

Building together an  
inclusive, responsible  
and serene workplace

# Impact Report



This document presents our Impact strategy and results.  
These numbers are based on the year 2022.

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# The Human & Work Group

At Human & Work, your transformation partner, we support you in your challenge to create an inclusive, responsible and serene working environment.

With the sanitary crisis, social conflict, mistrust of institutions, the younger generations' expectations from work, from the planet and the power of social media, etc. our modern society has never before experienced such turmoil. In this perpetually moving context we believe that a company should be the place for innovation towards a new social dialogue.

This conviction is at the root of the creation of Human & Work, leading HR ecosystems. It feeds the passion and commitment we implement as we work with **more than one thousand European companies and their 8,000,000 staff members.**

Taking care of your teams, fostering inclusion, gaining

in diversity, growing your talents, rethinking your organization and relations between stakeholders are some of the missions that we carry out by your side to improve the social impact and performance of your company.

Human & Work brings a multidisciplinary team of over **255 experts** together to supply human resources managers of companies and organizations of all sizes and in all fields with strategic and operational advice, as we mobilize dual expertise:

- Deep knowledge of the working environment and organization
- Fine understanding of individuals and interpersonal relationships at work



## Our purpose

For several years we have been working together on an ambitious Positive Impact Project, which is embodied in our ambition today. It is the fruit of the analysis of our specialties and our professions, our corporate values and our position as a leading player in the human workplace.

We take this motto very seriously, and commit to implementing everything in our power to help our group and our stakeholders to progress in Positive Impact and more specifically in our field of expertise.

*Building together an inclusive, responsible and serene workplace.*



# Our Values

1

## Excellence

Be part of a continuous improvement process, individually and collectively. Aim for the highest level of expertise, experience and impact.

2

## Solidarity

Cultivate co-responsibility. Create a climate of mutual aid and conviviality. Make the success of each individual a collective success. Encourage respect and benevolence.

3

## Boldness

Encourage everyone to challenge their habits or preconceived ideas. Value risk-taking and the will to innovate. Do not be afraid of mistakes and learn from them.



*Inauguration of the Maison Commune (Common House) located 28 rue de Mogador in Paris*



# Our Positive Impact Strategy

2018 — 2019 — 2020 — 2021 —

We became members of Global Compact France

We structured and enhanced our first actions

We reflected on and formalized our purpose and values

We published our first Global Compact Declaration



with the United Nations regarding human rights, international labor rights, the environment and the fight against corruption.

2022 — 2023 —

We implemented our Positive Impact Plan

Qualification as a Mission-driven company status

We are striving to exceed the notion of Corporate Social Responsibility in search of positive impact we can measure and to answer the 17 Sustainable Development Goals (SDGs) developed by the United Nations and stated in 169 targets.

Membership of the "Communauté des Entreprises à Mission"



## The 10 Principles of Global Compact

In 2000, upon the appeal of Kofi Annan the Secretary General of the United Nations, businesses, organizations, United Nations Agencies, workplace and civil society representatives came together around 10 universally recognized principles. **Global Compact is a platform for commitment that fosters building a better world.**

Members since 2018, we support the 10 Global Compact Principles for human rights, international work standards, the environment and the fight against corruption. We published our first Communication on Progress in 2021 and we will pursue these same commitments through the coming years.

## What is impact?

An impact company is often defined as a **commercial firm committed to several social, societal and environmental objectives. Commitment is the key concept of an impact company.**

## What is the link between Global Compact and Sustainable Development Goals ?

Global Compact is mandated to mobilize the private sector and translate Sustainable Development Goals (SDGs) into “business” language. The United Nations’ Ten Principles of Global Compact remain the foundation of companies’ commitment.

**Sustainable Development Goals are universal objectives that the States set themselves in 2015** in response to the global challenges we are facing, in particular those linked to poverty, inequality, climate, the deterioration of the environment, prosperity, peace and justice.

They are broken down into **169 targets** in order to be more operational and define the worldwide priority issues to be solved by 2030 more precisely. They are for all actors both public and private.

We identified several SDGs related to our core business through which we can contribute relevantly and efficiently within our sphere of influence.

Regarding these **17 SDGs**, we want to highlight our priorities in order to improve our positive impact and reduce our negative impact to set our objectives, our operational action plan, our progress performance indicators and our communication.

## Our governance

Our Positive Impact Strategy is at the heart of the group’s global development.

**It is one of the three major strategic axes of our 2022–2025 expansion plan, with international development and digital transformation.**

Developed and led by the Head of Impact and Human Resources, Juliette Cerdan-Guyon, it is also driven by the CEO, David Mahé, and the Executive Board.

These initiatives are being implemented by Julie Planchard, CSR and Positive Impact Project Manager.

This strategy is regularly followed up on:

- Monthly meetings of the Impact Strategy Committee, in which the Positive Impact Business Partner of our financial partner, Geneo, participates.
- Executive Committee’s quarterly meetings.



**David Mahé**  
CEO and Founder



**Juliette Cerdan-Guyon**  
Head of Impact and Human Resources



**Julie Planchard**  
CSR and Positive Impact Project Manager



## Human & Work, a mission-driven company

Following this path, we are very proud to announce that Human & Work and all its French subsidiaries (Stimulus, Equilibres, Talentis and Nexmove) have become mission-driven companies! This demonstrates our commitment and our desire to create a positive impact by involving all our stakeholders.

### What is a mission-driven company?

The PACTE law, enacted on 22 May 2019, introduced the concept of a company with a mission. Any company that :

- Has a mission statement consisting of a purpose and social and/or environmental objectives, set out in the company's articles of association.
- Has set up a mission committee, the governance body, which assesses progress and questions

the relevance of the actions and strategies chosen.

- Has appointed an Independent Third Party (ITP) to check that the mission is being fulfilled every two years.

The purpose of a company with a mission is to reconcile the quest for economic performance with the need to contribute to the general interest.

### Our commitment

At Human & Work, our commitment as a mission-driven company is clear: "Building together an inclusive, responsible and serene workplace".

As a mission-driven company, we have set ourselves ambitious goals. For our statutory objectives, we have chosen to focus on our core areas of expertise and activity, which are our first three pillars (our ability to transform work), because this is what Human & Work is all about. However, we intend to continue our work on the other two pillars, which are central to our Impact strategy.

- Objective 1, building a responsible and ethical future at work
- Objective 2, developing mental health, well-being and health at work
- Objective 3, acting for inclusive growth

These statutory objectives are then broken down into operational objectives.



### Why becoming a mission-driven company?

Becoming a mission-driven company is an important and demanding step in the continuity of our actions and our Impact plan. This is solid proof that our efforts are of high quality and credible, and that we are committed to creating an inclusive, responsible and serene workplace.

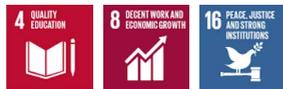


## The 5 Pillars of our impact plan

Our impact plan lies on five pillars which we link to the Global Compact France's SDGs and targets.

These pillars represent our strategic priorities from now until 2025, they are determined with regard to the material challenges and the most significant contributions of the Human & Work group towards our stakeholders.

**1** Building a responsible and ethical future at work



**2** Developing mental health, well-being and health at work



**3** Acting for inclusive growth



**4** Preserving the planet's natural heritage



**5** Being a committed corporate citizen



In order to challenge this new strategy, we would like all of our stakeholders to share our vision. For this, we have carefully identified and mapped them out: they will monitor the progress of our Impact Plan and the reaching of KPIs.

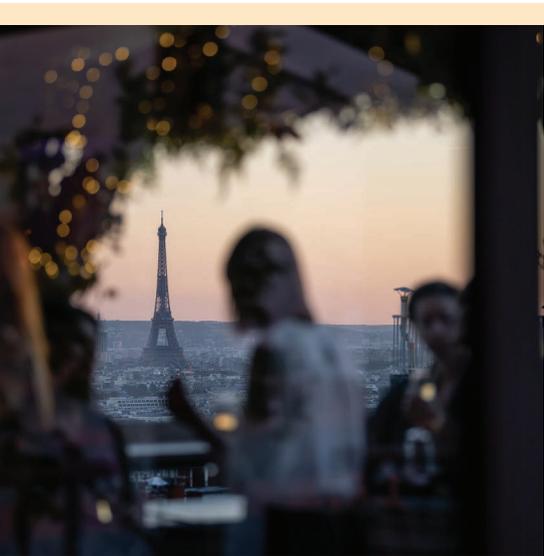
## Our Stakeholders

*Individuals or groups who contribute voluntarily or not to creating value and activity and who are possible beneficiaries of it and/or assume the risks of it. //*





# Lead and follow up our Positive Impact Plan



## Building a responsible and ethical future of work

Building a responsible future means:

- Establishing transparency and commitment at all stages
- Implementing management methods in line with our values
- Listening as we involve each person in strategic decisions
- Being a company that learns and trains its teams



## With our clients

Leaders in executive career strategy counseling and that of our teams, we are a **strategic partner of HR as they develop talent and support the career paths of their top managers.** Each professional path is unique, the outline changes and cycles are becoming faster and faster. Executives must constantly be in motion if they want to fulfill their role giving incentive. At critical moments in their career such as on-boarding, escalating and developing, we are by their sides building their future and that of their business.

All of Human & Work entities' mission is to help companies to develop, **learn** and succeed in their projects capitalizing on human resources. To do so, we bring together a community of consulting firms, leading players in their field.

We work in the following areas:

- Well-being and efficiency at work
- Societal ethics and responsibility
- Mobility and career development
- Transformation in work organization
- Equality, inclusion and diversity in the workplace
- Leadership in business



**All of the training sessions for our clients are Qualiopi certified and are appraised for satisfaction and skill development.**



*\*Qualiopi certified process*

## HR policy

As we support our staff members, we strive to share our values and particularly transparency and exemplarity approach.

### Recruitment

Our recruitment process integrates at least three interviews: one with the HR team, one with the manager and one with the Group CEO.

Alignment with our values and our ambition is predominant to operational skills.

To support this bias, we have implemented a referral program which generates 18% of our new hires.

### Integration

We support our new hires to ensure a better start by:

- 'Académies' our training module program: learning about the Group and our subsidiaries, the fundamentals of the profession and the offer
- Close support from the manager
- A 'mentorship' (peer mentoring or a buddy system) for some of our teams

54

new hires  
in 2022

4 years

of average  
seniority

18%

of new hires  
are referrals



### Assessment

The assessment process is a yearly one and applies the same procedure for all professions and all brands including top managers.

We organize our **"People Review"** assessment cycle once a year to agree upon:

1. A performance assessment of the year ended
2. An assessment of the skills shown

3. A promotion (or not) to the next level
4. Career counseling/suggesting target paths for the year ahead

This assessment is based on formalized competency models which guarantee an objective assessment in line with our values and our ambition.

### Career Management

We are carrying out a structural **review of skills and positions to increase transparency and clarify areas of responsibility, with the formalisation of a skills matrix for most of our business lines.** With the same desire for transparency we are developing a grid to help assess specific skills during the integration phase.

Lastly, and if we must part with employees, we strive here again to be responsible employers by **committing to support and/or training plans.**

(Skills matrices are used for our 3/4 of our teams: Consulting, Development, Stimulus Crisis Management and Stimulus Care Services)

### Interviews and feedback

Each employee has a career interview every two years. This is a time to discuss their career development prospects, notably in terms of qualifications and job:

- Validating field experience in France
- Personal Training Fund
- Guidance for Professional Development

39

career interviews  
carried out in 2022

### Professional training

Each employee is supported as he/she progresses and develops new skills all throughout his/her career path.

Besides these modules, specific external training sessions are planned each year dealing with professional skills or methods (coaching, systemic analysis, English, etc.).

### Compensation & Benefits

As we implement terms of payment and social benefits, we always chose an upward alignment with, for example:

- Applying conditions equivalent to those of our French teams in other countries (complementary health insurance and luncheon vouchers, etc.)
- Paying for pension contributions under the same conditions for executives and non-executives

**To foster transparency in our compensation and social benefits practices, we have been implementing the Individual Social Account Statement.**

# 13h

of training per year per employee **in 2022**

# €183,718

training budget **in 2022**

VS €151,000 in 2021

# 76%

of our employees had **training in 2022**

### Social dialogue

Proximity and dialogue are part of our culture. **We encourage all forms of dialogue:** formal and informal meetings, bimonthly "current news issues" by the CEO and internal newsletters, etc. Social dialogue is organized in accordance with French Labor Law, using information and consultation procedures with staff representatives. In 2022, Human & Work set up a Works Council within the ESU (Economic and Social Unit), currently made up of 16 elected representatives from all the Group's entities.

### Sharing policy - Shareholding

Opening access to capital allows our teams to be partners in the future of the group and gives them the opportunity to better benefit from the value that they create.

**It is also a way of raising the awareness of our teams giving the tools necessary for economic and financial skills to better understand the mechanisms of the business.**

Since 2019, a profit-sharing agreement has covered all employees in France. This collective saving gives us the opportunity to share the fruit of our growth with everyone.



# 73

employees have **70% of the capital**



## Our roadmap **to 2025**

Reinforce and maintain a demanding and transparent social dialogue

Continue aligning compensation and benefits policies

Strengthen training and internal mobility development policies

- > Refine existing skills matrices and creating new ones for all our businesses
- > Develop career paths to boost professional mobility

Develop the reliability of our recruitment and integration procedures

- > Continue to develop our employer brand
- > Improve the conditions for successful onboarding



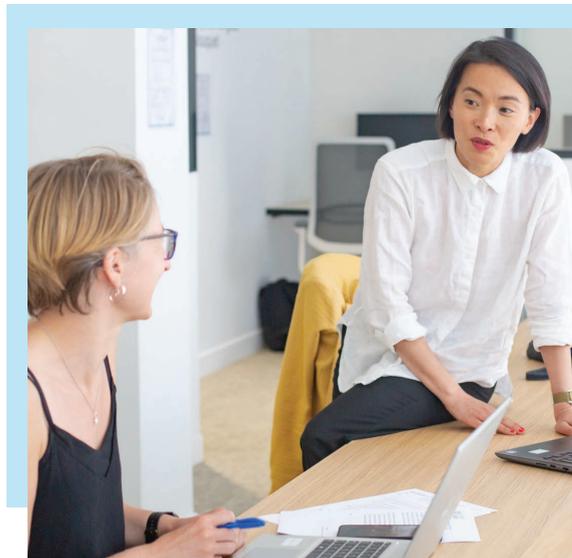


## Developing **mental health, well-being and health at work**

We prevent psychosocial risks and act in favor of improving psychological health and well-being at work. We contribute to breaking the taboo of mental health and apply our commitments with our clients and in-house.



# 2



## With our clients

As a reference consulting firm for well-being and psychological health at work, our vocation is twofold: **preventing psychosocial risks and encouraging well-being at work to serve both economic and human challenges.** Our team, composed of 80 experts from social science and humanities fields, designs and implements tailor-made solutions for:

- **Primary Prevention**  
Assessing risk factors and implementing action plans to reduce sources of stress
- **Secondary Prevention**  
Raising awareness of psychosocial risks and developing stress management skills
- **Tertiary Prevention**  
Supporting employees facing difficulties



### Measuring

We have scientifically approved diagnosis reference materials which we use according to our clients' specific needs (psychosocial risks diagnosis, study of human impact, and QWL study, etc.)

### Assisting

**Stimulus Care Services** is our Complete Employee Assistance Program designed to improve work-life balance.

- This offer is based on five services:
- Remote psychological support by telephone, video or face-to-face
  - Social support
  - Legal information
  - Carer support programme
  - Crisis management

### Supporting

We support all of the members of the company taking mental health into consideration:

- Management and corporate culture transformation
- Training health departments and ERBs (employee representative bodies, workplace health departments and ESC, etc.)
- Senior executives and managers coaching

**8 million**  
beneficiaries  
in 2022

**1 300+**  
days of in-company  
training in 2022



## Evaluating the social impact of our services

To measure the impact of our services, we have launched a process with Kimso to evaluate our psychological and social support services (Stimulus Care Services) for the moment.

Our aim is to better understand the changes caused to our beneficiaries by our support services, as well as the elements in these services that are truly decisive, so that we can improve our practices.

# Kimso



## Our actions

Promoting psychological health in the workplace begins with an exemplary approach in our own company. **Measuring, supporting, preventing, implementing an environment conducive to the well-being of each member are some of the main objectives supported by complementary actions and tools.**

### Measuring psychological health in the workplace

At Human & Work we regularly assess the work-life quality of our staff members (every year, or more in cases of specific contexts such as the sanitary crisis) using a survey method similar to the one we use for our clients.

Here we weigh up negative factors which create stress and positive factors which are sources of comfort. The results of this test, called **'The Shoemaker's Test'** leads to implementing corrective actions in order to ensure work life well-being.

Since 2014, **we have been assessing our team's psychological health in the workplace every year** or more often in case of distinctive situations such as the sanitary crisis "

### Supporting developing well-being and health



**79** subscribers **127** interviews

#### 24/7 access to the help line and psychological support on the phone

Financing of five consultations a year with a psychologist close to the employees' home or workplace. Social support and legal advice, etc.



**123** subscribers **407** consultations

**A virtual medical clinic that offers teleconsultations with general practitioners and specialists**, in writing, on the phone or by video conference 24/7 and **100% financed by Human & Work.**



**118** subscribers **532** sessions

**Nutrition and sport are motivation, productivity and workplace well-being factors.** This is why we provide our employees with services that foster their well-being. For example, the Human & Work Group encourages its employees to do sport by **partially financing their subscription to Gymlib's services.** They can also enjoy baskets of fruits, snacks and drinks supplied in our offices.

## Fostering quality of work life

We make sure we offer them the best working conditions.

### Ergonomic and well thought out premises

Brainstorming rooms, meeting rooms, working café, collective or individual offices, training spaces, etc. We supply all kinds of spaces in each one of our premises to satisfy everyone's

needs. Our premises are new and modern and were designed by a specialized partner: they fulfill the essential criteria for quality of life in offices (lighting, sound-proofing, design, comfort and equipment, etc.).

Mogador Offices

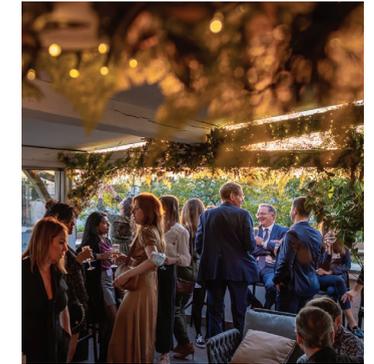


Courcelles Offices



## Sharing and warmth

Collective intelligence, solidarity and communication are fundamental values in our profession and are rooted in our DNA. We ensure that we **foster a climate of understanding, sharing and listening among our teams**, particularly through collective events which are organized to strengthen social ties. We organize workshops, team days, and team-building events all throughout the year.



## Giving meaning and motivation at work

**Thinking about the meaning of work is a true factor of motivation. This is why we supply all of our teams with the Philonomist offer to throw new light on the company, the management team and the economy with an original approach around human sciences, philosophy, sociology, psychology and neuroscience.**

# Philonomist.

**106** subscribers  
**382** visits

## Work and personal life balance

**The flexibility of working methods (working from home and remote collaborative tools) is fostered in the utmost accordance with article L. 2242-17 on the right to disconnect in French law.**

Within the group, each person chooses between working at the office or from home depending on their needs, constraints, desires and all this in a responsible manner meaning that their organization doesn't affect the group.

Thanks to our strict application of the right to disconnect, the distinction between professional and personal life is well defined.



## Our roadmap to 2025

### Measuring our social impact across all our services

- Defining frames of reference and choosing key social impact indicators
- Formalizing a collection tool for measuring the impact (interview grid/questionnaire)
- Following the progression of the social impact of our services

### Fostering serenity and balance

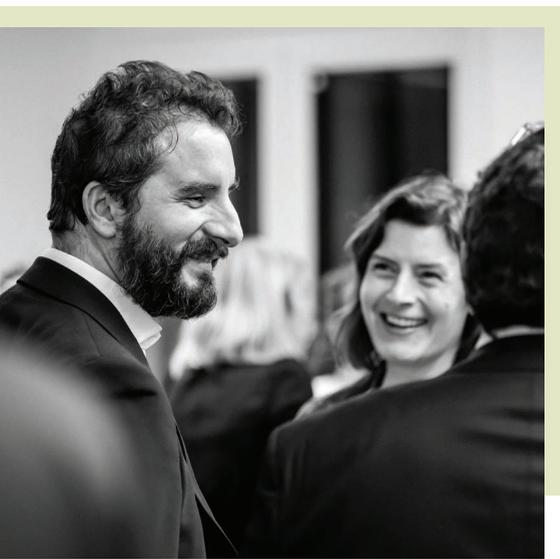
- Structuring a work and personal life balance process: agreements relating to the right to disconnect and working from home, etc.

### Developing the use of our internal service offerings



## Acting for inclusive growth

# 3



We build an open workplace and give each individual the same opportunities, rights, material conditions, respecting each person's uniqueness.

Acting for inclusive growth means supporting all of the players in our ecosystem especially the more fragile ones. It also means coming together to fight against criteria that exclude, questioning our practices and raising the awareness of our teams.



## With our clients

We work with companies to improve awareness of equality in the workplace, to sustainably change mentalities and to deeply push businesses forward on these questions using a non-judgmental approach.



### Audit & advice

We assist companies in understanding and measuring the mechanisms that create inequality and in defining and implementing their equality policies fighting against discrimination.

### Training & support

Because raising awareness and training are essential for implementing an inclusive culture in an organization, we design and lead modules about different subjects related to the fight against discrimination and the promotion of diversity and inclusion.

### Prevention & treatment

We offer prevention and management features for supposed discrimination, harassment and sexism in workplace relationships. The early warning and guidance cell is accessible to all members of the company 24/7. It is completely confidential and anonymous.

Auditor for AFNOR



*\*Diversity Label \*Equality Label*

## Our actions

### Gender equality

Professional equality is a priority for us.

We pay and promote equally. And we adopt parity in all of our governing bodies.

We also strive to counter issues which may generate inequality for women. For example, we decided to maintain complete compensation during maternity leave without any condition of seniority.

**89/100\***

Professional equality index

\*for the SEU excluding Talentis

The **Executive Committee** is composed of

**70% women**

**Zero tolerance** for any form of sexism, gender violence and sexual abuse in the workplace "

### Raising awareness and prevention

Implementation of an awareness and prevention campaign against sexist behavior and sexual harassment with:

- A dramatized conference
- A compulsory sexual abuse and harassment training path for all of our teams (obligatory e-learning and workshops)
- A Prevention Charter and early warning treatment process
- A specific training program for HR teams and ESC referents relating to collecting alerts (How to ask questions? And how to deal with them? etc.)

### Measure

We have integrated questions relative to discrimination and inappropriate behavior to **the Shoemaker's Test** (p16), to identify if our employees have witnessed or been the target of or confronted with comments, attitudes or behavior which, voluntarily or not, made them or others feel inferior or humiliated.

### Promoting diversity

Promoting diversity chiefly happens through recruitment. We have implemented a **"recruit without discriminating"** training session for our entire HR team and our managers in order to raise their awareness of diversity in the workplace challenges.

We have also planned a cycle of training sessions to raise awareness of and break down the taboos around different stereotypes.

By signing **the Diversity Charter**, we committed in 2021 to engage in procedures that strive to:

- Raise awareness and train our teams in non-discrimination and diversity challenges
- Promote applying non discriminating principles
- Foster representing our society's diversity
- Communicating about our commitment
- Creating a social dialogue around elaborating and implementing our diversity policy
- Regularly assessing progress

Our recruiters and managers took the **"recruit without discriminating" training course**

**23**

employees trained



\*Diversity Charter

## Including people with disabilities

Among our commitments in terms of inclusion, we assert our desire **to act for professional integration of people with disabilities and to commit to concrete action in favor of including people with disabilities.** In order to do so, we have named a **disability referent** who has had specialized training in this field.

Over and above complying with government standards, we have planned to implement actions to:

- Raise awareness and display our group commitment with internal (content, awareness-raising events) and external communication plans (employer brand, special mention on job descriptions) and by supporting **#activateurdeprogrès.**
- Opening employment to people with disabilities, no matter what the job is or the disability by focusing on skills.
- Implementing means giving the opportunity to ensure the genuine inclusion of people with disabilities.

**#Activateurdeprogrès** is a movement initiated by the AGEFIPH in France to **promote companies' commitment regarding disabilities.**

In 2022, Human & Work is committed to:

- Creating a disability task in the heart of its organization
- Implementing an informative communication procedure aiming to raise awareness of all staff members about the different forms of disability and the challenges that accessing and maintaining their jobs people with disabilities face
- Initiating a more inclusive recruitment process with the help of professionals

Becoming a member of this movement aims to promote individual and collective commitment and to share results of internal and external progress.

**#activateur  
de progrès**

EMPLOI & HANDICAP

*\*Progress activator  
Employment and Disability*

## Raising awareness about disability



*\*European Week for the  
Employment of People with  
Disabilities*

The aim of **the European Week for the Employment of People with Disabilities (EWEPD)** is to raise awareness and highlight our actions and ambitions in this area, as well as **the role of Disability Referent** for all our subsidiaries. We are offering all our employees the chance to take part in online challenges on this theme, to help them understand the challenges of disability in the workplace and how to take action.



**Our Disability Referent: Laurence RICHARD-KHOUNCHEF**



**The Activ' Challenge** raises awareness of disability in the workplace and encourages people to get involved as "Activateur de Progrès"! 100% digital challenges take place every year in June over a 3-week period.

## Parenthood support

In order to support parenthood:

- We offer a service from Médecin Direct called “5ème Trimestre” (5th Quarter) which supports future and young parents giving them the opportunity to bring this event together with their professional lives as serenely as possible.
- We have chosen to **maintain full compensation during maternity and paternity leave without any seniority conditions** (instead of one year in the collective agreement).
- Complementary health insurance for children does **not cost any additional money to the parents employed by the company.**

We also offer child-minding services (Kinougarde, Deuxième Maman) and a specific procedure for young parents to facilitate a more serene return to the workplace after the birth of their child.

# €100

offered by the Social and Economic Committee (SEC) to our employees **for each birth**



## Supporting players acting for the inclusion of long-term unemployed people



**126 kg**  
of clothes  
collected in 2022

Human & Work collects clothes within the company to give them to people searching for jobs in partnership with "La Cravate Solidaire" association. This association distributes women's and men's suits to support and encourage access to employment for people who have been on long-term unemployment, by giving them the opportunity to wear professional outfits to their job interviews.



*\*Happy, served with care*

The coffee served in our offices comes from Café Joyeux, the first coffee shop company in France who employs people with disabilities. Café Joyeux **offers people with mental disabilities** (mainly with Down Syndrome or cognitive disorders such as autism) **a "real", paid, stable and gratifying job in a "traditional" private company** rather than an ESAT (a French Support and Work Assistance Establishment). With Café Joyeux, we directly contribute to training and employing people with mental or cognitive disabilities.

## Our roadmap to 2025

### Developing our commitment in favor of employing people with disabilities

- ▶ Training HR teams in recruiting and integrating people with disabilities
- ▶ Significantly increasing the proportion of people hired with disabilities
- ▶ Continuing to raise our employees' awareness of disability issues in the workplace
- ▶ Provide for the signing of an agreement with elected representatives

### Strengthening our actions in favour of parenthood

- ▶ Provide for the signing of an agreement with elected representatives

### Reinforcing our commitment in favor of inclusion and diversity

- ▶ Measuring internal diversity by means of a diagnosis
- ▶ Continuing our actions to fight against discrimination
- ▶ Continuing the "Recruiting without discrimination" training course



## Preserving the Planet's Natural Heritage

Preserving the natural heritage is also part of corporate responsibility. We introduced environmental concerns into our internal management system, in order to reduce waste, consuming resources and our negative impact on the environment. We are convinced that our company has a central role to play in reaching the goals of the COP 26 and that our development must be sustainable.



# 4



## Our actions

### Measure

We have carried out the Group's second carbon assessment in 2022 across our entire value chain, assisted by **Sami** consulting firm. This audit divides our activities' greenhouse gas emissions into three scopes: the direct emissions from our

sites, the indirect emissions related to energy production and also all of the other indirect emissions generated by our activity.



### Our carbon footprint 2022

**1 692 T**  
of CO2 emitted  
in 2022

**2,1 TCO2**  
individual footprint  
per staff member



**223**  
trips around  
the world in  
a diesel car

**940**  
two way  
Paris - New-York  
flights

**30 800**  
m2 of  
mature  
French forest

**190**  
French  
people with  
an average  
of 9TCO2e  
per year



## Limiting our daily carbon impact

In order to reduce emissions of greenhouse gases, **we prefer public transport, carpooling and 'gentle' transportation modes** for travelling to and from work and for work trips. We finance 70% of annual public transport subscriptions and 50% of monthly subscriptions.

**We also pay full price of bicycle subscriptions.** We have installed bike parking on each site where it was possible.

Likewise whenever possible we use bike courier services for transporting urgent documents.

**By using remote working methods** we limit our nonessential travel: all of our meeting rooms are equipped with videoconferencing devices to improve the quality of remote meetings hence avoiding unnecessary travel.

We have widely extended remote working.

We finance

**70%**

of **annual public transport subscriptions**

We pay

**100%**

of **bicycle passes**



## Training

We set ourselves the aim of educating 100% of our staff members regarding climate change challenges by organizing a **Climate Fresk workshop** which we also organize for our clients. A Climate Fresk workshop is fun and based on collective intelligence which gives the opportunity to highlight links between cause and effect of different components of climate change and to give a global vision.

Our aim is to have all of our teams participate, they will then be able to participate in the fight against climate change.



**80**

people  
since July 2021



## Contributing

We promote our commitment for planet conservation through current news, our staff members taking part in associations, taking part in planting forests with **Reforest'Action** (a tree is planted for each new Nexmove talent).



**46**

trees planted  
since June 2021

## Recycling and waste management

Since 2019 we have considerably reduced our use:

- We have eliminated **plastic** from most of our sites.  
We called upon **Castalie** who installs water coolers alongside glass bottles.
- We have reduced **paper** by focusing on digitization whenever possible: luncheon vouchers (Apetiz and Up-Déjeuner cards), pay slips (PayFit), complementary health insurance cards (Hoggo), professional elections using electronic voting systems...

Since 2018, we have been organizing waste recycling with **Les Joyeux Recycleurs**. They measure our efforts each month.

Les Joyeux Recycleurs collect paper, boxes (66% of our paper is reused), plastic bottles (4 recycled bottles become 3 new bottles), glass, cans (transformed into industrial metal), batteries, coffee ground (transformed into fertilizer) and pens directly from our Parisian offices.

We have also set up a **partnership with Conibi which collects and recycles toners and ink cartridges**.

## Consuming responsibly

Our ground coffee and tea are **organic** and fair trade to foster circular economy. We systematically choose organic and eco-responsible suppliers.

We prioritize purchasing recyclable products: personalized mugs, glass bottles, biodegradable drinking cups and bamboo cutlery.

Moving towards **zero plastic and zero paper** //



*\*The Joyful Recyclers*

**873 T**

of waste were recycled **in 2022**



*\*Conibi, Collect and Recycle*

## Our roadmap to 2025

Reduce the Group's overall carbon footprint, with targets in line with the SBTi (Science-Based Target initiative) reference framework, to keep global warming below 2 degrees Celsius.

- Optimizing the performance of our digital services
- Reinforcing our low carbon supplies purchasing policy
- Giving our digital equipment a second life
- Generalizing our waste management policy over all of our sites

### Reduce the carbon footprint per staff member

- Organizing for all teams to participate in a Climate Fresh workshop
- Raising our employees' awareness of the best daily gestures to adopt (digital, regarding food and transport etc.)
- Continuing to organise collective actions



## Being a committed corporate citizen

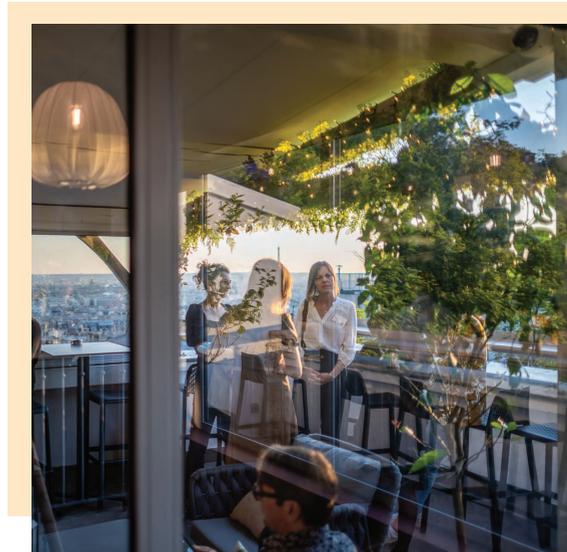
Committing to being a corporate citizen means thinking our organization as a vector for developing freedom, responsibility and ethics.

It means participating in building a more responsible, freer, more cohesive and more serene world.

At Human & Work we aim for responsible behavior as we conduct all of our business.



# 5



## Our actions

### Being a responsible player

We commit to adopting responsible posture and behavior towards all of our stakeholders.

We are particularly keen to strengthening this commitment during crisis period showing loyalty and exemplarity.

Hence in 2020, in the context of the sanitary crisis we signed **Syntec's Charter of Accountable Managers regarding 6 commitments** which we have continuously enforced ever since:

1. Responsible use of supporting systems
2. Sustainability of our teams and maintaining skills
3. Retaining the dynamic nature of our recruitment process
4. Contributing to ending crises
5. Maintaining our social, societal and environmental commitments
6. Reinforcing sanitary measures to return to working serenely.

In 2022, we also formalized an **Ethical Responsible Procurement Charter** to invite our suppliers to join our positive impact path and to foster good practices in terms of ethics and human rights.

In 2022, Human & Work formalised **an Ethical Charter** for our suppliers and partners



**2 days per year**

to commit, either individually or as a team, **during working hours**



*\*Hope, sporty and solidary*

## Humanitarian and social action

The **Vendredi platform** is available to all our staff members where they can find a large choice of challenges and cohesive missions related to our axes of commitment. **Everybody can support the association of their choice, either individually or as a team, for the duration of two days per calendar year during their working hours.** Our staff members claim ownership for the group's commitments through this initiative.

At Human & Work we support and work with **Hope Media Solidaire**, an association that covers the (extra) ordinary stories of 12 young sports people whose ambition and dreams are to take part in and excel at the Paris Olympic and Paralympic Games in 2024.

These 9 girls (3 of whom are disabled sports athletes) and 3 guys are between 16 and 24 years old and they practice sports that are not well covered Olympic sports both indoor and outdoor, on land and in the water, individually or in teams.



Human & Work has chosen to support a young and talented sailor, **Morgane Ursault Poupon, at the start of the 2022 edition of the Route du Rhum**, the Atlantic crossing between Saint-Malo and Pointe-à-Pitre. Morgane is one of only 7 women out of 138 skippers taking part in this legendary race. She is the very embodiment of the values that Human & Work defends and implements on a daily basis:

- Excellence, because ocean racing requires rigour, tenacity and, above all, a constant desire to surpass oneself.
- Boldness, particularly in having the desire to make her mark as a woman in a sport that is still predominantly male. What better example could there be of the fight we are waging for gender equality in the workplace?
- Finally, solidarity, because the individual success of a skipper, as in any company, is also the collective success of a team.



## Committing to equal opportunities

Human & Work has joined the association **ViensVoirMonTaf**. The Group is committed to helping secondary school pupils in priority education areas who have no 'connections' or address books to find and complete their 3rd year work placement (a week-long work placement to discover the world of business).



*\*Come and see my job*

### Nos quartiers ont du talent (NQT)

is a French non-profit association founded in 2006. Its main objective is to promote the professional integration of young graduates from priority urban neighbourhoods. NQT offers personalised support to talented young people by putting them in touch with mentors, experienced professionals from the business world. These mentors bring their expertise and their network to support young people in their job search and professional integration.



*\*Our neighbourhoods have talent*

## Supporting public health

At Human & Work Group **we take part in the Course de la Jonquille (Daffodil Run) organized by the Curie Institute**, the number one French cancer centre. Our staff members have been running in this race since 2018.



*\*A Daffodil against cancer*

# 107

employees took part in the **2022 edition of the Daffodil Run**

# €14,979

of donations for **The Curie Institute in 2022**

This year, our employees also took part in **the Course des Lumières** in two formats: a 10km run or a 4km walk to support the fight against the disease. For both options, each

participant, whether running or walking, carried a luminous object to "light up the night for all sufferers".

In 2022, **46 employees took the Work Safety Warden training course**

Lastly, we put in place **a Work Safety Warden training course** so that all of our employees know how to provide first aid in case of critical incidents or accidents.

## Contributing to the public debate

Human & Work is a member of **Syntec Conseil** which is the professional union representing consulting firms uniting all consulting professions in France.

By actively taking part in Syntec Conseil we wish to contribute in a decisive manner to the responsible transformation of businesses and of society so that the consulting profession retains its place in the social dialogue.

An opportunity for dialogue and sharing about our professions and know-how with all of our stakeholders:



Stimulus is a member of **the FIRPS (French Federation of Psychosocial Risks Stakeholders)**.

The FIRPS's mission is to improve the integration of health in the workplace, mainly psychosocial risks, in companies' HR policies and to promote ethical professional practice in accordance with current legislation to HR Managers, executive management and employee representative bodies.

companies, public authorities, individuals, communities, medias and unions, etc...

**David Mahé**, *Founder and CEO of Human & Work, heads Syntec Conseil.*

**Nathalie Rousseau**, *Senior Executive Coach at Nexmove, represents the Coaching Commission.*

**Charles Cohen**, *Senior Executive Coach at Nexmove, heads the Outplacement Commission.*

**Valérie Rocoplan**, *General Manager at Talentis, co-chairs the Coaching Commission.*

This mission is based on three main principles with which we fully agree:

- Unite to be heard
- Share and learn
- Promote our professions

**Emmanuel Charlot**, *Managing Director of Stimulus France, is treasurer at the FIRPS*



At Human & Work we support **the Social Demailn program whose ambition is "to bring out a new generation of people below 35 capable of questioning our social model and borders and reinventing them beyond the walls"**.

Social Demailn is a program for reflecting and learning which aims to question present practices of human relations in the workplace and for inventing new ones.

Created in 2020, this program constitutes, upon application, a promotion of 50 young people each year.

**Human & Work employees** regularly join the promotions.



\*Social Tomorrow

At Human & Work we are members of **the Employee Assistance European Forum**. This forum is one of the advocates of employee assistance professionals in Europe which aims to:

- Define the competencies and limits of practice standards, ethical codes and applicable policies and procedures
- Identify the needs for certifying service providers and adopting the most suitable and appropriate forms of accreditation for programs and suppliers
- Identify and implement relevant research programs for the market
- Offer opportunities for networking to employee assistance professionals
- Develop communication programs in order to grow and maintain

awareness about the scope and advantages of employee assistance work based on quality and adapted to the market

- Influence public policies in terms of employee assistance
- Identify and guide developing training programs and employee assistance for employee assistance professionals

**Christine Loos**, *International Strategy Director is an active member of the EAEF*



## Fight against corruption

At Human & Work we commit to fighting corruption by preventing, reporting and condemning money laundering, bribes, extortion, fraud, embezzlement and favoritism. All legal obligations for declaring and

paying social organizations are respected through the use of the French law called "Sapin II". Staff members are not corrupt nor confronted with corruption in their activities.

## Cybersecurity and data protection

Our group bases its work on the obligations of the General Data Protection Regulation, which was implemented in 2016 and made mandatory in 2018.

This is translated by several projects for the firm:

- **Transparency on processed data (types of processing, who handles it within the firm, who has access to it and how long it is kept, etc.)**
- Implementation of technical and organisational measures to ensure the confidentiality, availability and integrity of data collected, stored and transmitted
- Raising awareness of data protection and cyber-attack challenges
- Monitoring and checking compliance our partners' conformity with regulatory obligations

## Preserving and enriching cultural heritage

At Human & Work we commit to developing culture and art. These actions which bring our teams together are made possible thanks to two partnerships:



**Renting Art creates gateways between the economic and cultural worlds** by installing analogical and digital works of art from all continents and contemporary art, from representational art to street art in offices.



**PALAIS  
DE TOKYO**

*\*Tokyo Palace*

**Human & Work is a founder member of the Tokyo Art Club Enterprises and partners with the largest European center for contemporary creation.**

This long-lasting support is based upon a bond: constantly innovating aiming to make the world a more beautiful place, focusing above all on human beings and their emotions, being serious without taking ourselves seriously.

## Our roadmap to 2025

### Formalizing an anti-corruption policy

- ▶ Elaborating and communicating a code of conduct and an early warning procedure
- ▶ Raising awareness about the fight against corruption

### Implementing a sustainable procurement policy

- ▶ Signing of our sustainable procurement by all of our suppliers

### Reinforcing the protection of personal data and cybersecurity

- ▶ Train and raise awareness among employees throughout the duration of their contract about good cyber security practices and the imperatives of protecting personal data and sensitive data
- ▶ Complete an inventory of the company's assets, improve our ability to anticipate and react to security incidents
- ▶ Strengthen the organisation's security posture in the face of evolving cyber risks, threats and vulnerabilities, and draw up an information security policy

### Developing actions as a corporate citizen

- ▶ Continuing Work Safety Warden training
- ▶ Implementing commitment opportunities through cohesive action or training
- ▶ Continuing commitments with the artistic and cultural world

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**Editorial board:** Human & Work Impact Department

**Designed and produced by:** Human & Work Communication Department

**Photo credits:** Human & Work / Shutterstock

**Printing:** ADM

Paper from responsible industry

Printed in July 2023

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