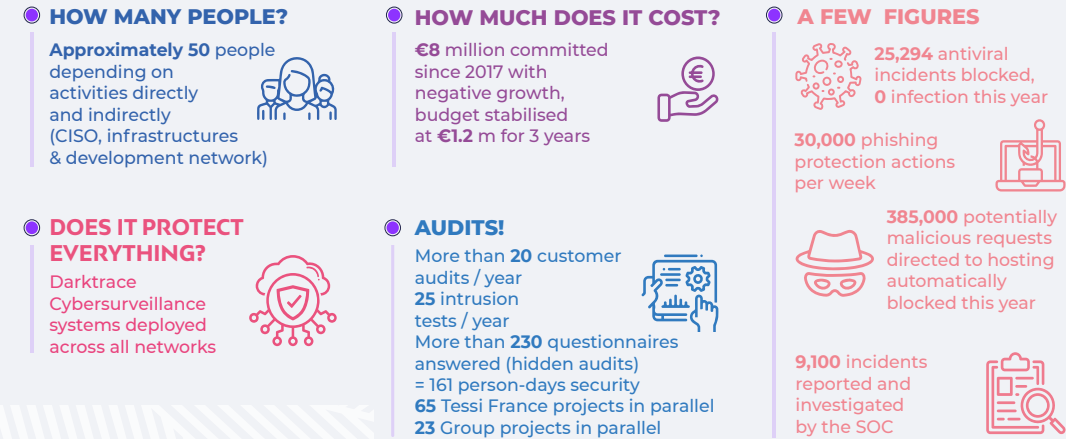
Compliance steering bodies

Cybersecurity is closely monitored by the governing body through the following committees:

Committee	Frequency	Participant
Group Risk Committee	Once per year	<ul style="list-style-type: none">• Group General Management• Group Internal Audit Department• Compliance Department• Cybersecurity Department• Legal Department
Management reviews	Twice a year	<ul style="list-style-type: none">• Group General Management• Group Internal Audit Department• Cybersecurity Department
Cybersecurity Monitoring Committee / Digital Confidence Plan	1 time / month or 1 time / quarter, depending on BU maturity	<ul style="list-style-type: none">• Corporate Chief Information Security Officer• BU/Subsidiary CISO

The security of information systems is measured regularly through various indicators, tools and measures to ensure our information systems remain secure.

GROUP EXECUTIVE MANAGEMENT



Our cybersecurity strategy consists in unifying Tessi subsidiaries' infrastructures through pooled surveillance resources that guarantee performance and keep costs under control.

The Group's security strategy is divided into four main categories:

- prevention,
- detection,
- response,
- and resilience.

Users are one of the main pillars of success in cybersecurity. It is therefore crucial to their raise awareness of these issues.

Therefore, we worked with an author and graphic designer to create a comedic communication plan.

This medium makes it even easier for people to learn what to do about cybersecurity.

Security by design: a philosophy

Security by design puts security at the head of the process. All our source code is now systematically embedded by default in a code-security framework. Training and awareness-raising has helped our developers to be cognizant of IT risks right from the start of a project.

Artificial intelligence is an asset when it comes to detecting weak signals. Tessi uses AI technology to monitor its IT networks.

99.5%
coverage by new
generation anti-viruses

0
cybersecurity
and data protection
incidents causing
damage in excess
of €100K



**SECURITY BY DESIGN:
A PHILOSOPHY**

**TRAINING
AND AWARENESS-RAISING
HAS HELPED
OUR DEVELOPERS
TO BE COGNIZANT
OF IT RISKS RIGHT
FROM THE START
OF A PROJECT.**



Involving our value chain: towards a responsible purchasing approach

We are aware of the impact of our activities on the economy, the environment and society, and we are working to develop a responsible approach in our relations with suppliers and subcontractors by:

- Contributing to economic and social development by creating or maintaining jobs for people with disabilities
- The use of solidarity-based subcontracting through structures in the adapted and protected sector: we work with EA and/or ESAT and increase the volume of their listings in our various types of purchases. In 2024, more than €587,000 was spent on establishments and services providing work assistance, representing an increase of 6.5% compared to the previous year
- Solidarity partnerships with associations for an annual amount of €31,750 excluding VAT
- Incorporating sustainable development criteria (environmental, social and societal clauses) suited to the context of our contracts and in our consultations and choice of suppliers
- Assessing and supporting our suppliers on their CSR performance

REMINDER OF IMPACTS, RISKS AND OPPORTUNITIES

Challenges	Type of IRO	Location in the value chain
Responsible purchasing: managing relationships with suppliers, including payment practices	Impact	Upstream, Operations and Downstream
	Impact	Upstream, Operations and Downstream

€587,000

Amount of purchases from establishments dedicated to employing those with disabilities (France)

€31,750

Amount of donations made to charities

A SUPPLY CHAIN INTEGRATED WITH COMPLIANCE PROCESSES

Our supply chain allows us to serve our customers while ensuring our internal activities are performed correctly. We make sure that it meets our economic, social and ethical imperatives and that it meets the expectations of our customers.

Each year, some of Tessi France's subsidiaries carry out an analysis of their most sensitive suppliers according to their assessed level of criticality.

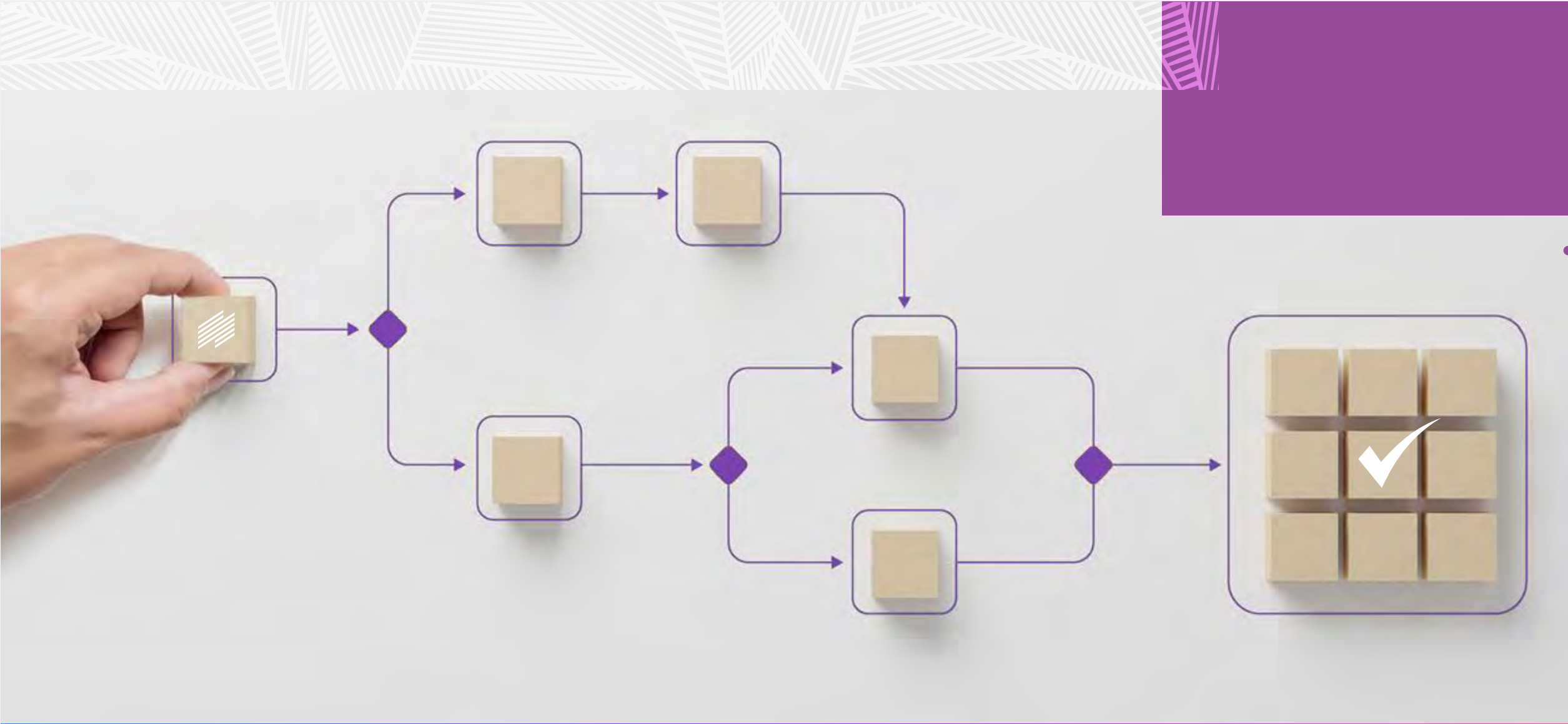
The method used for the French subsidiaries consists in drawing up an annual list of suppliers to be evaluated, chosen either by the criticality of their activity or by the turnover they generate for Tessi. These suppliers are assessed by Tessi's users and buyers on the basis of a number of criteria:

- quality of service
- the observance of deadlines
- satisfaction in crisis situations
- satisfaction with the price in relation to the service provided
- satisfaction with the environmental approach (eco-responsible products, waste sorting, clean transport, responsible digital technology, etc.)

228 suppliers were evaluated in 2024 (quality assessment - score from 1 to 4):

- The average assessment score was 3.3 out of 4
- 14 action plans drawn up and monitored for suppliers with an average score below 3

The various action plans resulting from audits, assessments and incidents all help to improve the quality of our suppliers.



08.

Civic and societal commitments

TESSI EMPLOYEES STRIVE TOWARDS
THE SUSTAINABLE DEVELOPMENT GOALS

TESSI, PARTNER OF LEADING SCHOOLS AND UNIVERSITIES
PROMOTING LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

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In terms of civic and community involvement, the various partnerships developed in recent years contribute to the Group's influence and have a positive impact on the regions where we operate. They also play a key role in uniting and involving our employees in projects that add value.

The Tessi Group firmly believes in the relevance of these grassroots alliances between companies, associations, inclusive structures and local authorities.

Strengthening the Group's contribution to inclusion and economic development, as well as promoting and supporting employees' commitment to solidarity, are some of the ways we want to create value.



**THE TESSI GROUP FIRMLY
BELIEVES IN THE RELEVANCE
OF THESE GRASSROOTS
ALLIANCES BETWEEN
COMPANIES, ASSOCIATIONS,
INCLUSIVE STRUCTURES
AND LOCAL AUTHORITIES.**

Tessi employees strive towards the SDGs

Every year, during Sustainable Development Week (SDW), Tessi employees take part in the Tessi International challenge.

This event aims to:

- Raise employee awareness of the SDGs (international aspect of the subject)
- Challenge the centres and create a competitive spirit around CSR issues
- Involve the whole Group in the approach

focus.

RAISING AWARENESS 2024:

In 2024, the CSR advisers held workshops at their respective centres to address the CSR issues encountered by employees in their day-to-day work: waste, energy, mobility and disability/diversity.

The aim of this event was to:

- To involve employees in Tessi's CSR approach and in understanding the challenges of Sustainable Development.
- Better recognise the commitments made at the centres.

To achieve this, the "expert" advisers (mobility, CSR, energy efficiency and disability) worked hand in hand.

A CSR poster was created following the Sustainable Development Weeks to highlight the various workshops carried out by the advisors and their employees around the world. This poster is intended to be the starting point for a "CSR Corner", common to all the centres and with its own CSR identity.



During the Sustainable Development Weeks, more than 6,500 employees were sensitized, representing more than 530 hours of activities in 9 different countries!

Numerous initiatives were launched: quizzes, shared lunches, outdoor waste collection, bicycle repair, Olympiads, disability tournament, mobility partners, meetings with associations, awareness-raising and ecogestures, creative recycling competitions... Well done to all!



Tessi, partner of leading schools and universities

Tessi Group contributes to sustainable development goals by promoting access to quality education and training for all, as well as building partnerships with a number of leading schools.

Support for a "grande école" takes several forms of cooperation, such as sponsoring a programme, funding a research project, or co-creating and supporting a research chair.

In 2017, Tessi initiated a partnership with the Grenoble School of Management by committing to the Digital Organization & Society chair. Renewed in 2021, this partnership confirms the Group's commitment for a further three years, by becoming visible in two new research chairs.

These three chairs are aligned with the Group's strategic considerations, and all are impacted by digital issues.

A Tessi representative sits on each of the chairs' scientific and strategic committees, while the Director of Strategic Alliances sits on the foundation's Executive Committee:

"PUBLIC TRUST IN HEALTH" HEALTH & DIGITAL TECHNOLOGY CHAIR

- Technology, acceptability (ethics), protection of personal data (particularly on the subject of "connected medical devices"), improving trust and collaboration between healthcare players
- Healthcare pathways: "patient pathways", digitisation of pathways

"TERRITORIES IN TRANSITION" CHAIR

- Urban density, the ageing population, the energy transition and the widespread use of new technologies are all factors that are changing the way we interact with our regions
- The objective of this chair (a chair that brings together all the economic players in the Grenoble-Alpes basin) is to produce the knowledge necessary to analyse, imagine, create, and experiment with innovative and even disruptive systems

"DIGITAL, ORGANIZATION & SOCIETY" CHAIR

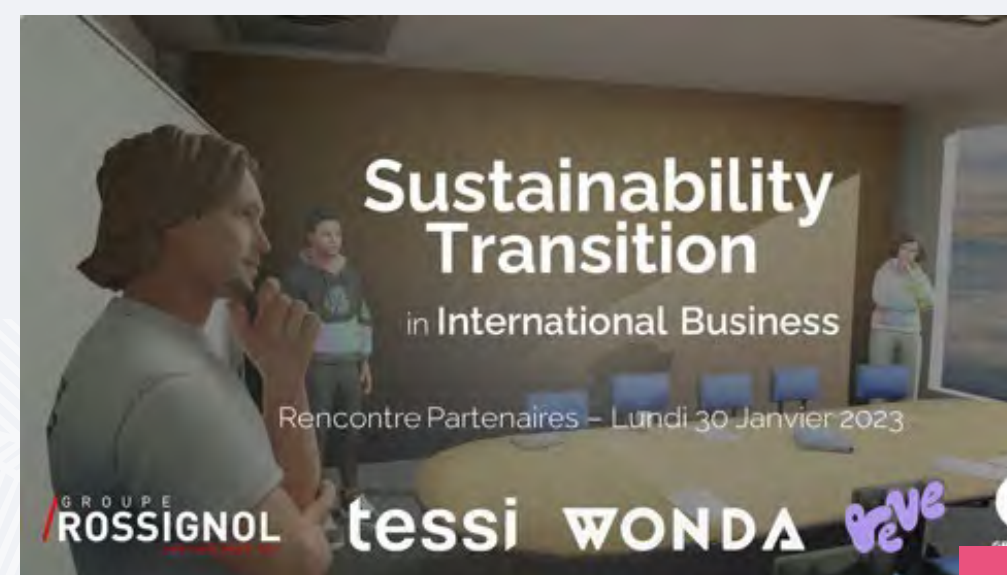
The three themes for the next cycle:

- Developing a chat bot
- AI, sexist and cognitive biases: the differences between men and women in application coding and using (AI) applications
- Data protection, cybersecurity: monitoring the "Jamie the Scrumbot" project from an ethical/legal perspective by analysing the code, comparing it with the Impact AI (Ethics) Charter, and more

This is a powerful initiative that fits perfectly with the commitment that the Group has been making for many years through its corporate philanthropy programme.

LAUNCH OF SUSTAINABLE TRANSITION 101 COURSE WITH GEM AND ROSSIGNOL

Grenoble Ecole de Management, the first business school to become a benefit corporation, announced the launch of an innovative, fully hybrid learning system: ST101 - Sustainability Transition in international business. Co-created with industrial partners (including Tessi and Rossignol) and immersive technology partners (WondaVR and Rev(e) Studio), this new immersive and interactive learning system, alternating between an online and classroom experience, is designed to train students in the challenges of innovation for the environmental transformation.



Promoting local economic and social development

ADM VALUE FUNDRAISING

In December 2019, Tessi acquired ADM Value and its subsidiaries.

As a leading player in the customer relations market (inbound and outbound calls), ADM Value will enable us to strengthen our traditional customer relations business, positioning us as a key player in this segment.

Fundraising is one of the specialised services offered by our customer relations business and is operated by remote fundraisers specialising in recruiting and building donor loyalty from our sites in Morocco and Senegal.

The fundraisers work under their real names for total transparency and have a deep knowledge of the associations they work for. They have taken on a wide range of donation campaigns on behalf of international associations like UNICEF, Action contre la Faim and Aides.

The pledges collected from donors and prospective donors are used to fund initiatives such as child surgeries in developing countries, malnutrition screening programmes, fair trade campaigns and the fight against child slavery.

ADM Value has been a partner of the Association Française des Fundraisers since 2013, an association that brings together fundraising and charity professionals from all sectors of the public interest.

By providing working conditions and pay that are sometimes better than other call centres based in France, Tessi is helping to combat poverty and insecurity in the countries where we operate.

focus.

"ADM Value is a solid partner that has been working with us in donor recruitment and management for over ten years.

We work in a spirit of collaboration and trust. The ADM Value teams in Rabat, Oujda and Dakar have adapted to our changes in strategy and have always suggested appropriate solutions. The results are convincing in terms of both quality and volume. Despite the distance, we work very closely together, in complete transparency. Their expertise and advice are an added value, and the results obtained are proof of this."

Ann Avril
UNICEF Director of Collections

"We've been working with ADM Value since 2014, and we're very satisfied with this partnership. ADM Value supported us both in growing our donor base and in consolidating and building customer loyalty. We can count on the team to respond quickly to our needs and to make bespoke proposals, so that we can get the right message across to our different audiences.

ADM Value is also a driving force in proposing improvements both from a technical perspective and on the themes addressed. Thanks to this flexibility and expertise, we achieve good results across all our campaigns. ADM Value's expertise in the charity sector also allows them to innovate in order to adapt to the new habits of our donors. Finally, the team is always available to answer our questions."

Matilde Touzalin
Head of Fundraising
Solidarités International

RABAT



OUJDA



DAKAR



09.

Protecting our environment

ENVIRONMENTAL POLICY

LOW-CARBON STRATEGY

FOSTERING BIODIVERSITY

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As a digital services company, Tessi Group has for several years pursued a simple and effective environmental policy that accounts for the most significant environmental issues in its activity as identified in its materiality analysis.

It aims to prevent environmental risks and boost our contribution to the fight against climate change in line with current regulations.

|| REMINDER OF IMPACTS, RISKS AND OPPORTUNITIES ||

Challenges	Type of IRO	Location in the value chain
Adapting to climate change	Impact	Operations
	Risk	Operations
Mitigating climate change	Impact	Downstream
	Risk	Downstream
	Risk	Operations
	Opportunity	Downstream
GHG emissions	Impact	Upstream and Operations
Energy consumption	Impact	Upstream and Operations
	Risk	Operations
	Opportunity	Operations

90%

of Worldwide workforce covered by a recycling scheme

-12%

Change in ratio of electricity consumption (KWh) to workforce Worldwide



Environmental policy

As a digital services company, Tessi Group has for several years pursued a simple and effective environmental policy that accounts for the most significant environmental issues in its activity as identified in its materiality analysis.

It aims to prevent environmental risks and boost our contribution to the fight against climate change in line with current regulations.

To this end, we are committed to:

- Measuring and reducing the direct and indirect greenhouse gas emissions (GHGs) from our activities,
- Optimising and reducing our energy consumption,
- Contributing to the circular economy by optimising our waste recycling and recovery,
- Limiting our travel and encouraging eco-mobility,
- Accounting for and reducing the environmental impact of our digital solutions,
- Raising our employees' awareness of climate issues and the environmental impact of our activities.

These commitments help us to contribute to the UN's Sustainable Development Goals (SDGs), following on from our membership of the United Nations Global Compact in 2011.

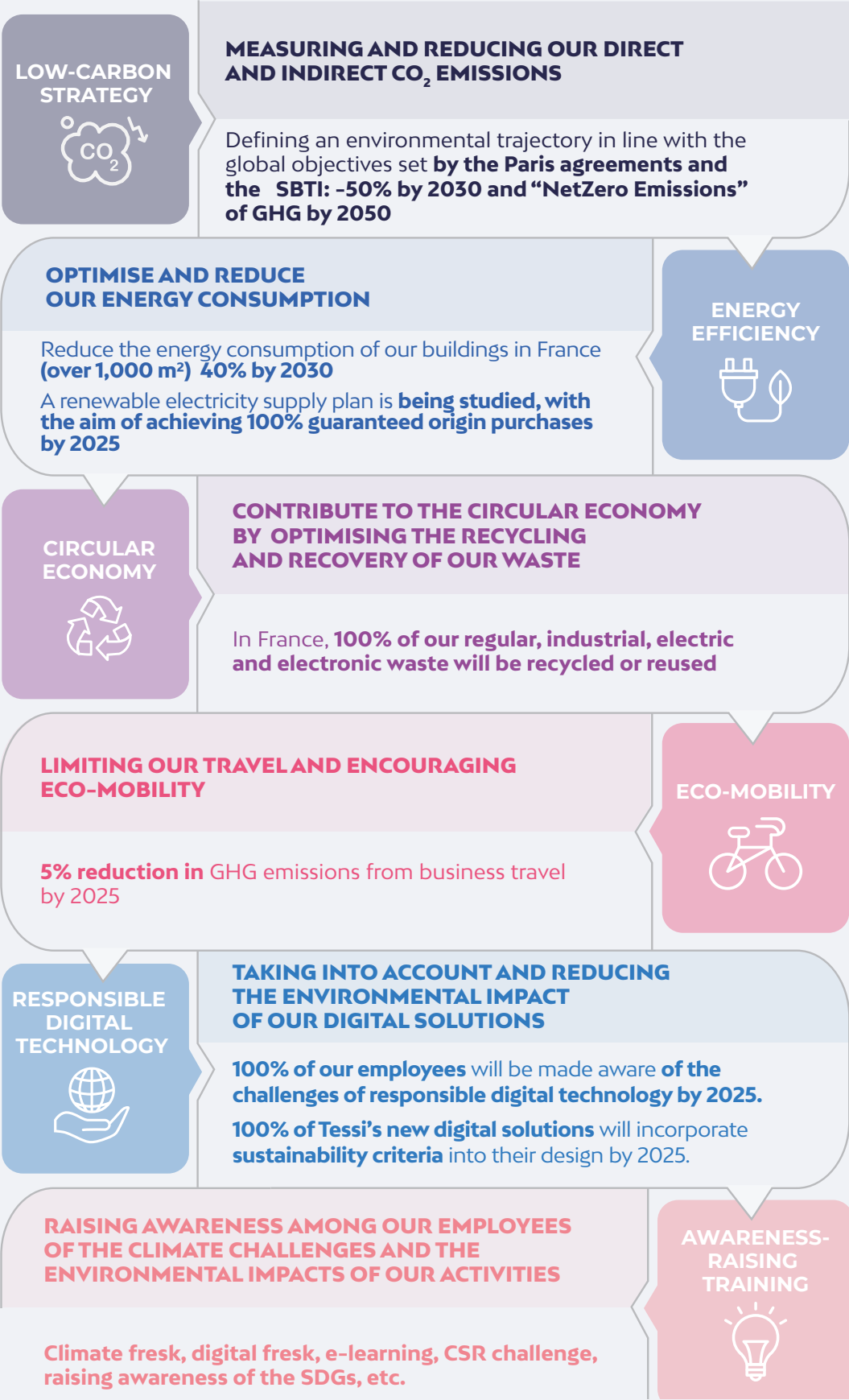
The CSR Department is responsible for defining and steering the Group's [environmental policy](#), which covers the entire Group and all its activities, including its French and international subsidiaries.

To this end, the CSR department relies on a two-tier governance system:

- Management committees to approve the CSR approach in line with the Group's strategic guidelines,
- Executive committees to ensure that these guidelines are properly implemented throughout the Group's BUs and support departments.

Finally, CSR guidelines are implemented and adapted by:

- A network of CSR advisors in France and in all our international subsidiaries,
- A network of quality correspondents.



Low-carbon strategy

In 2022, the Group is defining its climate strategy by updating its carbon accounts (Scope 1, 2 and 3, based on the GHG Protocol) for the entire scope of its activities (France and international), with a focus on the footprint of its digital equipment.

In total, all our activities worldwide generated 33,986 tonnes of CO₂-equivalent.

In addition to the purchase of goods and services, the main sources of emissions are travel to and from work, energy and IT equipment.

The Tessi Group is working on establishing an environmental trajectory and a low-carbon action plan aligned with the global targets set by the Paris Agreements and the Science Based Target Initiative by 2025. These global targets commit companies to reducing their greenhouse gas emissions by at least 50% by 2030 and to achieving "Net Zero Emissions" of greenhouse gases by 2050.

The Group's Carbon Audit will be renewed in 2025.

The Tessi Group is working to define a low-carbon trajectory aligned with the global targets set by the Paris Agreements and the Science Based Target Initiative by 2025.

To date, the trajectory we have defined will enable us to reduce our carbon intensity by 68% for scopes 1 and 2 by 2030, taking into account the Group's growth targets.

This assessment has helped us to identify which activities are the main drivers of emissions, and our environmental strategy is based mainly on the following four areas:

- Optimising our energy consumption
- Optimising our waste management
- Encouraging eco-mobility
- Implementing a responsible digital technology programme

REDUCE TODAY
TO PRESERVE TOMORROW.



OPTIMISING AND REDUCING OUR ENERGY CONSUMPTION

Change in the overall electricity/employee ratio

	2022	2023	2024	Change Y-1
Total - Worldwide	801	869	765	-12%
Total - Europe	1,067	1,091	1,011	-7%
Total - France	1,009	1,083	1,022	-6%

To meet our energy management commitments, we have implemented a plan to reduce our sites' energy consumption.

- **Server virtualisation**
Tessi infrastructures are mainly designed using virtualisation. This type of architecture allows multiple services to be shared on a single server. This considerably reduces the number of servers and, consequently, their power consumption.
- **Fitting out production centres with low energy consumption hardware (relamping)**
- **Improving the energy performance of new tertiary buildings, criteria that are an integral part of the Group's strategy**
New sites benefit from the most advanced environmental certifications such as BREEAM and HQE
- **Bringing collaborative tools into widespread use to limit the need to send emails and large documents**
- **Raising employee awareness of eco-responsible actions**
- **Streamlining and securing printing**
- **Switching off workstations**
In France, a national action plan steered by the local IT department aims to set up an automatic switch-off system for workstations and certain production machines outside working hours as well as regulating air conditioning and heating outside site opening hours.

In 2024, these efforts to reduce energy consumption, combined with measures to promote teleworking, bore fruit, but were mitigated by:

- A 5% increase in the workforce worldwide
- Opening of 4 new centres and renovation projects in France
- A sharp increase in some of our activities in France and abroad

On an international basis, electricity consumption fell by 7% between 2023 and 2024 and average consumption per employee by 12%.

To optimise its electricity and gas consumption, Tessi launched an ambitious energy efficiency plan in France in 2022. This plan will be rolled out to all our international sites from 2025. The deployment of good gestures and good practices should enable us to achieve our new annual consumption reduction targets of -5% (France) and -4.2% (International) by 2025, in line with our environmental trajectory.

- Appointment of an "energy efficiency ambassador" in each French establishment to oversee its energy performance.
- Setting up "Energy efficiency and work organisation" working groups at each centre, with the involvement of the works councils.
- Disseminating and applying general instructions for heating and air conditioning, lighting, digital devices and portable hardware.
- In the event of anticipated high demand on the grid and only during peak hours, we will take additional measures to reduce our electricity consumption.
- Campaign to raise awareness of eco-actions among all our employees and relaying EcoWatt red alerts.



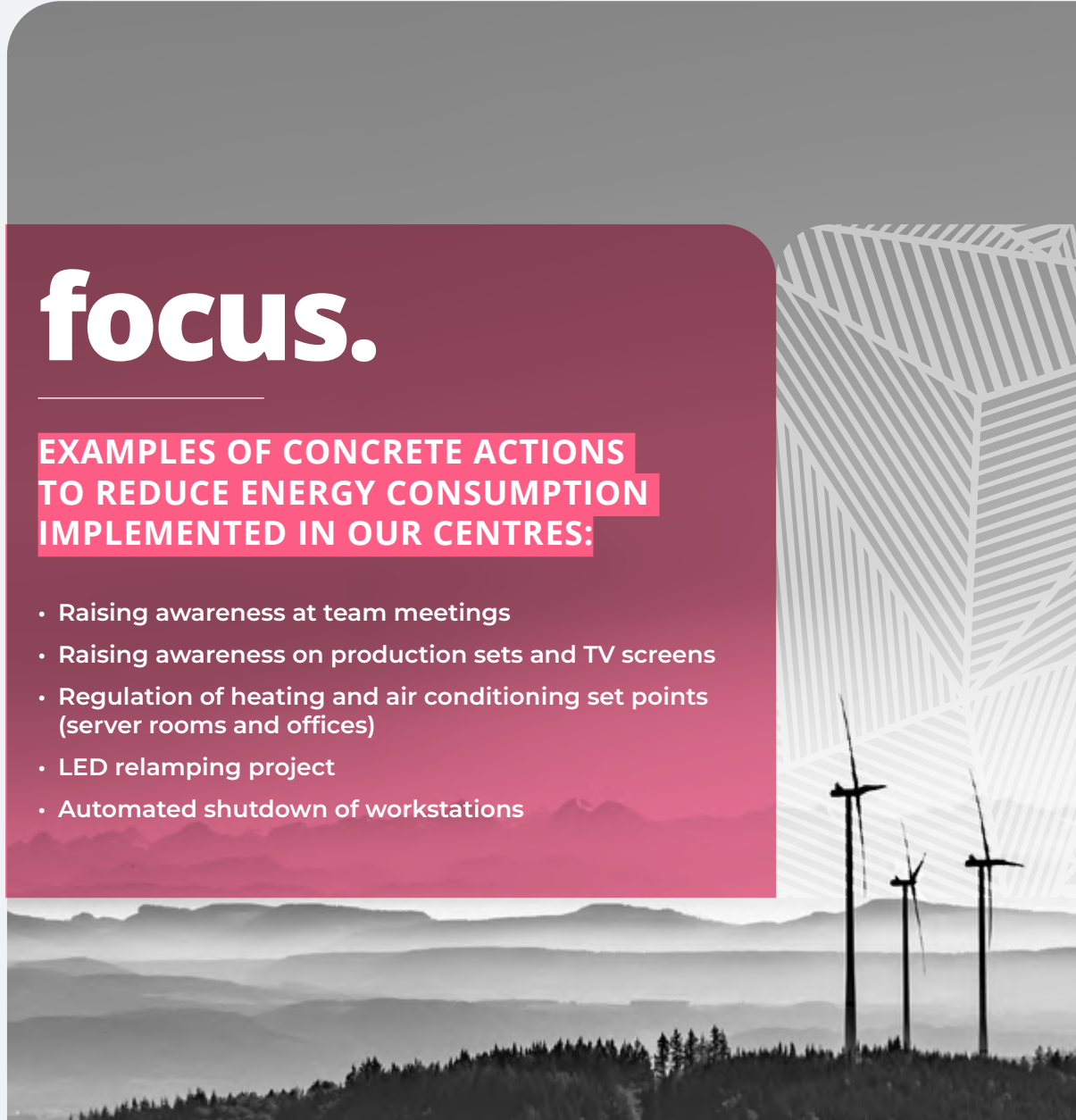
focus.



**IMPRIM'VERT CERTIFICATION
FOR PUBLISHING ACTIVITIES**

Since 2022, part of the Group's desktop publishing activities have been awarded the Imprim'vert label. The aim of this label is to encourage the implementation of concrete actions to reduce the environmental impact of printing and digital printing activities.

This project was accompanied by an e-learning module aimed specifically at employees in the relevant business unit.



focus.

**EXAMPLES OF CONCRETE ACTIONS
TO REDUCE ENERGY CONSUMPTION
IMPLEMENTED IN OUR CENTRES:**

- Raising awareness at team meetings
- Raising awareness on production sets and TV screens
- Regulation of heating and air conditioning set points (server rooms and offices)
- LED relamping project
- Automated shutdown of workstations

This strategy involves:

- From General Management:
 - Sending a letter of commitment from General Management to employees.
 - Signing the EcoWatt charter.
 - Providing visibility with forecasted impacts and reports.
- From operational departments and those working in the field:
 - Coordination
 - An action plan
 - Objectives to be achieved

In addition, under the regulations that apply to the tertiary sector, we are committed to reducing our buildings' energy consumption (over 1000 m²) by 40% by 2030, 50% by 2040 and 60% by 2050.

Interactive
table of contents

SOURCING RENEWABLE ENERGY

We have invested massively in renewable energies in 2024 in order to significantly reduce our Scope 2 CO₂ emissions.

In 2024, 84% of our electricity consumption in France was covered by the purchase of Guaranteed Certificates of Origin (GCOs). By purchasing these CGOs, Tessi has contributed to the development of renewable energy production in France, particularly in the hydroelectric, wind and photovoltaic sectors.

This initiative will be rolled out across the entire Tessi international perimeter from 2026.

Worldwide, our renewable energy consumption represented 53% of our total electricity consumption in 2024.

OPTIMISING THE RECYCLING AND RECOVERY OF OUR WASTE

The Tessi Group is committed to helping develop a circular economy by optimising the recycling and recovery of all our waste, including industrial, electronic and electrical waste.

In 2024, 90% of the Tessi Group's staff (worldwide scope) worked on sites with a recycling facility.

In France, 89% of sites subject to current regulations on selective sorting (5-stream decree) are compliant. And sorting practices are changing internationally too. As a result, 77% of our sites around the world now sort their non-hazardous industrial waste (excluding bio-waste).

Each year, we continue to provide individual support to each of our sites to ensure that they respect the agreements in place with service providers for things such as regular, industrial, electric and electronic waste, printing consumables, batteries, and disposable masks.

Electrical and electronic equipment: lifespan, reuse and waste management

Tessi maximises the lifespan of our electrical and electronic equipment and our specialist suppliers collect and manage the reconditioning, recycling or reuse of this equipment.

In France, the majority of our electrical and electronic equipment is sent for recycling and/or reuse through specialised service providers.

By 2024, 91% of locations in France will be sorting their WEEE.

Servers and hard disks follow a different procedure, with secure erasure before dismantling and recycling the eligible components.

REDUCING OUR TRAVEL FOOTPRINT

Mobility plans

In 2018, Tessi began to implement mobility plans to streamline business-related travel at all its sites with more than 100 employees.

The aim of this project, which is part of our environmental policy, is to improve working conditions for our employees, while developing the use of alternative modes of transport.

Sustainable travel rebate

The sustainable travel rebate complements our eco-mobility strategy, which aims to meet the Group's objectives of reducing greenhouse gas emissions and improving working conditions for our employees.

The rebate is accompanied by mobility diagnostics and appointed coordinators at the relevant sites.

Since 2022, 100% of French subsidiaries have benefited from the sustainable travel rebate.

Depending on the centre, other initiatives may be introduced to encourage the use of alternative forms of transport, such as:

- **Installation of charging points for electric vehicles**
To encourage our employees to switch to alternative mobility, some sites have installed and made available charging points for electric vehicles
- **Regular or occasional carpooling schemes (European Mobility Week)**
- **Raising employee awareness of best practices in soft mobility**

GROUP TRAVEL POLICY

A business travel policy has been rolled out across all Group subsidiaries to minimise the costs and the carbon footprint of business travel. As such:

- Preference should be given to the use of remote, collaborative working tools
- Using public transport for travel in large urban areas is a rule
- Car-pooling is recommended for shared journeys
- Air travel is allowed for long journeys of more than four hours or for trips abroad



TRANSITIONING OUR COMPANY VEHICLE FLEETS

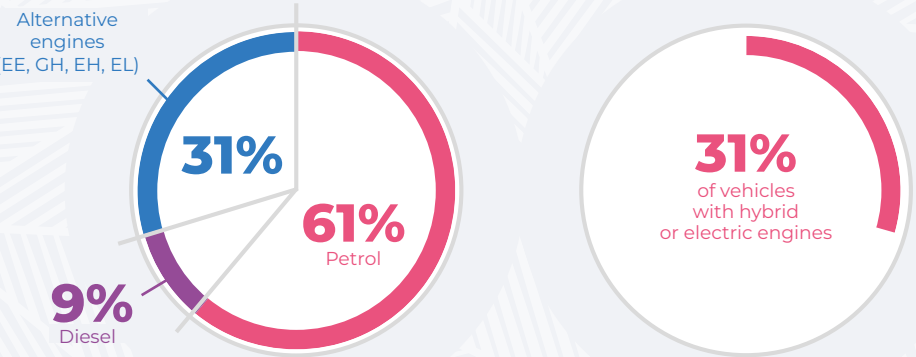
Starting in 2021, Tessi has gradually incorporated alternative-powered vehicles into its fleet.

The share of new hybrid or electric vehicles has risen by 15 points, and now accounts for 31% of our employees' company vehicles in France.

Within the company, a synergy is emerging between HR, CSR and fleet management to foster and anchor our ambition to move towards new forms of travel through the company's environmental strategy.

By 2025, we plan to reduce the business travel's GHG footprint by 5%.

Tessi fleet - Breakdown by engine type (France)



Fostering biodiversity

Simple actions are being implemented at all our centres in France and abroad to improve our impact on biodiversity:

INSTALLING BEEHIVES

Several projects to install beehives have been launched at our centres since 2022. These projects fall within our approach to reduce our impact on the environment, protect fragile ecosystems, raise awareness among our employees and involve them in a project that everyone can agree with.

To help our centres with their projects, a guide has been published on good practice and advice to be aware of before setting up beehives:



10.

GRI cross-reference table

CHAPTER

A report was drafted in line with the [Global Reporting Initiative \(GRI\)](#) framework.

Tessi has prepared this report in accordance with the GRI Standards for the period from 1 January 2024 to 31 December 2024. Management has reviewed and approved the information provided, including the organisation's material ESG issues.



Below is a table showing how these indicators correspond to those from the GRI:

GRI reference	Description	Report chapters	Subsections	Page numbers
GRI 100				
GRI 102 - GENERAL DISCLOSURES				
Organizational profile				
102-1	Name of the organization	• Cover page	• Cover page	1
102-2	Activities, brands, products and services	• Presentation of the Group	• Full chapter	4 - 21
102-3	Geographical location of headquarters	• Presentation of the Group • Back cover	• Tessi at a glance • Back cover	5-16 95
102-4	Geographical location of business sites	• Presentation of the Group	• Our locations	6
102-5	Ownership and legal form	• Presentation of the Group	• Business model and value creation	18
102-6	Markets served	• Presentation of the Group	• Tessi at a glance • Business model and value creation • Market trends	7-16 18 19-20
102-7	Scale of the organization	• Presentation of the Group	• Business model and value creation	18
102-8	Information concerning employees and other workers	• Presentation of the Group • CSR strategy • Valuing our human capital	• Business model and value creation • Table of non-financial indicators • Group HR policy • Promoting diversity	18 37-38 52 52-56
102-9	Supply chain	• CSR strategy • Digital trust	• Dialogue with our stakeholders • A supply chain integrated with compliance processes	33 71
102-10	Significant changes to the organization and its supply chain	• CSR strategy	• CSR governance	35
102-11	Precautionary Principle or approach	• Assessment of financial and non-financial risks • Digital trust • Protecting our environment	• Dual materiality analysis • Compliance mechanisms • Low-carbon strategy	30-32 67 80-83
102-12	External initiatives	• A message from the Chairman	• A message from the Chairman	3
102-13	Membership of associations	• Civic and societal commitments	• Tessi, partner of leading schools and universities • Taking action for local economic and societal development	75 76
Strategy				
102-14	Statement from senior decision-maker	• A message from the Chairman	• A message from the Chairman	3
102-15	Key impacts, risks and opportunities	• Assessment of financial and non-financial risks	• Risk assessment • Dual materiality analysis • Analysis of ESG impacts, risks and opportunities	29 30-32 33
Ethics and integrity				
102-16	Values, principles, standards and norms of behaviour	• Tessi committed	• Standards and assessment of the Group's CSR performance • Our commitments	24 25 - 26
102-17	Mechanisms for advice and management of ethical concerns	• Digital trust	• Compliance mechanisms	66 - 67

GRI reference	Description	Report chapters	Subsections	Page numbers
Governance				
102-18	Governance structure	<ul style="list-style-type: none">• CSR strategy• Digital trust	<ul style="list-style-type: none">• CSR governance• Compliance governance and cybersecurity	35 63 - 69
102-19	Delegating authority	<ul style="list-style-type: none">• CSR strategy• Protecting our environment	<ul style="list-style-type: none">• CSR governance• Environmental policy	35 79
102-20	Executive-level responsibility for economic, environmental and social topics	<ul style="list-style-type: none">• CSR strategy	<ul style="list-style-type: none">• Dialogue with our stakeholders• CSR governance• 2021-2025 roadmap• Table of non-financial indicators	33 35 36 37 - 38
102-21	Consulting stakeholders on economic, environmental and social topics	<ul style="list-style-type: none">• CSR strategy	<ul style="list-style-type: none">• Dialogue with our stakeholders	33
102-22	Composition of the highest governance body and its committees	<ul style="list-style-type: none">• Digital trust	<ul style="list-style-type: none">• Compliance governance and cybersecurity	63 - 69
102-23	Chair of the highest governance body	<ul style="list-style-type: none">• A message from the Chairman	<ul style="list-style-type: none">• A message from the Chairman	3
102-24	Nominating and selecting the highest governance body	<ul style="list-style-type: none">• Digital trust	<ul style="list-style-type: none">• Compliance governance and cybersecurity	63 - 69
102-25	Conflicts of interest	<ul style="list-style-type: none">• Digital trust	<ul style="list-style-type: none">• Compliance mechanisms	66 - 67
102-26	Role of the highest governance body in setting purpose, values and strategy	<ul style="list-style-type: none">• CSR strategy	<ul style="list-style-type: none">• CSR governance	35
102-27	Shared knowledge of the highest governance body	<ul style="list-style-type: none">• Digital trust	<ul style="list-style-type: none">• Compliance governance and cybersecurity	63 - 69
102-28	Evaluating the highest governance body's performance	<ul style="list-style-type: none">• Digital trust	<ul style="list-style-type: none">• Compliance governance and cybersecurity	63 - 69
102-29	Identifying and managing economic, environmental and social impacts	<ul style="list-style-type: none">• Assessment of financial and non-financial risks	<ul style="list-style-type: none">• Dual materiality analysis• Analysis of ESG impacts, risks and opportunities	30 - 32 33
102-30	Effectiveness of risk management processes	<ul style="list-style-type: none">• Assessment of financial and non-financial risks	<ul style="list-style-type: none">• Chapter introduction	28
102-31	Review of economic, environmental and social topics	<ul style="list-style-type: none">• Assessment of financial and non-financial risks• CSR strategy	<ul style="list-style-type: none">• Dual materiality analysis• Table of non-financial indicators	30 - 32 37 - 38
102-32	Highest governance body's role in sustainability reporting	<ul style="list-style-type: none">• CSR strategy	<ul style="list-style-type: none">• CSR governance	35
102-33	Communicating critical concerns	<ul style="list-style-type: none">• CSR strategy	<ul style="list-style-type: none">• Dialogue with our stakeholders• 2021-2025 CSR Roadmap• Table of non-financial indicators	33 36 37 - 38
102-34	Nature and total number of critical concerns	<ul style="list-style-type: none">• CSR strategy	<ul style="list-style-type: none">• 2021-2025 CSR Roadmap	36
102-35	Remuneration policies	<ul style="list-style-type: none">• Valuing our human capital	<ul style="list-style-type: none">• Promoting diversity• Improving the working environment	52 - 56 58 - 59
102-36	Process for determining remuneration	<ul style="list-style-type: none">• Valuing our human capital	<ul style="list-style-type: none">• Promoting diversity• Improving the working environment	52 - 56 58 - 59
102-37	Stakeholders' involvement in remuneration	<ul style="list-style-type: none">• Valuing our human capital	<ul style="list-style-type: none">• Improving the working environment - Social dialogue	59
102-38	Total annual remuneration ratio	<ul style="list-style-type: none">• Information unavailable	<ul style="list-style-type: none">• Indicator not tracked, will be tracked as part of the CSRD, sustainability report postponed	/
102-39	Percentage increase in total annual remuneration ratio	<ul style="list-style-type: none">• Information unavailable	<ul style="list-style-type: none">• Indicator not tracked, will be tracked as part of the CSRD, sustainability report postponed	/

GRI reference	Description	Report chapters	Subsections	Page numbers
Stakeholder engagement				
102-40	List of stakeholder groups	• CSR strategy	• Dialogue with our stakeholders	33
102-41	Collective bargaining agreements	• CSR strategy	• CSR governance	35
102-42	Identifying and selecting stakeholders	• CSR strategy	• Dialogue with our stakeholders	33
102-43	Approach to stakeholder engagement	• CSR strategy	• Dialogue with our stakeholders	33
102-44	Key topics and concerns raised	• Assessment of financial and non-financial risks • CSR strategy	• Dual materiality analysis • Table of non-financial indicators • 2021-2025 CSR Roadmap	30 - 32 37 - 38 36
Reporting				
102-45	Entities included in the consolidated financial statements	• Appendices: methodology and scope of reporting	• Methodology and scope	94
102-46	Defining report content and topic boundaries	• Appendices: methodology and scope of reporting	• Reporting period • Methodology and scope	94 94
102-47	List of material topics	• Assessment of financial and non-financial risks • CSR strategy	• Dual materiality analysis • Table of non-financial indicators • 2021-2025 CSR Roadmap	30 - 32 37 - 38 36
102-48	Restatements of information	• Cross-reference table	• GRI cross-reference table	85 - 92
102-49	Changes in reporting	• Appendices: methodology and scope of reporting	• Methodology and scope	94
102-50	Reporting period	• Appendices: methodology and scope of reporting	• Reporting period	94
102-51	Date of most recent report	• Not applicable	• Annual publication of the report	/
102-52	Reporting cycle	• Appendices: methodology and scope of reporting	• Methodology and scope	94
102-53	Contact point for questions relating to the report	• Appendices: methodology and scope of reporting	• Methodology and scope	94
102-54	Claims of reporting in accordance with the GRI standards	• Tessi committed	• Standards and assessment of the Group's CSR performance	24
102-55	GRI content index	• Cross-reference table	• GRI cross-reference tables	85 - 92
102-56	External check	• Appendices: methodology and scope of reporting	• No external audit of the 2024 CSR Report, a voluntary report	/
MANAGERIAL APPROACH				
103-1	Explanation of the material topic and its boundary	• Presentation of the Group • CSR strategy	• Business model and value creation • 2021-2025 roadmap	18 36
103-2	The managerial approach and its components	• Presentation of the Group • CSR strategy	• Business model and value creation • CSR governance	18 35
103-3	Evaluation of the managerial approach	• Assessment of financial and non-financial risks	• Chapter introduction • Risk assessment • Dual materiality analysis • Analysis of ESG impacts, risks and opportunities	28 29 30 - 32 33
GRI 200				
GRI 201 - ECONOMIC PERFORMANCE				
201-1	Direct economic value generated and distributed	• Presentation of the Group	• Business model and value creation	18
201-2	Financial implications and other risks and opportunities due to climate change	• Assessment of financial and non-financial risks	• Dual materiality analysis • Analysis of ESG impacts, risks and opportunities	30 - 32 33
201-3	Defined benefit and other pension obligations	• Not applicable	• Not relevant	/
201-4	Public financial aid	• Not applicable	• Not concerned	/

GRI reference	Description	Report chapters	Subsections	Page numbers
GRI 202 - MARKET PRESENCE				
202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	<ul style="list-style-type: none">Valuing our human capital	<ul style="list-style-type: none">Optimising career paths	57
202-2	Percentage of senior executives recruited from the local community	<ul style="list-style-type: none">Information unavailable	<ul style="list-style-type: none">Indicator not relevant to our business	/
GRI 203 - INDIRECT ECONOMIC IMPACTS				
203-1	Infrastructure investment and sponsorship	<ul style="list-style-type: none">CSR strategyCivic and societal commitments	<ul style="list-style-type: none">Table of non-financial indicatorsTessi, partner of leading schoolsTaking action for local economic and societal development	37 - 38 75 76
203-2	Significant indirect economic impacts	<ul style="list-style-type: none">Civic and societal commitments	<ul style="list-style-type: none">Taking action for local economic and societal development	76
GRI 204 - PROCUREMENT PRACTICES				
204-1	Proportion of spending on local suppliers	<ul style="list-style-type: none">CSR strategy	<ul style="list-style-type: none">Table of non-financial indicators	37 - 38
GRI 205 - ANTI-CORRUPTION				
205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none">Assessment of financial and non-financial risks	<ul style="list-style-type: none">Dual materiality analysisAnalysis of ESG impacts, risks and opportunities	30 - 32 33
205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none">Digital trust	<ul style="list-style-type: none">Compliance governance and cybersecurity	63 - 69
205-3	Confirmed incidents of corruption and actions taken	<ul style="list-style-type: none">Digital trust	<ul style="list-style-type: none">Compliance and cybersecurity governance - compliance mechanisms	67
GRI 206 - ANTI-COMPETITIVE PRACTICES				
206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	<ul style="list-style-type: none">Compliance mechanisms	<ul style="list-style-type: none">Compliance and cybersecurity governance - compliance mechanisms	67
GRI 207 - TAX				
207-1	Fiscal approach	<ul style="list-style-type: none">Digital trust	<ul style="list-style-type: none">Compliance governance and cybersecurity	63 - 69
207-2	Tax governance, control and risk management	<ul style="list-style-type: none">Digital trustAssessment of financial and non-financial risks	<ul style="list-style-type: none">Compliance governance and cybersecurityDual materiality analysisAnalysis of ESG impacts, risks and opportunities	63 - 69 30 - 32 33
207-3	Stakeholder engagement and management of concerns related to tax policy	<ul style="list-style-type: none">CSR strategy	<ul style="list-style-type: none">Dialogue with our stakeholdersCSR governance	33 35
207-4	Country-by-country reporting	<ul style="list-style-type: none">Appendices: methodology and scope of reporting	<ul style="list-style-type: none">Methodology and scope	94
GRI 300				
GRI 301 - MATERIALS				
301-1	Materials used by weight or volume	<ul style="list-style-type: none">Not applicable	<ul style="list-style-type: none">Activity not applicable	/
301-2	Recycled materials used	<ul style="list-style-type: none">CSR strategy	<ul style="list-style-type: none">Table of non-financial indicators	37 - 38
301-3	Recovered packaging materials and products	<ul style="list-style-type: none">Not applicable	<ul style="list-style-type: none">Activity not applicable	/
GRI 302 - ENERGY				
302-1	Energy consumption within the organization	<ul style="list-style-type: none">CSR strategyProtecting our environment	<ul style="list-style-type: none">Table of non-financial indicatorsLow-carbon strategy	37 - 38 80 - 83
302-2	Energy consumption outside the organization	<ul style="list-style-type: none">CSR strategyProtecting our environment	<ul style="list-style-type: none">Table of non-financial indicatorsLow-carbon strategy	37 - 38 80 - 83
302-3	Energy intensity	<ul style="list-style-type: none">CSR strategy	<ul style="list-style-type: none">Table of non-financial indicators	37 - 38
302-4	Reduction of energy consumption	<ul style="list-style-type: none">CSR strategyProtecting our environment	<ul style="list-style-type: none">Table of non-financial indicatorsLow-carbon strategy	37 - 38 80 - 83
302-5	Reduction in energy requirements of products and services	<ul style="list-style-type: none">Presentation of the GroupInnovative and sustainable solutions for our clients	<ul style="list-style-type: none">Digital sobrietyDeploying an approach to responsible digital technology	20 44 - 45

GRI reference	Description	Report chapters	Subsections	Page numbers
GRI 303 - WATER AND EFFLUENTS				
303-1	Interactions with water as a shared resource	• Not applicable	• Indicator not relevant to our business	/
303-2	Managing the impact of water discharge	• Not applicable	• Indicator not relevant to our business	/
303-3	Water sampling	• Not applicable	• Indicator not relevant to our business	/
303-4	Water discharge	• Not applicable	• Indicator not relevant to our business	/
303-5	Water consumption	• Not applicable	• Indicator not relevant to our business	/
GRI 304 - BIODIVERSITY				
304-1	Business sites owned, leased or managed, located in or adjacent to protected areas and biodiversity-rich areas outside protected areas	• Information unavailable	• Identified as a non-material issue in our dual materiality analysis	/
304-2	Significant impacts of activities, products and services on biodiversity	• Protecting our environment	• Fostering biodiversity	83
304-3	Habitats protected or restored	• Protecting our environment	• Fostering biodiversity	83
304-4	Species on the IUCN Red List and National Conservation List whose habitats are located in areas affected by the operations	• Information unavailable	• Identified as a non-material issue in our dual materiality analysis	/
GRI 305 - EMISSIONS				
305-1	Direct GHG emissions (Scope 1)	• CSR strategy • Protecting our environment	• Table of non-financial indicators • Low-carbon strategy	37 - 38 80 - 83
305-2	Indirect GHG emissions (Scope 2)	• CSR strategy • Protecting our environment	• Table of non-financial indicators • Low-carbon strategy	37 - 38 80 - 83
305-3	Other indirect GHG emissions (Scope 3)	• CSR strategy • Protecting our environment	• Table of non-financial indicators • Low-carbon strategy	37 - 38 80 - 83
305-4	GHG emissions intensity	• CSR strategy • Protecting our environment	• Table of non-financial indicators • Low-carbon strategy	37 - 38 80 - 83
305-5	Reduction of GHG emissions	• CSR strategy • Protecting our environment	• Table of non-financial indicators • Low-carbon strategy	37 - 38 80 - 83
305-6	Emissions of ozone-depleting substances (ODS)	• Not applicable	• An element also studied as part of the carbon audit	/
305-7	Emissions of nitrogen oxides (NOx), sulphur oxides (SOx) and other significant atmospheric emissions	• Not applicable	• An element also studied as part of the carbon audit	/
GRI 306 - WASTE				
306-1	Waste generation and significant waste-related impacts	• Protecting our environment	• Optimising the recycling and recovery of our waste	82
306-2	Management of significant waste-related impacts	• Protecting our environment	• Optimising the recycling and recovery of our waste	82
306-3	Waste generated	• CSR strategy • Protecting our environment	• Table of non-financial indicators • Low-carbon strategy	37 - 38 80 - 83
306-4	Waste diverted from disposal	• Protecting our environment	• Optimising the recycling and recovery of our waste	82
306-5	Waste directed to disposal	• Protecting our environment	• Optimising the recycling and recovery of our waste	82
GRI 307 - ENVIRONMENTAL COMPLIANCE				
307-1	Non-compliance with environmental laws and regulations	• Assessment of financial and non-financial risks	• Dual materiality analysis • Analysis of ESG impacts, risks and opportunities	30 - 32 33

GRI reference	Description	Report chapters	Subsections	Page numbers
GRI 308 - ENVIRONMENTAL ASSESSMENT OF SUPPLIERS				
308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none">Digital trust	<ul style="list-style-type: none">Compliance governance and cybersecurity	63 - 69
308-2	Negative environmental impacts in the supply chain and actions taken	<ul style="list-style-type: none">Protecting our environment	<ul style="list-style-type: none">Low-carbon strategy	80 - 83
GRI 400				
GRI 401 - RECRUITMENT				
401-1	New employee hires and employee turnover	<ul style="list-style-type: none">CSR strategyValuing our human capital	<ul style="list-style-type: none">Table of non-financial indicatorsFull chapter	37 - 38 50 - 59
401-2	Benefits granted to full-time employees and not to temporary or part-time employees	<ul style="list-style-type: none">Not applicable	<ul style="list-style-type: none">Monitored but not reported, the publication of this indicator will be studied as it is planned for the 2025 reporting in accordance with the requirements of the CSRD	/
401-3	Parental leave	<ul style="list-style-type: none">Valuing our human capital	<ul style="list-style-type: none">Promoting diversity - measures taken to promote gender equality	52 - 53
GRI 403 - OCCUPATIONAL HEALTH AND SAFETY				
403-1	Occupational health and safety management system	<ul style="list-style-type: none">Valuing our human capitalDigital trust	<ul style="list-style-type: none">Ensuring the health and safety of our employeesCompliance governance and cybersecurity	58 63 - 69
403-2	Hazard identification, risk assessment and adverse event investigation	<ul style="list-style-type: none">Assessment of financial and non-financial risks	<ul style="list-style-type: none">Dual materiality analysisAnalysis of ESG impacts, risks and opportunities	30 - 32 33
403-3	Occupational health services	<ul style="list-style-type: none">Valuing our human capital	<ul style="list-style-type: none">Improving the working environment - ensuring the health and safety of our employees	58
403-4	Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none">Valuing our human capital	<ul style="list-style-type: none">Improving the working environment - Social dialogue	59
403-5	Worker training on occupational health and safety	<ul style="list-style-type: none">Valuing our human capital	<ul style="list-style-type: none">Improving the working environment - ensuring the health and safety of our employees	58
403-6	Promotion of worker health	<ul style="list-style-type: none">Valuing our human capital	<ul style="list-style-type: none">Improving the working environment - ensuring the health and safety of our employees	58
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<ul style="list-style-type: none">Valuing our human capital	<ul style="list-style-type: none">Improving the working environment - ensuring the health and safety of our employees	58
403-8	Workers covered by an occupational health and safety management system	<ul style="list-style-type: none">Valuing our human capital	<ul style="list-style-type: none">Improving the working environment - ensuring the health and safety of our employees	58
403-9	Occupational accidents	<ul style="list-style-type: none">CSR strategy	<ul style="list-style-type: none">Table of non-financial indicators	37 - 38
403-10	Occupational illnesses	<ul style="list-style-type: none">Not applicable	<ul style="list-style-type: none">Indicator monitored but not relevant to CSR reporting	/
GRI 404 - TRAINING AND EDUCATION				
404-1	Average hours of training per year per employee	<ul style="list-style-type: none">CSR strategyValuing our human capital	<ul style="list-style-type: none">Table of non-financial indicatorsOptimising career paths	37 - 38 57
404-2	Programmes for upgrading employee skills and transition assistance programmes	<ul style="list-style-type: none">Valuing our human capital	<ul style="list-style-type: none">Optimising career paths	57
404-3	Percentage of employees receiving performance and career development reviews	<ul style="list-style-type: none">Not applicable	<ul style="list-style-type: none">Indicator monitored but not relevant to CSR reporting	/

GRI reference	Description	Report chapters	Subsections	Page numbers
GRI 405 - DIVERSITY AND EQUAL OPPORTUNITIES				
405-1	Diversity of governance bodies and employees	• Valuing our human capital	• Promoting diversity	52 - 56
405-2	Ratio of female/male basic salary and remuneration	• Valuing our human capital	• Promoting diversity - measures taken to promote gender equality	52 - 53
GRI 406 - COMBATING DISCRIMINATION				
406-1	Incidents of discrimination and corrective actions taken	• Digital trust	• Our policy to respect human rights throughout our value chain	62
GRI 407 - FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	• Digital trust	• Compliance and cybersecurity governance - compliance mechanisms	67
GRI 408 - CHILD LABOUR				
408-1	Operations and suppliers at significant risk for incidents of child labour	• Digital trust	• Compliance and cybersecurity governance - compliance mechanisms	67
GRI 409 - FORCED OR COMPULSORY LABOUR				
409-1	Operations and suppliers at significant risk of forced or compulsory labour	• Digital trust	• Compliance and cybersecurity governance - compliance mechanisms	67
GRI 410 - SAFETY PRACTICES				
410-1	Security personnel trained in human rights policies or procedures	• Digital trust	• Compliance and cybersecurity governance - compliance mechanisms	67
GRI 411 - RIGHTS OF INDIGENOUS PEOPLES				
411-1	Incidents of violations involving rights of indigenous peoples	• Digital trust	• Compliance and cybersecurity governance - compliance mechanisms	67
GRI 412 - HUMAN RIGHTS ASSESSMENT				
412-1	Operations that have been subject to human rights reviews or impact assessments	• Digital trust	• Compliance and cybersecurity governance - compliance mechanisms	67
412-2	Employee training on human rights policies or procedures	• Digital trust	• Compliance and cybersecurity governance - compliance mechanisms	67
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	• Digital trust	• Compliance and cybersecurity governance - compliance mechanisms	67
GRI 413 - LOCAL COMMUNITIES				
413-1	Operations with local community engagement, impact assessment and development programs	• Valuing our human capital • Digital trust • Civic and societal commitments	• Optimising career paths • Compliance and cybersecurity governance - compliance mechanisms • Full chapter	57 67 72 - 76
413-2	Activities generating substantial actual or potential negative impacts on local communities	• Digital trust	• Compliance and cybersecurity governance - compliance mechanisms	67
GRI 414 - SOCIAL ASSESSMENT OF SUPPLIERS				
414-1	New suppliers that were screened using social criteria	• Digital trust	• Compliance and cybersecurity governance - a supply chain integrated with compliance processes	71
414-2	Negative social impacts in the supply chain and actions taken	• Digital trust	• Compliance and cybersecurity governance - a supply chain integrated with compliance processes	71

GRI reference	Description	Report chapters	Subsections	Page numbers
GRI 415 - PUBLIC POLICY				
415-1	Political contributions	• Not applicable	• Not relevant to our business	/
GRI 416 - CUSTOMER HEALTH AND SAFETY				
416-1	Assessment of the health and safety impacts of product and service categories	• Assessment of financial and non-financial risks	• Dual materiality analysis • Analysis of ESG impacts, risks and opportunities	30 - 32 33
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	• Digital trust	• Compliance governance and cybersecurity	63 - 69
GRI 417 - MARKETING AND LABELLING				
417-1	Requirements for product and service information and labelling	• Protecting our environment • Innovative and sustainable solutions for our clients	• Imprim'vert certification for desktop publishing activities • Deploying an approach to responsible digital technology	81 44 - 45
417-2	Cases of non-compliance concerning product and service information and labelling	• Not applicable	• Not applicable to our activities	/
417-3	Incidents of non-compliance concerning the health and safety impacts of products and services	• Not applicable	• No cases of non-compliance to report to date	/
GRI 418 - CUSTOMER CONFIDENTIALITY				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	• Digital trust	• Compliance governance and cybersecurity	63 - 69
GRI 419 - SOCIO-ECONOMIC COMPLIANCE				
419-1	Non-compliance with laws and regulations in the social and economic area	• Digital trust	• Policy on respect for human rights over our entire value chain	62



CHAPTER

11.

Appendices: methodology and scope of reporting

Reporting period

The reporting period for CSR information is the financial year from 1 January to 31 December 2024.

Methodology and scope

In 2022, Tessi decided to change its reporting software. The aim was to equip ourselves with a reporting tool that would enable us to collect, consolidate and ensure the reliability of all the data needed to draw up reports, manage operations and manage the Group's non-financial performance. The data concerned is:

- Quantitative social indicators
- Quantitative environmental indicators
- Governance indicators

To make it easier for each subsidiary to understand, a presentation/training workshop was given to all Group CSR contributors, together with a methodological booklet on how to use the reporting platform and indicators.

ENTITIES WITHIN THE REPORTING SCOPE

The entities covered by the non-financial report correspond to all the legal entities fully consolidated by the Finance Department. However, certain exceptions are set out in the following paragraph: disposals and acquisitions.

DISPOSALS AND ACQUISITIONS

For companies acquired in year Y, 100% of their data will be included in CSR reporting for year Y or year Y+1 (decision taken on a case-by-case basis by the CSR Department and Group Management), depending in particular on the availability of data.

Companies sold in year Y will be 100% excluded from CSR reporting from year Y.

The Tessi Group is thus focusing on its primary activities in France, Spain, Switzerland, and Latin America. Tessi will continue to develop its range of services and technologies through a combination of organic and external growth.

RULES FOR CONSOLIDATING QUANTITATIVE DATA

The data will be consolidated by the Group's CSR department.

It is responsible for overseeing the process of producing the quantitative information contained in this document, and its main tasks are to:

- Raise awareness among contributors
- Maintain the reporting protocol
- Ensure compliance with the data collection schedule

The raw/basic indicators are consolidated by totalling all the submitted data (for example, the number of occupational accidents is a raw/simple indicator: it is derived solely from the data submitted by the contributors on occupational accidents).

Calculated/complex indicators are built from several types of data. They are drawn up in two stages: the raw data reported is consolidated before the indicator can be calculated (this does not involve building the indicator for each subsidiary and then calculating the arithmetic average, but rather calculating the indicator at the Group level).

DATA RELATING TO THE MONITORING OF TRAINING HOURS

For the "number of hours of training" indicator, all training courses of at least 3.5 hours with a programme and attendance records are taken into account. E-learning courses are not included.

COMPARING WITH Y-1

Tessi provides a comparison with the Y-1 financial year for all these indicators to provide more comprehensive information on the trends within the Group.

COMPLIANCE WITH DECREE 225-102

As food waste, food insecurity and animal welfare are not among the main risks identified by the Tessi Group following the risk analysis, the Group has decided not to report on them.

Contact reporting

Contact point for questions relating to the report:
rse38@tessi.fr

The logo for tessi, featuring the word "tessi" in a white, lowercase, sans-serif font on a dark blue background.

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CSR REPORT 2024