



# Communication on Progress

Dec. 2022



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## A Word of CEO of Efficacy

**Commenté [EB1]:** Tout cette première et seconde partie devrait être simplifiée et regroupée dans une seule page, pourquoi on met en place un plan ESG

**Commenté [EB2R1]:** Devenir une société tech pionnière dans l'esg

**Commenté [EB3R1]:** Esg doit être un moteur pour développer le business

**Commenté [EB4R1]:** Ne doit pas freiner le business

## 2 A Word from the President

*It is now twelve years since Efficy committed itself to the 10 principles of the UN Global Compact. Each of these values is integrated into the company's culture, which we communicate to our entire ecosystem (employees, partners and customers).*

*In 2012, we published our first Communication on Progress on the Global Compact under the E-Deal banner, a company that joined the Efficy Group in 2018. For twelve years now, Efficy has been committed to.*

*Since then, many steps have been taken and we're currently thinking about adding more structure to our process. As a responsible corporate citizen, Efficy wants to be an actor in the improvement of its social, economic and ecological environments.*

*For all these reasons, it is with great conviction that we respect the ten principles of the United Nations Global Compact.*

**Cédric Pierrard**

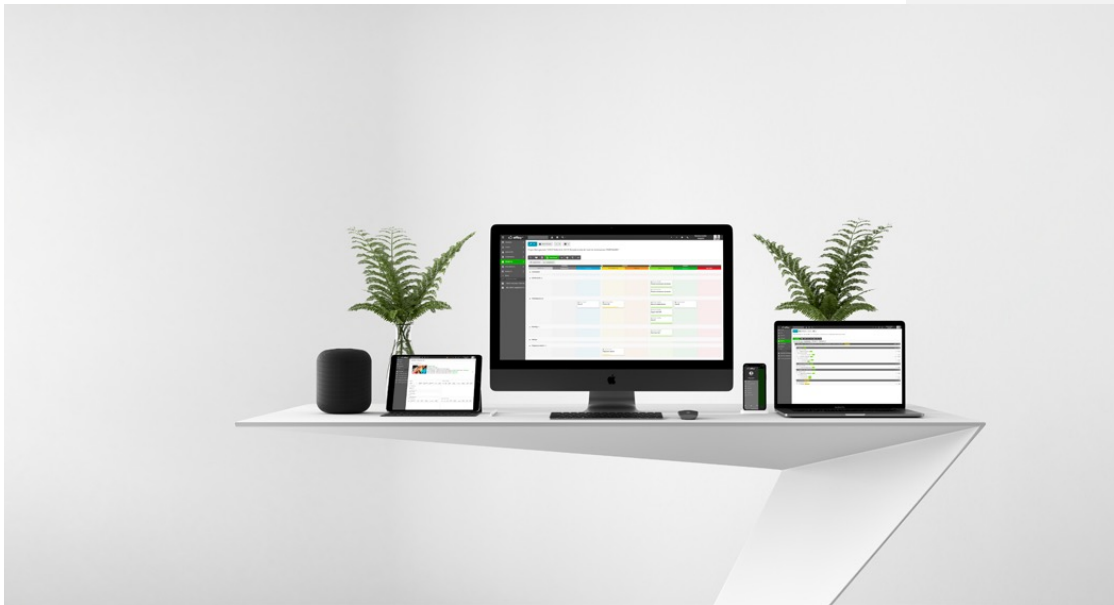
**CEO of the Efficy Group**

### 3 Efficy in a nutshell

Efficy is a CRM (Customer Relationship Management) software publisher that offers large companies - from large SMEs to large accounts - a CRM software platform that is complete, modular and unified.

Complete because it covers all areas of Customer Relationship Management: from sales, marketing and customer service to contact centers, communication, business intelligence, mobility or digital marketing.

Modular and unified because it has been designed as a set of independent and complementary application components (that can be implemented as and when needed) that share the same data and user experience.



## 4 Reminder of the 10 principles of the Global Compact

Kofi Annan, the Secretary General of the United Nations presented the idea of a Global Compact to the World Economic Forum on January 31, 1999.

The Global Compact was launched one year later at the Organization's Headquarters in New York on July 26, 2000. The Secretary invited business leaders to join this international initiative which would bring together businesses and United Nations agencies, the world of work and civil society around nine universal principles relating to human rights, labour standards and the environment.

### 4.1 Human Rights

- Businesses should promote and respect the protection of international human rights law.
- Businesses should ensure that they are not complicit in human rights abuses.

### 4.2 Working conditions

- Businesses should respect freedom of association and recognize the right to collective bargaining.
- Businesses are encouraged to contribute to the elimination of forced or compulsory labor.
- Businesses are invited to contribute to the effective abolition of child labor.
- Companies are invited to contribute to the elimination of discrimination in employment and occupation.

### 4.3 Environment

- Businesses are encouraged to apply the precautionary approach to environmental issues.
- Businesses are encouraged to take initiatives to promote greater environmental responsibility.
- Companies are encouraged to promote the development and diffusion of environmentally friendly technologies.

### 4.4 Fight against corruption

- Businesses are encouraged to act against corruption in all its forms, including extortion and bribery.

## 5 Our Actions for a better world

### 5.1 Let's all face our responsibilities!

At Efficy, as Mr. Jourdain in the French literature, we've been doing ESG<sup>1</sup> for a long time, without knowing we were actually doing ESG. We're currently working on launching officially our ESG policy. We want to re-insist on our ambition to go further and deeper, formalize our daily actions, elaborate a strategy, draw a reporting to see how we're going, and define a roadmap for our future actions for the upcoming years.

Efficy has always wanted to be a pioneer in our ecosystem, either on tech level, or on corporate / management level. At Efficy we trust that sustainability and ethics must be a continuous process, given that taking care of our people, our clients, our partners, society, the economy, and the planet we live on is an everlasting need, and moral obligation. Action by countries, action by individuals, but also, as Kofi Annan stated, action by business leaders and companies. Things have to change now! Individuals have a role to play in this change. Countries, public institutions, etc., but also companies! At Efficy, we decided to look up and face our responsibilities.

### 5.2 ESG, part of our strategic plan SHAPE250

In June 2022, Efficy launched their new Strategic Plan, called SHAPE 250.

#### **S stands for Sustainable.**

In today's world, the actions of companies are deeply intertwined with environmental, social and governance concerns. Excelling in these three areas is no longer a "nice-to-have" but have become "table stakes".

#### **H stands for Healthy.**

We want to help our people being healthy by offering a work / life balance, welcoming them in a nice working environment, and proposing some nice activities to maintain them in shape. We also want to be a healthy company in which employees don't frighten for their future.

#### **A stands for Ambitious**

Our objective is to reach €250M in 2027. ESG policy will help to stand out from competition, from a customer perspective but also from a candidate<sup>2</sup> perspective. This ambition will offer

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<sup>1</sup> ESG stands for Environmental Social Governance and refers to the three key factors when measuring the sustainability and ethical impact of a company.

<sup>2</sup> According to a study from Great Place to Work<sup>®</sup> and John Hopkins University (study over 14,000 from 37 countries), there are 5 dimensions of employee well-being: mental and emotional support, sense of purpose, personal support, financial health, and meaningful connections. To maintain our talents on board, we pay much attention to these 5 dimensions. And to recruit new talents, we communicate on these aspects. ESG may help on different dimensions.



more opportunities to our employees: they'll have more career opportunities, more colleagues to get along with, more locations to work from, and more means to help more customers. So, Efficy is not alone in enjoying the fruits of this ambition.

**P stands for People-Centric.**

Efficy core values are: People First and Efficiency. At Efficy we consider every customer and colleague being the cornerstone of our success. Customers are the only reason why we exist; they bring us money that is distributed to the team, and inspiration that makes our solutions evolve.

**E stands for European.**

We're a European company, originally from Belgium. We are present in 13 countries, among which 11 are European. We want to be the European CRM champion in the coming years.

### 5.3 ESG Project

In order to go faster and be more efficient, we decided to base our actions on B-Lab referral. B-Lab is a nonprofit network transforming the global economy to benefit all people, communities, and the planet. They built their standards and certification process to lead economic systems change, to support our collective vision of an inclusive, equitable, and regenerative economy. As an internationally recognized norm, we will notably base our ESG methodology and matrix, together with other market practices to facilitate the measurement of the initiatives currently in place and identify the next steps.

In that order, this B-Corp certification process will be at the cornerstone of our ESG roadmap that will also be alimented by other practitioners experiences as to get labeled as B-Corp, and then constantly improve the grade we may get from B Lab both for supporting ESGD reporting requirements and also for being a tech pioneer under the ESG approach.

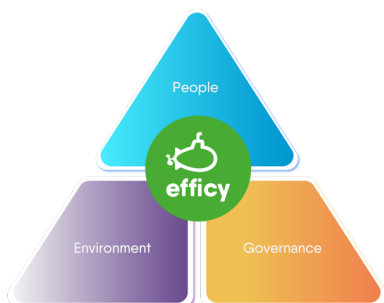
This way, we will go fast and rely our actions on existing evaluation system that will be renowned on the international level and seen as a standard.



## 6 People, Environment, Governance, our ESG pillars at Efficacy

The aim is to grow and develop our sustainability movement year by year and to make sustainability part of the Efficacy DNA by 2025. Of course, we will not get there at once, so we defined how we can gradually evolve our process and how we can reach our goal by 2026.

Based on our strategic plan SHAPE250, we decided to focus our actions on 3 pillars.



### 6.1 People

At Efficacy we consider every client and colleague to be the central metrics of our roadmap. As a reminder, people first is our first value. It is essential that every employee and customer understand that they matter. This is translated into several principles implemented by Efficacy.

#### 6.1.1 Some of our actions taken in 2022 for people

##### Create an enjoyable working environment

We're present in different locations. Some of our existing measures are already in place at the global level, and on some other topics, the situation may be different from one place to another. If that's the case, the idea for 2023 is to audit the situation everywhere and see what should be globalized.

For instance, Efficacy put in place an highly hybrid policy (remote / office). Each employee is able to decide whether to come to the office or to work from home. This gives flexibility to our employees and it's also good for the planet. As on those days, they don't have to take car or public transportation to come to the office.

This "said", here are some examples of local initiatives that could be globalized very soon:

- provide our employees with fruit and coffee available for free at the office,
- offer a comfortable working station with double screen and adjustable desks,

- organize regular team events like afterworks.

Two actions we'd like to draw the attention to: our corporate event in Barcelona and our new concept "Efficy – ReShape the Work Experience"

- We organized a corporate event which took place in Barcelona in 2022. This event gathered 330 employees who could meet in real after some lock-downs years. 97% of the employees gave a note of minimum 8 out of 10 to the event. It was a huge success and they're still talking about that event, 6 months later.
- We launched our new office concept. We revolutionised the workplace with our new "Co-Working & Co-Living" office in Brussels. The new office, located next to the scenic Soignes Forest, will include hotel-style rooms that employees can use for easier, more efficient visits, a shared kitchen where co-workers can cook together, green and social spaces to unwind in as well as ergonomic workstations and exercise facilities for increased productivity and health. The reformulated office furthers Efficy's initiative for sustainability by providing its employees across Europe the opportunity to connect with co-workers over longer stays, minimising its carbon footprint and increasing employee satisfaction. With this concept, Efficy hopes to be an attractive workplace for employees. This is the first office of its kind in Brussels, but we hint at expanding this concept to our other offices across Europe.



**Develop sports equipment at the office, fruits, etc.**

On some sites, we provide our employees with treadmills or bikes where they can practice while working. It's good for the body and good for the mind.

To be noted... In our offices in Brussels, we put at anyone's disposal some bikes (electrical or not) to encourage them to come to the office without using their car. It's part of a more global mobility topic that we're tackling currently.

**Provide with a clear onboarding program for all new hires**

We're currently defining and implementing a new on boarding program for all our new-comers. This new concept was teste in September with around 8 new sales people. They gathered at our headquarters in Brussels, spent some time together, attended to presentation, but also cooked all together. This concept will be improved and enlarged by the beginning of the next year.

**Measure employee satisfaction each year**

As each year, we measured employee satisfaction. Results haven't been disclosed yet but will be very soon. To be continued then...

**Pay all our employees equally (despite gender, origins, etc.)**

By regulation we must calculate an equity index in France concerning equality in salaries and we reached a score of 93/100. We're thinking about expanding this calculation above French borders.

**Transparent feedback and reporting towards workforces**

Every quarter we organize a quarterly briefing where the CEO presents the objectives and describes some of the latest news for the group. Every employee is encouraged to join or watch this session on demand, as it's recorded. The Management Team answers also all the questions the employees asked anonymously.

## 6.2 Environment

Efficy defines three different scopes to its environmental strategy. Scope 1 covers emissions from sources that an organization owns or controls directly, Scope 2 are emissions that a company causes indirectly when the energy it purchases, and uses is produced. Scope 3 encompasses emissions that are not produced by the company itself, and not the result of activities from assets owned or controlled by them, but by those that it's indirectly responsible for, up and down its value chain.

**Waste management initiatives aiming at reducing environmental impact**

Waste management system is implemented in Sweden, Norway, Finland, Denmark and Belgium. It should be expanded on all our locations very soon.

**Tackle mobility and promote carbon free**

Some policies are already in place to tackle mobility. Among them, we can talk about our remote working policy, bikes at anyone's disposal in our headquarters in Brussels, incentives on some sites to encourage people to go on public transportation. We're also



working on switching our corporate fleet to electric. It's already the case for some of our cars but not all of them for now.

### 6.3 Governance

Efficy undertakes to include ESG principles in its global mission. ESG values will always be taken into consideration where relevant.

#### **Deploy profit-sharing schemes for employees**

Efficy has a shareholding structure open to employees. As a matter of fact, 20% of the employees are shareholders. We also put in place ambassadorship programs for some of our strategic topics. For instance, every employee can recommend a fellow for a job, or play the part of a sales person and get some commission if this "prospect" becomes a customer. Even for M&A, every employee can draw the attention of the management on some target.

#### **Strategy to "do no harm" and proactively uphold human rights across our sphere of influence? Have we issued a statement on human rights?**

We haven't issued any statement on human rights but we published a code of conduct that gathers recommendations on how we should manage the business, how we should act towards our partners, what we expect from them, etc.

#### **Risks explicitly stated and disclosure provided on how they are mitigated**

Efficy issued a risk matrix to ensure the business is safe and sustainable.

## 7 Actions to come and in reflection

We are aware of everyone's responsibility in spreading the ten principles of the Global Compact. In the meantime, we continue to undertake actions in harmony with its 10 principles.

We are considering certain actions to be implemented in the future, among which are:

- Designate a ESG Manager and require us to publish an annual report on the subject.
- Further promote our ESG-related actions on our website
- Develop a internal learning platform to raise employees' awareness on ESG topics
- Be certified as a B-Corp

To be continued...