

SUSTAINABILITY REPORT

2021

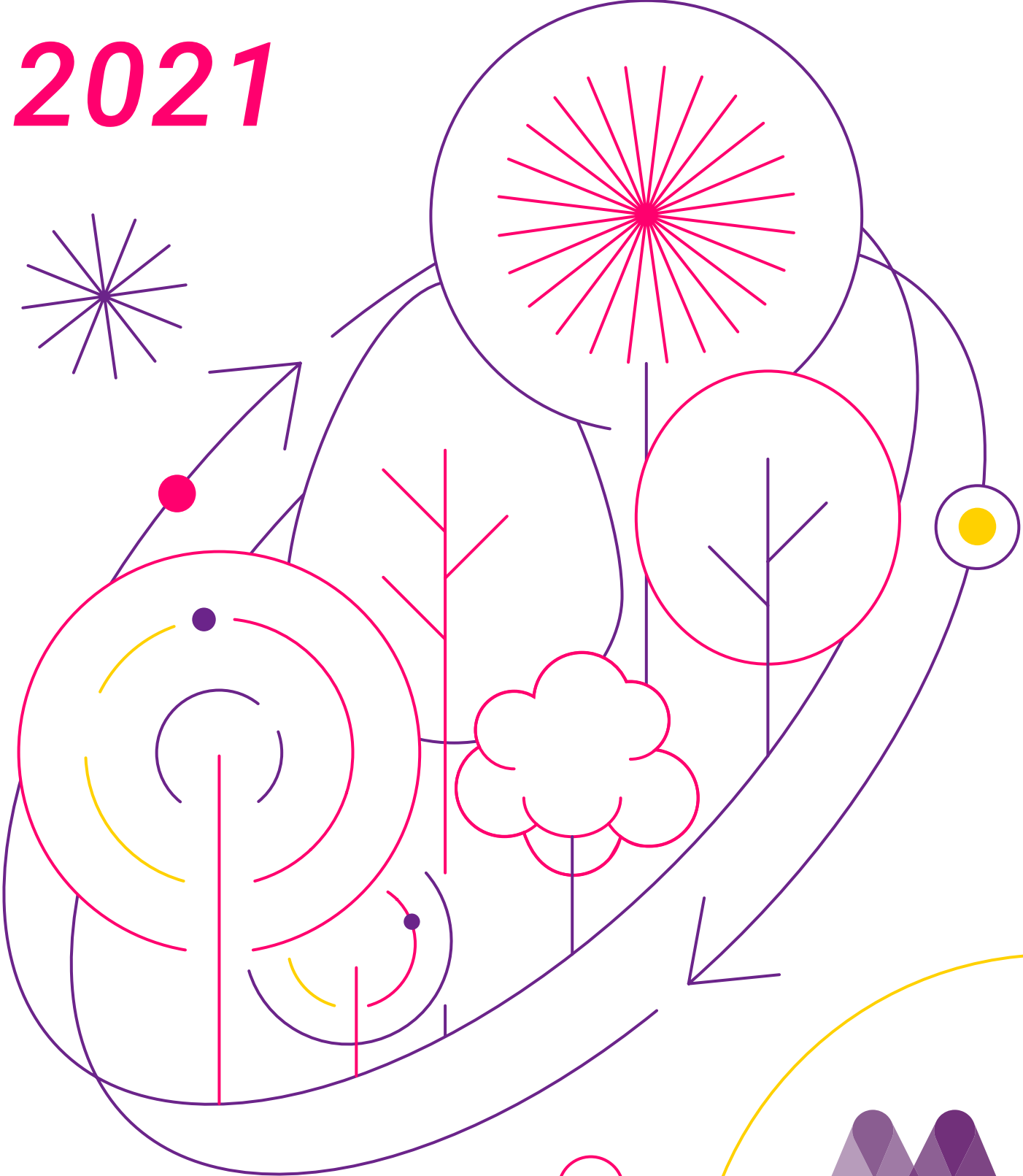


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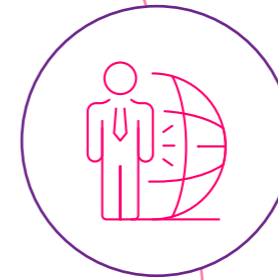
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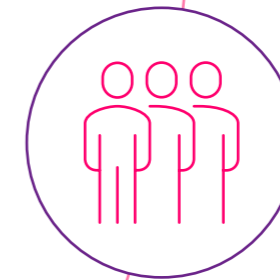
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ABOUT MANTU

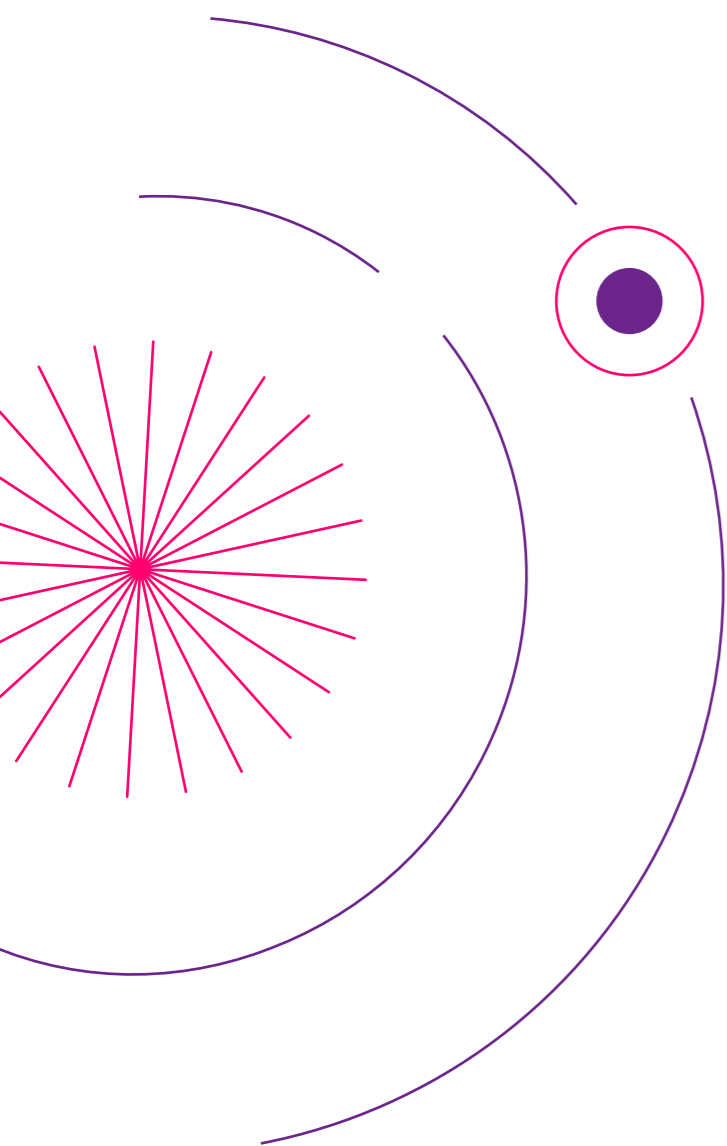
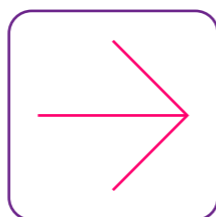


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EXECUTIVE INTRODUCTION



We have always believed entrepreneurship is a human adventure. Entrepreneurship is not primarily the search for profit, but the pursuit of a social, economic, and industrial project that must be built on strong values. Success means allowing this project to evolve and grow while remaining at the service of these values. With Mantu, we are building a long-term project, and this is only possible by working towards responsible growth.

When we embarked on a profound transformation of the company three years ago, we reaffirmed that digital technology was only a commodity, a formidable lever for transformation, but that it should remain at the service of people.

Today, we are facing a profound transformation of our society. The stakes are major for humanity and very complex because they affect our societal model. We need to rethink the way we live, not only our economy, and the impacts are already being felt in our daily lives at all levels: housing, energy, transportation, health.

Our responsibility as economic actors is to strongly commit ourselves to a decarbonized economy and sustainable development, but we believe that the challenges of climate change cannot be met by risking leaving people behind. In a broader sense, we will have to be very vigilant: inequalities are likely to increase between those who will have the means to cope with the effects of climate change and the transition and those who will not. We need to act for everyone and make sure we all benefit from this transformation.

We have also always believed that diversity is the source of all social, cultural, and economic wealth. We have built Mantu around this spirit of diversity and mixing of cultures, genders, and generations. We bring together more than 100 different nationalities in 60 countries, and we encourage the expression of differences and unique points of view to enable the company to see further and grow stronger.

For three years now, Mantu has integrated long-term sustainability objectives into its vision and strategic direction. The consulting sector is by nature subject to rapid changes: we must always be at the forefront of innovation and business and societal trends to guide our clients through the fast-paced changes they are facing. In the current context of societal and environmental changes, it is critical for us to not only embed sustainability in corporate culture, but also into our business and core offering.

I wish to reaffirm Mantu's commitment to the United Nations Global Compact. Mantu is working to implement policies and concrete actions to support the ten principles of the Global Compact as well as to strengthen our impact in support of the Sustainable Development Goals. We are no longer in the age of rhetoric. Today and more than ever, we must act. And that's what we do and will continue to do every day.

The publication of this Communication on Progress is a key step in pursuing our goal of transparency.

Sincerely yours,
Mantu CEO & Founder
Olivier BROURHANT



LETTER OF THE EXECUTIVE VP SUSTAINABLE DEVELOPMENT

As climate change accelerates across the globe, UN Secretary-General António Guterres has warned that the latest IPCC report on climate change “is a code red for humanity”. Companies must therefore commit to an unprecedented transition and take a leading role in the necessary transformation of our society.

Tough changes and a strong response are necessary to avert climate disaster, but the recent health crisis has shown that humanity can make radical changes in just a few months. Throughout 2020 and 2021, we saw individuals, companies, states and nations undergo 180-degree transformations: we all bore witness to the unprecedented pace of change, proving our ability to rise to even the most difficult of challenges when we work together towards a common goal.

Mantu’s success depends on the talented individuals who work with us both today and in the years to come. Most are Millennials, a generation that craves meaning and commitment at least as much as a corporate career. Consumers are becoming more demanding and are choosing products and brands aligned with their values. Investors are also being increasingly selective about the organizations they support, relying more heavily on ESG and social responsibility criteria in financial decision-making.

We have committed to sustainability because, like all our stakeholders and indeed the world at large, we believe that companies must act to tackle the contemporary issues our society faces.

While we have made significant progress on our sustainability objectives, there is still much more to be done. Our journey towards being a profitable, sustainable business for our people, our clients, and society will be a long-term one, but one which is absolutely essential.

This report offers an overview of the sustainability initiatives we undertook in 2021, as well as our goals for the years ahead. This year, we focused our actions on three main streams of sustainability.

First, to contribute to tackling climate change. We conducted a voluntary 3-scope carbon footprint assessment, followed by setting a rigorous reduction plan with ambitious targets, as well as a project to offset any residual emissions through specific reduction programs.

Second, to increase diversity and inclusion in our teams. With locations in over 60 countries, our aim is to cultivate teams and management which are representative of this international presence. We want everyone to feel empowered and have equal opportunities, regardless of their nationality, language, gender, disabilities, or personal circumstances.

Third, to engage our teams in sustainability initiatives. To bring about real change, working together is crucial – we want to empower our people with the knowledge and tools they need to change habits, influence others, and raise the bar for a more sustainable way of living and working.

Through this report, we also want to acknowledge the dedication and work of all our teams across the globe who went the extra mile to set our sustainability projects in motion throughout 2021. Thank you for your commitment!

While our 2021 achievements are encouraging, we will keep increasing our commitments and will continue to accelerate the pace of our transition to a sustainable organizational and development model. The dedication of our Positive Impact Team, and of everyone in the Mantu ecosystem, will be a powerful lever of environmental and social transformation for Mantu in 2022 and beyond.

Executive VP Sustainable Development
Constance NÉVORET

ORGANIZATIONAL PROFILE



CORE ACTIVITIES, BRANDS, LOCATIONS, AND OPERATIONS

Mantu is a multinational company composed of its global parent, MANTU GROUP SA (Switzerland), and all its affiliated entities established in about 60 countries.

MANTU GROUP SA is a “Société Anonyme” (Limited Liability Corporation) incorporated under the laws of Switzerland, its headquarters are 16 Chemin des Coquelicots, 1214 Vernier, SWITZERLAND. MANTU GROUP SA’s ownership is divided between its founders and the top management/employees of the group. This structure of ownership allows the group to exist in line with its primary core value: **independence**. All the other entities of the group, legally registered in about 60 countries, are limited liability companies and branch offices controlled, directly or indirectly, by MANTU GROUP SA or its shareholders.

Using the full power of its brands ecosystem, Mantu stands beside our clients and partners to transform their industries, bolster their growth, and enable their development.

Mantu brings together a diverse community of 7,000 people in 60 countries to enable businesses transformation in:



Improving leadership and management models



Rethinking internal structure and culture



Transforming industrial models and technologies



Anticipating future business models to create growth drivers



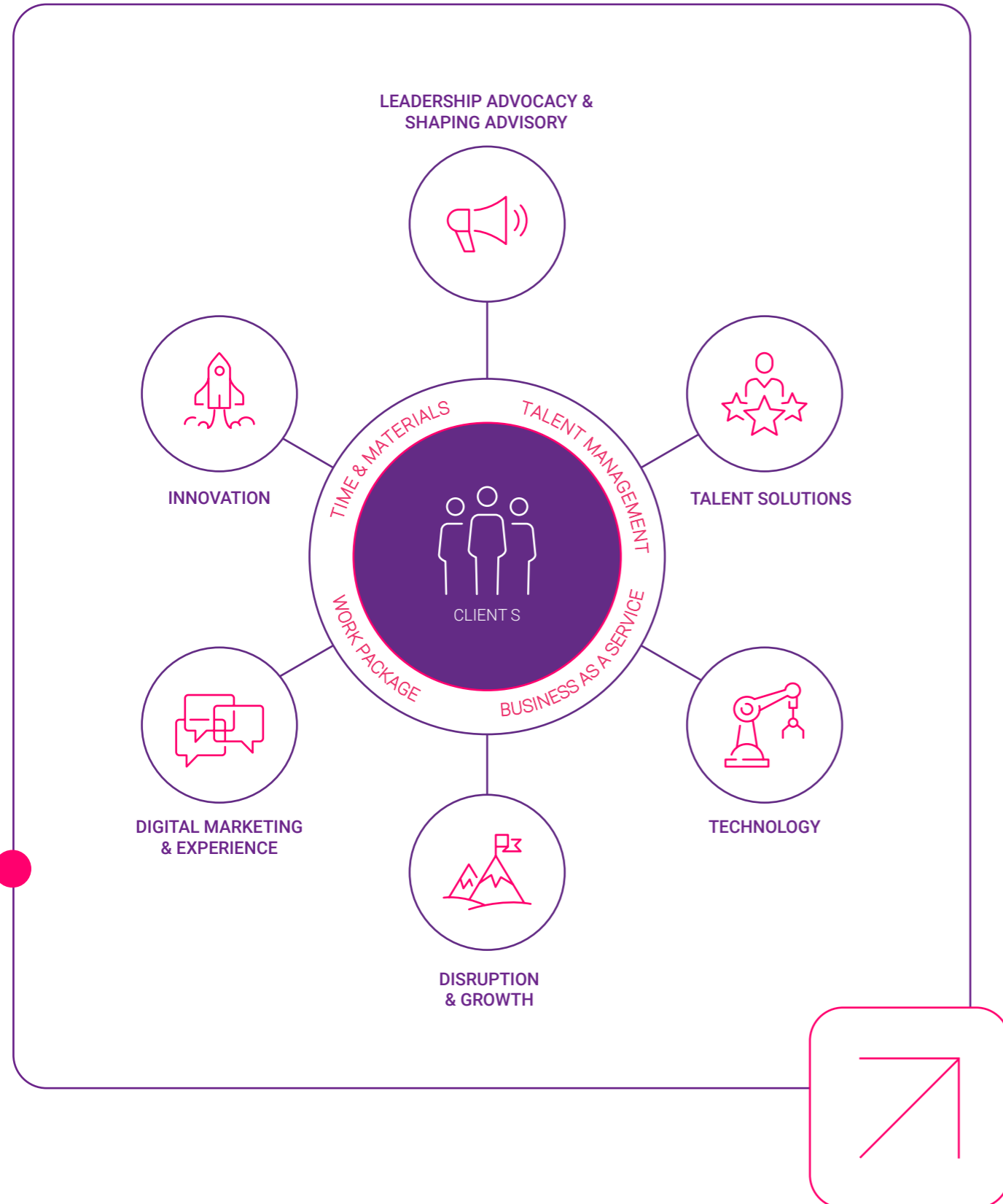
Connecting with audiences through digital marketing



Innovating through continuous research & development

Mantu views its clients as partners. Together we innovate better, achieve more, and succeed faster. Several of our clients have been working with the Mantu ecosystem for many years, and we believe this is testament to the strength of our partnership approach.

Regardless of their expertise or the sector they operate in, all Mantu brands share a single mission: build and nurture a talent community to achieve businesses and entrepreneurs' ambitions. This mission is divided into 6 main practices.



LEADERSHIP ADVOCACY & SHAPING ADVISORY

We provide coaching, training, and advice to top-level management to help them define their positioning and strategy. This allows businesses to anticipate and adapt to the profound changes the market is undergoing in every sector.



Giving real meaning, purpose and impact to leaders and companies within our society.



TALENT SOLUTIONS

To answer businesses' immediate needs and projects, Mantu drives talent systems transformation. Talent acquisition, professional development and training, and effective HR infrastructures are key for building a sustainable business. We help companies to identify the talent they need, as well as to attract and retain the right people at every level of the organization, unlocking everyone's potential from executives to new hires.



Focusing on customized workforces and personalized, effective solutions, always providing high-quality advice and services.



Helping talented individuals become independent while supporting them at every stage of their career.



TECHNOLOGY

Reinventing and transforming industrial and economic models through talent, technology, and digital, whatever our clients' requirements.



Delivering high added value technology consulting services on an international scale.



Delivering internationally recognized expertise in Human Resources Management Systems and related services.



Focusing on the supply chain by bringing ethics and transparency to lead profitability and sustainability.



DISRUPTION & GROWTH

We believe that each company must be prepared to face any business disruption, whatever direction market forces are blowing. From the beginning of the entrepreneurial cycle to the end, Mantu's expertise in Disruption and Growth enables us to support their businesses as they adapt, evolve, and expand.



Creating solutions and technologies that bring together businesses and communities of startups and freelancers.



INNOVATION

As companies go through remarkable transformations to adapt to fast changing environments, Mantu guides business leaders to implement innovative ideas and solutions to be at the forefront of their industry. Driven by value Innovation, our pragmatic solutions are designed to help businesses achieve differentiation and organizational optimization.



Delivering high added value technology consulting services on an international scale.



Working with private sector and academic partners on major research projects with the potential to up-end traditional ways of working and living.



Specializing in digital strategy that brings together content and development, branding and social media, digital marketing, and web design.



Advising businesses and develops tailor-made solutions to support with digital transformation.



DIGITAL MARKETING & EXPERIENCE

As pioneers of the AR/VR/XR digital frontier and experts in developing custom digital platforms for businesses, we guide and support our clients in bringing the perfect customer experience to life. Through our holistic Digital Marketing & Experience practice, Mantu brands provide strategic, development, and implementation services, from building a purpose-driven brand to creating unique digital experiences to connect with your customers.

Novelab.

Developing original immersive experiences for brands, companies and organizations that want to bring their concepts, events, and spaces to life.



Specializing in digital strategy that brings together content and development, branding and social media, digital marketing, and web design.

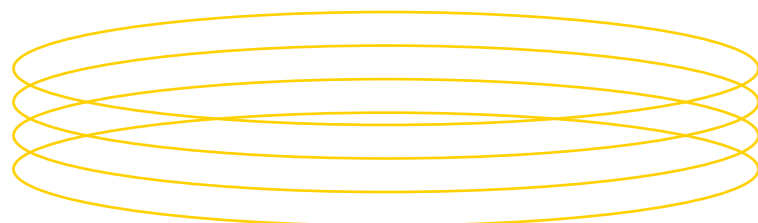


Advising businesses and develops tailor-made solutions to support with digital transformation.



Offering innovative approaches and diversified skills to support its clients with every type of corporate event.

Mantu's ecosystem provides guidance and services to businesses and entrepreneurs (multinationals, internationals, start-ups...), in all sectors of the economy (manufacturing, financial services, information technology, research and development, communication...).



ORGANIZATION'S VALUES, PRINCIPLES, STANDARDS, AND NORMS OF BEHAVIOR

At Mantu, we help businesses fulfil their dreams, achieve their ambitions, and realize their projects. We believe that business is, above all, a human adventure that carries the world forward – that's why entrepreneurship is the world's biggest transformation lever. We exist to generate opportunities for a vast talent community and pass on our boldness and our entrepreneurial culture and spirit. We want to contribute changing people's lives by enabling them to have an impact, to make a difference, and to move the world forward together.

Mantu has 5 core values that are base for its identity and activities:

BOLDNESS

Our spirit of entrepreneurial adventure is what brings us all together and leads us to success. Boldness and resilience are the key traits of entrepreneurship and they have always been at the core of our mindset. Our ability to move fast, to evolve, and to understand how the world is changing is what allows us to keep growing year after year.

INDEPENDENCE

Mantu belongs to those who created it and to those who develop it every day. Independence is the key to successful sustainable development. We follow our vision and stay true to our values. It gives us the freedom to make our own choices and build our future the way we want to. It gives us the ability to anticipate change and to be flexible over time as the economy evolves. Staying independent sets us apart on the global market.

PERFORMANCE

This translates into a constant desire to move forward and never stop asking more of ourselves. Our ambition pushes us to think differently every day in order to stand out and consistently rise to the challenge for our clients. The secret of our performance lies in the combined power of human creativity augmented by technology.

TRUST

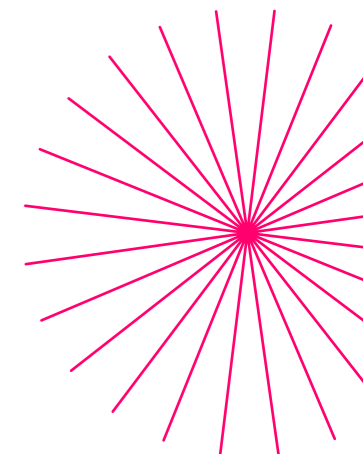
The foundation of all relationships, trust enables us to promote freedom of expression, creativity, and innovation. We believe that businesses are above all a human adventure that carries the world forward. We put our trust in a great talent community to build a global company. We put our trust in people to shape innovation, to change the world and improve our way of life, so that tomorrow will be human.

COMMITMENT

We don't just fulfill our commitments and work hard to achieve great results; we are committed to making a difference for our clients and our community. We are a group of committed people with the will to contribute to changing the world by transforming companies and businesses.

The organization's values, principles, standards, and norms of behavior are developed and approved through workshops consisting of stakeholders who are representative of the organization as a whole. We also engage Mantu brand WeMean, experts in identifying and communicating organizations' purpose.

The values, purpose, principles, standards, and norms of behavior are available in English to all of our people. When joining the company, each person has a clearly defined onboarding path to follow, which includes, among others, the presentation and explanation of our values during a dedicated e-learning program and in-person introductory onboarding meeting. Our executive level positions are responsible for the dissemination of these values and are expected to lead by example through the implementation of our values, etc. during their daily activities and through their vision and direction for their scope.



GOVERNANCE

Our Board develops Mantu's global strategy and oversees all our actions, in particular those related to shareholders.



Olivier BROURHANT
Chairman & Chief Executive Officer



Etienne CADRE
Executive VP Human Resources



Mark-Corentin COT-MAGNAS
Executive VP Finance



Jean-Francois THUNET
Deputy Chief Executive Officer & CEO Amaris Consulting

The Mantu Management Committee is the general management governance in charge of taking decisions on the overall management of the Mantu ecosystem. The committee's objective is to ensure coherence between all practices' development and strategic decisions while also addressing the general governance of all ecosystem decisions.



Arnaud BRIZZI
Chief Operating Officer & Deputy CEO Amaris Consulting



Olivier BROURHANT
Chairman & Chief Executive Officer



Etienne CADRE
Executive VP Human Resources



Julien CLOUET
Chairman & Founder LittleBIG Connection



Federico CORSI
Chief Operating Officer & Deputy CEO Amaris Consulting



Mark-Corentin COT-MAGNAS
Executive VP Finance



Caroline DECRE
Executive VP Recruitment, Marketing & Conversation



Jean-Pierre HENNION
Chief Information Officer



Constance NEVORET
Executive VP Sustainable Development & CEO LittleBIG Connection

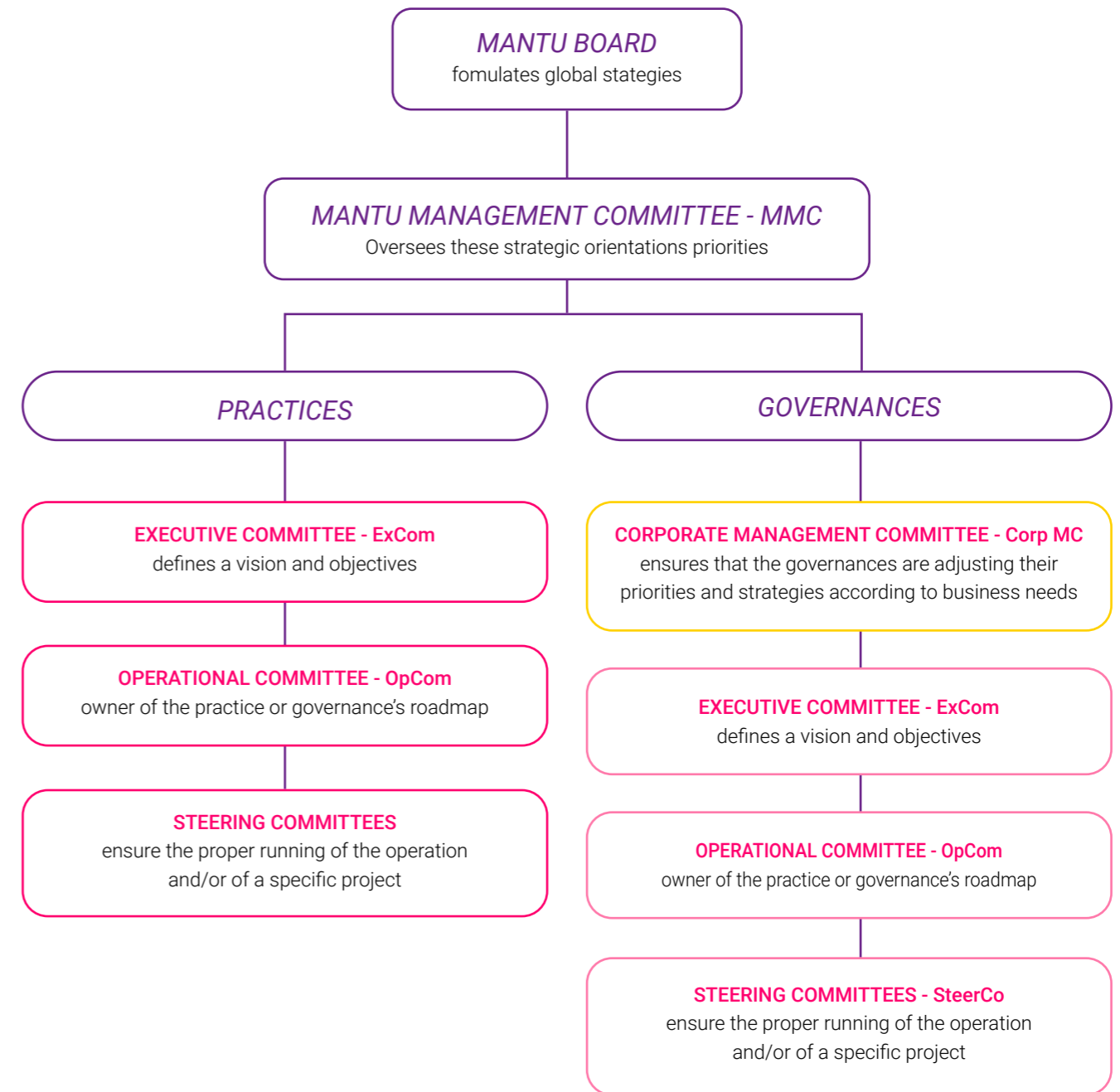


Jean-Francois THUNET
Deputy Chief Executive Officer & CEO Amaris Consulting

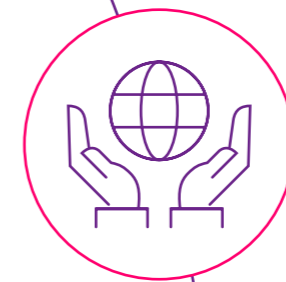
Corporate functions are divided in 7 governances: recruitment, human resources, finance and administration, legal, information technology, strategic partnership and marketing and conversation.



Management bodies organization:



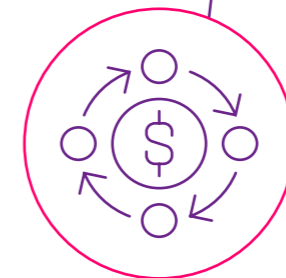
OUR POSITIVE IMPACT PRACTICES



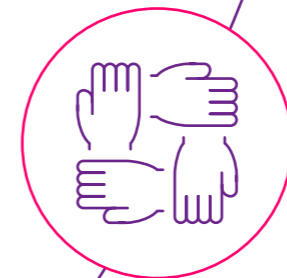
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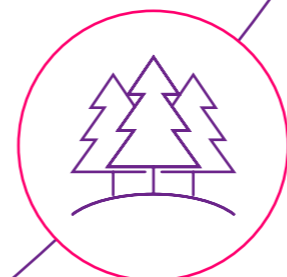
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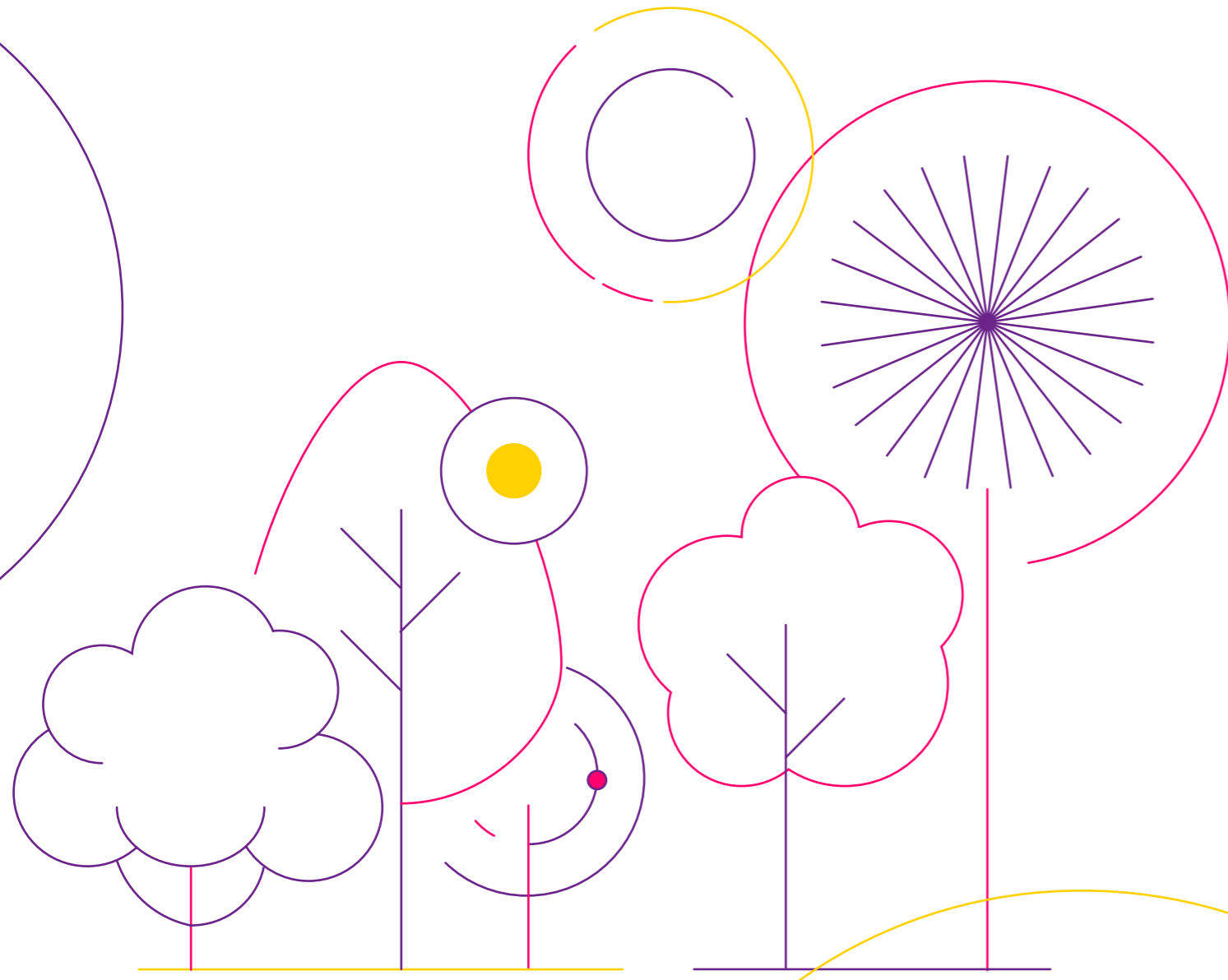
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INTRODUCTION TO THE SUSTAINABILITY STRATEGY OF MANTU



FROM A
SUSTAINABILITY
STRATEGY TO
POSITIVE IMPACT

Sustainable development is undertaken at the highest level of Mantu and is intrinsically linked to our values and strategy. In 2020, the Positive Impact department was created, under the responsibility of the VP Sustainability, to embody the commitment of Mantu to work toward the Sustainable Development Goals and Positive Impact initiatives.

Linked to the audit and risk management department, with a common operations manager, the team is designed to manage positive impact projects and deploy Mantu's vision following best practices and standards. The team is also in charge of identifying and managing all impacts, risks and opportunities linked to sustainability topics within Mantu. The topics covered include environment, diversity and inclusion, and reporting. The audit and risk management department addresses compliance with certifications, international standards, and manages the coordination of sustainable development actions. Through a system allowing the integration of all the normative references as well as the best available practices, this body allows Mantu to structure its activities while managing risk.

Mantu decided to formalize its commitment to sustainable development for the first time in 2014, with the integration of Smeta-4-Pillars requirements into its management system. Following its growth and in support of its global development, clients, and internal challenges, Mantu became increasingly involved in reducing its impact. After a few years of involvement in Corporate Social Responsibility (CSR), Mantu has decided to formalize its commitment by signing the United Nations Global Compact in 2018. This commitment represents a new era for Mantu, one of reporting and transparency on the aspects related to social responsibility and sustainable development.

As part of its commitment to the Sustainable Development Goals, Mantu has chosen to work primarily on the following ten objectives in color below:



These objectives have been chosen according to the impact that Mantu can generate on its ecosystem, but also according to the effect that these may have on the company and its employees. Moreover, Mantu's volunteering empowerment tool, One Small Step (to know more, please refer to: Our

volunteering platform: One Small Step), enables us to make an impact on these various Sustainable Development Goals through the support provided to non-profit organizations acting in different fields: education, gender equality, healthcare, social justice, etc.

REPORTING PRACTICES & MATERIALITY ANALYSIS

Mantu's Positive Impact approach has been structured around three main axes:



Environmental contribution

With a carbon footprint all over the world, Mantu commits to contribute to the protection of the environment by reducing its emissions.



Diversity and inclusion

Mantu wants to contribute to more diversity and inclusion in its teams and in its management.



Team engagement

We believe that sustainability should be embedded in every aspect of the organization and should involve multiple stakeholders, which is why we encourage our teams across the world to get involved in sustainability initiatives and volunteering projects. We think that positive change will be driven by new generations and that we need to give them a voice to express their commitment.

These three main pillars have first been implemented within our organization, but we also wanted to go one step further and address our other stakeholders. Being mostly active in the services and consulting industries, the greatest positive impact that we can make is towards the clients that we support. That is why we are constantly rethinking and evolving our offering to help them adapt to societal and environmental challenges. This way, we drive innovation and best practices in the industries of our clients, thus multiplying our positive impact.

Reporting practices

This report has been prepared in accordance with the GRI Standards: Comprehensive option. This document also stands for our Communication On Progress, demonstrating our commitment to the United Nations Global Compact.

Scope of reporting

The information provided covers the period from 1st January 2021 to October 2021 unless otherwise stated. In some cases, such as our financial disclosures, the last consolidated data refers to the 2020 fiscal year. In those cases, this fact is clearly mentioned next to the disclosure.

The list of fully consolidated entities and their associated countries is available in Appendix 1 – Scope entities.

This report does not include data linked to our community of freelancers.

Reporting principles

We applied the Reporting Principles for this report using the following approach. Firstly, at the end of 2020 we conducted our materiality assessment to guide our Positive Impact strategy for 2021. The use of the GRI standards then enabled us to further detail our material topics in sub-topics. For instance, the early identification of Mantu's material topic 'Career management and training', is now broken down in three sub-topics defined by the GRI standard: GRI 401. Employment 2016; GRI 402. Labor/Management relations 2016; GRI 404. Training and Education 2016.

The Positive Impact team then involved diverse departments of the group to provide insights and data on their activities - legal, procurement, HR, finance, etc.

As we used the Global Reporting Initiative standard for the first time this year, we identified a number of disclosures where data is still unavailable or not monitored. We are designing an internal action plan to improve the quality and quantity of data reported for next year.

Materiality analysis

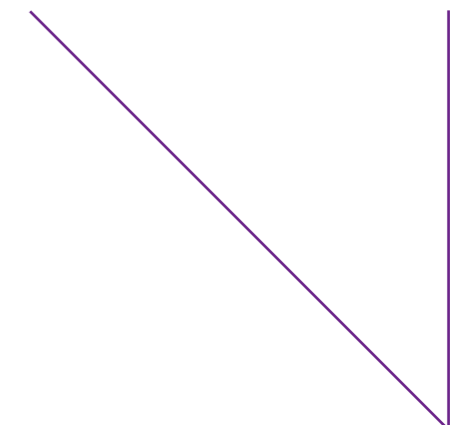
A Materiality Assessment will help to prioritize work on the sustainable development topics by determining their importance for the organization (internal stakeholders) and its external stakeholders. This tool enables tracking of how this prioritization evolves year after year and will deliver added value for our sustainability reporting.

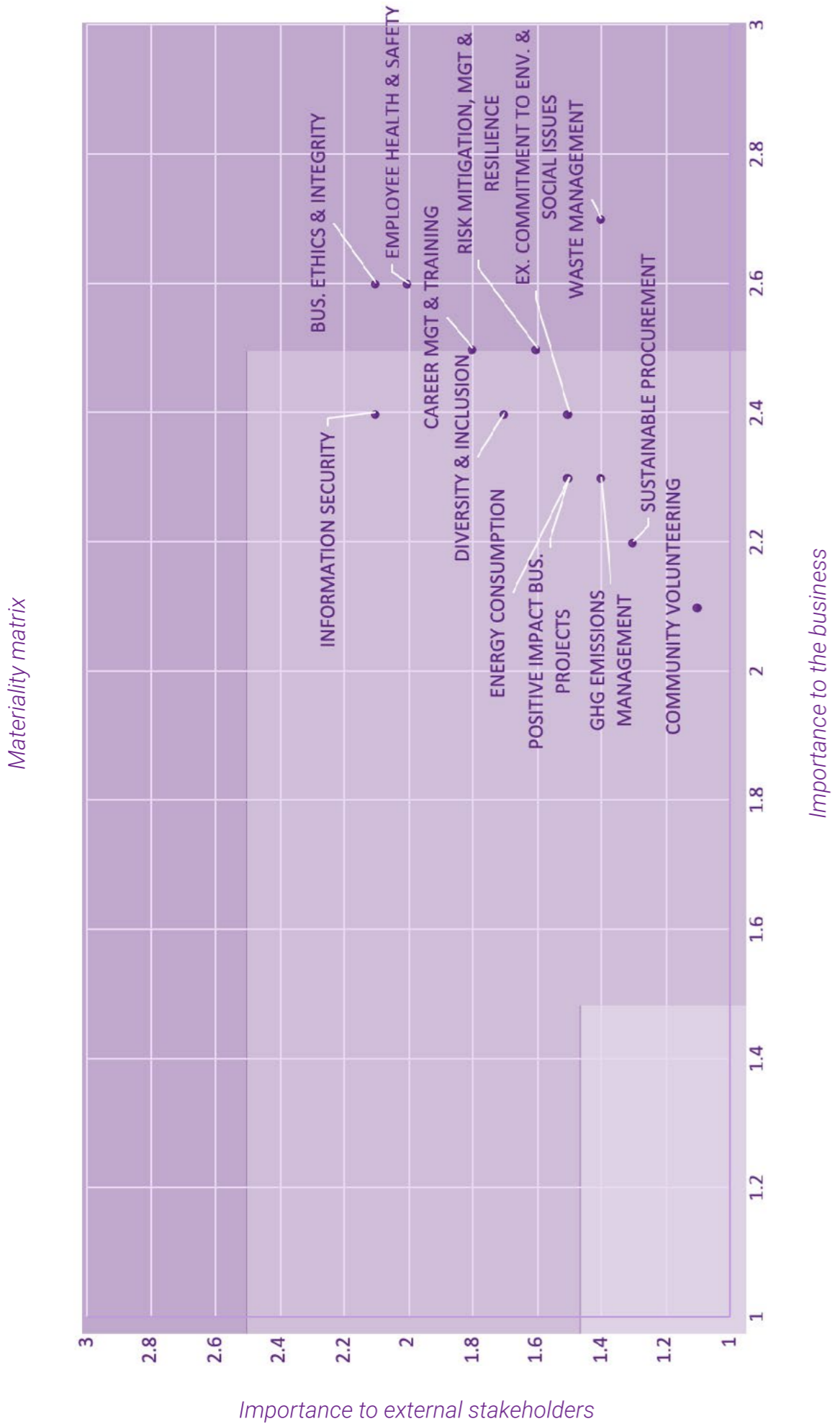
Defining the parameters of the materiality assessment is the first step in this process, starting with the identifying the sustainable development topics to include within it. It should be exhaustive, and should focus on topic relevant to the company's activities.

This list of sustainable development topics is created using a variety of sources: the internal Positive Impact survey (global survey which gathers our people's input), the EcoVadis list, and the ongoing projects of our Positive Impact team.

The next and final step to define the parameters of the analysis is to select which stakeholder categories to include (internal and external stakeholders). This involves the identification and management of Mantu stakeholders. Each stakeholder is analyzed and will be included if they have potential requirements from Mantu regarding sustainable development topics. We will then ask the stakeholders to rate the following three sub-criteria for each sustainable development topic: impact, performance and evolution. Finally, we calculate an average rate per sustainable development topic.

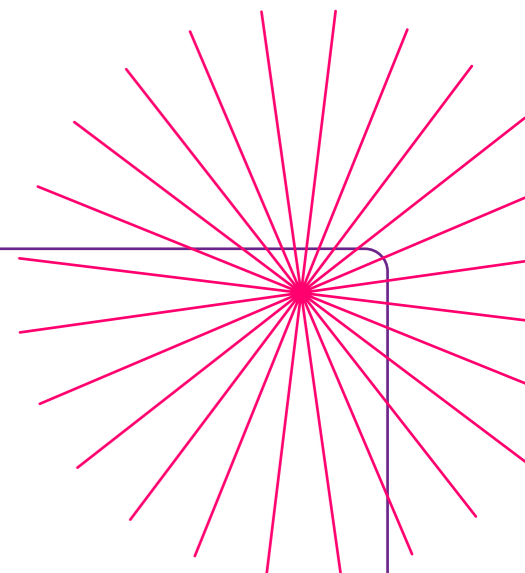
The outcome of the materiality analysis is the creation of the materiality matrix. This tool helps to visualize the importance of sustainable development topics depending on their position on the chart.





LEGEND

- WATCH LIST
- ONGOING IMPORTANCE
- FOCUS AREA



Based on the positioning of each topic on the materiality matrix, we can then distinguish 3 main categories:



'Watch list'
 These topics are of interest but do not have high importance for our business or external stakeholders. They should not be prioritized.



'Ongoing importance'
 These topics have significant importance for us and our stakeholders. We should address them.



'Focus area'
 These topics are hugely important to our business and/or external stakeholders. They should be our focus.

The materiality matrix gives us a clear overview of the importance of each sustainable development topic for our business and external stakeholders. The results are communicated to our highest governance body to guide Mantu's strategy and to embed sustainability concerns into the activities of every governance.

EcoVadisAssessments

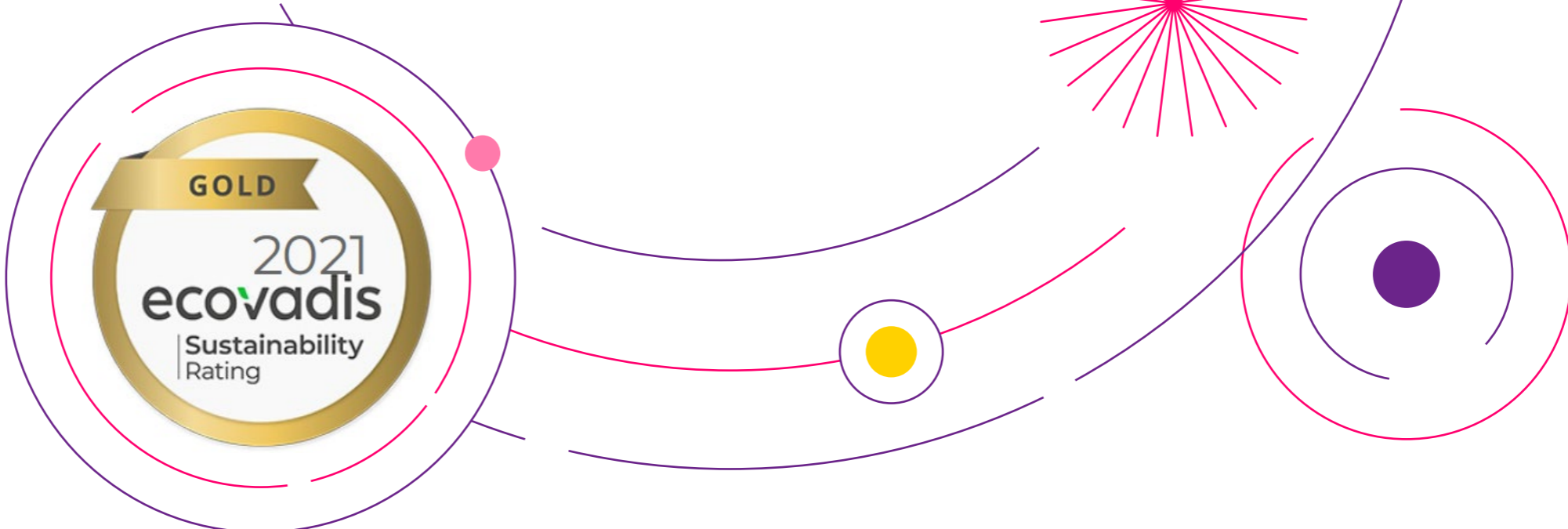
Mantu assesses its sustainability practices through ratings provided by EcoVadis, with the objective of setting up a strategy and action plan to improve our sustainability practices. EcoVadis is an international third-party audit organization and a global provider of business sustainability ratings.

Audits are tailored to industry sector, country, and company size (EcoVadis, 2018). EcoVadis' methodology is built on international sustainability standards, including the United Nations Global Compact, covering a total of 190 spend categories and 160+ countries. The audit is based on 21 CSR criteria across four themes: environment, labor and human rights, ethics, and sustainable procurement. The audit results are based on documentation provided directly on the EcoVadis platform.

In 2020, we performed an EcoVadis assessment at group level for the first time, for which we obtained a 'Bronze' medal, with a global score of 52/100.

We renewed this assessment in 2021 with significant improvements, obtaining a 'Gold' medal with a global score of 68/100, representing a gain of 16 points in one year. A gold medal indicates that Mantu is among the top 5% of companies in terms of sustainability performance. Following each assessment, action plans are set to continuously improve our sustainability practices and reinforce Mantu's compliance.

2021 Scores detailed by category



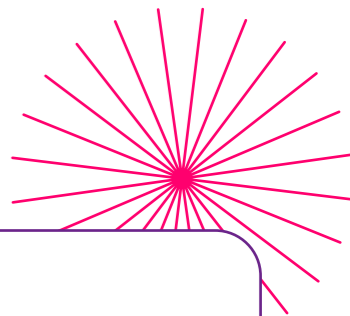
The annual Mantu EcoVadis assessment is an important tool for several reasons:

It helps the Positive Impact team and collaborating departments identify our strengths and weaknesses and then supports our strategy and continuous improvement on sustainability management.

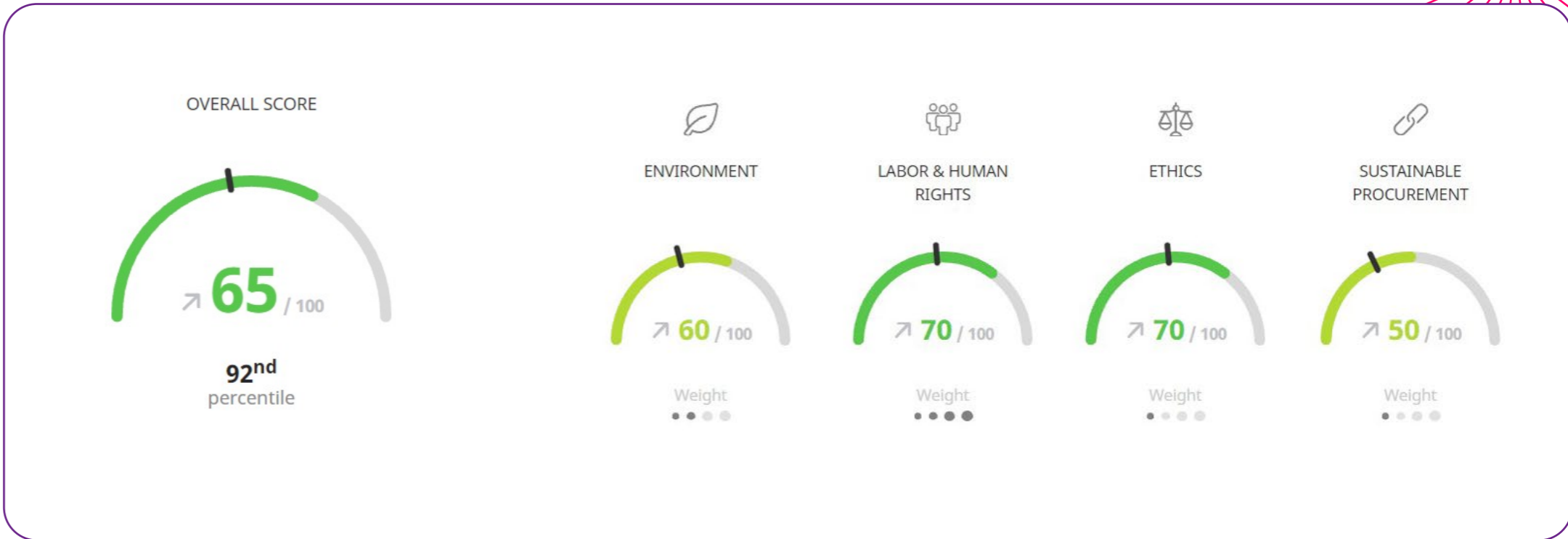
It enables Mantu to transparently demonstrate its sustainability performance to its stakeholders, including our clients, who regularly ask us to share our EcoVadis score.

From 2021, it is a way for the banks Mantu works with to measure our progress on sustainability topics and our extra-financial performance. De facto, as ESG criteria become increasingly important for banks, this new way of collaborating with them demonstrates our commitment to be performant on all the different aspects of sustainable development.

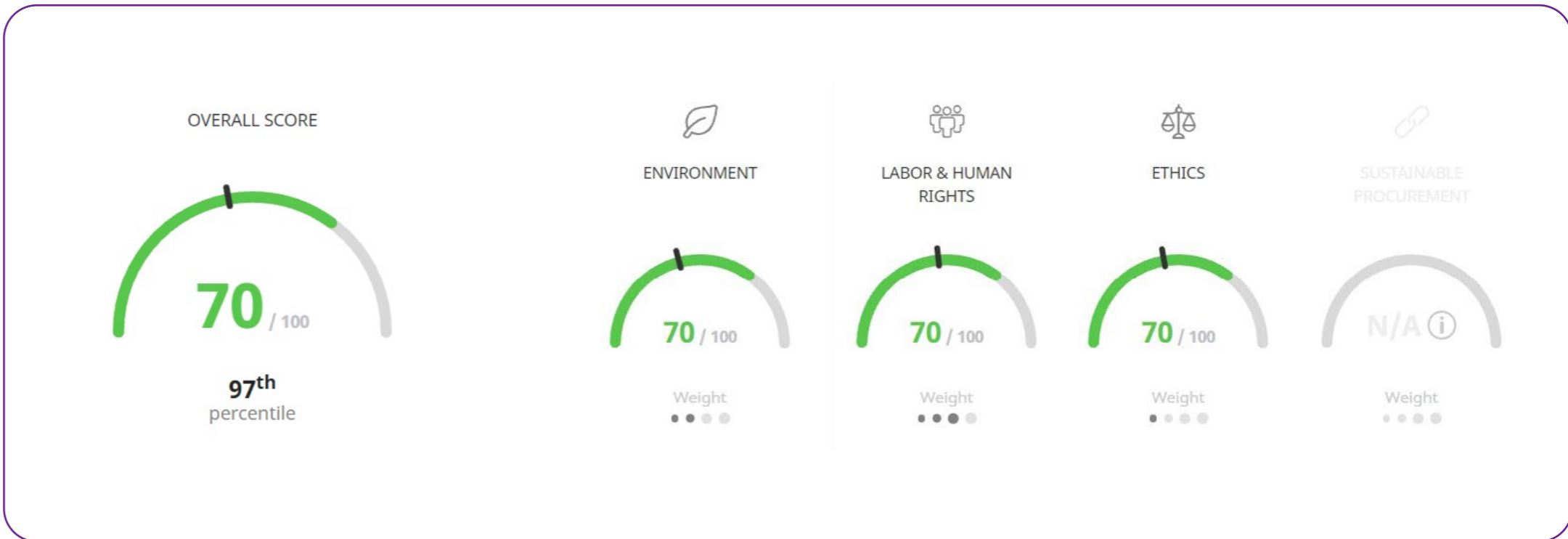
In 2021, EcoVadis audits were performed for several companies belonging to Mantu: LittleBIG Connection obtained a 'Silver' medal and SST Events a 'Gold' one, with the following scores:



LittleBIG Connection



SST Events



STAKEHOLDER MANAGEMENT

The satisfaction of all our stakeholders is our priority. Our objective is to build a win-win relationship with each of them. Our Risk & Audit team has developed an internal procedure called 'Stakeholder identification and management'. This procedure helps us to identify relevant Mantu stakeholders and their respective requirements, and to perform an audit on the latter's importance, enabling us to satisfy significant requirements of our stakeholders.



Identification and management of stakeholders and their key requirements

During the identification phase, the necessary information is acknowledged and documented to ensure prioritization, followed by an analysis and, if necessary, a treatment.

The stakeholders' interests, possible requirements, and capacity of engagement are taken into consideration during the annual assessment of stakeholder impact analysis as a result of process reviews, internal audits, risk identifications, and surveys.

In addition, any stakeholder feedback received during the year through our internal ticketing system is considered and analyzed.



Stakeholder satisfaction

To improve our relationship with stakeholders, Mantu is recovering satisfaction data through surveys of our customers, our candidates, our employees, and our economic and social partners, followed by a well-defined action plan and communication process.

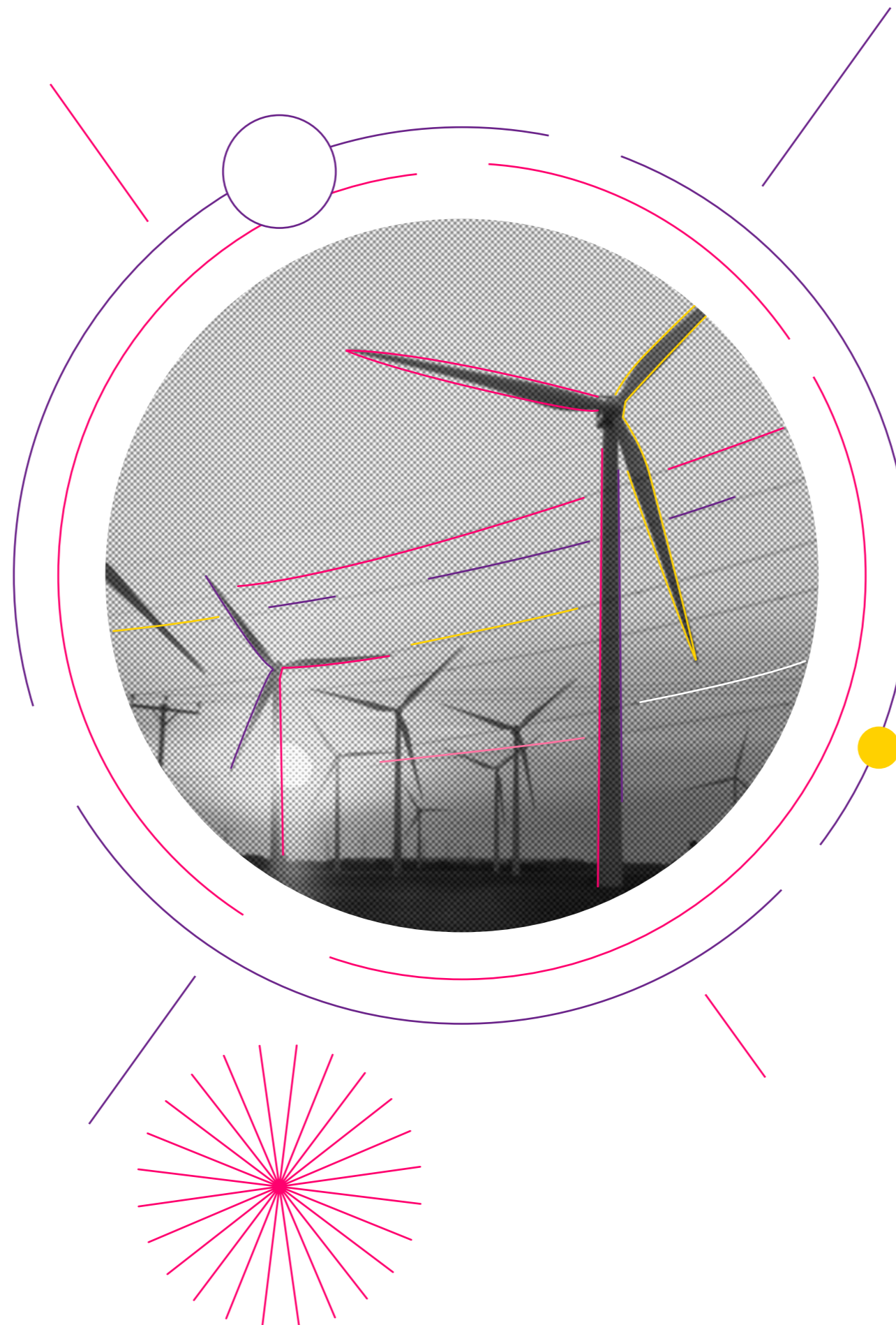
At Mantu, we're committed to continuous quality improvement by following rigorous international standards in the fields of consulting and engineering.

We are currently able to manage 100% of prioritized stakeholders' expectations.



Importance

The quantitative and qualitative findings from the annual assessment process are incredibly valuable for Mantu to identify learnings and areas of the strategy or impact management process that can be improved. Stakeholder data and input are important sources of evidence to inform changes in strategy, help identify innovations or modifications to services, discover new opportunities, improve performance, adjust objectives and monitoring, and review resource allocation.



EXECUTIVE COMMITMENT TO ENVIRONMENTAL & SOCIAL ISSUES

Our management approach

To lead a strong Positive Impact strategy, executive commitment to environmental and social issues is fundamental. At Mantu, we define this as the sponsorship of Positive Impact projects, a commitment to increase revenue generated by Positive Business Impact offers, and the will to be trained on environmental and social issues to improve evidence-based decision making.

Every stakeholder now expects our executives consider sustainability topics in business decisions. As our executive bodies formalize the global strategy for the group, their commitment to environmental and social issues permeates all entities in every location. This commitment also diffuses along our value chain, both upward and downward, as it translates into tighter rules for our relationships with our suppliers and into positive business dynamics with our clients. The topic concerns executive members from every location or brand of Mantu.

Our policy on this matter is registered in our global set of policies for the group. This policy covers all Mantu's consolidated entities and is reviewed and approved each year during the Management Review.

The last review was made in February 2020. It states the following: "The Mantu Ecosystem is committed to follow the rules of the UN Global compact ethical code. Mantu pledges to uphold a Corporate Social Responsibility approach within its companies. In addition to the commitment to comply with the laws and rules of moral governance, this initiative is based on three fundamental principles: justice, value of employees and protection of the environment."

Our management approach aims to contribute to the achievement of the Sustainable Development goals. For the moment, no incentive system for the management of climate-related issues exists within the group.

The purpose of our management approach is to keep enhancing the positive effect of this material topic by reinforcing executive commitment to environmental and social issues. We differentiate our non-binding, voluntary initiatives, and those with which the organization has an obligation to comply using three internal tools: our legal review, our compliance matrix, and our improvement plan. We evaluate the effectiveness of our management approach through regular feedback exchanged between Mantu's executives and the Positive Impact team, who work together on various projects.

Our management approach relies on two main drivers:

Firstly, the Executive VP Sustainability ensures the strategic direction of the team and the representation of the topic in the Mantu Management Committee. She reports to the board fortnightly. She also manages the implementation of Positive Impact actions throughout the group.

Our Executive VP Sustainability is experienced in high-level management of sustainable development topics, including (not exhaustive): environmental, diversity & inclusion, business ethics, reporting topics, and relies on 9 years of professional experience, including 4 years in Mantu's Executive Committee and 2 in sustainable development. She is experienced in the industry in which Mantu operates, and understands the challenges, opportunities, and the expectations of the stakeholders of our company. Indeed, she has worked in Germany, the UK, and Canada, but has overseen operations in a much bigger range of countries, including the US, France, and India.

She has also occupied different roles in two brands in Mantu's ecosystem: Amaris Consulting, as Regional Chief Executive Officer, and LittleBIG Connection, as CEO. In addition to the knowledge acquired during her career, part of the Executive VP Sustainability's time is dedicated to acquiring new knowledge on economic, environmental, and social topics through personal research and attending training sessions. A Udemy license provides her access to a wide range of training materials, in addition to the ones available through Mantu's Academy - our internal learning department which creates original training materials.

Secondly, our Positive Impact team ensures that our people, including our executives, are sensitive to environmental and social issues. The main resources to manage the topic are the Positive Impact human resources and budget. Each person involved in this team is an expert on topics within this scope: environment, diversity and inclusion, and reporting.

Climate-related and social-related topics are discussed during a scheduled weekly meeting between the Positive Impact team and executives. During this meeting each team member shares the last updates he/she has on his/her field of expertise.

In actions

Several initiatives have been launched by the Positive Impact team to keep engaging Mantu's executives on sustainability challenges. These long-term actions are deployed at Mantu level and are systemic in the sense that they are linked to the Integrated Management System in place. They aim to ensure our Positive Impact practices are fully integrated throughout the departments and functions of our ecosystem. Here are some examples of initiatives:

- *Mantu has adhered to the United Global Compact since 2018 and renews this commitment annually. This principle covers all the countries the group operates in and involves all stakeholders (depending on the result of the materiality matrix). Mantu's executives therefore have a responsibility to maintain a sustainable strategy for the group.*
- *A set of training sessions to help executives make informed decisions have been created. These sessions provide knowledge on environmental practices, information on unconscious biases to improve inclusion, and on common misconceptions about diversity and inclusion.*
- *A set of management systems has been designed to address environmental and social topics such as environment, occupational health and safety, and risk management. These management systems help Mantu's executives to monitor actions and identify strategic priorities.*
- *The Women's Empowerment Principles were ratified by our CEO Olivier BROURHANT in April 2021 (More details in Diversity and equal opportunity).*
- *A sustainable development policy and a diversity and inclusion policy are produced at group level to ensure the diffusion of management's ambitions within the group (More details in Diversity and equal opportunity).*
- *To accelerate the pace of change within the group, we are starting to organize Climate Collage workshops to help our people understand climate disruption.*
- *Our highest governance body reviews economic, environmental, and social topics and the associated impacts, risks, and opportunities during the annual management review organized with the Executive Committees and Corporate Management Committee.*

● Sustainability issues are integrated in our governance mechanisms:

Reviewing and guiding strategy, designing major plans of action and risk management policies, as well as monitoring implementation and performance of objectives and overseeing progress against goals and targets for addressing climate-related issues.

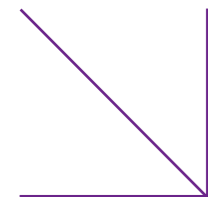
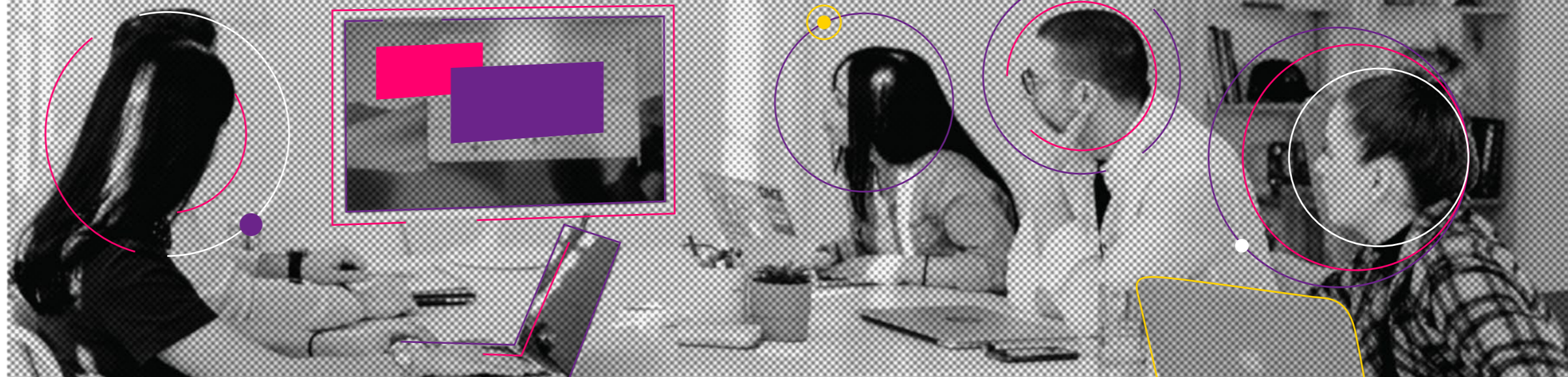
- Any major decision on sustainability topics is agreed during board meetings, introduced by the Executive VP Sustainability. Any new project of significant importance is agreed, before its launch, by a project committee. Finally, a management review is organized once a year with members of the Mantu Management Committee among its attendees. The purpose of the management review is to give visibility to the highest governance body on compliance, risk and audit topics, environmental and social topics included. Continuous improvement feedback is given during this management review and leads to the creation of action plans.

Reviewing and guiding annual budgets and business plans, and overseeing major capital expenditures, acquisitions, and divestitures:

- The Positive Impact roadmap is produced annually for the following year with the contribution of all team members. It includes a yearly budget for each topic managed by the team, included climate-related topics. It is approved by the highest governance body.
- Mantu has also invested in ekWateur, a renewable energy supplier that is a non-consolidated entity.



RISK MITIGATION, MANAGEMENT & RESILIENCE



AN INTRODUCTION TO RISK MANAGEMENT AT MANTU

The risk management process is strategic for Mantu because of the impact risks can have on its objectives, activities, and stakeholders, internally and externally. The risk management system is a set of procedures, tools, and techniques to perform the risk management process.

This process involves the identification, analysis, and evaluation of risks to the organization and the application of appropriate resources to treat, monitor, and control their likelihood or impact. These risk management activities are reviewed periodically and adapted during the process review. This policy is reviewed and agreed upon during the yearly Management Review.

Mantu is committed to ensuring the pursuit of risks that could threaten the organization at all levels. Risk management is part of the integrated management system. Risk management covers several organizational levels of Mantu. At present, Mantu's risk management is divided across five levels:



Risks are assessed yearly on these levels through 5 axes of compliance: Quality (ISO9001), Information Security (ISO27001), Environmental (ISO14001 & ISO50001) and Safety (ISO45001) and Ethics, including:



Respect of human rights



Environmental impact



Fraud and corruption

This process is managed through yearly cycles supported by:

- *An integrated methodology of risk assessment*
- *An integrated risk management tool, allowing us to map the company's risk profile, track evolution, and ensure an iterative and continuous risk monitoring process*
- *Business continuity and recovery planning*
- *A crisis management system*

This system allows risk identification at a high level, and therefore continuous monitoring and improvement across each scope.

KEY IMPACT RISKS AND OPPORTUNITIES RELATED TO SUSTAINABILITY TOPICS

A risk assessment on our dedicated Positive Impact process is performed annually. It covers all sustainability topics: diversity and inclusion, sustainability reporting, environment, and ethics. It is performed bottom-up and covers offices, corporate and business processes, internal projects, projects portfolios, and group risks.

Our risk assessment system for sustainability topics is integrated into a multi-disciplinary company-wide risk management process: the risk management system is applied following ISO31000 on the aforementioned scopes against multiple standards (9001, 27001, 45001, 14001, 50001). The risk department works for the integration of risk assessments into operational practices at all organizational levels.

Sustainability risks emerging from market trends and the impact of sustainability risks on the markets in which Mantu brands operate are also considered in the risk assessment, as well as the reputational and legal impact of sustainability risks on Mantu and its brands. Those impacts are categorized at the analysis stage of the risk assessment.

Climate risks and the health impacts of environmental risks are assessed during office risk assessments. An environmental risk assessment has been conducted in 86% of our operational sites. This risk assessment is considered from the perspective of natural disaster that could cause a disruption to activity across the different geographical scopes where our brands operate. A set of procedures define our methodology on the topic.

However, the inclusion of current or emerging regulations on sustainability risks is not relevant for us. Indeed, risk assessments on sustainability topics are performed at process level and not at geographical level. Thus, current regulations being local, they are not individually relevant to consider. It is the responsibility of the legal department to ensure conformity with local regulations.

The risks identified are then assessed according to the risk criteria that define Mantu's risk appetite. These assessments prioritize risks so that treatment can begin. To ensure the identification of sustainability trends, a SWOT analysis is performed and updated once a year. Those two analyses lead to the creation of an action plan to ensure that our company orientates its decisions to optimize opportunities while mitigating risks.

We have not identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on Mantu. Climatic risks are assessed in terms of health and safety and social contribution, which is one of Mantu's priorities. As such, financial considerations are now made alongside sustainability evaluations. This is considered a business continuity scenario and therefore current best practice exists to respond to a climatic event, but it focuses on human safety and information security (as people and data are the main assets of a consulting firm).

Our activity is mainly immaterial. We do not have any industrial production sites with significant immobile assets. However, we have identified three major climate-related opportunities with the potential to have a substantive strategic or financial impact on Mantu.



Smart working

We adapted to the recent changes induced by the Covid-19 crisis and its impact on our direct operations. Due to various country-specific lockdowns, our company had to adapt its ways of working, embracing work from home practices and ceasing business travel, for instance. Some of these practices will remain in place beyond the Covid-19 crisis, providing an opportunity for adopting ways of working that are more environmental-friendly.

Such practices can result in decreased emissions linked to commuting and traveling while also reducing our direct costs from office rental and electricity consumption. This is an ongoing process under continual review according to changes in the sanitary situation. We aim to seize this very short-term opportunity through the development of our 'Smart Working' program.

We understand that people have different skills and different aspirations, and so we believe that implementing the right organization and management model requires flexibility and agility to meet the needs of the organization and each coworker. This program aims to co-construct Mantu's new working environment through 3 axes:

● **Environment**

Creating concrete guidelines on how to organize and define working environments. As well as defining the question of 'where' we work, we also aim to provide consistency on the question of 'why' we work from a specific place, as well as 'when'. We aim to answer the question 'What do I look for when I go to this location?'

● **Organization**

Efficient collaboration is based on trust and performance. Trust facilitates commitment and enables our coworkers to blossom. Putting core values at the center of this axis, our ambition is to strengthen and enhance our management model while promoting diversity and inclusion in our daily operations.

● **Tools**

Working together must be supported by appropriate tools and practices. This third axis aims to clarify the appropriate tools to use, how and for what.

We are excited to work across our governances, businesses, and offices to create the best organization possible. It is important that we develop a tailor-made work environment that considers local needs and specificities.



Bank partnering

Mantu and our banking partners work towards a common objective of enhancing our Positive Impact activities. The measurement of our performance and its evolution will be insured through our yearly EcoVadis assessments (more details on Reporting – EcoVadis assessments). This assessment is linked to our direct operations as well as our upstream ones. It means that our sustainability performance will have a direct impact on the financing of our activities, which can have a significant impact on our sustainability management.



Clients' needs

Improving our own performance in sustainability management is essential, but not enough. Since one Mantu's core principles is to support our clients in their transformations, it is crucial for us to influence the future of their environmental practices. Accordingly, we have created a new sustainability offering which will enable us to multiply our positive impact. This project concerns our downstream activities and the opening of new markets. This new business line represents an opportunity for new revenue generation in the long run, while also having a significant impact on our clients' activities. (To know more, please refer to Positive business impact projects)

The Positive Impact team is the point of contact for the risk management department to oversee sustainability-related risks and opportunities. The head of governance Corporate Management and Executive VP Sustainable development oversee the review of the effectiveness of the organization's risk management process for sustainability topics.



SOCIOECONOMIC COMPLIANCE

Socioeconomic compliance is a decisive aspect of a business' success. The past few decades have seen economic legislation developed to protect society at large, namely the obligations of disclosure of Ultimate Beneficial Owners for the prevention and combating of money laundering and the financing of terrorism.

For Mantu, the most significant impact of this legislation falls on our direct operations. Thus, this topic concerns Mantu's entities in all locations. However, our suppliers and our clients can also be affected, either by implicating us, or by being implicated by us because they themselves failed to be socioeconomically compliant.

Each entity has a dedicated local team (HR, payroll, finance, legal, etc.) responsible for ensuring compliance with local regulations such as the payment of social contributions, taxes, insurances, etc. We also collaborate with external providers such as local fiduciaries, accounting companies, payroll suppliers, and health & safety providers who help us fulfill our financial and social-economic responsibilities on time.

The company regularly conducts internal and external audits on various topics to ensure the compliance of all operations. Regarding the declarations of Ultimate Beneficial Owners, as MANTU GROUP SA and its subsidiaries are owned by the founders and members of the group, the group is not at risk of being in default. However, as with the filing of annual accounts, the group makes its best efforts to file all necessary declarations in the countries where its entities are established in a timely fashion.

The corporate legal department oversees all filings of annual accounts and Ultimate Beneficial Owners. As for legal requirements (e.g. local regulations, declaration of UBOs, the filing of annual accounts) no specific resource is allocated other than the legal team and the use of external providers (lawyers) to provide assistance in certain countries.

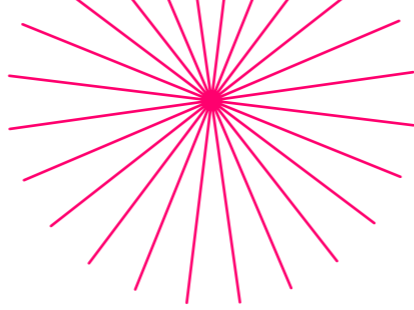
Being compliant with applicable laws, regulations, guidelines, and industry standards is the foundation of responsible business. Both employees and third parties may report suspected violations of law or of the group's Code of Business Ethics using the Whistle-Blower Procedure.

The Group is committed to maintaining the behavioral standards expected from everyone:
 We promote ethical and responsible behavior in the workplace and expect all employees and stakeholders to act with honesty and integrity in their professional engagements. It is the responsibility of the company's management to develop and disseminate an ethical culture with all their colleagues. Each employee can also ask questions, seek advice, and express their concerns. Our managers are also required to be available to answer employees' questions.

MARKETING AND LABELING

Mantu wants to be transparent and accountable to our clients. Thus, our marketing campaigns and communications must be accurate, and we must avoid greenwashing or social washing at all costs. We strive to publish as much data as we can alongside our disclosures to prove our commitments.

The impact of this topic is directly linked to our activities worldwide, but it can also undermine our relationship with our clients if we lack transparency. So far, Mantu has never been subject to fines or non-monetary sanctions for non-compliance on marketing and labeling.



BUSINESS ETHICS AND INTEGRITY



MECHANISM FOR ADVICE AND CONCERNS ABOUT ETHICS

Mantu is committed to the highest possible standards of openness, probity, and accountability. In line with that commitment, we encourage employees and others with serious concerns about any aspect of Mantu's work to come forward and voice those concerns.

Although in most cases staff with concerns should share those concerns with their immediate manager, it is recognized that certain cases will have to proceed on a confidential basis. A Whistleblowing Policy is intended to encourage and enable Mantu staff to raise serious concerns within Mantu rather than overlooking a problem or blowing the whistle. This policy document makes it clear that staff can do so without fear of reprisal.



Harassment or victimization

Mantu will not tolerate harassment or victimization and will take action to protect anyone using the whistle-blower procedure.

Mantu does its best to protect the identity of a complainant when a concern is raised, and ensure the whistle-blower's identity is not disclosed. It should be appreciated that if an investigation is conducted because of whistleblowing, the investigation may reveal the source of the information and a statement may be required as part of the evidence.



Raising a concern

Any stakeholder can raise concerns.

Regarding an employee of the company, it can be done using a specific mail address directed to a specific team. The incident can also be reported to the immediate manager, their superior within the company, a director, or human resources representative from the company. All employees are encouraged to promptly report such incidents to any of the above individuals so the company can respond immediately.

Mantu takes all complaints very seriously, and all reports are investigated promptly, thoroughly, and as confidentially as possible. All information received during the investigation will be kept in confidence, except to the extent necessary to conduct a thorough investigation.

If the investigation confirms that a breach of the present code of ethics & conduct or any discrimination or harassment has taken place, disciplinary action will be taken against the offender. Depending on the severity of the misconduct, disciplinary action against an employee may range from a warning to termination of employment. Disciplinary action may also be taken against managerial employees who are aware of a complaint or inappropriate behavior occurring, and who fail to take immediate and appropriate action in response to such conduct.

If the harassment is from a vendor, client, or customer, the company will take appropriate action to stop the reported behavior.



How Mantu will respond

Measures taken by Mantu will depend on the nature of the concern and may include:



Internal investigation



Referral to the police



Referral to another relevant external agency

To protect individuals, initial enquiries will be made to decide whether an investigation is appropriate and, if so, what form it should take. The ethics team can appoint a neutral person with the necessary authority and expertise to carry out initial enquiries, and any subsequent investigations. Concerns or allegations that involve specific procedures (for example, child protection or corruption acts) will normally be referred for consideration under special procedures. Some concerns may be resolved by agreed action without the need for investigation.

The designated officer or the person they have appointed to investigate the complaint will provide a written answer wherever reasonably practicable, or within ten working days of receiving the complaint:

- Acknowledging receipt of the complaint
- Advising whether the matter is to be investigated further, and if so, what the nature of the investigation will be
- Giving an estimation of the time required for Mantu to provide a final response
- Indicating whether any initial enquiries have been made, and
- Indicating whether further investigations will take place, and if not, why not.

The level of interaction between the officers considering the issues and the whistleblower will depend on the nature of the matters raised, any potential difficulties, and the clarity of the information provided. If necessary, further information will be sought.

When any meeting is arranged, the whistleblower has the right, if they so wish, to be accompanied by a representative of a trade union or professional association, or a friend who is not involved in the area of work to which the concern relates.

Should the whistleblower become involved in further investigations or procedures (e.g. disciplinary proceedings or a criminal trial) as a result of using the Whistleblowing Procedure, Mantu will provide the whistleblower with every proper support and assistance. Mantu will ensure that anyone using the Whistleblowing Procedure is not disadvantaged or treated unfairly.

Mantu understands that the whistleblower needs to be assured that the matter has been properly addressed. Thus, subject to legal constraints, the whistleblower will receive information on the outcome of any investigations.



ANTI-CORRUPTION

● Strong anti-corruption stance

Staying focused on anti-corruption is important to Mantu. This is achieved through a combination of risk assessment and internal audits. Mantu continuously assesses corruption risks as part of Group Risk Assessment, in line with our strategy and target-setting processes.

● Gifts, bribes, and other pressure

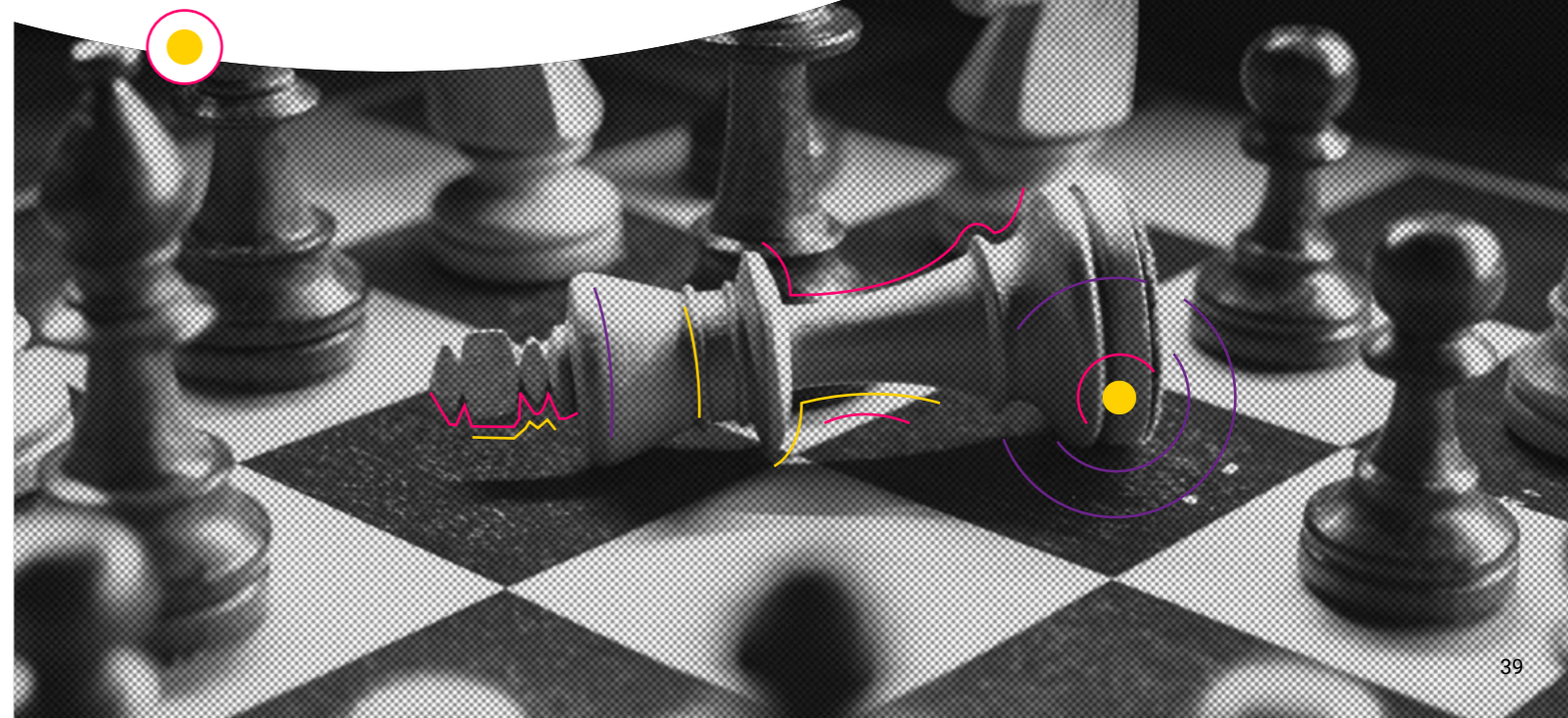
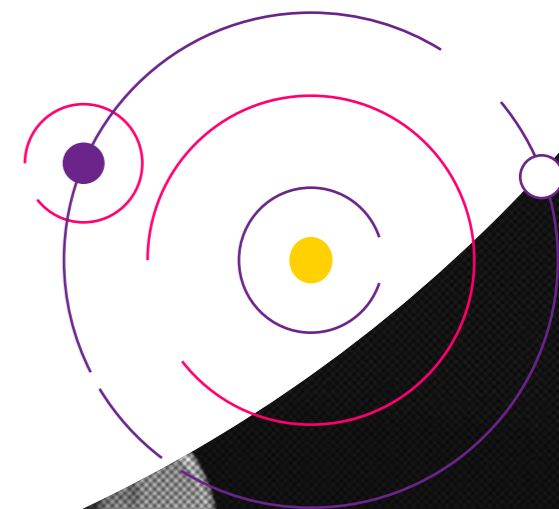
We believe that integrity and fair dealing should be reflected in all our activities, and we work against corruption in any form. We do not accept acts of corruption, whether committed by our employees or by third parties acting on our behalf.

An employee may not offer or give an undue advantage or receive such an advantage, outside the legal limits. Unacceptable benefits include: cash or cash equivalent, personal services, employment offers, charitable donations, loans, sponsorships, or any other asset. In summary, anything which could compromise an employee's objectivity or impartiality should not be given or accepted.

In limited circumstances, items of low intrinsic value or that are normally used for sales promotion purposes, or ordinary and reasonable business meals with a clear purpose, may be accepted by Mantu employees, but only if permitted under anti-corruption laws, local laws, and conform to generally accepted local customs.

COMPETITION

At Mantu, we are committed to the principle of fair, free, and efficient competition. The European Union's competition laws, the US antitrust laws, and the laws of other countries are designed to preserve a competitive economy. We support such laws, which aim to ensure free markets and give everyone the opportunity to succeed based on the high quality and competitiveness of the products and services. We strive to ensure compliance with competition laws to preserve and protect free and open competition and to avoid abusive behavior that may restrain competition. We strongly advise all employees not to support or develop anti-competitive practices and to report such activities by following our internal guidelines.





TAX

Tax management is a strategic factor for an international company such as Mantu. A fair and ethical tax management system ensures the perennity of the relationship between a company and the countries where its entities are registered. However, the impact of this strategy on local communities can be significant. The impact occurs in every country where Mantu must pay taxes and is directly linked to the company's operations.

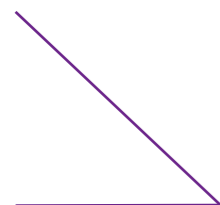
The topic is managed at two levels within Mantu's ecosystem. Our tax department supervises the overall approach and ensures the proper functioning of our tax operations by setting guidelines at an ecosystem level. This tax approach and any significant changes to it are reviewed by our Board of Directors.

Local teams oversee compliance requirements, and work with local expert trustees, lawyers, and even public authorities through rulings, for instance. These local financial partners receive appropriate training during their onboarding. Tax treatment forms an integral part of their job description and is considered a fundamental part of their activities. We have also

developed a tax application internally that allows us to have an identity card per country with all our entities' tax information as well as local requirements, either short, medium, or long-term.

We also consider advantages that are offered by tax administrations, like the R&D tax credits which create real added value. Some taxes paid aim to promote local education with school partners, for instance the apprenticeship tax in France. We are considering reinvesting this tax in an internal training center that could help students to specialize in Mantu's areas of activity (i.e. consulting and business development). Additionally, we are working to improve the synergies between our tax approach and our overall positive impact strategy.

Our primary objective in tax and transfer-pricing is to avoid any unwanted risk linked to regulations and requirements by anticipating them. Meeting regulatory deadlines, avoiding financial penalties, and ensuring compliance during tax audits are the main indicators of the effectiveness of our management approach.



CONFLICT OF INTEREST MANAGEMENT

Mantu commits to respecting the privacy of each employee in the conduct of his or her personal affairs. However, all employees have a duty to ensure that their personal and financial interests do not conflict with their duties on behalf of Mantu.

Employees should not use their status as an employee of Mantu to extract or obtain any personal advantage, financial or other, for their own benefit or that of their relatives or associates. Similarly, employees should

not encourage Mantu companies to do business with friends or relatives, or with a company in which the employee, friends, or relatives have an interest.

The company's employees, their relatives or friends should not be shareholders of a collaborative bank, have a relationship with a collaborative company, or be part of a political family which could have any financial or other interests in Mantu companies.



CUSTOMER PRIVACY

Employees undertake to comply with all security instructions and internal regulations, particularly quality regulations, as may be in force from time to time with the company. To ensure information security, Mantu commits to comply with the ISO 27001 certification. In European countries, Mantu is also compliant with the General Data Protection Regulation (GDPR) concerning data privacy. Mantu will also observe local data privacy legislation and implement the relevant provisions in accordance with local legislation.

Where employees are required to work at the premises of client companies, they shall abide by the provisions of the client's internal regulations, particularly with regards to health protection, safety, and confidentiality.



Confidentiality

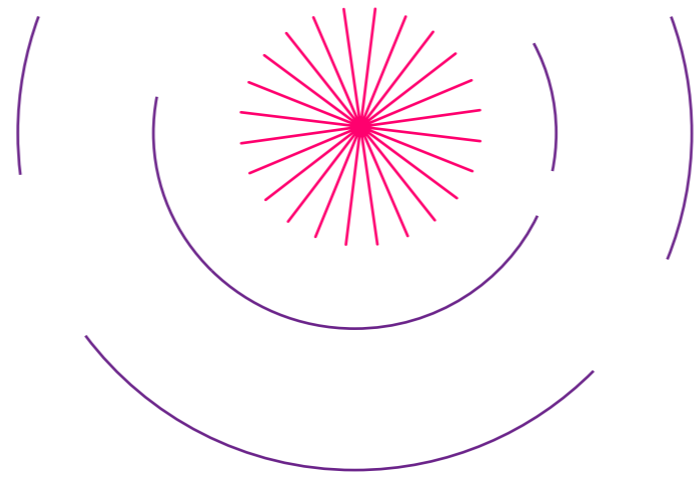
'Confidential information' shall mean, without limitation, proposals, methods and practices; customers and suppliers; inventions, processes, products, patent applications and other proprietary rights; or specifications, drawing, sketches, models,

samples, tools, computer programs, or any technical and commercial information which may come to their knowledge, directly or indirectly, when carrying out their duties for the account of the company and/or of client companies or prospective clients.

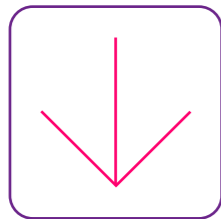
Employees should not at any time during their employment (except so far as is necessary and proper in the course of their employment) or at any time after the termination of their employment, disclose to any person any information as to the practice, business dealings or affairs of the company, the company's customers, or any other matters which may have come to their knowledge by reason of their employment.

Employees shall endeavor to prevent the publication or disclosure by any person of such trade secrets or other confidential information. These restrictions shall continue to apply after the termination of any employment without time limitation but shall cease to apply to information which comes into the public domain.

Ensuring that confidential information is protected is a major factor in the company's ability to remain competitive and maintain its business reputation.



ECONOMIC



ECONOMIC PERFORMANCE & FINANCIAL GENERAL DATA

Mantu is proud of its economic performance and financial independence. Our economic performance is a prerequisite for our sustained growth over the years. Our internal and external stakeholders also expect us to maintain good economic performance, to continue to develop positive synergies and partnerships, and to build a financially sound ecosystem. The data we disclose on this topic covers the 2020 fiscal year and are extracted directly from our consolidated financial report.

Economic performance is essential for all Mantu entities around the world. The organization is directly involved with the impact, but our economic performance is also directly linked to our relationships with our downstream value chain; our clients. It can also affect our upstream value chain as it impacts our relationship with our suppliers.

Mantu's growth in 2020 was 100% organic, and we were able to maintain our continuous growth despite the challenges experienced due to the Covid-19 pandemic. From a financial standpoint, we minimized risk by ensuring a good cash position, settled invoices properly, and securing access to additional credit lines. We are in a strong position to ensure the economic recovery and robustness of our operations in the future. Every continent we operate in experienced growth, clearly demonstrating the strength of our business model and strategy. We are proud to work with more than 1,000 clients across five continents, with a global market footprint and a well-balanced sector distribution. Throughout 2021, we have worked to strengthen our relationships with our existing clients through our unique partnership approach, as well as to win new business across a wide range of sectors. Indeed, Mantu's purpose is to help businesses fulfil their dreams, achieve their ambitions, and realize their projects, while enhancing the economic performance of the company.

OUR AMBITIONS OVER THE NEXT 5 YEARS ARE THE FOLLOWING:



Client centricity

As a consulting and services company, we aim to ensure client satisfaction by thoroughly understanding their needs and offering them multiple tailor-made solutions.



Making an impact

We believe the sustainable development of the world economy will require industrial projects led by entrepreneurs themselves. That's why we want to engage in sustainable development which contributes to a positive impact on our economy and social environment.



Boosting innovation

We'll keep innovating in everything we do, from our organizational model to management strategies and technology. Innovation comes from within, and we'll continue disrupting our own ways of doing business. We also want to develop a joint approach with our customers through our innovation lab to develop innovative solutions and services.



Paving the way for the future of work

To be front-of-mind player, we will continue developing solutions for our own people and will help our clients to create flexible, agile, and connected working environments in line with the needs and expectations of a new generation of workers.



Talent management

We want to generate opportunities for a vast community of talented people and to pass on our boldness and our entrepreneurial culture and spirit. We want to continue helping our talent grow in their respective fields so that they can make an impact on the world.

Responsibility for these topics is shared between Mantu's Executive Committee and business directors, all of whom receive a yearly assessment as well as monetary bonuses linked to their economic and qualitative performance.

For more information on our financial data, please refer to Appendix 2 – Financial data.



POSITIVE BUSINESS IMPACT PROJECTS

We believe that integrating sustainability into our corporate culture is not sufficient. To have a greater impact on all our stakeholders, we have decided to integrate value-added sustainable development services into our offerings. This allows us to promote sustainability practices to our clients and to influence the future of their industry.

We have partnered with an external company specialized in sustainability consulting to help us develop an enhanced service offering for Mantu. The project started by identifying priority sustainable development issues and ranking the most prominent in descending order of importance for our clients' sectors. A materiality assessment of sustainability topics for each industry was carried out, followed by a cross-reference between the range of possible sustainable development services and the issues with the greatest impact for each of the selected industries. Some of the services of this enhanced offering include responsible supply chain, products and services eco-design, environmental impacts on products & services lifecycle, and stakeholders' dialogue on social and environmental aspects (e.g. on 5G).

Following the identification of these new sustainable development services, we have started to communicate and train our consultants on topics related to sustainability so that they can take it into account during their projects. Our business managers are also dedicated to promoting our sustainability offers.

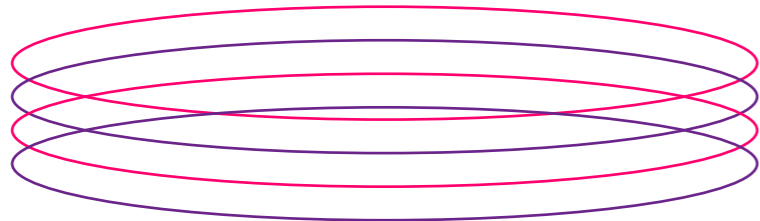
For instance, one offer focuses on businesses' digital sobriety. The digital sector already contributes 3.5% of the worlds' greenhouse gas emissions and could double until 2025. All our consultants in the Amaris 'Green Tech Care' team are certified in sustainable IT. They offer Green IT solutions, a set of guidance and services relying on our core expertise in digital and technology. Our 360° support enables our clients to adopt a sustainable IT strategy thanks to an offer

that goes from measurement and analysis to the transformation of their IT department.

Another set of offers is proposed by Mantu brand Resp3ct. This brand is an innovative consulting company that offers guidance on indirect procurement, redefining the purchase strategy around the notions of people, planet, profit. This unique approach enables us to empower our clients to have a positive impact, and to create long-term value.

More concretely, an example of how we support our clients in sustainability projects is our work with global leader in automotive technology Faurecia. Faurecia has been pursuing clean energy initiatives for over 20 years and is an industry leader in clean technology solutions with a 25% global market share in exhaust after treatment systems.

Faurecia is partnering with the National Environmental Agency (NEA) of Singapore to reduce emissions in the city state. Singapore is leading the eco-smart city race, but there is increasing concern over transport pollutant emissions and a need for real time emission monitoring. Faurecia's NEA partnership included a cloud-based solution to enable the real time monitoring of vehicle emissions. Mantu helped Faurecia to plan and execute this solution, including implementing cloud-based telematic sensors on public transport vehicles and delivery transportation services to analyze emissions. These sensors also facilitate the analysis of driving behavior data by Faurecia and vehicle suppliers. Once a critical mass of data has been achieved, analysis and results will be delivered to the NEA and vehicle providers, providing transparency and a true reflection of performance against clean air targets. At Mantu, we believe that tomorrow is human, and that technology is a tool for creating impactful change. We fully support our client's goal of driving the mobility and industry value chain towards achieving zero emissions.



OUR FINAL OBJECTIVE IS TO INCREASE OUR SHARE OF REVENUE GENERATED BY SUSTAINABILITY PROJECTS IN THE COMING YEAR:

10%

in 2025

INDIRECT ECONOMIC IMPACT



Our indirect economic impacts are directly linked to and supported by our economic performance. Taking advantage of them and leveraging their effects is a good way for Mantu to rely on its resources to sustain its growth.

The first major indirect economic impact that we have identified is linked to our human resources. Indeed, local economies benefit indirectly from the salaries issued to our employees. The second depends on our procurement strategy. We aim to invest locally when we need the support of external sub-contractors. Those investments also energize the local economic fabric.

A third indirect economic impact corresponds to our relationships with educational partners. For instance, as we serve apprenticeship taxes in France and work closely with local schools, we contribute to the empowerment of young people through education. We also offer career opportunities for recent graduates, most of whom are young people. We do this by using specific 'youth employment' contracts wherever they exist.

Finally, we prioritize areas with a significant rate of unemployment to facilitate the acquisition of local talent and to enable our teams to grow quickly.

This also contributes to the hiring and training of unemployed members of the local community, and in this way, we contribute to job creation and community development.

In 2021, Mantu is supporting Enactus, a non-profit organization in France. Enactus' purpose is to empower students in the launch of impactful entrepreneurial projects in social and/or environmental fields. In addition to financial support, we will also directly involve some of our employees into Enactus' activities by participating in coaching sessions for students, for instance. This action will have a direct impact on the students, who will acquire new skills, and will help to kick start the creation of new positive impact projects.

This topic is essential for all entities operated by Mantu around the world. The organization is involved with the impact in its direct operations, but our indirect economic impact is also directly linked to our relationships with our value chain downward, with our clients, and upward, with our suppliers. Indeed, in both relationships financial transfers are implied.

We aim to enhance the positive impact of our indirect economic impact, mainly in terms of remuneration for our employees. Indeed, we make sure that their

purchase power is maintained over time. We also provide training on various subjects, aiming to enhance our positive indirect economic impact. For example, our training on environmental practices helps our employees to favor local consumption behaviors. The responsibility for indirect economic performance is managed by our business directors and hub managers. Those directors and hub managers receive a yearly assessment as well as monetary bonuses linked to their economic and qualitative performance.

Mantu has invested in the capital of three Positive Impact companies: one consolidated entity, ResP3ct, that focuses on the supply chain by bringing ethics and transparency to lead profitability and sustainability, and two non-consolidated entities, ekWateur, a green energy service provider, and WeMean, a consulting company specialized in the activation of meaning and raison-d'être in the corporate world.

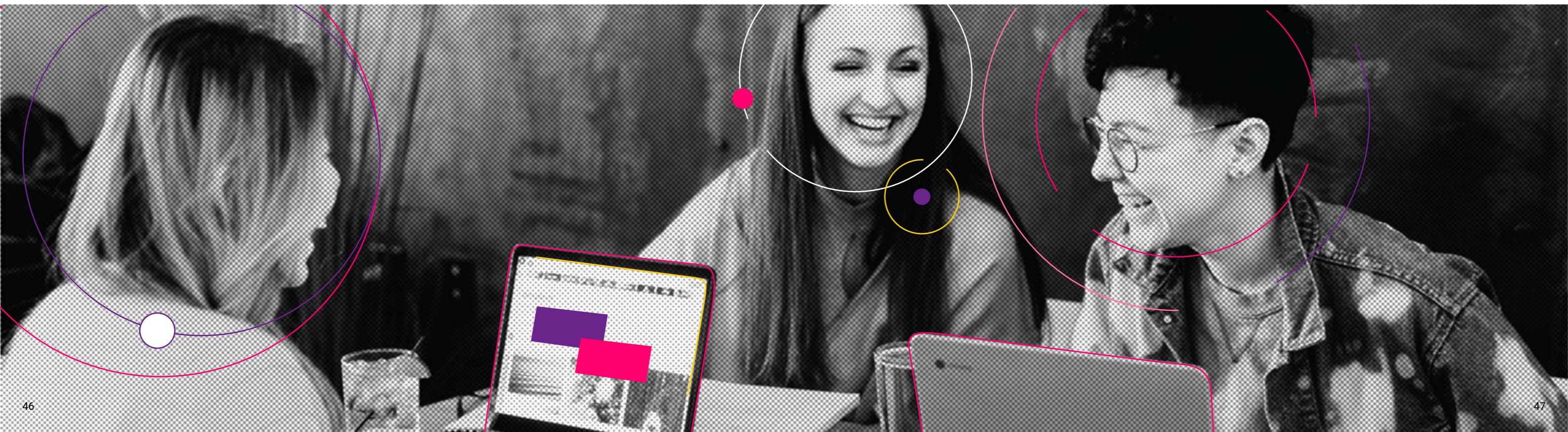
We also invest in our infrastructure, especially offices. Through our investments in our office infrastructures and on meaningful brands, we aim to support sustainable growth, both for our business partners and for us. Having a positive environmental impact has become an important driver for our investments. We advocate for a common-sense policy inside Mantu, to help us pursue our Positive Impact strategy. For example, we have chosen to keep our cloud service provider based in France to ensure a high level of environmental criteria

for their operations as well as a high-level of information security thanks to European Union regulations such as GDPR.

We also aim to maximize the positive impact of our infrastructures by making them available to our local partners. For instance, our office 'Le Rephaél' in Lyon has been designed to welcome students from academic partners to work on their educational projects, but also start-ups we invested in, to help them benefit from our expertise and from mentoring. This way, our infrastructure investments contribute to the dynamism of the local economic framework.

Another form of indirect economic impact results from our volunteering platform One Small Step, through which Mantu provides pro-bono services to local communities. The Positive Impact team work relentlessly to find volunteering needs across 5 continents, primarily those as close as possible to our community of employees to generate positive synergies. We also exceptionally support non-profit organizations in kind, for example during an office move or thanks to local initiatives such as food collection for the underprivileged.

For more information, please refer to Our volunteering platform: One Small Step.

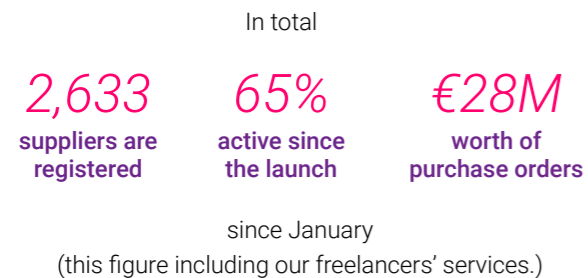




OUR APPROACH TO PROCUREMENT

Our procurement department is crucial to ensure the proper functioning of our operations. The procurement team is composed of 2 category managers, 3 senior buyers, 5 buyers and a director of procurement and general services.

One of our main resources and sources of data is our procurement software Ivalua, implemented last year.



The goals and targets of our procurement department for all entities are to deliver the right service or product at the right place with the right means to our final clients. We also focus on safeguarding the company by checking all the contractual clauses with the legal department, and by negotiating prices responsibly to reduce the company's cash outflow, while ensuring fair remuneration to our suppliers. Supplier sourcing, considering the best possible need definition and most suitable selection criteria, is a goal in itself for the procurement department, as we need to rely on our suppliers to operate effectively in our business activities.

An internal procedure defines our procurement rules. This procedure includes: the description of the workflow to follow and the detailed steps for each action, the definition of our sourcing strategy, supplier panel and supplier onboarding processes, as well as our method of selecting suppliers. For recurring markets, a supplier risk assessment is carried out. All Mantu entities are included in this practice. This procedure considers international standards, such as ISO 14001 and ISO 50001 – Environmental and Energy management, ISO 9001 - Quality, ISO 27001 – Information security, as well as EcoVadis assessment best practices. The Director of General Services, Chief Financial Officer, and our Certification Cell Director are responsible for managing the subject at Mantu,

including for the final validation of our procedure. According to their respective objective letters, they receive performance-linked monetary incentives. We review the effectiveness of our management approach via our annual ISO certification audits.

To support this joint relationship with its suppliers, Mantu follows a three-step process:



Selection

Mantu must ensure that sub-contractors can work for/with Mantu in accordance with the requirements provided without too many risks for and from both sides. This step is carried out by means of a questionnaire filled in by the provider to ensure that some specific requirements are met (dependency, commitment, quality, health and safety, environment...). Mantu favors, as much as possible, providers with a proven positive social or environmental impact.



Assessment

Mantu assesses its providers annually with the aim of proposing improvement axes to the provider.



Requirements/audit

Mantu provides requirements and guidelines to its providers to ensure that various issues are addressed on both sides.

Sustainable procurement

Mantu's sustainable procurement approach is crucial for meeting our objectives on the UN Sustainable Development Goals. Indeed, suppliers' behavior is an integral part of Mantu's impact in terms of employees' health and safety, diversity and inclusion, human rights, environmental management, and business ethics. These are managed by both our procurement team and our Risk & Audit team. The purpose of our management approach is to mitigate any negative impact by carefully assessing our suppliers' risk and avoiding those identified as high risk. We also aim to enhance the positive impact of our activities by developing long-lasting partnerships with our suppliers to develop positive synergies and engage them on sustainability topics.

Sustainability risks and opportunities have been embedded into Mantu's procurement strategy and practices. An exhaustive list of sustainable development questions has been integrated into the questionnaires that are sent to Mantu's potential new suppliers. To ensure the quality of our new partners, a sustainability score is then calculated according to the answers provided by the potential supplier, and needs to reach a minimum score to be approved.

Moreover, specific criteria have been implemented for certain categories of products that we buy to improve the environmental impact of the supplies we purchase. This applies to our cars, computers, and offices electrical equipment, for instance. We offer our suppliers training on social and environmental issues in the supply chain, including anti-corruption topics. Our procurement team is also trained on ethics to ensure we select our suppliers carefully.

In 2017, we released our Sustainable Procurement Charter, which outlines our vision for supplier relationships with a particular focus on sustainable development topics. The content of this charter has been integrated into the suppliers' contracts for each new supplier to sign. Our Sustainable Procurement Charter states:

"Mantu expects its buyers to behave in a professional manner, in accordance with its ethics, conviction and responsibility program, to respect its commitments to sustainable development, diversity, prevention, health and safety, and to act in compliance with the legislations and regulations applicable in every country where the group is involved.

- Be irreproachable in all business relations
- Only use methods and means universally acknowledged and promoted by the International Labour Organization as consistent with good industry practices and avoid any illicit or unfair commercial practices
- Refuse any direct or indirect personal compensation, payment or financial benefit from a supplier and make sure that its personal interest does not interfere with the process
- Ensure supplier fair treatment
- Guarantee clear and consistent communication so that all suppliers benefit from the same level of information
- Monitor compliance with competition rules and guarantee the equal treatment for competing companies with regard to the evaluation criteria determined by the tender
- Maintain sustainable relations with suppliers
- Involve suppliers in the sourcing process as early as possible to promote innovation
- Inform suppliers of the progress of the call for tender if there are any changes to the planned timeline, need or conditions
- Maintain confidentiality obligations and make sure that any information communicated by a supplier is treated as confidential, unless it is clearly stipulated the information becomes Mantu's property
- Monitor the contractual relationship with each supplier
- Support small businesses in an effort to contribute to the creation of dynamic and strong partnerships, bringing together innovation and competitiveness

Mantu expects its suppliers to provide quality products or services that conform to contractual obligations and requirements, to fulfil clients' expectations and anticipate their evolution. Mantu expects its suppliers to share its commitments to sustainable development, both in their own business activities and in their supply chain.



Environmental protection

Suppliers and subcontractors commit to make environmental protection one of their priorities. They implement policies, concrete actions and reporting to significantly minimize and reduce the impacts of their activities on the environment. They strive in their respective domain to:

- Limit their greenhouse gas emissions by minimizing their energy and natural resources consumption
- Decrease their waste through responsible consumption practices and ensure an optimal and environmentally friendly end-of-life for their products
- Avoid being responsible for any type of pollution
- Take into consideration the environmental concerns in their transportation processes to limit the impacts of deliveries
- Favor dematerialized exchanges in their supply chain
- Depending on the category of product involved in the business relationship, the supplier commits to respect the environmental and energy criteria required by Mantu (specific labels for instance)



Human rights

Regarding relations with their own staff and subcontractors, Mantu's suppliers and subcontractors ensure they comply with the legal rules and regulations applicable in the countries where they operate, the norms laid down by the International Labour Organization concerning workers' rights as well as the collective agreements concluded between the social partners, especially in the areas of:

- Social security
- Working hours
- Compensation
- Exercising freedom of association
- Promote collective bargaining, prevent labor conflicts, and find peaceful solution to conflicts
- Implementation of concrete actions fostering diversity & inclusion in the company
- Ensuring a non-discriminatory working environment
- Setting up a continuous improvement process regarding working conditions
- In particular, they undertake not to resort in any way, shape or form, either directly or through their own subcontractors or suppliers to:
 - Forced or mandatory labor
 - Child labor



Occupational health and safety

Our suppliers and subcontractors must comply with all applicable health and safety laws and aim to create a safe working environment for their employees and anyone else affected by their businesses. The supplier commits to:

- Create and maintain a healthy and safe working environment to ensure the avoidance of any risk of accident or occupational illness of its employees, sub-contractors, other persons in the vicinity and users of its products.
- Implement both a policy and all procedures necessary for identifying and preventing health and safety risks not only for its employees, but also for any stakeholders likely to be affected.
- Take any relevant measures to limit and, insofar as is possible, eliminate these risks.
- Inform Mantu of any dangers or risks related to its products or interventions on Mantu sites.
- Ensure its employees, providers, and subcontractors respect the health and safety rules applicable at the time of their work on Mantu sites.



Business ethics

Suppliers and subcontractors carry on their activities in strict compliance with applicable domestic and international legal standards:

- They prohibit any actions liable to falsify or distort free competition or market access or infringe the applicable legal rules concerning competition law.
- They reject any form of active or passive corruption in domestic or international transactions.
- They refrain from any practice aimed at interesting, either directly or indirectly, any Mantu employee with whom they have a business relationship.



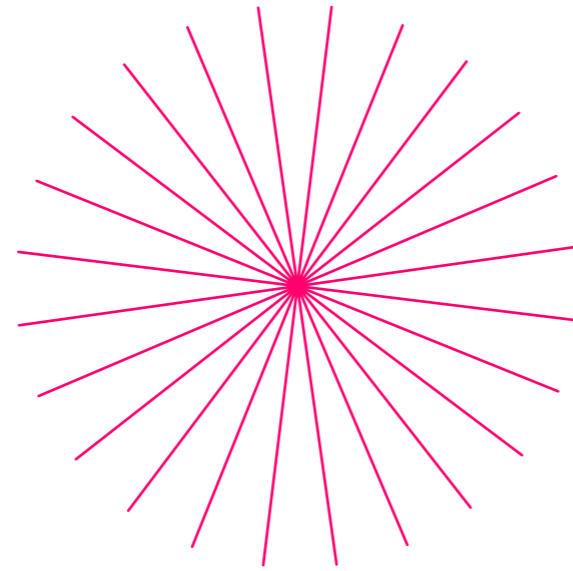
Diversity & inclusion

Mantu is dedicated to promoting diversity and inclusion (D&I) in the workplace and to advocate equality of opportunity. Various aspects of D&I are implemented in the lifecycle of all employees, from recruitment, training, engagement, the promotion process, and retention within the organization. We encourage supply chain partners to share these values through:

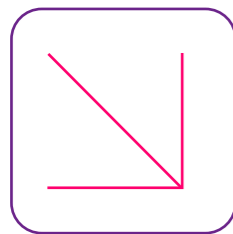
- Endorsement of D&I initiatives by the top management.
- Develop an inclusive work environment to harness a culture of open-mindedness, innovation, and anti-discrimination. Demonstrate transparency by measuring demographic data of employees and/or establishing D&I targets to address a lack of diversity (e.g.: female representation in management positions, representation of local population in recruitment, etc.)"



SOCIAL



EMPLOYMENT WELL BEING



EMPLOYMENT GENERAL INFO

At Mantu, we want to generate opportunities for a vast talent community and pass on our boldness and our entrepreneurial culture and spirit. We want to continue helping our talent grow in their respective fields so that they can make an impact on the world. To be a front-of-mind player, we will continue developing solutions for our own talent and will help our clients to create flexible, agile, and connected working environments in line with the needs and expectations of a new generation of workers. This is crucial for business competitiveness, as attracting the best talent, providing healthy working conditions, and helping them to grow is also a matter of business reputation, credibility, and performance.

Employment is a key topic for all Mantu's entities, from talent attraction, to recruitment, retention, and promotion. Mantu is directly responsible and

accountable for all the impacts that might occur during those steps, as all human resources practices are managed internally. Having the best talent is essential to being a key competitor on the market: it is why we defined rules and processes about recruitment, training, on boarding, and talent management within the Human Resources Policy, which mainly focuses on permanent contracts. To keep up with the ever-changing markets, we need to recruit the best candidates to guarantee that we will remain ahead of our competition in the long term. We also identify possible negative impacts that might occur during the recruitment process by gathering feedback from all candidates about their experience, even the candidates who were not hired.

Talent development, attraction and retention are priorities for Mantu. High-potential employees are

recognized through their dedication and outstanding work, and then given the opportunity to progress through internal promotion or new position. They distinguish themselves not only by their high performance but most especially because their personality traits, which reflect the Mantu's values. Talented people are offered inspiring challenges according to their motivations, their creativity, and the opportunities arising, thus ensuring their progressive development.

Globalization and technological revolutions are changing the way we work. In this rapidly evolving environment, an adaptable and talented Human Resources function has never been so crucial. They support our business throughout the entire recruitment process, from defining profiles to hiring new recruits.

Mantu recognizes the value of employing individuals with global skill sets and works to provide opportunities for its employees to develop through local or international experiences. Internal mobility is rooted in Mantu's DNA. Professional mobility is a powerful driver of skills enhancement and expertise development. It is a source of growth and allows Mantu to meet the needs of transnational clients. Team members benefit from the discovery of new roles, different cultures and new activity sectors. Internal mobility is practiced within Mantu and its subsidiaries for all kinds of positions: we offer individualized career paths that balance the group's needs with employee expectations. Such a policy enhances the career prospects of our employees and, therefore, their motivation. An internal tool has been developed, named Internal Job Offer. The Mantu employees can easily search and apply for all open positions within the group.

The employment policy covers all entities that Mantu has financial control over and that are mentioned in this report. This policy applies to all employees, regardless of their status, age, gender or nationality and the duration of their employment contract. This policy is approved by Group Chief HRO, who approves all HR Policies. Mantu will comply with all applicable wage and hour laws and regulations, including those relating to minimum wages, overtime hours, piece rates and other elements of compensation, and provide legally mandated benefits. These specificities of employment can be found in the internal handbook, which defines a general set of rules regarding working time, remuneration, allowances and expenses, work environment and health and safety in the workplace. This handbook can be adapted depending on different local realities and is kept up to date (last updated March 2019).

Our policy also aims to promote the setting of individual development and career plans and career mobility. To this end, Mantu defines three key events:



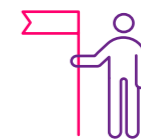
People Review

This yearly meeting is held between the HR team and the director and aims to define the HR strategy for a given population (a brand, a function type, or an office, for example) on a long-term basis. The meeting is an opportunity to work on different HR topics such as compensation and benefits, training, skills, retention, etc.



Career Committee

Managers, directors, and the HR team will analyze each employee's individual performance on a regular basis and define an individual action plan (promotion, functional mobility, international mobility, training, salary, challenges, etc.). The action plan must follow the HR strategy defined during the People Review.



MAAP

The MAAP stands for 'My Annual Appraisal'. It is a mandatory yearly meeting between a manager and an employee during which an annual review of the performance and commitment of the employee is conducted, and an action plan is defined for the following year. It is a key stone in career management as operational tasks are not discussed; it is only about drivers, career, and vision, and defining a future together. For Mantu, it is crucial to collectively build an individual path for each employee so they can reach their full potential.

Here are some specific actions that the recruitment HR department is taking to improve the work experience of our employees:

- The pandemic has accelerated the pace of remote working and flexibility at work, but these were already in place at Mantu. To make sure that our people have all the necessary tools to work remotely while maintaining their wellbeing, we offer all our people training on 'How to work efficiently from home'. We regulate teleworking with an internal policy that specifies who is eligible to work from home and under what conditions. This policy has evolved since March 2020 to adapt to local sanitary situations and to new remote-working needs.
- Once a month, we ask all our people to fill in a quick survey while submitting their timesheets to their manager. Named the 'Express yourself program', the objective of this initiative is to retain employees, anticipate future problems, spot potential issues, and define action plans to address the situation. If we notice a significant change in employee satisfaction between two months, we schedule a confidential call between him or her and trained HR officers to identify critical issues and to resolve them, and then conduct a follow-up to monitor the improvements. The key words for this program are trust and transparency.
- Each year, we invite our people to answer the 'Speak up' survey. This survey covers 4 main topics: Mantu (communication, leadership, engagement, quality, strategy, work environment), my career, my team, and working conditions. The evolution of responses guides us in taking appropriate actions to keep our talent community engaged and aligned with our unique culture.
- On a monthly or quarterly basis (depending on the size of the office), the director, the HR team, the recruitment team, and the financial team attend a meeting called the OPCOM. The goal of this meeting is to review all the KPIs, such as turnover, number of entries and exits, satisfaction, average duration of the recruitment process, revenue forecast, etc. This meeting allows us to identify areas of concern or warning signs, but also the strengths on which we need to capitalize. We can then develop action plans based on this information.
- To foster dialogue with our people, the HR department invites some offices, such as our Tunis office, to participate in an Opendesk one hour a week. This is an opportunity for each person to voice their opinion about HR related topics, ask questions, and to share doubts, ideas, or feedback.

We can measure the effectiveness of our management approach through holistic evaluations which aim to ensure we have the feedback of all the key partners in our top management. For example, among the people that will be implicated in the evolution of an employee, we might find people with the same position or team, with the same manager, colleagues etc. Thus, evaluations are not done only by the manager, who can only provide their own perspective. The respondents remain anonymous to the concerned employee.

To provide a truly holistic view of their performance, the evaluated employee will also conduct a self-evaluation. The results are communicated via an interview with a neutral and 'certified' party, who is trained by the Group Chief HR Officer. During the interview, the results are presented and challenged through comparisons between populations at Mantu, while also defining an action plan for areas of improvement.



EMPLOYEE HEALTH AND SAFETY

Mantu believes that the prevention and protection of occupational health and safety (OHS) of its employees, contractors, and visitors is a core value that must be inscribed daily and permanently in people's minds. Mantu supports its clients in important phases of change and progress. This support must be embedded in a strong OHS culture, in addition to the values we advocate, which are: commitment, boldness, independence, performance and trust.

Management, at its highest level, is committed to providing safe and healthy working conditions and to protect its employees, contractors and visitors from occupational diseases and accidents.

In this respect, Mantu makes the following commitments and requests all its employees, contractors, and visitors to act accordingly:

- Provide a positive safety culture where all employees, contractors, and visitors feel free to speak up about non-conformities, undesirable or unsafe situations, or any other OHS related issue.
- Have a risk-based process for identifying, ranking, prioritizing and controlling hazards and risks associated with its activities.
- Eliminate hazards and reduce identified OHS risks through the application of prevention principles.
- Provide all employees, contractors and visitors with relevant information, operational controls, and regular training on OHS requirements to enable them to conduct their activities safely.
- Consult and collaborate with employees and their representatives and other stakeholders on OHS matters.
- Limit the use of temporary staff.
- Emphasize the use of subcontractors with an equivalent level of OHS management.
- Find out about the regulations in force, verify compliance and implement the necessary actions to ensure compliance.
- Regularly measure OHS management performance and adjust management system objectives, targets, and actions accordingly.

Mantu determines external and internal issues that affect its purpose and strategic direction, and its ability to achieve the intended results of the health and safety management system (OHS Management system). These include:

- Positive and negative factors or conditions.
- External context and issues, such as legal, regulatory, technological, competitive, cultural, social, political, and economic environments.
- Context and internal issues, such as values, culture, organizational structure, knowledge, and performance of the business.
- Determination and requirements of the needs and expectations of interested parties relevant to the OHS Management system.
- Authority & ability to exercise control & influence.
- Activities, products, and services relevant to the business.
- Documented information is retained as evidence that the context of the organization has been considered in the OHS Management system.

These principles are supported by policies approved by the executive board. These policies can be found in the more general Mantu 2020 policies, but also in our sustainable procurement charter and in the OHS Employee Handbook template, which can be adapted according to the local OHS specificities of each country in which we operate. Furthermore, Mantu group is ISO 27001 certified, which means that the group ensures the safety of goods and people on its premises.

Mantu ensures the implementation of all necessary measures through the Health and Safety Management System Policy as well as Mantu's Integrated Management System Manual, which includes periodic self-assessments and specific audits. Employees must familiarize themselves with the company's internal rules, especially the company's health and safety rules. Our individual involvement in safeguarding the environmental and health will contribute to the well-being of all.

OHS objectives for all processes are defined and available with the respective department heads. These objectives are consistent with the OHS policy and are measured. Monitoring is done via the IMS (Integrated Management System) Dashboard and the OHS Dashboard, and results are periodically communicated to interested parties. An action plan outlining responsibility for resources and timelines is used to facilitate achievement of the objectives.

The organization has determined and provided the necessary resources for the establishment, implementation, maintenance, and continuous improvement of the OHSMS. The required resources, which include people, infrastructure, environment, monitoring and measuring resources, are determined by the respective department heads and approved by the highest level manager. In determining resources, the capabilities and constraints of internal resources and the required competencies are considered. Personal and infrastructure requirements are identified by department heads for the effective operation and control of the OHSMS, and are approved by top management.

Furthermore, because we value the well-being of our teams, we have developed the Smart Working initiative in response to increased levels of home working during 2020. Integrating this new work environment into our daily operations is our way of ensuring effective collaboration so that all our team members can flourish.

A communication, participation, and consultation process has been established for the Occupational Health & Safety Management System at Mantu level. Regularly informing employees through various channels and media ensures that they are familiar with the company's policy and objectives and that they are aware of their contribution to the improvement of the IMS. Continuous improvement programs promote the idea of quality and demand active cooperation in improving performance. To improve awareness of occupational health and safety, special tools and programs are implemented. These programs include dialogues with employees and regular instructions. In addition, health and safety awareness topics are included in the communication plan developed by the risk and audit department.

● Health and Safety Representative

Depending on the legal requirements of the different scopes in which we operate, a Health and Safety Committee (HSC) might be appointed in an office. The committee consists of a minimum of one designed management representative and one employee representative elected by their peers.

All employees are eligible to become a health and safety representative, however, certain procedures must be followed when electing a representative. The employee elected by their peers must not exercise managerial or supervisory functions.

The duties and functions of the employee health and safety representative include:

- Conduct monthly workplace inspections and help identify workplace hazards.
- Make recommendations to improve health and safety. Attend work refusals.
- Inspect the scene of a critical injury.

Employee responsibilities regarding their health and safety representative:

- Aid the health and safety representative in their duties by answering questions and providing information about hazards, processes, or the environment.
- Participate in the nomination and election of the health and safety representative.

Our approach to employee representation on health and safety issues relies on local regulations. Therefore, some workers might not be represented if the country in which they operate does not require such representation.

● List of processes related to OH

The process used to identify work-related hazards and assess risks on a routine and non-routine basis, and the different levels of intervention for eliminating hazards and minimizing risks:

● *The process for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals.*

A group-level whistleblower procedure is established for employees to confidentially report major issues they face at work, such as work-related hazards or hazardous situations.

● *Policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against retaliation.*

Every employee has the right to refuse to perform unsafe work to protect themselves from hazards that may be present in the workplace. To initiate a work refusal, the employee must only have an honest belief that a hazard exists. The employee must report the hazard immediately to their manager. They are not required to prove that a situation or piece of equipment is hazardous.

Employees who refuse to work due to a hazardous situation must not be subject to discriminatory action as a result of their refusal. An employee may be temporarily assigned to other work while the work refusal is being investigated.

● *The occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them.*

The Risk & Audit department carefully assesses and regularly audits the different entities to evaluate the health and safety risks that may be faced by employees, according to their offices and positions. The risks are then assigned to a risk owner and an action plan is established to avoid, remediate, or mitigate those negative risks, according to their severity and probability.

● *The process of worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and to facilitate access to relevant occupational safety and health information and communicate it to workers.*

- | This process generally involves:
- Sharing information about the OHS
 - Giving employees a reasonable opportunity to express their opinions and taking them into account.
 - Consulting employees in a variety of ways, including setting up a health and safety committee, regular communications, specific meetings on different topics.
 - Ensuring that employees at all levels and functions are aware of OHS requirements and participate effectively in the development, implementation and review of policies and procedures.
 - The consultation when there are any changes affecting the workplace and OHS systems.

● *OHS training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.*

The company is committed to identifying safety training needs on an ongoing basis. Staff will be involved in the identification of hazards in the office and advised of the hazards to their area. Staff will be trained to respond to such hazards to prevent accidents/injury to themselves, their colleagues, and clients. All staff will be trained on emergency procedures and, where appropriate, on the use of special machinery and equipment. All staff will be trained in correct, safe manual handling techniques.

There is specific training covering health and safety topics available on the internal training tool and this is included in the onboarding process for each new employee. Any person who accesses (for work or service) the site must attend the site safety welcome (induction), which will include instructions on what to do in case of an emergency. The induction contains:

- Site plan presentation with exits, emergency corridors, location of emergency facilities, and assembly points.
- Alarms and other emergency communication systems used in the building.
- Evacuation procedure.
- Location of first aid kits for first aiders.

All members of the "Commission santé, sécurité et conditions de travail" (CSSCT) must have completed training that will enable them to acquire the theoretical, practical, and legislative knowledge and methods necessary to carry out their duties. An introduction to health and safety at Mantu and training on mental health awareness is available for every person on our training platform.





HUMAN RIGHTS

Our stakeholders expect us to comply with the law and international agreements on human rights, such as freedom of association and collective bargaining, abolition of child labor and forced labor, all of them guaranteed worldwide, and 100% of our assessed entities are internally audited. As for our suppliers, 100% of them are risk assessed, and the issues previously mentioned are part of the checklist. A dedicated internal department (HR legal team) tracks and maps all legal obligations and rights. Presentations are made to management and action plans are put in place together with the local HR departments.

We establish favorable employment conditions and maintain effective employee communication programs as a means of promoting positive employee relations. These efforts are supported by internal policies. Some are mandatory, which we applied in countries where we had this legal obligation imposed by the employee threshold (e.g., Romania, France) and others are optional, where our main purpose was to offer transparency and visibility of internal rules to ensure a balanced workflow. Some of these optional policies are linked to the internal use of IT tools, Employment Handbooks that set guidelines on internal procedures related to various topics (holiday use, disciplinary procedures, schedules, etc.). They are linked to the Code of Ethics and Conduct, which provides guidelines on internal whistleblowing and the company's position on issues such as anti-bribery, anti-corruption, right of association, child labor, etc.

The policies are drafted by the internal legal department in collaboration with the local HR department of the beneficiary company. The implementation process involved the validation of the local HR partner and of the local HR director or hub manager. They are also developed following international standards and widely recognized initiatives such as the UN Global Compact

code of ethics, EU competition laws, US antitrust laws and similar laws in other countries, General Data Protection Regulation (GDPR) regulations concerning data privacy, ISO 27001 certification, etc. Based on the policies related to this topic, they were either reviewed in 2020 or 2021 to ensure that they remain relevant.

Freedom of association and collective bargaining

The commitment to manage the topic of freedom of association and collective bargaining is mainly based on regulatory compliance, but we also undertook voluntary initiatives. We focus on countries where we have a legal obligation to organize elections of employee representatives, where we have requests from trade unions (e.g., UK, Sweden) to join our company, or where most employees are unionized and issue a membership invitation to management. We then measure the effectiveness of our approach through internal audits and surveys (at local and group level).

KEY FIGURES

Percentage of total employees covered by collective bargaining agreements



To learn more about our approach to human rights through our suppliers, please refer to: Our approach to procurement.

CAREER MANAGEMENT AND TRAINING



LABOR/MANAGEMENT RELATIONS

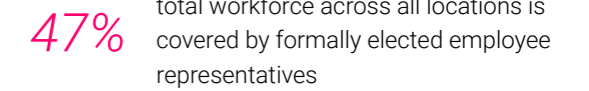
Consultation practices with employee representatives enable us to better identify employee needs and requests, and to better communicate with them. Our approach to labor management relations is conditioned to local laws and realities, as having employee representatives is not a global requirement.

This issue is managed in part by the HR legal team, which is responsible for providing technical knowledge on elections and their follow-up. In addition, HR teams and directors are responsible for leading the meetings and the action plan deployment. The goal of the employee representatives is to facilitate exchanges between all parties. For Mantu, it is crucial to manage and improve their working environment every day.

As we do not have employee representatives in every country, we design local policies to adapt to local realities. These local policies define the general rules of the representative committees, including the election procedure, the duties of the representatives, the frequency of meetings, etc. Local policies are

regularly updated as the need arises. Propositions can emerge from both the president of the representative committee or from any of its members and can be implemented after discussion and validation within the committee.

KEY FIGURES



Entities and countries with employee representatives:



TRAINING & EDUCATION

In the context of a continuous market evolution, employee training becomes a necessity. Employees must be given the opportunity to upskill and reskill. It is a great opportunity to expand the knowledge base of all employees. It provides enormous benefits to both the individuals and the company. The success of a service company such as Mantu depends primarily on the skills and talent of its team members. To answer this need, Mantu has created the Mantu Academy. Training programs are a source of innovation and reflection, as

they evolve along with the changes in the company, with market transformations and with technological innovations. The purpose of the Academy is to foster a culture of continuous learning to improve our excellence, to embrace the specific learning needs of employees, to bring flexibility to improve everyone's willingness to grow and share. We want to facilitate upskilling and reskilling, and ensure excellence through our in-house trainers' community, with high quality content and personal development certifications.



We truly believe in the importance of 'Anytime, Anywhere, Any Device', so we give employees the chance to benefit from training depending on their functions, roles, or training path, but also access to a catalogue where they can enroll in training on various topics. We want to be a learning organization. We boast great flexibility in terms of strategy, definition, training formats and solution development. We pride ourselves on creating tailored courses that engage people, while remaining relevant to the business. Our learning management system contributes to our culture of continuous skills development.

We collaborate with experts from organizations across the full spectrum of industries and sectors to ensure a constant cross-pollination of knowledge. The Mantu Academy benefits from experts with extensive and up-to-date operational experience: practitioners who are able to understand the concepts and translate them into business reality, thanks to their day-to-day responsibilities. These experts can contribute to training activities as instructors who facilitate sessions, or as Subject Matters Experts (SMEs) supporting content creation. In a continuous improvement approach, we have implemented a training-trainer program (from selection to training delivery) to ensure that instructors are well prepared to share their respective knowledge.

Our training programs can be divided as follows:

- 

Expertise
Technical training or certifications required to always be able to provide the best solution for client projects.
- 

Know-How
Soft skills training, which represents an essential element for organizational and personal success.
- 

Coaching program
Specific integration and coaching program designed for each client as the size of our teams increases for a single client (integration, company culture, tools, etc.).

The vast majority of our training programs are delivered in English, and although this the company's main language, it can be challenging for some offices. Therefore, we have also implemented some local training and, since 2021, we have started translating the most important digital

courses (i.e., digital onboarding). We will also invest in more external training for different perspectives on knowledge sharing. Furthermore, a policy has been developed to share standards and best practices for any training session at Mantu. However, it must be updated through the integration of our current Learning Management System, Rise-up. We are currently working to resolve the gaps between our former Learning Management System and the new one. Once these disparities are resolved, the policy will be updated and redeployed.

We have a dedicated team of 6 people working full-time at the Academy. Moreover, 175 trainers help deliver classroom or online training on a variety of topics. Since our training programs are fully developed through internal resources, we rely on a large population of Subject Matters Experts (SME), training owners and key users to design our training. With this in-house training philosophy, budgetary considerations are not a top priority. Our main goal is to develop comprehensive and effective learning courses and programs that can help address identified training needs and that take into consideration our specificities. For some fundamental topics such as management or business, we set up a pedagogical committee in charge of disseminating the culture and messages.

KEY FIGURES



*This figure does not consider the training provided directly within different teams, nor the training hours provided by external service providers.

DIVERSITY AND INCLUSION

DIVERSITY AND EQUAL OPPORTUNITY



Mantu is committed to ensuring equal opportunities for all our talent by implementing Diversity and Inclusion (D&I) initiatives. These types of initiatives are crucial for the present and future of the organization, as they will increase talent retention while generating internal innovation. Our ability to attract diverse candidates will be a measure of or our future success. The impact of this issue is also directly inherent in Mantu's closest business activities and relationships. We strive to engage our clients, suppliers, and other business partners in a positive drive for diversity and inclusion. Mantu wants to enhance its positive impact by contributing to promote diversity and inclusion within the workplace.

Diversity and inclusion should be implemented in as many aspects of the organization as possible, our goal being to promote the issue and adapt it to all workplace realities. Through collaboration between the positive impact team and representatives of different governances in the organization, diversity and inclusion initiatives are developed and adjusted to relevant circumstances. Our efforts are reinforced through our diversity and inclusion policy, which is implemented throughout the organization. This policy has been validated by the executive board and provides general guidelines on how to integrate diversity and inclusion into our activities.

In its sustainable development chart, which is embodied in the group's policies, Mantu stipulates that business should ensure the elimination of discrimination in employment and occupation. Mantu is also committed to equal wages and treatment, regardless of gender, in accordance with our Code of Ethics and, in particular, with French national regulations.

We are committed to maintaining a stable and productive work environment in which all employees are treated fairly and with respect. Respect is essential for a harmonious environment in which employees' rights

are respected. We wish to create a work environment open to all, taking advantage of diversity and allowing everyone to reach their full potential. Therefore, we are committed to treating all our employees fairly and providing an environment free of discrimination. We all must work and interact with each other in a professional manner based on mutual trust, respect, cooperation, and individual dignity. We must avoid actions and words that could be considered discriminatory, hostile, improper or offensive in any situation. Mantu will not tolerate discrimination or harassment or discriminate in hiring and employment practices based on race, skin color, religion, gender, sexual orientation, national origin, disability, marital status, nationality, or any other characteristic protected by law. The company will treat all its employees with respect and will not use threats of violence or other forms of physical coercion or harassment. All work-related decisions must demonstrate respect for the values of employee qualifications, merit, and performance. Discriminating against an individual could result in disciplinary action, including dismissal.

Furthermore, to increase our accountability in driving D&I initiatives, we are currently developing D&I targets in terms of gender representation in top management and also diversity representation in terms of nationality in leadership positions outside France, to adapt to local situations. These targets are being developed in collaboration with the positive impact team, top management, and the HR intelligence team, to ensure that the targets are achievable, yet ambitious.

From the quantitative and qualitative research that we conducted on the state of D&I at Mantu, we can prioritize actions based on their potential impact on the organization. While Mantu wants to increase its positive impact by helping to promote diversity and inclusion in the workplace, we are also developing D&I actions to prevent discrimination patterns. Here are some examples of the efforts we have made to promote D&I at Mantu:

Internal Commitment

- To prioritize initiatives, set objectives and track the progress of our efforts, we conduct an annual demographic data analysis where we use Mantu's talent information to assess the current situation in terms of diversity within the organization. This analysis is conducted in collaboration between the positive impact team and HRI (Human Resources Intelligence), who oversee the collection, storage, and interpretation of all talent data at Mantu. This collaboration ensures our data will be complete and reliable, and that we are able to monitor the effectiveness of our approach.
- To better understand the experience of women at Mantu, we conducted interviews with women in different roles, functions, and departments, to gather their feedback on aspects that may affect their evolution within the organization.
- To better understand our organizational culture, which is influenced by our French origins, we decided to interview employees who are not French or do not speak French to consider aspects that may influence their evolution within Mantu. The goal was to help us find different ways to establish ourselves as an international company, where any individual can evolve regardless of the French influence on the organizational culture.
- In our efforts to promote diversity and inclusion within the organization and develop an inclusive work environment, there can be some barriers in the form of unconscious biases. These are cognitive shortcuts, based on prior experiences, to make assumptions. Assumptions are not based on facts, negatively affecting decision-making processes. To mitigate the effects of unconscious biases, we have created an e-learning that raises awareness and teaches different methods to reduce their negative impact on decision making processes at Mantu. This training is available to employees and is part of the recommended training during the onboarding of all new employees.
- People reviews are carried out within each scope to evaluate the potential and performance of Mantu's employees. The defined system ensures fair evaluation as each employee is assessed by their manager following a grid of objective criteria. The global results are then reviewed at a committee meeting to identify and analyze results and specific cases. This allows Mantu to ensure there is no discrimination or bias during team evaluations.

External Commitment

- Many of the group's practices such recruitment, onboarding, promotion processes, etc. have been adjusted to integrate D&I and to comply with the BS 76005 certification. This certification is for our UK entity (BS stands for British Standards). Although the certification is for one entity only, the criteria we must meet are relevant to the practices used throughout the group. Therefore, some of the initiatives are driven by the BS 76005 certification process, but the extension to group practices goes beyond certification.
- To demonstrate our commitment to equality, we have signed the United Nations Statement of Support for Women's Empowerment Principles, which proposes seven principles for women's empowerment in the workplace. The UN initiative is a great opportunity to demonstrate Mantu's genuine commitment towards diversity, equity, and inclusion. As we value equal opportunities for all, we are proud to participate in this initiative, which will expand our current efforts to create an increasingly inclusive work environment for women at Mantu, and indeed for all our talent.

D&I initiatives are managed by a member of the positive impact team whose role is D&I Sustainability Analyst. They work closely with the risk & audit team and ensures that progress is made in D&I. This person is managed by the head of the risk & audit department and the head of the positive impact team. The D&I sustainability analyst has a charter of objectives per semester in which their tasks and expected outcomes are stated in order to measure performance.

For more detailed information about these topics:
 D&I Policy - Appendix 6
 Diversity of governance bodies and employees - Appendix 7

NONDISCRIMINATION

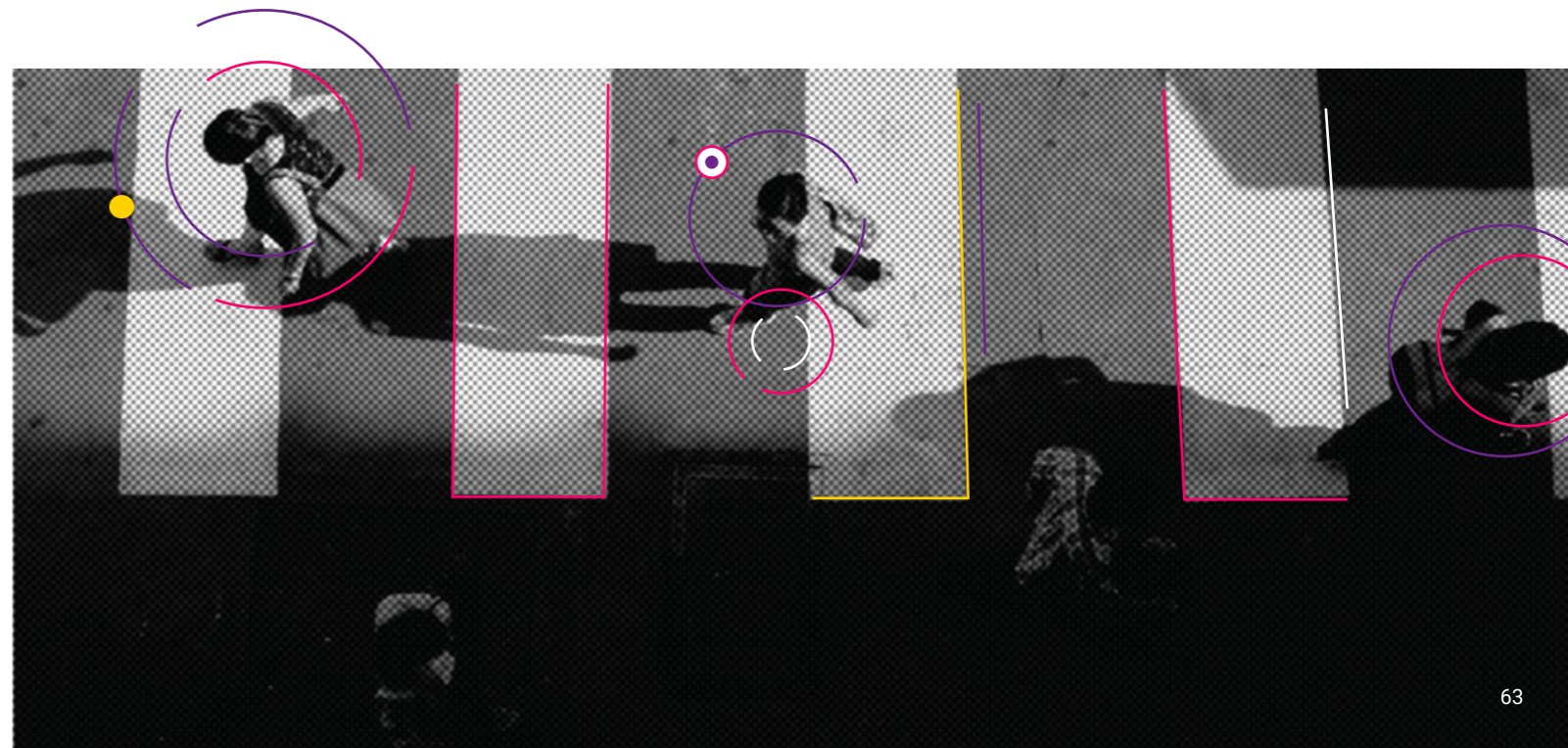
As part of our commitment to equal opportunity and non-discrimination at Mantu, we endeavor to create an inclusive work environment. It is crucial to eradicate discrimination to ensure everyone can reach their full potential, and to avoid the accusation of discrimination, which could negatively impact Mantu's image. This implies a zero-tolerance approach to discrimination of all kinds.

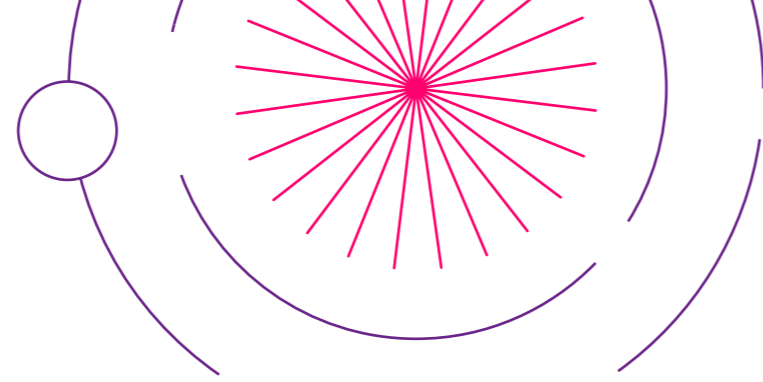
The applies directly to our operations in all our entities around the world. We are engaging our suppliers in a positive movement through our sustainable procurement practice, particularly through our sustainable procurement charter. Mantu's people are required to follow non-discrimination policies and a code of ethics. If any discriminatory behaviors or actions take place, people can report these unacceptable behaviors to relevant stakeholders, depending on their governance and status within the organization. Through non-discrimination policies and a code of ethics, which apply to everyone at Mantu, we expect impartial and fair ways of behaving and working within our organization.

Our efforts can be summarized through our Code of Ethics, which regroups all the overarching guidelines about how we conduct our activities in an ethical way. Among the many topics the Code of Ethics covers, accessibility is an important aspect. The company will give full and proper consideration to the needs of employees and visitors with disabilities. To achieve this, the company will:

- Treat all employees and visitors with disabilities with respect and dignity, both through the provision of a safe working environment and equal access to the organization's facilities.*
- Ensure that risk assessments are carried out according to the needs of people with disabilities and that reasonable adjustments to premises and employment arrangements are made.*
- Encourage people with additional needs to suggest any necessary improvements to premises or tasks to their managers.*
- Discipline employees who fail to treat colleagues with disabilities with the expected standard of respect and dignity.*
- In the event of an emergency evacuation, ensure that adequate plans are in place to assist people with disabilities to leave the premises quickly.*

Our Code of Ethics also establishes a procedure for reporting critical concerns, including incidents of discrimination or harassment. This procedure provides safeguards to whistleblowers (including confidentiality, anonymous reporting, protection from victimization, etc.), mechanisms to raise a concern, Mantu's procedure for responding, and any further steps to be taken. Non-discrimination commitments are made to improve opportunities for our employees, but also to comply with local laws in our offices around the world. Our policies also follow ISO 26000 guidelines and UNGC principles. Our efforts have resulted in avoiding any discriminatory incident during the reporting period.





COMMUNITIES

LOCAL COMMUNITIES & MARKET PRESENCE



Our market presence is determined by several aspects. From an economic standpoint, our market presence embodies our expansion strategy. The choice of our office locations is important to integrate and contribute to local economic frameworks. These new branches are opened by intrapreneurial people who transmit Mantu's culture at a local level. In line with our management approach for local communities, we strive to work closely with our clients, capturing the best of their local perspectives and benefiting from local talent pools. In terms of corporate culture, our market presence is an opportunity for Mantu to foster our cross-cultural mindset, which supports our innovative and creative capabilities, encouraging talent mobility across our offices. It is also a way to generate synergies with local universities, providing students with career opportunities and business experience.

Our global business strategy determines our market presence - we want to support our clients in the best possible way, wherever they are in the world. Economic and social opportunities drive the location of our hubs. We analyze the recruitment potential of a location, taking into account the strength of local talent pools, local unemployment rates, and financial and extra-financial restrictions. These restrictions are related to either our global implementation approach (time zones, suitability for our people) or legal particularities (immigration restrictions, HR policies, contract peculiarities, taxes and subsidy policies).

The purpose of our management approach is to enhance the various positive impacts of our market presence. This includes creating new jobs and geographic proximity to our clients, and contributing to reducing our environmental impact linked to commuting and business travel. We also encourage local consumption.

We accept the limitations of remote management and the difficulties of managing operations simultaneously in different time zones. However, we mitigate the negative impacts of multicultural management, such as linguistic diversity and different communication habits, by offering specific training to our people and helping them to adhere to our strong and global corporate culture. We also mitigate the potential negative impact

of our international mobilities by offering remuneration mobility packages to ensure equity for our local talent.

Local hiring policies are defined for each function. These policies ensure fair and transparent rules for everyone at a national level; thus, there are equal opportunities for both local people and expatriates. We also have a set of global procedures for defining people's salary levels. First, we conduct a salary benchmark that compares talent expectations and market practices. Our salary simulator tool then integrates local parameters and an individual's personal characteristics (years of experience, languages spoken, fields of expertise) to propose remuneration aligned with the market and the person's expertise. For our support functions, in our hubs, we apply a ranking procedure that helps us to weight our remuneration grid considering multiple variables (degree of complexity of the function, location) to ensure a fair remuneration for all.

In terms of the targets we set ourselves on this topic, we apply the same KPIs for performance evaluation in all our entities around the world. In addition, all our teams benefit from the same training, and all our business directors receive the same annual Objective Letter, which contains the agreed goals to be met during that year with monetary bonuses linked to the fulfillment of their objectives. These two elements enable us to maintain a unified expansion, ensuring the common spread of Mantu's culture.

The decision-making power for our market presence, both for business units and hubs, is managed by Mantu's board of directors. Our centralized hub management department then makes global decisions and defines our hub strategy. Mantu's hub managers are responsible for local decisions. Our business directors also have responsibilities concerning the business aspects of our market presence. They are involved in every decision that may affect their teams. In some locations, the business director and the hub manager are the same person.

Before any market entry, we initiate a market study through our internal Market Intelligence Team (MIT). Once a business need is formally identified, we recruit, either internally or externally, the people who will start

our activities in a new location, hiring local candidates and looking for local clients. Our hub implantation policy will be reviewed in 2022. We plan to review our roll out methodology of implantation and our local recruitment approach to better respond to Mantu's business and brands' needs. This review will help us to overcome immigration restrictions and local recruitment difficulties to enable Mantu's ecosystem to maintain its fast-growing pace.

We review the performance of our management approach weekly through an internal coaching system. Every person opening a hub is encouraged and supported by a business director. This coaching improves performance visibility for both sides, and facilitates the transmission of knowledge, expertise and the collection of feedback on best practices and potential obstacles. From an HR perspective, we track local and governance-based talent satisfaction using our 'Express Yourself' tool on a monthly basis, and our 'Speak-up' survey on an annual basis. These actions can alert us to any issues happening in one of our locations, enabling us to intervene quickly if necessary (To learn more, please refer to: Employment wellbeing).

Our management approach on this topic is subject to a strategy of continuous improvement. Today, most of our efforts aim to meet our people's expectations in terms of work-life balance, work flexibility and positive impact engagement. The review of our hub deployment strategy will help us align our management approach to our current needs. We are also improving the monitoring of our recruitment capacities, focusing on quality at a local level. We evaluate our recruitment quality based on our ability to quickly recruit talented and skilled candidates that we will be able to retain over time.

OUR VOLUNTEERING PLATFORM:



ONE SMALL STEP

Mantu believes in providing a platform to support people's engagement in meaningful projects. That's why we aim to encourage and facilitate community engagement and knowledge transmission. With One Small Step (OSS), our volunteering platform, everyone at Mantu can easily find and get involved in a cause or initiative that is close to their heart. This platform connects our employees to non-profit organizations to get them involved in volunteering projects. Given the shift towards sustainability over the past few years, Mantu decided to actively engage our community of talent worldwide. Mantu's commitment to promote volunteering in our local communities goes beyond any obligation or

regulation. The goal is to increase our positive impact and contribute to making our local communities better.

The Positive Impact team seeks non-profit organizations from all over the world and helps them join OSS. Non-profit organizations can use the platform autonomously to post volunteering projects according to their needs. Our employees can then browse the catalog of projects and choose the one based on their preferences, geographical location, or even the skills they would like to share. We are also open to recommendations from our employees; they can suggest non-profit organizations they value to One Small Step, so that their colleagues can also contribute to helping a good cause. Since the Covid-19 crisis, we have primarily focused on sourcing remote projects, but we plan to strengthen our in-person volunteer collaborations as soon as the sanitary situation will allow it.

During 2021, we voluntarily set a target of 450 people enrolled on at least one project, applicable if we were operating under pre-Covid-19 conditions when in-person projects were allowed. Given the sanitary restrictions in 2021 similar to those in 2020, the target was adjusted to 225 people enrolled in at least one project, as these circumstances made it much more difficult to increase engagement. These targets will be met through communication and awareness campaigns about the platform within Mantu as a whole. We monitor our progress against these targets through the One Small Step dashboard. As of September 2021, we were able to observe the following figures on platform engagement:

108 employees	38 volunteering projects	115 organizations
have been involved in One Small Step volunteering projects	are available (Sep 2021)	have been involved since the platform's launch

401 hours	111 people
volunteering completed from Sep 2020 - Sep 2021	participated from Sep 2020 - Sep 2021

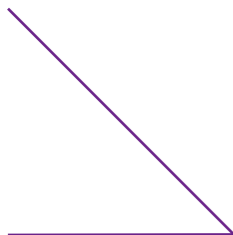
Countries concerned



When considering all the initiatives completed

all 17
Sustainable Development Goals were supported through our engagement

ENVIRONMENT



ENVIRONMENTAL AND ENERGY MANAGEMENT SYSTEM OVERVIEW

PURPOSE OF THE ENVIRONMENTAL AND ENERGY MANAGEMENT SYSTEM

The Environmental and Energy Management System enables Mantu to effectively pursue its ambition and commitment to contribute to the protection of the environment.

Our environmental commitment is fully framed by our Sustainable Development policy, stating that Mantu aims to support a precautionary approach to environmental challenges, undertaking initiatives to promote greater environmental responsibility as well as encouraging the development and diffusion of environmentally friendly technologies. Our policy also mentions the fact that Mantu publicly adheres to the United Nations Global Compact. The sustainable development policy is reviewed and approved each year by Mantu's top management during the management review and covers the whole Mantu group (consolidated entities).

To ensure a significant and continuous reduction of the environmental impact of our activities (greenhouse gas emissions) and a qualitative management of environmental topics, Mantu has decided to deploy the Environmental and Energy Management System based on the framework of ISO 14001 and ISO 50001 standards. A first certification on these standards for Amaris France is expected in the coming months.

Our commitment to greenhouse gas emissions management (including our energy consumption and waste management) goes far beyond regulatory compliance, for which we are anticipating an increase of legal requirements in future.

This management system was implemented in 2020. We are currently mitigating our negative impacts, and when we reach maturity on this objective, we will be better able to position ourselves to seize opportunities and avoid risk.

RESPONSIBILITIES AND RESOURCES OF THE MANAGEMENT SYSTEM

The Environmental and Energy Management System is operated by a team member of the Positive Impact department, who works closely with the Risk & Audit team. This person ensures that progress is made on Mantu's environmental challenges as well as the system's compliance with ISO 14001 and ISO 50001 standards. This person is managed by the head of the Risk & Audit department and the head of the Positive Impact department. Half-yearly targets are set and periodically reviewed to ensure progress towards their achievement.

Furthermore, Mantu's environmental transition requires the contribution of the different departments and countries of the ecosystem: we are empowering all these internal stakeholders by giving them the keys to deploy consistent environmental improvement actions in their scope.

The contribution to environmental protection is one of the four pillars of the Positive Impact department, which has a defined annual budget to deploy its different activities and projects.

MAIN ACTIVITIES OF THE MANAGEMENT SYSTEM

Following the PLAN - DO - CHECK - ACT cycle required by ISO 14001 and ISO 50001 standards, Mantu has established different activities that allow us to measure our greenhouse gas emissions (including energy consumption), prioritizing the environmental and energy aspects where we need to improve and designing an appropriate action plan. Activities are conducted according to an annual cycle model so that we can measure our progress and adapt our action plan to reduce our carbon emissions and energy consumption as much as possible.

Here are the main steps of the process:

- *Measurement of environmental impact through annual carbon footprint assessment (To learn more, please refer to Yearly Carbon footprint assessment).*
- *Identification of the priority issues to be addressed (non-exhaustive): environmental impact analysis (all environmental aspects whose impacts are quoted as high or critical are prioritized), environmental risk analysis (all risks with high or critical priority levels are prioritized), stakeholder analysis (all stakeholder requirements with significant importance to Mantu are prioritized), legal watch (all current and future applicable legal requirements are prioritized), etc.*
- *The design of an action plan to address each of these priority issues.*

This management system ensures the planning of concrete actions. The scope of these actions is either Mantu (group level, meaning all 60+ locations, all the consolidated brands) or Amaris France for some local actions that have not yet been deployed globally. The timing of actions is variable: it can be short, medium, or long term depending on the issue to be addressed. For each action in our environmental action plan, we define the resources needed to implement the action. We evaluate the human and financial resources required and, finally, we validate them with the person in charge (generally the head of department concerned). The resources mobilized are then shared with all the departments where the actions are deployed.

In the environmental action plan, each activity is associated with an environmental target to be achieved. This target can be a percentage of tCO2e reduction or another quantitative KPI depending on the issue. Then, the positive impact team manages an environmental dashboard (which covers energy issues) that includes targets such as our percentage of compliance with legal requirements, the rate of environmental aspects with decreased impact levels, the rate of activities deployed in the action plan, etc.

Continuous improvement of the management system is ensured through periodic audits conducted by our internal team, leading to an improvement action plan.

CONTINUOUS IMPROVEMENT OF THE MANAGEMENT SYSTEM

Environmental targets

The Energy and Environmental Management system is monitored via setting targets to measure the efficiency of the global system as well as for each action in our environmental action plan.

In the environmental dashboard, the targets are intended to evaluate the quality of the Environmental and Energy Management System and highlight areas for improvement. Some targets are checked every month, others are checked annually depending on the issue. Here are some examples of targets:

The standard percentage of compliance with legal requirements at Amaris France

100%
which we respect.



The standard percentage of targets achieved by the deadline set out in the environmental action plan

80%
which is matched so far



Our standard percentage of compliance with ISO 14001 and ISO 50001

100%
for Amaris France, which was achieved in 2021

We expect to reach our targets, ensuring the good performance of the system. If we do not perform as expected, it will be the opportunity to improve the performance of the Environmental Management System. Some targets are set at a Mantu level, and others are only deployed at an Amaris France level, as we expect a certification on ISO 14001 and ISO 50001 standards in this scope in the coming months.

In the environmental action plan, targets aim to evaluate the efficiency of the actions we deploy and their concrete impact on our energy consumption. We always set the deadline for achieving the environmental target a while after the action deployment deadline. The reason is that most of the time, the beneficial effects of an action cannot be noticed immediately.

Generally, we set the environmental target at year +1 after the action deployment deadline, but it is adjusted depending on each action. For each action we deploy, we expect to achieve its associated environmental target. If so, it means that our action is efficient. We will then study the possibility of scaling it to more scopes if relevant and will ensure it remains effective over time. If we do not achieve the intended environmental target, it means that the action deployed is not efficient and, in this case, we will review our action plan to find better solutions. Since some actions are deployed at group level, their associated targets are defined at the same scope.

The timeline for our global emissions monitoring targets was established in 2019 (carbon footprint assessment performed on Mantu scope) as it was then that we began measuring our carbon emissions and energy consumption (see details Yearly Carbon Footprint Assessment). All targets are voluntary and not based on legislation. Mantu has never been subject to fines or non-monetary sanctions for non-compliance on environmental regulations.

Audits and assessments

Our internal audit team organizes and manages an annual audit of the Environmental and Energy Management System. This audit leads to the preparation of a report identifying strengths, progress points, weaknesses, and minor and major non-compliances. Compliance with ISO 14001 and ISO 50001 standards as well as internal requirements are evaluated. The 2021 internal audit reported a minor non-compliance on the dashboard as some KPIs did not have an associated target, which has been corrected. Another minor non-compliance was linked to office management; there was no procedure for handling certain types of waste (ink cartridges, used lightbulbs etc.). This has been corrected through the creation of a global guide on environmental management in offices.

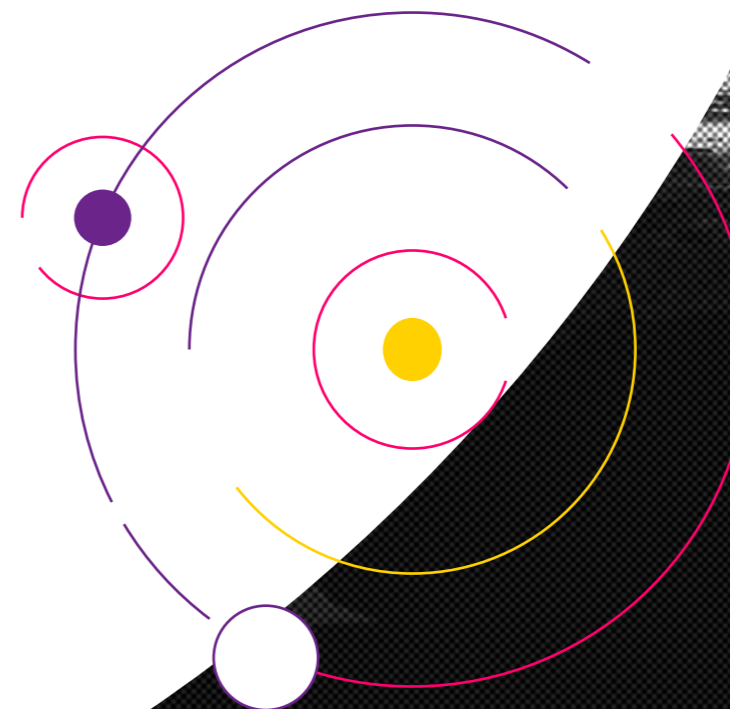
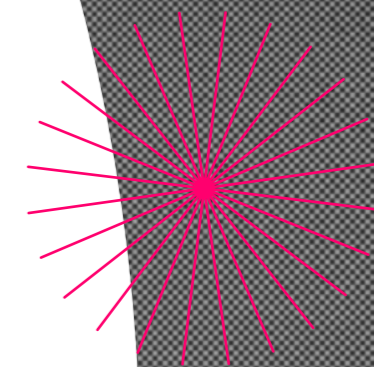
A certification audit is also being planned for Amaris France in line with ISO 14001 and ISO 50001 standards.


Every year, Mantu performs an EcoVadis assessment. This assessment aims to measure our performance on sustainable development issues. One of the 4 categories of the assessment is the environment, in which energy issues are included. The 2021-2022 EcoVadis assessment yielded a gold medal, with an overall score of 68/100, 60/100 for the environment part. An improvement action plan has been developed which will enable us to continuously improve these results in the coming years (see more details on Reporting practices & Materiality analysis).

Management review

A management review is organized every year, attended by members of our top management (the highest governance body). The environmental issue with relevant KPIs is introduced and the outputs of this review lead to the design of improvement actions. The 2021 management review didn't identify any improvements regarding the Environmental Management System.

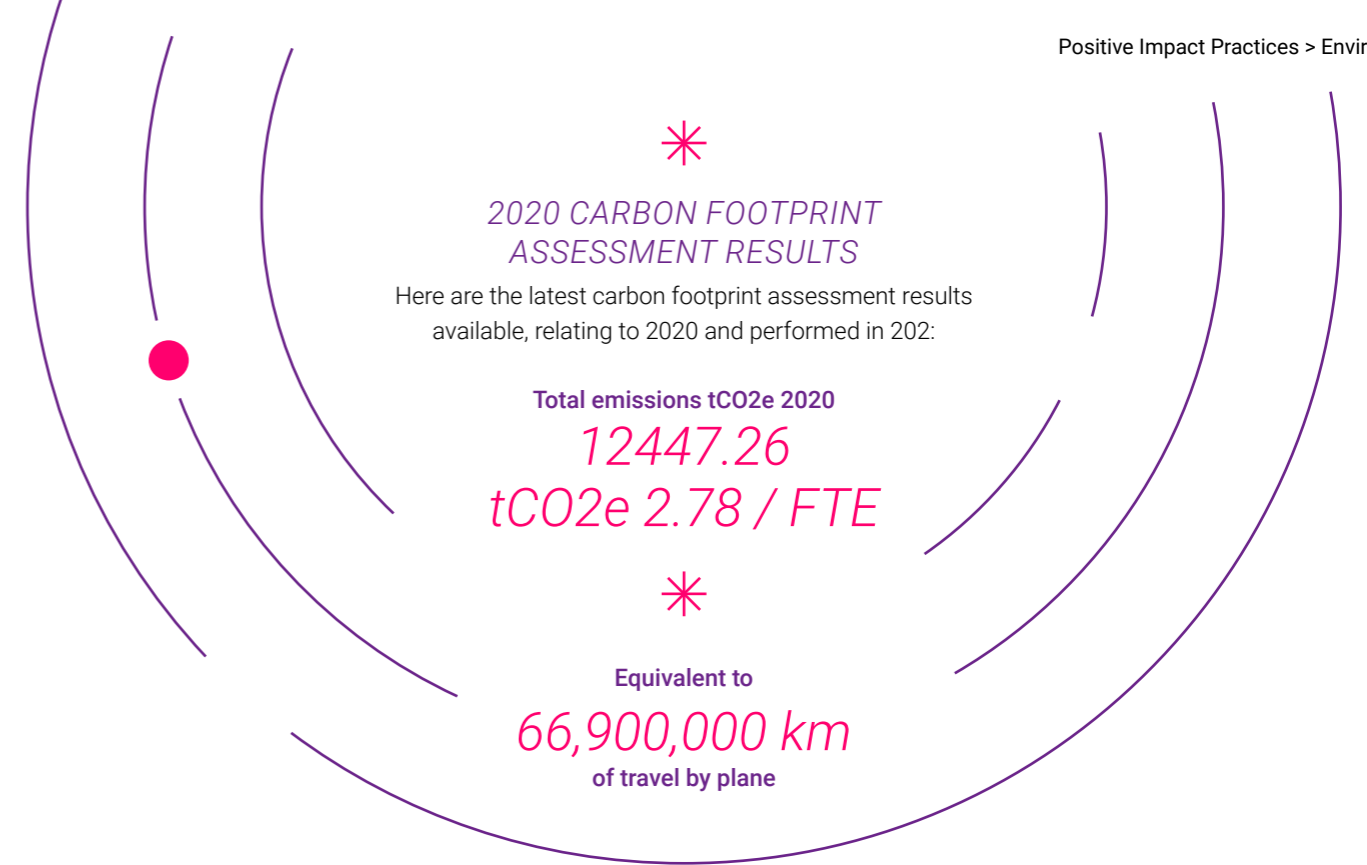
Thanks to the Environmental Management System, we will be able to deploy the most relevant and efficient actions that will enable us to significantly decrease our carbon emissions in the long run. We are currently working on the definition of carbon reduction targets, following the SBTi standard.





GREENHOUSE GAS EMISSIONS

Given the urgent climate crisis, highlighted once again by the latest IPCC report, Mantu is committed to monitoring and reducing its greenhouse gas emissions to move towards a low-carbon economy. The stakes are high both in terms of external stakeholders expectations' and in terms of business sustainability, as regulatory pressures are becoming increasingly stringent on this issue.



YEARLY CARBON FOOTPRINT ASSESSMENT

Methodology

The measurement of greenhouse gas emissions caused by our activities is essential and is ensured by our annual carbon footprint assessment. This is carried out by our Positive Impact team following the GHG Protocol guidelines.

Mantu monitors its greenhouse gas emissions as closely as possible:

- By monitoring its entire scope, meaning all its consolidated entities (where it has financial control), in all its 60+ locations.
- By monitoring its direct emissions (scope 1 - emissions from our car fleet) and indirect emissions (scope 2 - emissions from our electricity consumption and scope 3 - emissions from our purchased goods and services, waste, business travel, leased assets and employee commuting), with no relevant limitations to declare.

To proceed to this assessment, Mantu has developed its own calculation tool. As much as we can, we are primarily using data as emission factors (for instance, the emissions factors used in our car fleet calculations come directly from our car fleet leasing supplier). Where this is not possible, we use GHG Protocol approved emission factors, mainly those from ADEME database

(for instance, to convert kWh to tCO2e). The baseline we used is from 2019 as it was the first year in which we conducted this analysis.

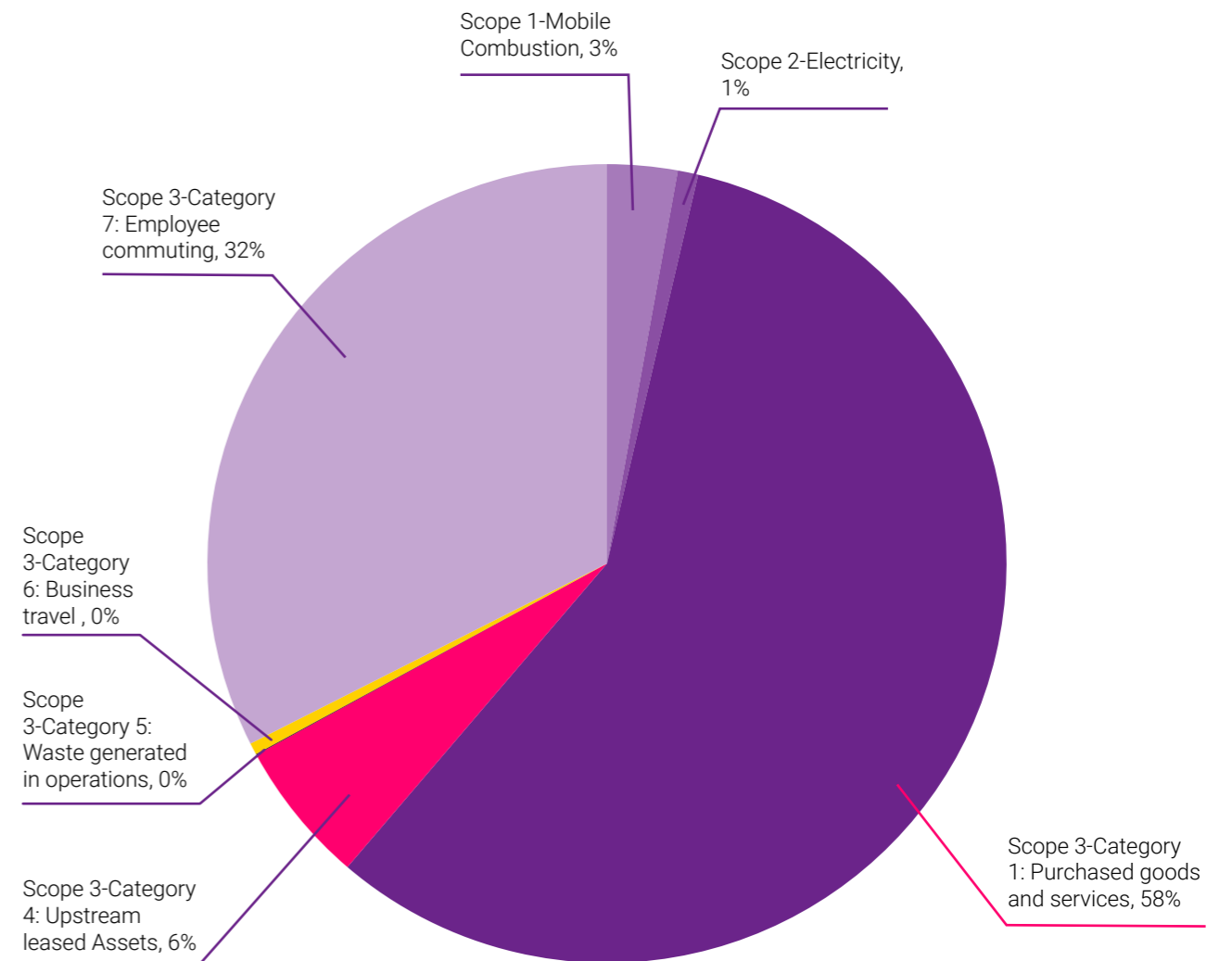
We use two different performance indicators:

- An absolute one: tons of carbon dioxide equivalent (tCO2e) to obtain a global overview of our emissions.
- An intensity one: tons of carbon dioxide equivalent per full-time working day (tCO2e / FTE) in order to measure our environmental performance in a context of variation in terms of number of employees.

Greenhouse gas emissions at stake

The calculation is made on carbon dioxide equivalent (CO2e) to harmonize all units. In the case of scope 1 emissions made by our cars (mainly petrol and diesel), carbon dioxide is dominant but we also have nitrous oxide (N2O). Scope 2 is fully composed of our electricity consumption. Depending on the sources of electricity, the greenhouse gases linked to its production can be mainly carbon dioxide (CO2), nitrous oxide (N2O) and methane (CH4). As for the variety of emission categories in the scope 3, many different gases may be involved, for which we can't currently have a clear view on.

We do not exclude any source of greenhouse gas in our assessment.



Scope	Emissions CO2 (tCO2e) 2020	Ratio Emissions CO2 (tCO2e) 2020	Emissions tCO2e/FTE 2020
Scope 1-Mobile combustion	353.44	3%	0.08
Scope 2-Electricity	102.97	1%	0.02
Scope 3-Category 1: Purchased goods and services	7,168.33	58%	1.60
Scope 3-Category 4: Upstream leased assets	721.39	6%	0.16
Scope 3-Category 5: Waste generated in operations	3.60	0%	0.00
Scope 3-Category 6: Business travel	58.73	0%	0.01
Scope 3-Category 7: Employee commuting	4,038.80	32%	0.90
Total	12,447.26	100%	2.78

The results of our carbon footprint assessment are verified internally each year, on every scope. They have not yet been verified by any third party.

IMPROVEMENT ACTION PLAN

Through the different environmental analyses that we have performed (including a carbon footprint assessment), we are able to identify the priority environmental issues that we need to address. These analyses are updated annually, allowing us to evaluate our progress and adjust our environmental action plan accordingly.

Since environmental priorities concern various activities within Mantu, the design of our environmental action plan is a collective process: we empower our people, in every department of the company, to make significant progress on environmental issues.

One of our first actions in terms of environmental impact reduction has been around the management of our offices at an international level. As a company in the service industry, our offices have a significant impact on the environment

(through the energy we consume, the waste we produce, etc.). For this reason, and in the spirit of continuous improvement, in October 2020 we launched the Eco-offices project. The aim of this project is to involve all office managers to gather their input on the local management of environmental issues with two objectives:

- To better understand how environmental topics are managed in our different offices worldwide.
- To be able to establish concrete action plans to improve these issues together with office managers and then reduce the impact of our local activities on the environment. The inputs from this checklist are integrated into the annual review of the environmental action plan involving all our offices around the world.

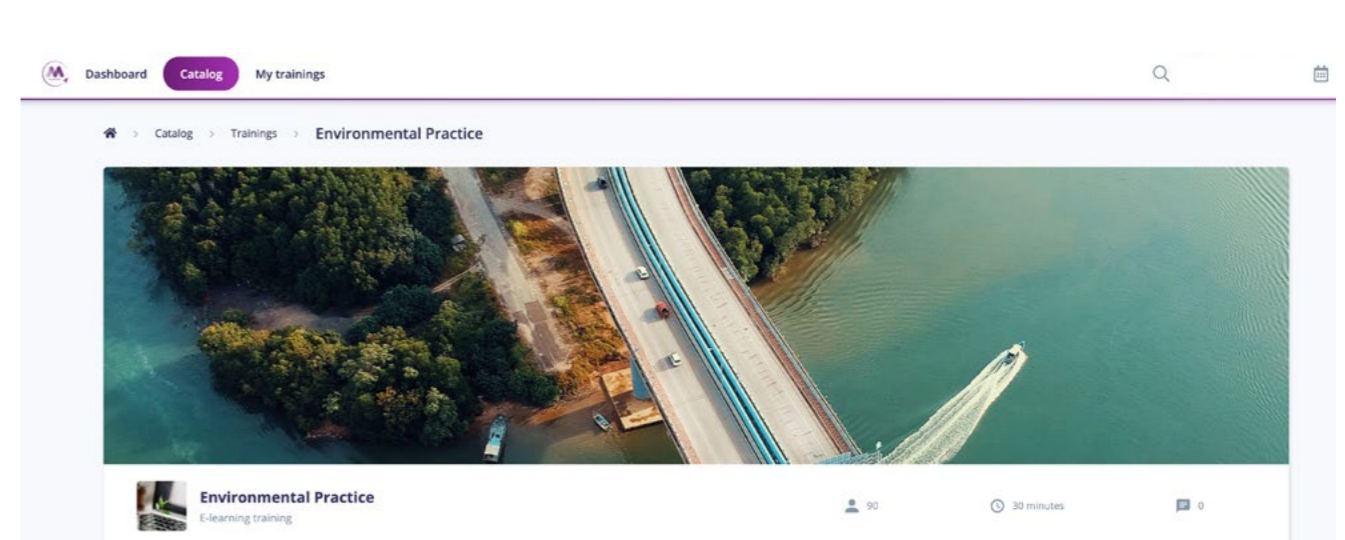
The Eco Offices checklist



Here are some examples of environmental actions we have been designing in 2020 and 2021:

- We launched a Mantu-wide training called 'Environmental Practices' available and recommended for all our employees. This training details the environmental impact that Mantu has as well as giving concrete recommendations for our people to adopt green behaviors. The training attendance rate is 25% (September 2021) and we are taking measures to increase this rate.
- Regarding our real estate activities, we have established an updated list of criteria to further integrate environmental issues in our choice of future offices. Each criterion is associated to a percentage of corresponding new offices, with a deadline to achieve this target.
- We have established some concrete criteria for the purchase of some product categories: for instance, we now buy computers with the TCO label (a sustainability certification). To start with, 40% of our equipment will respect these criteria by the end of 2022.

The Environmental Practices training





ENERGY



Mantu is directly responsible for the energy consumption linked to its activities (energy consumption in its offices, energy consumed by its car fleet, business travel and employee commuting), so we are fully committed to the issue, exploring low-energy consumption patterns and sustainable energy supply. In this sense, Mantu has invested in the company ekWateur (unconsolidated entity), which distributes clean energy in Europe. This materiality issue is managed at group level, including its 60+ offices over the world and all its brands in which it has a financial control (consolidated entities), without any specific limits.

Mantu is acting both to reduce the group's energy consumption, and to clean up the sources of energy used. The management objective is primarily to remediate the underlying negative impacts. In the long run, the experience acquired will enable Mantu to avoid and mitigate some energy consumption, as well as to enhance positive impact by supporting our clients in their own energy challenges.

● Mantu energy consumption

The only fuel consumed in the organization is that consumed by the cars in our car fleet. Cars run on petrol, diesel, hybrid, or electrical sources. We calculate the carbon emissions from our car fleet by multiplying the average number of kilometers driven by each car during the year by an emission factor provided directly by the car leasing supplier, to obtain the figure in tCO2e (to learn more, please refer to Yearly Carbon footprint assessment).

In terms of energy consumption, Mantu is responsible for 349,639.31 kWh consumed in 2020. This energy use is directly related to our office activities, including our electricity-powered heating and cooling. This data is gathered from all our offices worldwide in kWh. Where

data is not available for some offices, we proceed with an estimate of kWh consumption based on office surface, performed with the reference of another office in the same continent. Emission factors are then used to convert to tCO2e (these are from the ADEME source and differ from country to country).

In total, our energy consumption represents (scopes 1 and 2) 456.41 tCO2e (102.97 tCO2e due to our electricity consumption + 353.44 tCO2e emissions linked to the use of our car fleet) in 2020. As for our indirect impacts (scope 3), 48.8 tCO2e was generated in 2020 from our business travel: car rentals, flights, and trains. 4,038.8 tCO2e was caused by our employees' commuting. These impacts are measured through our annual carbon footprint assessment (to learn more, please refer to Yearly Carbon footprint assessment). Following the carbon footprint assessment, we conduct an annual energy review to highlight our significant energy use (a requirement of ISO 50001 standard).

In 2020, our energy consumption decreased; the types of energy affected by the reductions are fuel and electricity. Electricity and fuel represent around 0.33% of consumption and external expenses of Mantu.

Having an absolute performance and intensity indicator (tCO2e and tCO2e/FTE) helps us monitor the evolution of energy consumption, not only as gross data, but also proportional to the number of employees, which can vary significantly and has a direct impact on our energy consumption. We are using the same indicators for energy consumption inside and outside the company. Thanks to the conversion of energy data to tCO2e, we can treat all energy types with these indicators.

Mantu aims to reduce its energy consumption and to be more efficient. We have designed concrete actions and initiated different projects to reduce the impact of this material issue.

● Energy consumption reduction actions

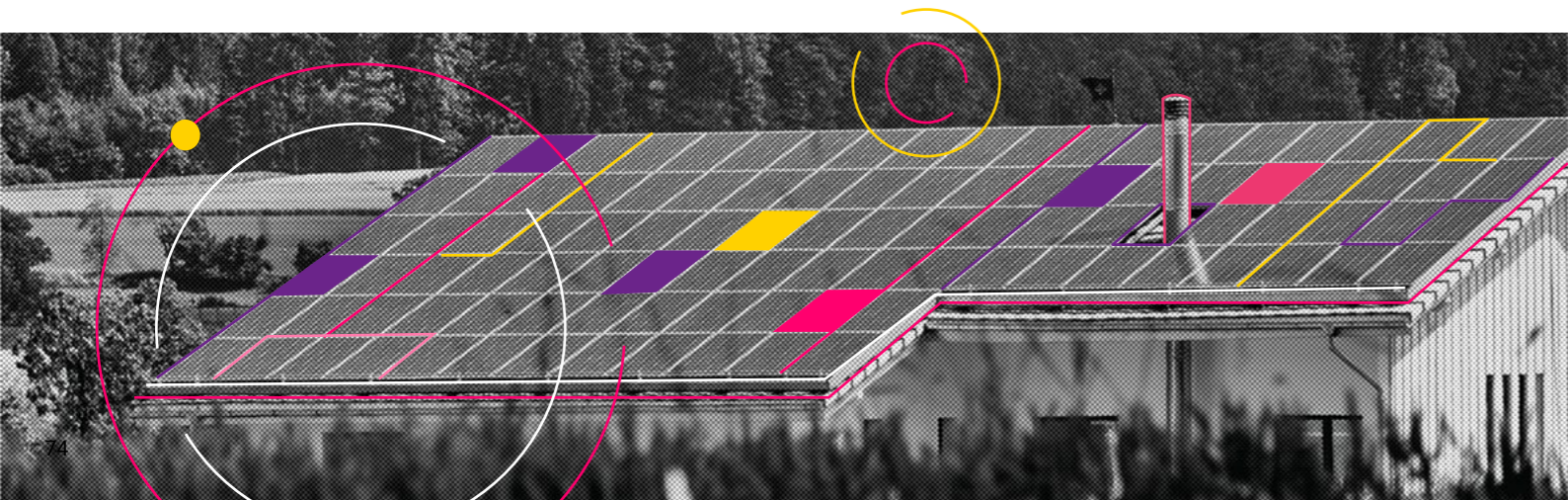
Here are some examples of energy-related actions included in our environmental action plan:

- In our French offices, we established an optimal temperature range to save energy in relation to our HVAC usages. This action was planned at the end of 2020 and deployed at the end of March 2021. It affects all our offices in France where we can control the temperature of our offices (it is not possible to deploy it where we rent some spaces in business centers, for example). We expect this action to decrease the energy consumption of the concerned offices by 6%.
- In all the French offices where we had the ability to choose our electricity supplier, we switched to ekWateur, a renewable energy supplier that is part of the Mantu ecosystem (unconsolidated entity).
- In June 2021, we organized Mantu Environment Week, which consisted of a series of events aimed at raising awareness among our people around the world. Among the different events was the Cyber Clean-up Challenge: a 1-hour digital event to help people understand digital pollution with a practice session for participants to delete their unwanted emails.

● Mantu environment week invitation

The graphic features the Mantu logo (MANTU TOMORROW IS HUMAN) on the right. On the left, there is an illustration of three diverse people in profile, looking towards the right, with a stylized leaf and city buildings behind them. The text below the illustration reads: "Your invitation for the environment week", "Mantu is celebrating Environment Day all week!", "From 7th to 11th June", "Join the special events organized for Mantu Environment week!", and "Click [here](#) to see the program!".

Decreasing our energy consumption is part of our global environmental action plan, which will enable Mantu to reach its target of becoming carbon neutral by 2030.





WASTE MANAGEMENT

Waste is one of the environmental issues that is analyzed, prioritized, and then concrete actions are developed to improve ourselves. The proper management of waste, generated through the activities in our offices, is an important issue in our environmental management. Mantu monitors its waste in the most exhaustive way, with no particular limitations:

- ☀️ *This impact occurs in all our offices (60+ locations in the world).*
- ☀️ *Different types of wastes are involved: recyclable wastes, electronic wastes, hazardous wastes etc.*
- ☀️ *As a service company, we have no subsequent waste to manage.*

🕒 *Waste generated by Mantu activities*

One of the activities of the Environmental Management System is the Environmental Impact Analysis, carried out from a lifecycle perspective (LCA). The purpose of this analysis is to identify, among the different activities carried out in the company, which ones make a significant impact on the environment. The result of this analysis is impact level evaluation of each environmental aspect identified so that Mantu can prioritize the environmental issues where we need to improve. Since waste is an important environmental issue, we have identified which activities are likely to generate waste:

- Our offices reject 'common' waste, meaning recyclable waste (plastic, paper, glass etc.) and non-recyclable waste (general bin). This waste is directly linked to office work.
- Our offices refuse electronic waste: computers and all affiliated accessories, telephones etc. This waste is linked to our work tools.
- Our offices that refuse 'exceptional' waste: furniture, refrigerators, etc. They are mainly linked to the installation of a new office or to the renovation of obsolete equipment.

- Our offices that refuse hazardous waste: batteries, light bulbs, cleaning products, etc.
- We organize some events, outside of the office, that also cause waste.
- These impacts are related to the waste generated upstream (through the products we buy) or our own activities (using electronic equipment to work, for example).



The methodology we currently adopt to measure our waste-related environmental impact is as follows:

- So far, we have concrete data (kg per type of waste) only for our Lyon office, provided by our waste management supplier.
- We apply the ADEME emission factors to obtain our tCO2e.
- We calculate the tCO2e and then extrapolate this data to our global number of employees worldwide.

So far, we cannot know how our waste is disposed of because we only have visibility on one office. We will improve this methodology by performing an on-site waste audit in the coming months.

🕒 *Waste management improvement actions*

Here are some examples of waste-related actions included in our environmental action plan:

- In order to decrease the greenhouse gas emissions linked to our e-waste management, we have established a clear and optimized procedure for end-of-life stock. We aim to achieve 80% of our obsolete stock having a 'clean' end-of-life (i.e., avoiding disposal or recycling) by the end of 2022.
- We displayed clear signs in offices to indicate how to handle waste and recycle properly.
- Regarding the organization of events, we conducted a study on attendance rates in order to better manage the quantity of supplies and avoid waste.
- In order to spread best practices in waste management and environmental management more widely, we designed a guide dedicated to office managers in all Mantu countries to help them implement local improvement actions.

🕒 *Extract from the Environmental Management Office guide*

THE 3 RULES OF WASTE MANAGEMENT

3 Rs:

REDUCE

REUSE

RECYCLE



As Office Responsible, your role is ensuring that the 3 Rs rule is respected:

- 📌 **Reducing the quantity of waste:**
 - stop buying single-use products,
 - program both-side / black & white printing on your printers,
 - encourage litter less lunches etc.
- 📌 **Reusing material whenever it is possible:**
 - buy refillable ink cartridges,
 - challenge with our IT team the possibility to fix equipment not working anymore,
 - keep the procurement stock table up to date in order not to buy new items when not needed etc.
- 📌 **Recycling:**
 - remove personal bins by employees' desks,
 - provide the necessary set up to enable recycling in the office etc.

In the coming months, our improved reliability of waste data will enable us to take a step further into our strategy and in the deployment of concrete actions on this issue.

CONCLUSION



“WE BELIEVE, AS A GROWING INTERNATIONAL COMPANY, THAT WE HAVE A RESPONSIBILITY TOWARDS MAKING A POSITIVE IMPACT ON OUR COMMUNITIES, ON THE PLANET AND ON FUTURE GENERATIONS.”

EXECUTIVE VP SUSTAINABLE DEVELOPMENT - CONSTANCE NEVORET

FOR MORE INFORMATION:

[Visit Mantu](#), [GRI Index](#),

