



# Corporate Social Responsibility report

## 2023

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# Interview with Arnaud Brun

Chairman of Groupe Adéquat's Supervisory Board

## As Chairman of Groupe Adéquat's Supervisory Board, how do you perceive CSR?

**A. B.:** The men and women on the Supervisory Board are all convinced that the company must have a positive impact on people, the planet and society in order to grow.

CSR can really boost performance, provided that we keep in touch with reality in the field and in our business. Our CSR strategy is applied proactively in a way that is useful to our temping employees, our customers, our partners and our suppliers.

Our powerful impact comes from collaborative efforts, strong commitments, and tangible results, a philosophy that made the company successful since its early years.

## Your father founded Groupe Adéquat in 1987 - how did the adventure begin?

**A. B.:** My father founded Adéquat in Lyon from scratch, and was far from imagining just how successful the company would be later on. He was an easygoing, people-focused man, and for him success was based on work well done and respect for others. CSR has always been one of the core parts of our identity and a driver of development.

Since then, we have grown, branched out and remained loyal to our four values: respect for people, customer satisfaction, a results-focused approach and compliance with legislation.

■ ■ CSR is a real lever for performance, provided that we keep our finger on the pulse of reality in the field and in our business. ■ ■



■ ■ As a major player in the employment sector, we have a strong regional presence and are building lasting relationships with our local public and private partners. ■ ■

Our employees use these values on a daily basis in their work, and help us achieve a higher level of performance than other market players.

## So is it the human-focus that makes Groupe Adéquat stand out from the crowd?

**A. B.:** Absolutely. The people who join us are proud to belong to an independent family group, which has succeeded in preserving its original, unassuming yet ambitious mindset, an ethos that transpires in our customer relations longterm partnerships, based on trust, simplicity and customer focus.

As a major player in the employment sector, we have a strong regional presence and are building lasting relationships with our local public and private partners.

Our Group's core mission is to foster the development of companies and individuals, empowering them to take action.

## A Group of this size requires a structured CSR strategy. What are your priority projects?

**A. B.:** Our commitments naturally arise from our core business and the urgent challenges we face, such as preserving our planet and building a more just society.

The human and social dimension of our business is the first priority of our CSR strategy. Our role is to ensure inclusion for everyone through employment. We can change people's lives by finding a job that suits them, and contribute to the development of a company by providing it with the right skills at the right time.

Our second priority is protecting the planet. We do not face the same challenges as an industrialist, but we are duty bound to reduce our ecological footprint as far as possible, both for ourselves and for future generations.

The third priority reflects our desire to have a positive influence beyond the company, to build a fairer society. Our professional ethics and the exemplary nature of our business practices contribute to achieving this aim.

We go the extra mile by supporting many citizenship projects led by associations or sports clubs, and we are proud to be building lasting bridges between the world of sport, education, culture and business.

## Adéquat is also developing internationally. How do you see CSR in Groupe Adéquat in the future?

**A. B.:** Groupe Adéquat brings together companies that share the same values, focusing particularly on the human aspect of recruitment. Our CSR actions are enriched by local cultures. Countries today are encouraged to commit to issues they consider as priorities, from the fight against cancer to the professional inclusion of LGBT+ people. Commitments know no borders. In the future, I am confident that our social and environmental performance will play a key role for our customers and for all those who make the choice to work with us. ■

# Groupe Adéquat - Profile

**Founded in 1987 in Lyon by entrepreneur Jean-Marc Brun, Groupe Adéquat is now a global recruitment solutions specialist.**

## ■ Our brands

Groupe Adéquat deploys its expertise in recruitment and human resources in **7 countries through 7 powerful and complementary brands:**

**Adéquat Intérim & Recrutement** (France)  
**Adsearch** (France, Switzerland\*)  
**Sigmar Recruitment** (Ireland)  
**Totem** (Canada)  
**Connect** (Netherlands)  
**Skillflex** (Belgium)  
**AxL Group** (Italy\*\*).

\* Opening in 2024.  
\*\* Acquisition in 2024.

## ■ Our offers

**Through its subsidiaries, Groupe Adéquat now offers a comprehensive range of recruitment solutions**

Recruitment for temporary, short-term and long-term contracts, freelancing, talent acquisition, consulting and support in talent acquisition, training, risk prevention, professional integration.



**37 years'**

experience  
in recruitment

**400**

agencies and offices  
worldwide

## ■ Key figures

**+1,900**

permanent employees

**200,000**

people recruited per year in  
long-term or temporary employment

**€1.3 billion**

in turnover in 2023

## Our awards:



**"EXCELLENT"** category  
"Non-executive temping staff"  
in 2022  
- Décideurs magazine ranking



**5 STARS**  
"The best staffing agencies"  
- Les Échos ranking, 2022

## ■ Our values



### Respecting people

Whatever their position,  
everyone deserves respect.



### Customer satisfaction

Pinpoint customer concerns and apply  
the right solutions.



### A results-focused strategy

Predict and continuously measure  
the effectiveness of our actions.



### Legality

There is no justification for not complying  
with applicable legal provisions.

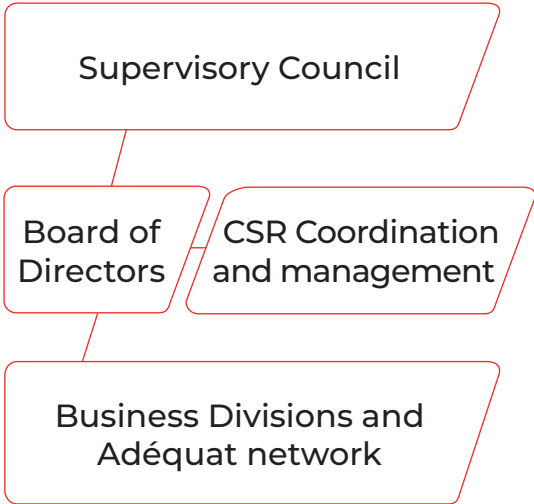


# Our CSR roadmap 2024 - 2027

Groupe Adéquat's success lies both in its economic results and its capacity to manage its environmental, social and societal impacts.

Its CSR approach, guided at the highest level of the Group, has one ambition: to be a **real citizens' company working to find sustainable employment solutions.**

## Governance CSR



### SOCIAL

Professional fulfillment at every stage in employees' lives

- Take action for **inclusion** through employment
- Take action for equal opportunities in the world of work
- Guarantee **health**, safety and favorable working conditions
- Take action for the long-term professional integration of our temping staff

### ENVIRONMENTAL

Sobriety and sustainability at the heart of our practices

- Closely **monitor** the carbon footprint of our activities
- Reduce the environmental **impact** of our activities
- Onboard our key stakeholders

### SOCIETAL

Be a positive influence for a fair and sustainable society

- Practice our profession in line with business ethics principles
- Guarantee and **encourage** the respect of Human Rights
- Support **public** interest actions led by associative or economic players
- Encourage our **suppliers** to adopt responsible practices through a demanding purchasing policy

### Objectives

- Take action for inclusion through employment
- Take action for equal opportunities in the world of work
- Guarantee health, safety and favorable working conditions
- Take action for the long-term professional integration of our temping staff

### Actions

- Fight against all forms of discrimination in recruitment
- Promote the employment of vulnerable people (disability, low-skilled young people, seniors, those living in underprivileged urban or rural areas)
- Help personnel back to work following an occupational accident or illness
- Propose socio-professional support to our temporary employees
- Contribute to the feminization of positions in non-mixed sectors
- Fight against gender stereotypes
- Reduce the number of accidents and the risk of occupational illnesses
- Intervene to carry out awareness actions that reflect the reality of the workplace
- Always listen to feedback from our employees
- Offer socio-professional support for our temping staff
- Increase the average duration of assignments
- Propose a wide variety of assignments and jobs
- Invest in key skills and jobs of the future
- Conduct an annual carbon audit of scope 1, 2 and 3 emissions
- Organize awareness challenges and train our staff
- Support environmental protection associations
- Onboard and evaluate our key suppliers
- Act on the energy performance of our buildings
- Reduce our energy consumption and the amount of waste produced
- Promote sustainable mobility
- Map corruption risks
- Train staff and raise awareness to prevent these risks
- Ensure personal data protection and the application of the GDPR
- Communicate our Code of Ethics to all our stakeholders
- Finance impact actions through sponsorship
- Act to promote regional development and cohesion
- Communicate our Ethical Procurement charter
- Evaluate our key suppliers on their commitments and actions
- Train buyers in best practices

# Sustainable development goals



The Sustainable Development Goals (SDGs) were adopted by the United Nations in 2015. They are a global call for action to eradicate poverty, protect the planet and ensure that everyone can live in peace and prosperity by 2030.



**17 objectives to transform our world, including:** end poverty everywhere in all its forms, ensure healthy lives and promote well-being for all at all ages, take urgent action to combat climate change, ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Groupe Adéquat has been a member of the United Nations Global Compact since 2021.

# The Adéquat Intérim & Recrutement Project 2027

## Presentation of the 5 Goals

Adéquat Intérim & Recrutement has a strategic project for 2027, structured around 5 ambitions, which address all the company's stakeholders and key goals, and are represented by "5C": Clients, Candidates, Co-workers, Competitiveness and Citizenship.



### Our purpose

To help **companies and people** achieve their **potential** and empower them **to act**.



### Our vision

Create a new model of **people-focused performance**.



# Actively promoting a sustainable and inclusive world of work

**Adéquat's ambition:** to contribute to the professional fulfillment of all temping workers and job seekers, at each milestone in their career.

## Acting to the advantage of our temping staff

### Allow access to employment for everyone

Every year in France, Groupe Adéquat helps some **154,000 people (28% women and 72% men)** to access temporary employment, around **2,700 people to be hired by our customers on permanent contracts or fixed-term contracts (+ 17% compared to 2022)** and nearly **1,700 people to be hired on temporary fixed-term contracts by our agencies.**

Every day, over 13,000 job vacancies are open to our candidates. We draw on a pool of more than one million profiles selected according to their skills, experience, potential, know-how and interpersonal skills. Our aim is to give access to employment to as many people as possible based solely on their professional skills and capabilities.

#### Profile of Adéquat temping staff

The temping staff hired by Adéquat are generally young, mostly male, and their profiles represent a wide variety of origins and regions.

- **72%** of temping staff are **men**.
- **51%** of temping staff are under the **age of 30**.
- **19%** of temping staff are over **45**.
- **The average age** of temping staff is **33**.
- **1%** of temping staff have **a disability**.
- **23%** of Adéquat temping staff are from outside France, representing **158 different nationalities**.
- More than **1/3** live in **deprived urban neighborhoods** or in rural development areas.

#### The welcome philosophy in Adéquat agencies: SHEGT\*

Adéquat prides itself in offering the best welcome and support to each candidate who comes to the agency.

That's why everyone follows the SHEGT approach, which reflects the company's philosophy, i.e. the importance of a warm welcome, a sense of service and consideration for everyone we work with.

Consideration for our temping staff does not stop at the reception desk, but continues throughout the assignments offered to them, to ensure their professional development and fulfillment in the workplace.

**S**ourire.  
**B**onjour.  
**R**egard.  
**A**u revoir.  
**M**erci.

[www.lejobadequat.com](http://www.lejobadequat.com)

\* SHEGT (SBRAM in french) means that every time someone walks into the agency, we remember to smile, say hello, give them eye contact, say goodbye and thank you!





#### ■ Listening to feedback from temping staff is an essential factor in ensuring successful assignments

We measure the long-term satisfaction of our temping staff using an annual satisfaction indicator, and in the short term using our assignment monitoring software.

We achieved a satisfaction rate of 94% from our temping staff in 2023, and a +0.5% increase in 2024.

The software we use to assess the immediate satisfaction of our temping staff is a guideline underpinning the success of each assignment, from the moment staff arrive at the workplace.

#### ■ Measurable objectives to improve the experience for our temping staff

Adéquat has defined specific indicators to make sure that temping staff are warmly welcomed and that their expectations are considered throughout the assignment:

- The increase in the share of temping staff who work with Adéquat for more than 1,600 hours per year.
- The improvement of the candidates/temping staff "Net Promoter Score".
- The assessment of the quality with which the candidate is welcomed in the agency (in person, by phone, using digital resources) with a target of 90% satisfaction, through mystery surveys. ■

## TOP 3

Points that scored highest with our temping staff in their relations with their Adéquat agency

**82%**

Relationship with the Adéquat agency on assignment

**81%**

Quality of the administrative follow-up by the Adéquat agency

**80%**

MyAdequat Digital Agency 24/7

## Promoting equal opportunities and inclusion

Adéquat has developed specific programs according to the range of training targets, to ensure equal opportunities and the inclusion of all high-potential staff in the company.

#### ■ Gender equality in the workplace

There are significant differences in the number of male and female temping staff in the main activity sectors proposed by Adéquat.

*A profession is qualified as "feminized" or "masculinized" when at least 65% of women or men work in that sector, and "mixed" when more than 35% of women and 35% men work in that sector.*

In France, women account for 35% of temping staff (out of 2.9 million employees). That percentage is even lower in the construction sector (13%) and in transport and logistics (19%).

Adéquat is committed to gender diversity alongside its clients and partners, organizing recruitment operations that are entirely focused on high-potential female employees, and fighting against gender stereotypes.

On International Women's Day (IWD) on March 8, the communication campaign "Our jobs have no gender" trained the spotlight on female temping staff working on assignments that are usually male-dominated. The sales and recruitment teams took part in a challenge to recruit women for jobs usually done by men.

**Since 2022, a major feminization program has been developed with Airbus and other players in the aerospace industry** to promote jobs in that sector among women – especially from disadvantaged neighborhoods – to respond to the shortage of candidates and take action to ensure diversity in this strategic sector.





## Include people with disabilities

Action is being taken nationwide to:

- Raise awareness of disabilities and provide training for all our stakeholders, and primarily our clients.
- Encourage recruitment using innovative methods to break down disability-related stereotypes.
- Help the disabled pursue their careers.
- Visit workstations and adapt their layout.
- Organize professional immersion periods “1 day, 1 job”.
- Develop partnerships with employment and inclusion stakeholders (public players, associations, sports federations, etc.).

A collective commitment that produces visible results: an increase of over 10% in the number of temping staff with disabilities employed between 2022 and 2023, reaching a total of 445,000 delegation hours to 1,158 client companies. Specific attention is paid to temping staff with disabilities, representing 38% of temping employees who benefit from the obligation to employ disabled workers (+7 points in 1 year).

Some 900 members of staff were able to try out the game “The Includables”, where they could test their knowledge in a ‘serious game’ with their colleagues. Nearly 300 members of staff have been involved in various events for recruitment through sport: “Sport2Job” sessions organized in Lyon, L’Isle-d’Abeau and Marseille, workshops to raise awareness of invisible disabilities through virtual reality and meetings with top-level athletes in partnership with the French Paraspport Federation.

Every year, Groupe Adéquaat takes part in the European Week for the Employment of People with Disabilities, and did so again this year in the Duoday, with 15 duos formed in 2023.

Adéquaat has chosen to support the career of young athlete Camille Frison, paralympic table tennis champion who won 3 medals including one gold at the Trisome Games World Championships in Antalya, Turkey. Camille also works as a member of temping staff for Adéquaat in the catering sector, and sponsors “Sport2Job” recruitment sessions devoted to people with disabilities.



■ ■ Our goal is to offer equal employment opportunities to women and men and to raise awareness among all our clients of the importance of gender diversity and inclusive culture for business performance. ■ ■

## Integrating young people into the labor market

Young people under 30 account for half of the temping staff employed by Groupe Adéquaat. This is one of the characteristics of temping work in general, but also the result of the many initiatives led by Groupe Adéquaat to help young people who experience the greatest difficulties accessing the labor market.

**Integrating young people into the labor market is a major challenge for economic development and social cohesion.** Some 80,000 young people i.e. 13% leave the education system every year without any qualifications. Today, France has about 1.5 million young people who are neither in education, nor employment nor training.

By working closely with the *France Travail*\* and *Missions Locales*\*\* networks, Groupe Adéquaat is committed to helping unqualified young people in their professional integration. Of the 1.1 million young people supported by Missions Locales in 2023, almost half have no qualifications at all. Temping work is an excellent way for unskilled youngsters to gain initial work experience and is a springboard to training and long-term employment.

\* French Employment Agency.

\*\* French network of agencies for the professional inclusion of young people.

## Recruitment without discrimination

As an expert in human resources, Groupe Adéquaat takes action to eliminate discrimination in recruitment by raising awareness of the fight against prejudice and stereotypes among its clients and staff, working on the quality of job advertisements and organizing self-testing operations for a continuous improvement process.

For the first time in 2023, a statistical diagnosis was carried out in conjunction with the specialist association ISM Corum among 200 agencies of the Adéquaat network. The results gave the state of play as regards current practices, to prevent and fight against discrimination.

Extensive work is also being done by the recruitment strategy teams to eliminate any discriminatory bias in job advertisements.



# Develop skills and employability through training

**Groupe Adéquat invests significantly in the training, support and skills development of its temping staff.** Professional training through concise modules, including regulatory training courses, helps develop skills and encourages better professional practice, thereby increasing employability. It also provides a response to the shortage of candidates in certain sectors and/or professions where recruiting is difficult.

AKTO, a French temping work skills operator, supports Adéquat in this process. First and foremost, the training must meet an employment-related skills objective that also meets the needs of the Group's clients. All training requests are validated beforehand by a commission that oversees and guides this essential resource for personal development and corporate growth.

In 2023, Adéquat made significant investments in the training and skills of temping staff on behalf of its clients:

- **450,000 hours of training** were delivered.
- Nearly **14,000 people** attended at least one training course, including **1,240 professional training courses** (professional contracts, integration contracts or development contracts for temping workers).
- Each member of temping staff trained received an average of **32.2 hours of training**.
- In this context, **255 job seekers** were trained in qualifications that were lacking on the job market through the French Operational Preparation for Collective Employment program (POEC) in partnership with *France Travail* (professional qualifications for order pickers, truck drivers, builders, etc.).

# Commitment to partners in the public sector

**Adéquat actively collaborates with public employment partners, such as France Travail, the Missions Locales network and Cap Emploi, to train job seekers through a range of specific schemes.** Collective or Individual Operational Preparation for Employment programs in France (POEC, POEI) and Pre-Recruitment Training Actions (AFPR) offer candidates the opportunity to train and work toward jobs or sectors where there is a staff shortage, according to the needs of the Group's clients.

# Mobilization for inclusive projects initiated by the State

In addition, **Adéquat employees are mobilized around inclusive projects initiated by the State**, such as the HOPE program (French Accommodation, Direction and Pathway to Employment) for refugees, beneficiaries of international protection. The path takes place in two stages: training in French as a foreign language followed by professional training, including two, two-week internships in a company. The aim is to secure the long-term professional integration of refugees while supporting the Group's customers in their CSR approach. In 2023, Adéquat supported 7 people in construction, industry and logistics professions.

**Through these initiatives, Adéquat continues to play a key role in improving the employability and professional inclusion of vulnerable people, while responding to the changing needs of the labor market and strengthening the societal commitment of its clients.**

# Boosting access to long-term employment

**The long-term temping contract (CDII) is one that offers temping staff a stable situation.**

A temping worker in France works 472 hours per year on average. A member of temping staff with a CDII works 958 hours per year at Adéquat. This form of employment doubles the working hours of temping staff.

By the end of 2023, nearly 4,000 temping staff had been signed on since the launch of this type of contract in 2017, including nearly 1,000 new contracts in 2023.

As of December 31, 2023, Adéquat had a pool of 1,651 people on active CDII, i.e. ready to work on an assignment for a client.

A total of 2,654 temping staff on CDII were hired by the user company, i.e. almost 2/3 of that labor pool.

# Guarantee health, safety quality of life at work (QWL) and favorable working conditions

**Health and safety are two fundamental elements of the consideration we give to our temping staff, our customers and our employees.**

- The **"0 accident" policy** is part of a shared vigilance and responsibility approach at all levels of the company, including all stakeholders. It is based on 3 main sub-policies:
- Training temping staff.
  - Presence of Adéquat teams on the shop floor, as close as possible to the workstations on our clients' premises, close to our temping staff.
  - A joint-responsibility approach in partnership with our clients.

Targeted action plans are implemented in all of our regions, sectors and agencies to provide support for the qualifications with the highest accident rates, in a shared improvement and vigilance approach.

**All our sites**, agencies and offices have an occupational health and safety risk assessment, which is updated at least once a year.

A team of 25 people, working all over France and comprising coordinators and QSE relays, is in charge of leading the risk prevention, health and safety approach to ensure that the policy is fully successful.

In April, "Safety Week" is the annual flagship health & safety event of the Adéquat network. It promotes prevention through play, using workshops and collective challenges organized throughout France.

Groupe Adéquat is involved in a certification process and has 2 MASE\* certified 12 CEFRI\*\* **certified agencies. In 2023, Adéquat obtained ISO 45001 certification for the quality of its management system for health and safety at work.**

This proactive approach has led to consistent year-on-year improvements in the key indicators for monitoring occupational accidents, particularly in terms of frequency and severity. **The occupational accident frequency has fallen by 40% over the last three years.**

Occupational accident monitoring table (Frequency and Severity)

Year	2021	2022	2023
Frequency	60	41	36
Severity	3	2.5	1.4

\* MASE: Manual for the Improvement of Company Safety.  
\*\* CEFRI: French Certification Committee for the training and monitoring of personnel working under ionizing radiation.



# Making commitments for our permanent staff

## Attract and retain our employees

**Groupe Adéquat is keen to expand its pool of candidates, and has initiated an HR project focused on staff fulfillment and empowerment.**

The Group is also committed to creating an inclusive and motivating work environment to attract and retain its staff in the long term, and a series of initiatives have been introduced to improve staff working conditions and well-being.

### ■ Organization of working hours

■ To meet the expectations expressed, agency staff now work 35 hours a week spread over 4.5 days, encouraging a better work-life balance.

■ For executives, an agreement has been introduced, based on the number of working days per year, offering greater flexibility in managing working hours.

■ Finally, Adéquat is always receptive to the wishes of its staff (desire to spend more time with their families and loved ones, and on leisure activities), and now offers 5 days' extra leave compared to the collective labor agreement, i.e. 6 weeks per year. Beneficiaries of the obligation to employ disabled workers in France (BOETH) are entitled to 2 days' (or 4 half days) authorized leave per year to complete the procedures related to their recognition of the status of disabled worker (RQTH) as well as for medical appointments related to their disability.

### Spotlight on

Staff turnover was reduced by **26% between 2022 and 2023**. There was also a significant decrease in absenteeism among managers **(-36%)** and staff **(-9%)**.

### ■ Benefits and Remuneration

■ Non-executives (73% of staff, irrespective of their employment category) benefit from free complementary health insurance, a quality service that also includes their families.

■ A system of incentive-based and innovative bonuses allows for more balanced and motivating remuneration for all non-sales staff in the agencies.

■ And all staff on fixed-term contracts have benefited from a pay increase. Adéquat makes sure that it acknowledges and rewards its staff for their commitment.

### ■ Keeping high-potential in-house

As part of a continuous improvement process, discussions were held on **the optimization and simplification of practices in agencies** with the dual objective of limiting manual and repetitive tasks, and focusing on the quality of customer relations.

Adéquat is also testing Artificial Intelligence solutions to allow staff to eliminate as many low value-added tasks as possible and focus on human relationships. ■

## Develop skills acquisition

**When staff join the Group, they benefit from a structured integration path of 6 to 10 weeks, to help them build up their skills and give them greater autonomy in their jobs.** The blended-learning course is overseen by the Skills Management hub, and ends with a test to validate the knowledge acquired. It always includes training on occupational health and safety risks.

**Training Group staff** remains at the heart of the company's strategy. The Skills Management Hub evaluates and manages individual and collective training needs and designs and deploys training solutions. It also ensures logistical and administrative file management. Adéquat also has its own internal training organization, ADREM, that is Qualiopi certified (French certification for the quality of training processes).

As part of the continuous improvement drive, the challenge is to offer robust training services, tailored to individuals whenever possible, on the Group's 350 sites. Multiple formats customized to suit staff needs and profiles, location and professional constraints. The training programs are constantly

developed to provide a real-time response to what is happening in the company.

Considerable work to optimize internal processes has also been undertaken, with the aim of mirroring the reality on the shop floor and capitalizing on the best practices deployed there.

■ A total of **1,400** people benefited from **31,000 hours of training** (23,000 hours classroom-based and 8,000 hours in e-learning).

■ **140 modules** are proposed in the e-learning catalog.

■ Each member of temping staff trained received an average of **22 hours of training**.

■ **95%** of staff **were trained in recruitment methods** without discrimination.

■ **97%** of trained employees believe that the training **has helped them to understand more about their job**. ■

### Spotlight on

On the management side, as part of the Adéquat 2027 project, the Group aims to deploy a managerial vision common to all the different services through a new, responsible and empowering management model, including a specific training course given to more than 500 managers.

## Encourage internal promotion

**Adéquat reaffirms its desire to grow its staff inside the company, and to retain its integrated and trained workforce in the long term.** This ambition involves improved support for internal and geographical mobility and a process constantly revised and updated to ensure greater agility and better adaptability to market constraints.

In 2023, 135 employees were promoted internally. Adéquat applies the same anti-discrimination requirements in these phases of career development.

Adéquat develops new tools to facilitate internal mobility:

■ **An internal job market**

■ **A new performance evaluation model** based on regular individual interviews to monitor staff careers, well-being and performance in real time and, where necessary, make suggestions for progress.

The aim is to personalize the managerial relationship through more informal meetings to find out more about staff career paths and improve our understanding and monitoring of them, so that we can give staff the means to achieve their performance objectives in the best possible conditions.

Based on this logic, the Group intends to promote local management and, in particular, agency management, which provides extensive support to staff in developing their skills and achieving professional fulfillment. ■

## Improving quality of life at work and working conditions

The annual BVA survey reveals that Group Adéquat staff are proud to work there. Year on year, the Group consolidates actions to improve working conditions and the quality of life at work for its staff. Many such actions were taken in 2023:

- Agreement on a number of working days per year to improve working time management and maintain a healthy work-life balance.
- Increase the flexibility of working hours, while respecting agency opening hours to give clients and temping staff a quality service.
- Gradual renovation of agencies and a new headquarters are in the pipeline.
- Appointment of two harassment experts tasked with the prevention and management of any harassment situations, and offering an attentive ear to harassment victims among staff.
- Deployment of a corruption prevention system including awareness-raising for employees and managers, as well as clear procedures for dealing with potential incidents.
- An alert system to flag up in total confidentiality, behavior deemed inappropriate or practices that appear inconsistent with the company's values.

Since 2022, Adéquat has been committed to fighting stress and promoting mental well-being at work, through its external psychological support provider (anonymous green helpline) and by orga-

### Spotlight

In 2023, 73% of annual and professional interviews were completed. The data collected is then used by the Human Resources Department and discussed at the People Review. They contribute to setting up career and personal development plans.

nizing psychosocial risk prevention workshops for all permanent staff. The service provider can intervene as a mediator by alerting a manager in the event of immediate danger or at the employee's request. Psychological follow-up is decided on a case-by-case basis. ■

### Spotlight

Group staff now have access to the "Hello CSE" platform, which offers many benefits and discounts. Work is under way to extend platform access to the temping population, so that all staff whether temporary or permanent can enjoy the same benefits.

In addition to the BVA survey, which currently assesses the well-being of its employees based on criteria shared by the majority of companies, the Group is keen to create a customized survey that would produce even more accurate and tangible results as to what could be improved within the company.

organization, health and safety at work, as well as corporate social action. All staff are covered by personnel representatives. ■

## Promote gender equality, diversity and inclusion

Groupe Adéquat promotes gender equality in the workplace and encourages diversity and inclusion within the company.

This commitment is all the more important as women account for 83% of the staff, with a feminization rate of 92% in recruitment jobs. Women also represent 38% of the operational committee, which federates the regional and headquarters divisions. The Supervisory Board now has perfect gender equality (50 – 50) following the renewal of several of its members.

The Professional Equality Index, now calculated nationwide, shows an increase of more than 10 points. Equality in terms of remuneration is also becoming more the norm.

### Spotlight

In 2023, the scores obtained on the Professional Equality Index were 90 and 95/100 for companies governed by this system.

The Group's commitment is also reflected in awareness-raising initiatives, such as the communication campaign this year to promote gender diversity, launched on International Women's Day, on 8 March. As part of this day, Adéquat deployed a communication campaign associated with an action plan, entitled "Our jobs have no gender", in favor of professional diversity and the fight against stereotypes.

In addition to the gender and age of employees, several aspects of diversity are measured in the company in order to improve inclusion policies: age, disability, diversity of nationalities and the regions in which employees live. The Group now has permanent employees from 60 different nationalities, reflecting a truly diverse and inclusive work environment.

Adéquat is committed to the inclusion of disabled employees

Apart from Adéquat Gestion and Saxe Prestations, not all Adéquat companies are subject to the obligation to employ disabled workers. These two companies employ people with disabilities and work with Entreprises Adaptées. They declare their workforce through the DOETH and pay the supplement to AGEFIPH (French fund for the integration of employees with disabilities), with employment rates of 3.9% and 4.3% respectively (the national average was 3.5% in 2022). In 2023, Adéquat reached a rate of 3.21%, and is aiming for an ambitious rate of 5% by the end of 2025 (surpassing the target of the AGEFIPH agreement signed in 2022 for 3 years).

Finally, to ensure true equal opportunities within the Group:

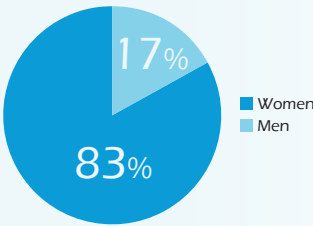
- Adéquat provides training for its employees on two priority topics, disability and non-discrimination, through two training courses: the DW (disabled workers) course and Recruiting without Discrimination.
- The Group also conducts regular awareness-raising campaigns on various topics related to fighting discrimination and promoting diversity.
- Every year, it renews its commitment to the Diversity Charter and has signed the Landoy Club Charter, which aims to measure and implement actions to promote employment for the over 50s ("senior" employees represent 9% of the Group's workforce).
- Finally, Adéquat works on workstation ergonomics for employees with disabilities.

## Taking action to ensure high-quality social dialogue

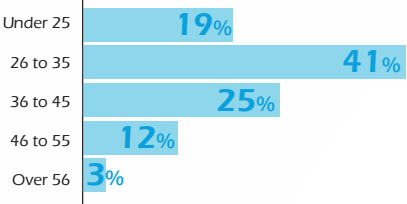
Since the renewal of the Company Works Committee (CSE) in early 2022, structured and constructive social dialogue has helped address major issues such as workforce development, work

Age pyramid highlighting the gender variable

Distribution of women and men among permanent staff



Age pyramid of permanent staff





# Strengthening our regional presence

Throughout France, Adéquat agencies are committed to the development of urban and rural areas.

By working closely with local associations and players to facilitate access to employment for people in vulnerable situations or who have difficulties accessing the world of work, they help reduce inequalities.

This commitment is made possible thanks to the local presence of each Adéquat agency – located at the heart of every region, with sound knowledge of company requirements, local specificities and the challenges faced by the populations concerned – and to the synergies established with local players working to foster employment.

Particular attention is paid to the deprived areas in cities, and to rural neighborhoods of the city and rural development areas. **Over 30% of the Group's temping staff** originate from these sectors.

## Instill economic momentum in all regions through employment

### Some national initiatives



Adéquat is a member and sponsor of the national club **Les entreprises s'engagent**. This corporate community works to promote employment for all and sustainable practices in companies.

The teams also participated in the **Mois Quartiers** event, organized by the association 100,000 Entrepreneurs, which goes to meet young people aged 14 to 21 in colleges, high schools and community aid projects to talk about their careers and exchange views on entrepreneurship and management. To date, a dozen agencies have participated in the Mois Quartiers to support young people in the construction of their professional projects.

Adéquat has also developed a number of associative partnerships for integration:

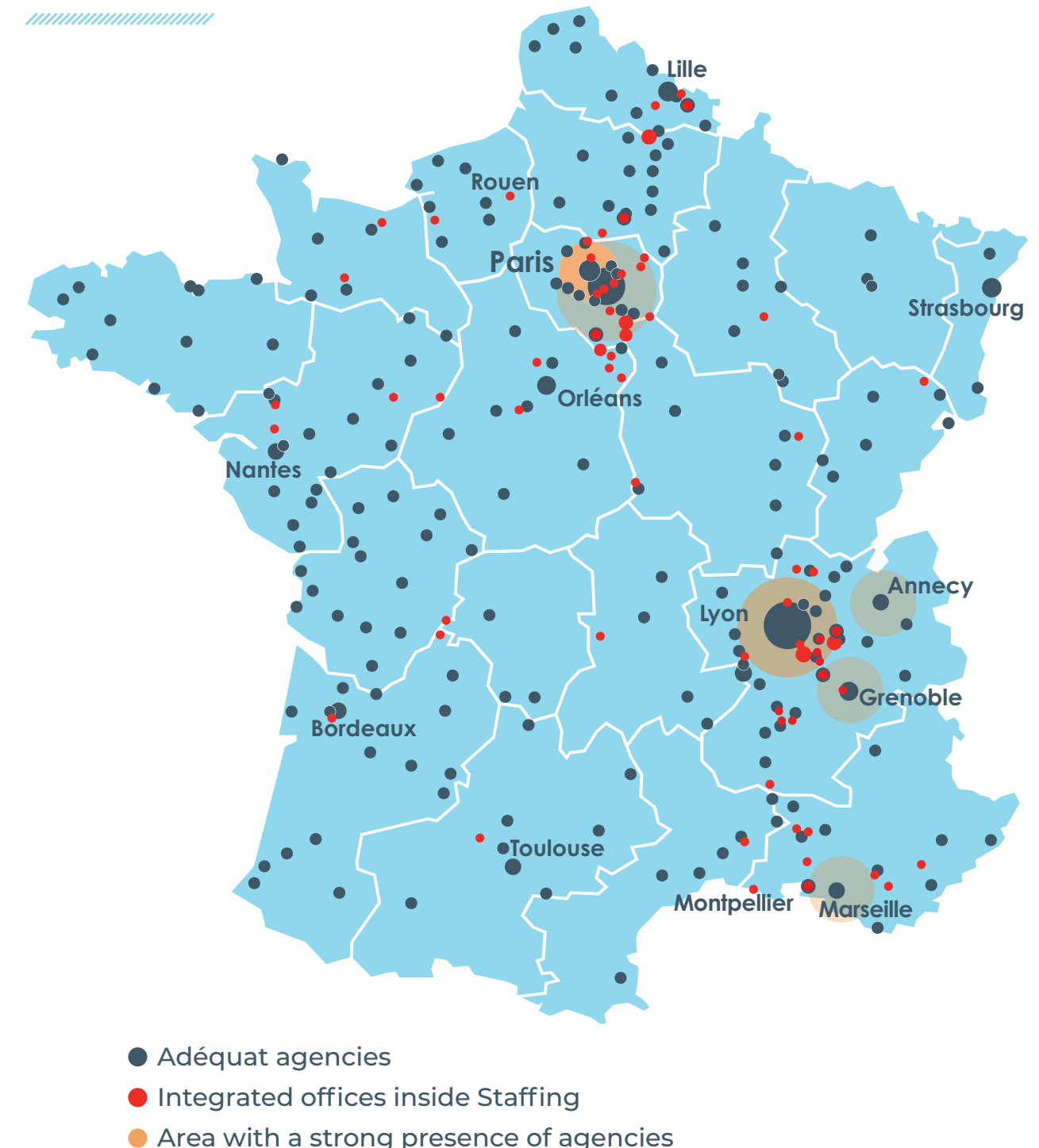
- **With the CREPI** (French corporate clubs committed to employment, especially in the construction industry, with vulnerable communities). Adéquat sponsors job seekers, takes part in job-dating sessions and provides coaching on how to write a résumé and how to have a successful job interview.
- **With the Missions Locales Network** that helps young people aged 16 to 25, with few or no qualifications, overcome obstacles to their professional and social integration (health, housing, mobility, access to training and employment).
- **With the EPIDE** (French Establishment for Integration into Employment) for support toward employment and training for young people aged 17 to 25, with few or no qualifications. In 2023, Adéquat participated in work groups and invited 80 young people from the EPIDE to the Adéquat Challenge Tour, so that they could meet recruiters and local companies through this sports challenge.

### Some local initiatives

- **Lille:** signature of an agreement with the Interregional Directorate of Penitentiary Services (DISP), to contribute to the reintegration of offenders.
- **Mulhouse:** partnership with the community aid project, Semaphore, to support young people from deprived neighborhoods (QPV). In 2023, 15 young people were monitored and 4 found jobs through this program.
- **Villeneuve-sur-Lot:** partnership with a social and educational support center offering 500 assignment hours for people supported by this center.
- **Saint-Jean-de-Maurienne:** integration program promoting employment in rural areas thanks to the Lyon-Turin project.

Adéquat is also one of the signatories of the **Charte des 1000**, an initiative of the city of Lyon for integration and employment, including job interview simulations and coaching throughout the year. ■

## The Adéquat Intérim & Recrutement network in France



# Limit the impact of our activities on the planet

Adéquat's sustainable development approach aims to optimize the environmental impact of its activities, while meeting the individual expectations of all its clients.

## Measure our carbon footprint

### Calculate our carbon footprint every year

For Groupe Adéquat, measuring its emissions is the first step toward tangible actions to serve its commitments.

Although legally not required to do so because of its network structure, since 2021, Adéquat has been conducting greenhouse gas emission assessments (BEGES) on scopes 1, 2 and 3 emissions with Greenly, a leading player in the market.

A certified assessment is carried out by climate experts using financial and physical data, according to the standardized Bilan Carbone® Methodology by ADEME (ISO 14064-1):

- Scope 1: direct emissions (examples: fuel, on-site heating)
- Scope 2: indirect emissions related to energy consumption (example: electricity)
- Scope 3: other indirect emissions (examples: purchase of products and services, business trips and commute journeys –excluding fuel–, meals consumed, etc.)

This in-depth analysis provides a clear overview of the different types of emissions and serves to draw up an action plan to reduce the environmental impact of each activity.

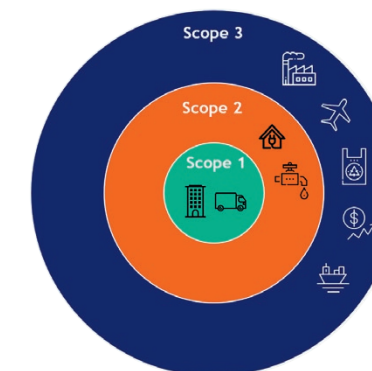
Very encouraging results in 2023 testify to the impact of the actions taken.

The 2023 assessment, carried out on the 2022 reference year, shows total emissions of 9.9 ktCO<sub>2</sub>e, i.e. 6.5 tons per employee and 8.2 tons per million euros of turnover. These results fall within the average of companies in the same sector and are, in absolute terms, higher than those of the previous year's assessment, owing to the rapid expansion

of the Group. However, emissions per employee decreased by 16% between 2021 and 2022. Scope 3, often considered the most complex, even shows a 18% decrease in emissions per employee. These results reflect the efforts made by the teams.

Details of emissions per scope.

- Scope 1: 1,418 tCO<sub>2</sub>e (14%)
- Scope 2: 259 tCO<sub>2</sub>e (3%)
- Scope 3: 8,176 tCO<sub>2</sub>e (83%)



Emissions mainly generated by travel, real estate, the purchase of products and services.

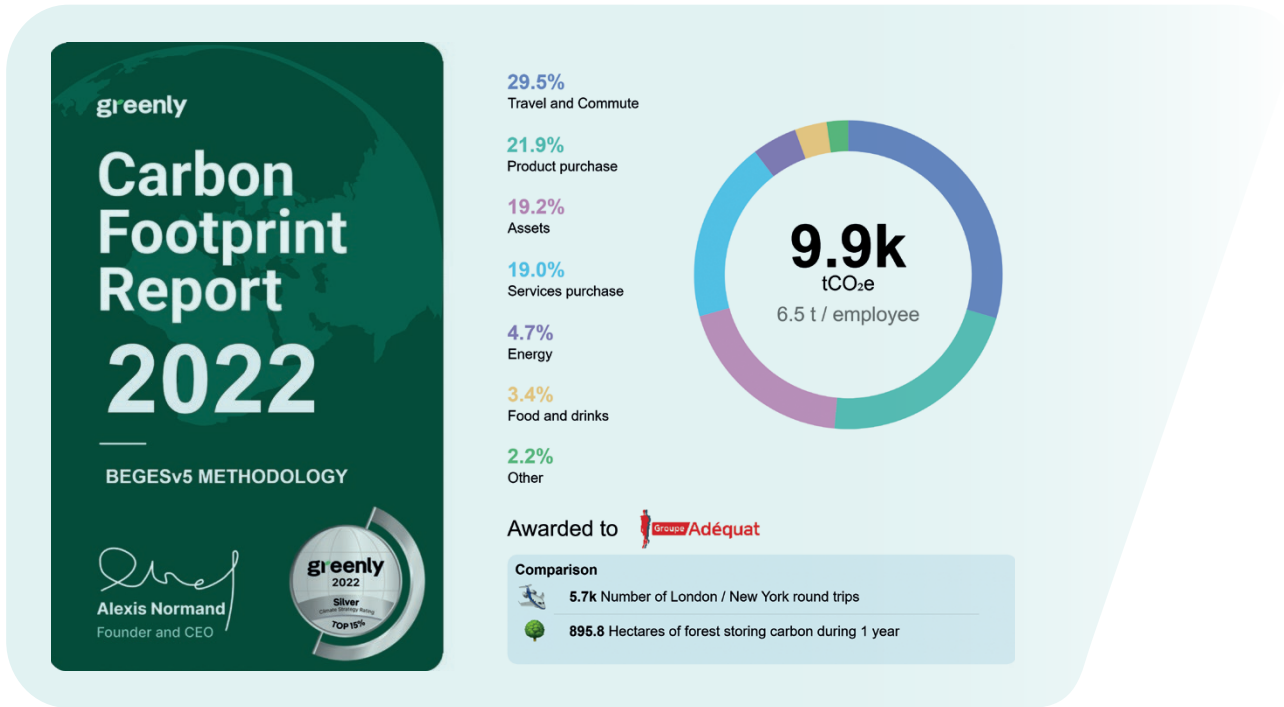
Adéquat and Greenly accurately assess all the energy consumed by buildings, travel (by rail, air, and road) as well as all the goods and services consumed. A questionnaire was distributed to employees to collect data on their daily habits.

### Spotlight on indicators:

- **16% reduction in emissions per employee** (significant reduction in emissions intensity related to the growth in the number of employees and the reduction of the impact of our activities)
- **83% of emissions from scope 3** (the majority of emissions are not directly generated by Groupe Adéquat's activities)



# An assessment of our emissions to take proactive measures



**Greenly, Groupe Adéquat’s carbon partner, supports it throughout the year in drawing up its action plan and planning all greenhouse gas emission reduction actions.**

Greenly proposes a methodology and courses of action, adapted to the sector of activity and the company’s level of maturity.

- The recommendations include:
- Identify the commitments of its partners and select them according to their environmental strategies.
  - Renew its fleet of conventional vehicles, to replace them with light, hybrid, and/or electric cars.
  - Help with the purchase or rental of electric bicycles.
  - Encourage carpooling.
  - Prioritize rail journeys over flights.
  - Replace the purchase of non-sustainable materials, such as plastics, with more sustainable alternatives.
  - Promote vegetarian menus.
  - Purchase recycled or second-hand equipment.
  - Extend equipment life by performing regular maintenance and repairs.

It is also recommended to contribute to greenhouse gas reduction and sequestration projects to offset types of emissions where there is still little room for maneuver. These strategic actions to reduce the carbon impact aim to ensure a 30% reduction in intensity by 2030.

**■ Groupe Adéquat aims to combine the strengths of its entire ecosystem for a growing positive impact.**

A budget is dedicated to measuring the carbon footprint, and to GHG emission reduction actions. To achieve this key objective in the “Environment” pillar of the company’s CSR strategy, Groupe Adéquat works with its customers, suppliers and public and community leaders. ■

**30%**

Reduction in GHG emission intensity by 2030 (in intensity: emissions per employee)

# Reducing our environmental footprint

## Sustainable conversion of our real estate portfolio



### ■ Sustainably convert our real estate portfolio

**Groupe Adéquat has 282 city agencies, the vast majority of which use electricity, while the use of gas remains marginal.** The energy consumption of our real estate properties is monitored annually. It represented nearly 3,046,000 kWh in 2023, 203,000 of which came from renewable energy sources.

### ■ Use green energy contracts

To support the sustainable management of electricity consumption, since November 2022, the Group has committed to signing “green energy” contracts with the opening of each new branch. These new sites therefore benefit from electricity entirely produced using renewable energy sources, guaranteed by EDF and a designated body.

In 2022, only 2 network agencies had green energy contracts. Since then, 30 new agencies have benefited from similar sustainable contracts.

### ■ Continually renovate our premises for improved comfort and higher energy efficiency

Adéquat’s constant expansion and the opening of new agencies logically increase our electricity consumption. For several years now, the renovation and improvement of our real estate properties has been a major focus for reducing our carbon footprint.

Between 2019 and 2024, all our agencies were renovated with at least one energy improvement, including replacement of doors and windows, lighting, heating and air conditioning systems, and insulation. These aesthetic and energy-focused renova-

tions reduce the carbon impact of our agencies while improving working conditions for staff. 53% of agencies currently have air conditioning systems. Air conditioning is not always installed; it depends on the specific requirements of each agency.

### ■ Renew all lighting systems by 2025

With 282 structures, lighting management is a strategic factor in reducing the carbon impact of buildings. In 2021, an extensive plan was initiated to replace neon lighting with LEDs. By 2023, 62% of agencies and all buildings at headquarters were equipped with LEDs. The aim is to replace all the lighting systems by 2025. ■

### Zoom in on indicators:

- **All our agencies renovated in 5 years** (aesthetic and energy-focused renovations)
- **€100,000 invested in 2023** to replace neon lighting systems with LEDs

# Encourage sustainable transport

## Make changes to business trips for employees

Our regional presence gives rise to many business trips. Fortunately, the increasing use of videoconferencing technologies keeps traveling on a daily basis to a minimum. If traveling is necessary, **train journeys are prioritized**. The SAP Concur booking tool therefore systematically proposes the train rather than a flight, and flying is not authorized for journeys that can be made in under 4 hours by train. In 2023, trains were used for over 77% of journeys.

## Reduce emissions from the car fleet

Adéquat is replacing all its diesel vehicles with gasoline and hybrid vehicles, and aims to achieve 30% rechargeable hybrid vehicles within 3 years' time. Discussions are also under way to provide employees with all-electric vehicles in the next few years.

## Make changes to commutes for employees

Every year, Groupe Adéquat conducts a major transport survey to find out about travel habits. Given its strong presence in rural areas and in cities with fewer than 15,000 inhabitants, cars are still the main mode of transport for permanent employees. Adéquat has set up a partnership with Action Logement to make it easier for employees to access affordable housing close to their workplace.

**1 out of every 2 employees lives less than 5 km away from their workplace.** To take things a step further, possible future actions are to cover the cost of public transport passes or to promote and encourage the use of non-motorized transport.

## Propose active mobility to temping staff

Mobility considerations for temping staff have also been devised, with the help of several different players.

**Example of a medal-winning project conducted with a client company:** Adéquat and its client worked on the implementation of a "Non-Motorized Mobility Kit" that encourages temping staff to cycle to their assignment location in total safety.

Adéquat also co-constructed a green mobility program to meet the expectations of younger generations as regards commuting.

**Example of a joint project with local authorities:** Adéquat has recently committed itself alongside two major metropolises, Ademe and the Ministry of Ecological transition, to support its temporary workers, as part of an experiment, given the mobility changes required by the implementation of low-emission zones.

Ecological transition and social justice are now a universal challenge. Two years from now, 45% of the French population will be affected by a LEZ (Low Emission Zone).

Adéquat is committed to offering its temping staff efficient, personalized alternatives to offset the impact of LEZ on their daily lives.

# Reduce the impact of our office activities

**As a company in the tertiary sector, our role is also to minimize the environmental impact of our office-based activities.**

## Digitization to reduce paper consumption

Since 2019, every day, Adéquat endeavors to limit its paper consumption by digitizing many business tasks:

- Signing contracts on the MyAdéquat platform.
- Invoicing.
- Digital payslips.
- Management of occupational accidents (declaration, file monitoring, litigation).

The sites are also being equipped with dual screens to keep printing to a minimum.

In 2023, digitization included:

- 1.4 million contracts signed.
- 91% of temping workers' pay slips.
- 92% of temping workers' contracts.

## Always recycle

At Adéquat, most of the waste produced is office waste: paper, cardboard, plastic bottles, capsules. All the offices at headquarters and central offices have a partnership with the disability-friendly

company ELISE, which collects and processes recyclable waste, while giving the disabled access to employment. In 2023, the partnership with ELISE helped recycle 2,371 kg of waste, including:

- 2,066 kg of paper and cardboard.
- 251 kg of plastic.
- 15 kg of aluminum.
- 1,279 kg CO<sub>2</sub>e emissions were avoided.
- 32 trees saved.
- 37 hours of work for employees with disabilities.

Council collection and recycling systems are prioritized by agencies located in the city center.

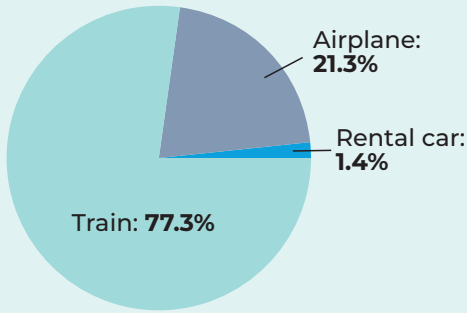
## Sustainably manage IT assets

Adéquat has an extensive IT inventory. The Group has therefore implemented a responsible policy for hardware management: priority is given to the purchase of refurbished hardware, repairable hardware is not replaced, non-repairable hardware is collected and recycled.

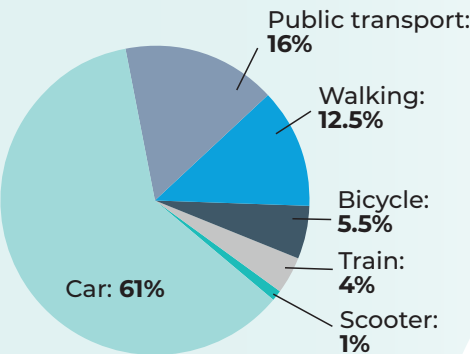
These commitments contribute to reducing new hardware purchases. Every year, Greenly carries out an assessment of the specific carbon emissions generated by the IT inventory.



Spotlight on business travel



Spotlight on commuting





# Encouraging best practice

## The Carbon Footprint Challenge: a tool to raise awareness of the ecological transition

In 2023, Adéquat organized the second edition of its Carbon Footprint Challenge, aimed at raising awareness among its staff about the environmental impact of their professional activities.

The challenge is actually a quiz, and €5 per participant is added to the prize fund. The region in which most people participated, gets to choose the association that will receive the funds collected.



In 2022, the challenge raised €4,000, donated to "Choisis ta Planète" (Choose your Planet). The funds were used to raise awareness of the challenges of sustainable development among 120 students aged 8 to 12 from the Hauts-de-France region, and they built impact projects for their school.

In 2023, the €3,500 raised supported two major projects:

■ **Training of agency managers (Eastern France) on the Climate Fresk:** this initiative aims to raise awareness among agency managers of climate issues through instructive group workshops. Discussions were also held on the measures to be developed in each individual agency. The aim is for all agency managers to be aware of climate issues and to commit to tackling them.

■ **Support for the association *Une Forêt et des Hommes* (One Forest and People):** based in the Picardy region of France, this association protects and reforests the forest of Saint-Gobain and Coucy-Basse, in the French department of Aisne. Its vocation is to protect and defend the forest and present it to the public. Every year, the association protects and reforests 8,500 hectares. Adéquat agency managers were invited to visit the forest to understand the ecological impact of its management on fauna and flora.

In 2023, 60% of employees participated in the Carbon Footprint Challenge. The Hauts-de-France region registered a participation rate of 81% in 2022 and the Eastern France Region achieved 91% in 2023. ■

### The Adéquat Carbon Footprint Challenge

is a factual illustration of the commitment of Adéquat staff to the ecological transition, reinforcing the Group's positive impact on the environment and on future generations.

# Offering greener alternatives to our clients and temping staff

Groupe Adéquat is committed to developing environmental projects and programs closely linked to its core activities, thereby offering eco-friendly services to its clients and temping staff. By asserting itself as a commitment accelerator, Adéquat actively contributes to the decarbonization of its clients' activities while supporting them in their own ecological initiatives. Such projects are of benefit both to the environment and, first and foremost, to temping staff.

### With local and public authorities, anticipate the impact of LEZ

Two years from now, 45 French cities will be affected by a LEZ. In the light of this fact, Adéquat has recently joined forces with the major cities of Lyon and Limoges, the ADEME and the French Ministry for the Ecological Transition, to support its temping staff, as part of an experiment, given the emerging transport changes brought about by the creation of Low Emission Zones.

Adéquat is committed to offering its temping staff efficient, personalized alternatives to offset the impact of LEZ on their daily lives. These actions are co-financed by public authorities and include: provision of carbon-neutral modes of transport and intermediary vehicles, distribution of public transport passes, support for bus use, encouraging carpooling, etc.

### Develop a new green transport system for our temporary workers

Adéquat worked with a major national transport player to introduce a "Soft Mobility Kit" to encourage temping workers from certain agencies to cycle to their assignment destination in total safety, using loaned or donated equipment according to the needs identified and the duration of the assignments. This initiative is the result of two hard-and-fast facts: the need to use a safe means of transport for commuting, and new generations' preference for soft mobility. The project was awarded a bronze trophy in the Road Safety category during the competition "Les pros ont du talent" (Pros have talent).

### Offer more eco-friendly PPE to our clients

Adéquat purchases supplies from a supplier committed to a more ethical model, with a circular economy philosophy, to provide personal protective equipment (PPE) for temping staff. This concerns more than a third of the equipment supplied.

### Analyze the distances traveled by our temping staff to their workplace

Ad'Map is an internal system used to rapidly calculate commuting distances, so that transport options can be optimized for temping staff.

### Prioritize distance training courses

In order to limit journeys and potential emissions, Adéquat offers distance training courses to its temping staff whenever possible. In 2023, the time spent on e-learning modules increased by 300%, with 8,289 hours of training delivered. ■



# Contribute to building a fairer and more open-minded society

Through inclusive and innovative practices, Groupe Adéquat actively supports citizenship projects in culture, education and sport.

## Support general interest projects through sponsorship and mentoring

Adéquat has a long-standing commitment to equal opportunities. This is reflected in the support given to various associations and public interest causes in culture, education and sport. Adéquat's aim is to use its HR expertise to serve citizenship projects.

### Grand Lyon Film Festival

Thanks to its long-term presence in Lyon, the birthplace of cinema, Adéquat has supported the Grand Lyon Film Festival since 2014. Every year, the company organizes a jobdating event that aims to support volunteers who benefit from international protection during the festival (in connection with the Forum Réfugiés association) to help them find a job or make a career change.

In 2023, 42 candidates benefited from this kind of support from Adéquat.

Given that development and personal fulfillment are an integral part of its role as an employer and a leading figure in employment, **Adéquat makes access to culture one of its central commitments.** This is why thousands of cinema tickets are gifted to Adéquat's temping and permanent staff every year as part of the Festival.

### ASVEL Citoyen program

Adéquat has been a partner of the Lyon basketball club since 2016, and, in 2023, alongside two other Lyon-based companies, it pledged to support the ASVEL Citoyen program, which has a threefold mission:

- Enable everyone to achieve social and professional integration through access to employment.
- Make every vulnerability a strength through measures taken in the areas of health and disability.
- Be eco-friendly, by making sure actions are taken to reduce the ecological impact of activities.

Adéquat's ambition is to develop actions in these different areas throughout the year, and support all staff and clients who want to get involved.

### Partnership for employment with the French Parasports Federation

In 2023 in France, the unemployment rate for people with disabilities reached 13% (twice as high as for all job seekers), and Groupe Adéquat wanted to strengthen **its commitment to inclusion** by focusing on access to long-term employment as well as support with career changes.

Adéquat firmly believes that sport is an excellent means of revealing talent and encouraging professional meetings, and is therefore working alongside parasport players to:

- Reassert its commitment to the inclusion of people with disabilities (PWD) among its staff.
- Encourage dialogue and sharing among its staff.
- Making access to employment easier and ensuring long-term employment and career changes for people with disabilities. ■



# Tony Parker Adéquat Academy



The partnership with the Tony Parker Adéquat Academy is a result of the passion for basketball of Jean-Marc Brun, Group founder, who immediately hit it off with Tony Parker. In turn, his son, Arnaud Brun, wanted to harness this passion through Adéquat's commitment to education, sports and the professional integration of young people.

The Tony Parker Adéquat Academy offers an original educational model combining the values of sport, personalized training and privileged relationships with company professionals. The training provided involves innovative teaching methods, adaptive schedules and tutoring.

In 2023, more than 510 young people had already attended the TPAA, with a pass rate in the French Baccalaureat of 99% in final grade.

True to its promise "Come to our Academy and Get a Job", Groupe Adéquat undertakes to:

- **Support** academy students in their discovery of the world of work.
- **Enable** everyone to get to know each other better and build their professional project.
- **Innovate** on the themes of Sport, Culture, Education and Employment.

On a day-to-day basis, this support takes several forms:

- **Regular workshops to guide job seeking** (writing a résumé, preparing a job interview, understanding an employment contract).
- **Individual higher education coaching** to make career decisions after the Baccalaureat.

- **The financing of scholarships** for the 3 years of high school of four young winners of the Adéquat Challenge Tour.
- **Discussions with partner companies**, committed to supporting Academy students and the various events on offer.
- **Participation in the Academy's Job Fair.**
- **Sharing the experiences of inspiring personalities from the Sports, Culture or Business worlds, who are invited** to share their vision, their background and good practices for starting out in the world of work. ▀



# The Adéquat Challenge Tour: innovative and inclusive recruitment through sport

In 2023, Adéquat wanted to put sport back at the heart of an event that shakes up recruitment codes: the 2<sup>nd</sup> edition of the Adéquat Challenge Tour. Sponsored by Tony Parker, this commitment is now one of the hallmarks of Groupe Adéquat, reflecting its commitment to equal opportunities, diversity and inclusion.

## A unique recruitment experience

Rolled out in 7 French cities, this event aims to create a recruitment experience that merges the worlds of youth, business and sport. Adéquat, which is a premium partner of LDLC ASVEL and has been involved in the Tony Parker Adéquat Academy since 2019, actively promotes the common denominators between the values of sport and business: team spirit, hard work, and surpassing oneself. Given the high unemployment rate of 11.6% among young people without qualifications (15-24 years old in 2022), the Group's employees took up the challenge of generating 1,000 meetings between companies and young people nationwide. An initiative that responds to the local needs of companies, 40% of which consider recruitment difficulties as a major risk to their growth and expansion.

The Adéquat Challenge Tour is therefore aimed at young people aged 18 to 30, whether qualified or not, with or without experience, looking for a job, a certified training course or a work-study program close to home. It is also intended for companies who want to experiment with innovative recruitment methods, based on candidates' soft skills, values and personality.

The aim is to facilitate access to a job, a temping assignment, a long-term job or a one- or two-day release course.

## A strong impact

The second edition was a resounding success, bringing together at each meeting between 60 and 100 candidates from all walks of life (as many young women as young men), companies from various sectors, a team of "Adéquat Coaches" including local partners and recruiters, dozens of partners from the community aid and employment sectors, experts in sports events, inclusion and disability, as well as an influencer from the world of sport or art.

### Spotlight

The Adéquat Challenge Tour in facts and figures:

- More than 1,100 young candidates signed up for the event.
- Over 80 participant companies engaged in recruitment through sport.
- Training the spotlight on and immersion in jobs that are often underestimated but crucial in various sectors of activity.
- Hundreds of unique and positive encounters between companies and talented individuals ready to give their all.



### Spotlight

Groupe Adéquat has an agency integrated in the heart of the Academy that supports young people in their discovery of the world of work and in the construction of a personalized professional project. The agency is also an entry point for finding corporate internships: each young person spends a total of 3 weeks during the year on an internship.

# Ethically carrying out our mission

Adéquat is committed to defending the dignity and intrinsic worth of people, respect for employees' personal lives, professional equality between women and men, equal opportunities, the promotion of diversity and the employment of people with disabilities. Health, safety and quality of life at work are also priorities. Adéquat also actively combats child labor, forced or illegal labor, discrimination and sexual or psychological harassment. The Group is also committed to fostering the development of the potential of each employee and each member of temping staff.

These commitments are listed in **the Company's Code of Ethics**, which applies to all permanent and temping staff, as well as to Adéquat services and suppliers. This code sets down a reference framework and defines the level of responsibility of each person as regards company requirements. It is an addition to applicable laws and regulations, guiding staff behavior and actions.

## Guarantee the respect of Human Rights

Adéquat fully upholds the principles of the **Universal Declaration of Human Rights and the European Convention on Human Rights**. The company prohibits all forms of forced or child labor and guarantees freedom of association and collective bargaining. It ensures compliance with pay, working hours and social benefits regulations and standards.

Adéquat ensures safe and healthy working conditions, in compliance with regulations, and takes accident prevention measures. The Group also organizes awareness-raising and training activities on non-discrimination for its employees, and is committed to zero tolerance as regards discrimination.

### Spotlight

The Group is committed to providing employment opportunities to as many people as possible, based solely on their professional skills and capabilities. On a daily basis, **+ 13,000 job offers** are made available to its temping staff, based on a bank of **1,500,000 resumes** selected according to strict and objective criteria.

Adéquat also combats harassment in all its forms, and prohibits any physical, mental or other pressure. Mutual respect is fundamental, and managers are the first to ensure that this value is upheld. This also means respecting staff privacy and personal life by protecting their personal data in accordance with European regulations.

Finally, **for data transparency reasons, Adéquat gives its staff open access to information** on its activities and management. ■

# Business ethics and preventing corruption

Adéquat adopts a zero-tolerance policy toward fraud, misrepresentation and corruption.

To prevent such practices, Adéquat maps its risks as closely as possible to its business processes, to provide clear, pertinent factors for managing them.

The Group pays particular attention to gifts, invitations and hospitality offered to employees. A "Gifts and Invitations Policy" specifies the rules to follow.

In 2023, Adéquat designed an e-learning module dedicated to the fight against corruption to raise awareness of good practices and reinforce the company's commitment to integrity.

**These principles, set out in the Group's Code of Ethics, also apply to all Adéquat suppliers and their own suppliers**, who are required to report any suspected violation of the rules and to provide, upon request by Adéquat, documents attesting to the compliance of their practices with this Code. The Group expects all third parties it works with, to support its efforts for ethical activities.

**By promoting a culture of business ethics and corruption prevention, Adéquat ensures transparency and accountability in all its professional relationships.** This approach consolidates trust and credibility with its partners, clients and employees, and reinforces its commitment to show an example in the way it conducts its activities. Through these actions, Adéquat contributes to a professional environment where integrity and honesty are the foundations of each business relationship, thereby guaranteeing a climate of trust and mutual respect.

## Compliance with the GDPR

Adéquat undertakes to protect its employees' personal data (stored on internal secure servers), whether temping or permanent staff, by respecting the professional secrecy act in compliance with European regulations and the expectations of the CNIL (French National Commission on Informatics and Liberty).

To ensure compliance with the rules related to the GDPR, Adéquat has appointed three Data Protection officers (DPOs), including its data manager and its CIO (Chief Information Officer). All three have the necessary powers to investigate and ensure compliance with data protection rules.

The Group asks all its stakeholders to read the published GDPR requirements and gives training to all its staff in good practices to prevent information security breaches. Memos are issued on a regular basis as a constant reminder to staff.

**The Code of Ethics details the measures taken to guarantee the confidentiality of personal data of employees and third parties.** These measures reinforce the company's commitment to transact business with integrity and to protect the privacy of everyone it works with. ■

### Spotlight

In order to ramp up its vigilance in the light of potential ethical risks, Adéquat has deployed a system for collecting professional alerts, available to company staff and stakeholders, which serves to report practices or behaviors that are contrary to ethics and applicable rules.



# Ensure that our suppliers embrace our values

Groupe Adéquat is committed to working in the long term with suppliers who share its values and commitments in terms of social, societal and environmental responsibility.

In 2023, Adéquat's main procurement items included furniture and office equipment, vehicle rental, personal protective equipment for temping staff and intellectual services.

The Ethical Purchasing Charter, introduced in December 2021 and signed by Adéquat's main suppliers, establishes clear criteria regarding business ethics and the social, societal and environmental commitments required to work with the Group.

The topics addressed in this agreement include for example: loyalty and transparency, the fight against corruption, human rights, the legal protection of employees, health and safety at work, non-discrimination, the fight against harassment, environmental management, etc.

Maturity assessments are performed on the CSR commitment of key suppliers to contribute to the selection process and implement corrective actions where necessary. In the event of deviations from CSR criteria, Groupe Adéquat favors a collaborative approach with its suppliers by encouraging them to improve their practices. Through this approach, it contributes to the continuous improvement of its CSR strategy while ensuring that its suppliers align their practices with the Group's values.

Adéquat endeavors to forge long-term business relations with local companies, in particular VSEs-SMEs located in the labor pools of its own agencies. In doing so, the Group actively contributes to local employment and economic development. The Ethical Purchasing Charter is integrated into Adéquat's Ethical Purchasing Policy. It reinforces its commitment to continuous improvement and shared sustainable development, contributing to a positive impact on society and the environment. ■

100%

of targeted suppliers signed the charter and 33% of targeted suppliers completed their CSR assessment questionnaire.



# Selecting our suppliers for long-term, committed partnerships

## Adéquat works with organizations in the protected and adapted work sector (STPA)

Every year, Adéquat calls on many support through employment institutions (ESAT) and adapted companies (AC) as its leading suppliers. In 2023, nearly €30,000 of services were provided in the following areas: printing, catering, recycling, florist, goodies manufacturing, delivery service, cleaning.

By partnering with these institutions, and through its value chain, Adéquat reinforces its commitment to provide access to employment for all.

## An evaluation based on compliance with all CSR criteria

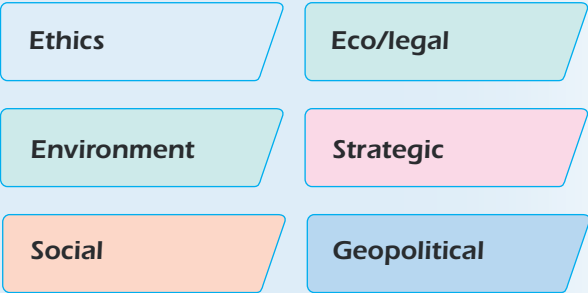
The Group's main suppliers (according to volume of purchases and/or seniority) were evaluated in 2023. The score resulting from this evaluation is given the same importance as their financial proposal in the supplier selection process.

The evaluation includes all of Adéquat's commitments around social, environmental and societal performance. It allows Adéquat to get to know its suppliers better, and to prioritize those who share its values and its strong and renewed commitment to CSR.

Suppliers are also encouraged to provide external certifications and other justifications at each stage of the evaluation process.

The supplier's CSR approach contributes to 10% of their final score.

Six risk categories are included in the evaluation.



Average of the 6 risk categories

€33,000

of services provided by ESAT/AC in 2023.

# Fostering employee commitment

**Adéquat reinforces its CSR commitment every year. But what would this commitment be without the involvement of all its staff?**

The Group is aware that its network is a powerful driver, and it strives to raise awareness among its employees about the challenges of ecological and social transition in various different ways. The aim? Unite around strong commitments and encourage local initiatives to boost the impact and create a feeling of pride in belonging to the company. Awareness-raising actions are reiterated in regular memos and internal challenges.

## Communicate to raise awareness

The publication of short articles highlighting CSR actions in each edition of its newsletter “*Le Petit Adéquat*” shines the spotlight on current events and partnerships as well as agency initiatives, and emphasizes the work done by inspiring associations.

The topics featured in 2023 included:

- **Safety Week**, a week dedicated to health and safety at work everywhere in France.
- **The Adéquat Challenge Tour**, an original and inclusive sports recruitment event.
- **Promoting gender diversity at work**, irrespective of the sector or the job.
- **The European Week for the Employment of People with Disabilities** (EWEPD).

**The internal portal of the company also explains the Group’s CSR policy** under a specific tab, fed by the latest news and features on associations and partner companies. Finally, **e-mail campaigns** also reinforce the impact of CSR communication with the internal public. ■

## Internal challenges

Raising awareness of the CSR topics the Group is involved in, strengthens the national and local commitment of employees to specific topics and actions throughout the year. Employees are therefore encouraged to take part in challenges with a measurable impact.

■ **The “Recruit without Discrimination” Challenge:** almost all permanent staff have now completed this training course. In addition, for each employee trained, €5 was donated to an association working for people with disabilities. In 2023, €2,300 was donated to two charities “*Entreprises et cancer*” and “*Les Petits Cœurs de Beurre*”.

■ **Specialized employment events:** Adéquat participates in and develops inter-company challenges that federate sports teams whose members include managers, recruiters and candidates with disabilities.

■ **Activ’ Challenge:** Adéquat participates every year in this disability awareness challenge organized by the Agefiph. In 2023, thanks to the high participation rate among its employees, Adéquat took 4<sup>th</sup> place in the national rankings!

■ **Inter-regional challenge “Calculate your carbon footprint”:** this encourages employees to calculate their own carbon footprint. In 2023, 800 of the 1,500 employees participated. The challenge was won by the East France Region with a rate of 94%, enabling the teams to participate in the Climate Fresk, and €2,000 were raised for the association *Une Forêt et des Hommes*, committed to environmental conservation.

Regional directors, sector managers and branch managers are invited to play a proactive and unifying role with their teams, to help these challenges thrive throughout the network. ■

# Positively influencing our ecosystem

**Adéquat, by actively engaging with various corporate networks and institutional partners, demonstrates its significant influence in the economic ecosystem. This involvement aims to represent the profession and to provide a vision of a responsible and committed company working for a fairer society.**

**In 2023, Arnaud Brun, Chairman of Groupe Adéquat’s Supervisory Board, was elected to the Board of Directors of Prism’Emploi**, an organization representing recruitment and temping work professionals. Prism’Emploi, which federates over 600 companies, i.e. 90% of the sector, acts as a spokesperson for public authorities and other institutions. In the Nouvelle-Aquitaine region, the Adéquat Regional Director for Southwest France chairs Prism’Emploi, illustrating the company’s local commitment to all players in the profession.

**Adéquat has also joined the regional MEDEF (French employer federation) of Lyon, Rhone and Paris, and participates in two theme-based commissions of the national MEDEF.** The “Labor Market and Employment Dynamics” commission contributes to the development of MEDEF positions on employment and the labor market, while the “Enterprise in Society and Inclusion” commission focuses on professional and social inclusion but also on equality, diversity and inclusion issues.

**Arnaud Brun joined the Midsize companies (MC) club of Ile-de-France in the summer of 2023.** This club, founded in 1995, unites MC around common objectives, such as promoting a competitive environment and supporting long-term investment in fast-expanding companies. The member companies share the values of entrepreneurship, deep-rooted regional presence, and sustainable development.

## A stronger presence in social media

Social networks are now essential tools for raising awareness and mobilizing people. Adéquat has chosen to capitalize on these platforms to present its news to a wider and more diverse audience.



■ **In 2023, the campaign “Our jobs have no gender”** on Instagram demonstrated, on International Women’s Day, that the work done by Adéquat teams and its clients committed to gender diversity means that women are now appointed to positions that were traditionally “male dominated”.

■ **Also on Instagram, the “Generation Adéquat” campaign** has made it easier to share practical tips to support young people in the first steps along their career path, addressing topics such as writing a pertinent résumé, mastering body language and understanding pay slips.

■ In collaboration with **Hello Charlie, the startup dedicated to career choices**, Adéquat has launched a campaign on different social networks to encourage young people to participate in the Adéquat Challenge Tour. The aim is to adopt their codes and communication channels (Instagram, TikTok, etc.) so that they can discover this unique recruitment event.

Such campaigns enable Adéquat to promote its values of diversity, inclusion and support for young professionals, while strengthening its image as a contemporary and committed company. ■



# Summary of the main indicators for 2023

Groupe Adéquat believes that measuring is necessary in order to improve, and therefore follows **CSR indicators** in line with the International *Global Reporting Initiative* (GRI) framework. The main indicators for 2023 demonstrate the high level of employee commitment to the company's social, environmental and societal performance.

## Social performance

### Temping staff



#### Profile

**154,174** temping staff on assignment  
**72%** men and **28%** women  
 Average age **34**  
**23%** of temping workers are of foreign nationality including **153** different nationalities



#### Listening to temping staff

**72,441** interim staff contributed to continuous feedback on assignments  
**95%** average satisfaction rate



#### Health & Safety - QVCT (Quality of Life and Working Conditions)

Frequency rate **36**  
 Severity rate **1,4**  
**79** occupational illnesses



#### Sustainable employment

**1,651** Active temping employees on long term contracts  
**2,654** Employees on LTC are recruited by the user company at the end of the assignment  
**2,685** LTC/FTC placements



#### Training

**13,963** temping staff have followed a training course  
**449,707** hours of training delivered  
**32 hours** of training on average per temping worker trained.  
**1,240** professional qualification training courses delivered  
**255** job seekers trained in sectors where there is a staff shortage (POEC - Collective operational preparation for employment)



#### Disability

**1,147** temping employees with disabilities  
**(+10%) 446,518** hours of delegation worked by temping employees with disabilities  
**1%** of temping staff have a disability  
**1,158** clients welcome temping staff with disabilities



#### Development of disadvantaged regions

**21,302** temping staff living in QPV\*  
**(14%)**  
**23,936** temping staff living in ZRR\*\*  
**(18%)**

\* Quartiers Prioritaires de la Ville - a French government initiative to help the most disadvantaged urban areas.  
 \*\* Zone de Revitalization Rurale - Rural Regeneration Areas.

# Environmental performance

## Permanent staff

### Profile

**1,438** permanent employees  
Average age **34**  
Average seniority **2.92** years  
**89%** on Long Term Contracts (CDI)  
**97%** full-time  
**7%** work/study programs

### Disability

**3.2%** of employees with disabilities

### Training

**1,355** employees received training  
**31,158 hours** of training delivered  
**22 hours** of training on average per permanent employee  
**100%** of new employees followed the onboarding course  
**37%** took the "HW Course" module  
**95%** took the "Recruit without discrimination" module

### Gender equality

**84%** women – **16%** men  
**38%** of women in managerial positions  
**50%** women on the Supervisory Board  
Equality of Employment Index: **95**  
and **90/100** of the companies subject to the evaluation

### Promotion and career

**135** internal promotions  
**73%** of annual interviews completed Ratio between the total annual remuneration of the employee with the highest salary, and the median annual remuneration of all employees: **5.55**

### Social dialogue and working conditions

**100%** of staff are represented by personnel delegates  
**91%** of employees are proud to work for Adéquat  
Free complementary health insurance for **100%** of non-executive employees  
**6** weeks of paid leave per year for **100%** of non-executive employees  
**100%** of sites assessed on health and safety risks  
**0** occupational illness

### Energy

**272,561 kWh** of gas  
**2,773,396 kWh** of electricity  
**30** green electricity contracts

### Digitization

**91%** digitization of payslips  
**92%** digitization of employment contracts  
**85%** of employment contracts signed electronically

### Real estate

**33,825 m²** occupied  
**350** agencies including 77 new ones  
**100%** of agencies have undergone at least one energy renovation  
**62%** of buildings equipped with LED lighting

### Recycling

**2,371 kg** of waste reused  
**2,066 kg** of paper and cardboard collected and recycled  
**251 kg** of plastic collected and recycled  
**20 kg** of cups and cans collected and recycled

### Carbon footprint\*

**6.51 tCO<sub>2</sub>e** per employee (- 16%) Total emissions: **9.9 ktCO<sub>2</sub>e**  
Scope 1: **1.4 ktCO<sub>2</sub>e**  
Scope 2: **0.3 ktCO<sub>2</sub>e**  
Scope 3: **8.2 ktCO<sub>2</sub>e**

### Awareness-raising

**60%** of employees took part in awareness-raising

# Societal performance

### Ethical purchasing

**100%** of targeted suppliers signed the charter  
**33%** of targeted suppliers were evaluated

### Ethics

**100%** of sites are subject to a risk assessment  
**0** confirmed corruption incident  
**0** confirmed information security incident  
**0** incident reported via the internal alert system

\* Figures for 2022.





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