2022

"Positive Impact" Report

DIGITALVIRGO

Contents

DIGITALVIRGO

Guillaume Briche
CEO, Digital Virgo Group
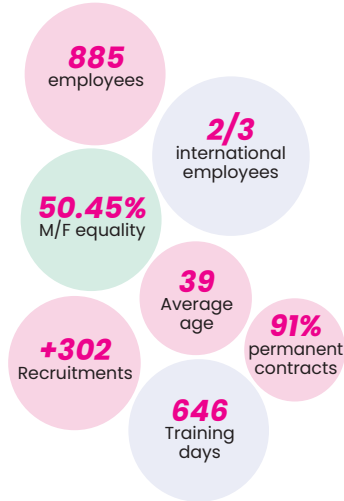
The "Positive Impact" approach is the result of cross-functional collaboration between all the Departments and Services in the Digital Virgo Group. Our goal is to create sustainable value with our stakeholders, through a strategy of continuous innovation. We invest in our staff's skills. Our business conduct must help to build an inclusive, ethical, sustainable company.

DIGITALVIRGO

Business model

A successful Group

EMPLOYEES

885 employees

2/3 international employees

50.45% M/F equality

39 Average age

91% permanent contracts

+302 Recruitments

646 Training days

ACTIVITY

+40 Countries

+30 Offices around the world

430 €M turnover in 2022

+15 External acquisitions since created in 2008

ECOSYSTEM

13 Billions of transactional Hits per year

+140 Operator connections

+300 Connected merchants

2 billion connected SIM cards

850 Billions of lines of data collected and analysed
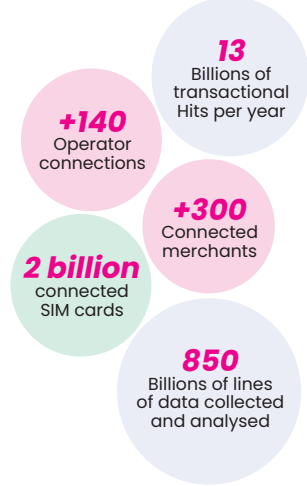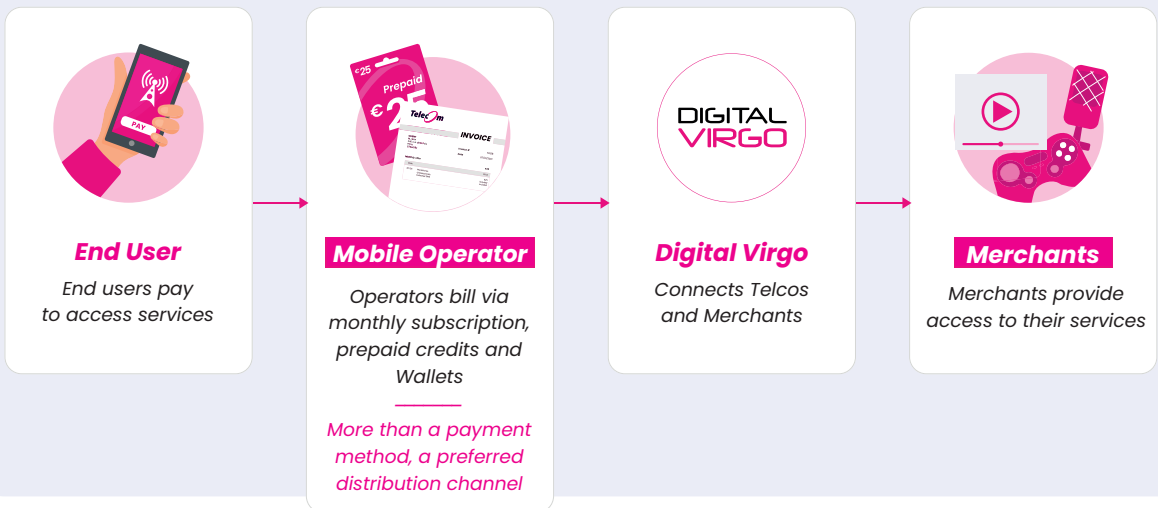
Our mission

Enable access to paid services for all, in countries that provide fluid banking services for end consumers, but also in countries without banking penetration, by using alternative payment methods.

Trend

Telecoms payment and monetisation markets via carrier billing solutions.

End User

End users pay to access services

Mobile Operator

Operators bill via monthly subscription, prepaid credits and Wallets

More than a payment method, a preferred distribution channel

Digital Virgo

Connects Telcos and Merchants

Merchants

Merchants provide access to their services

A successful Group

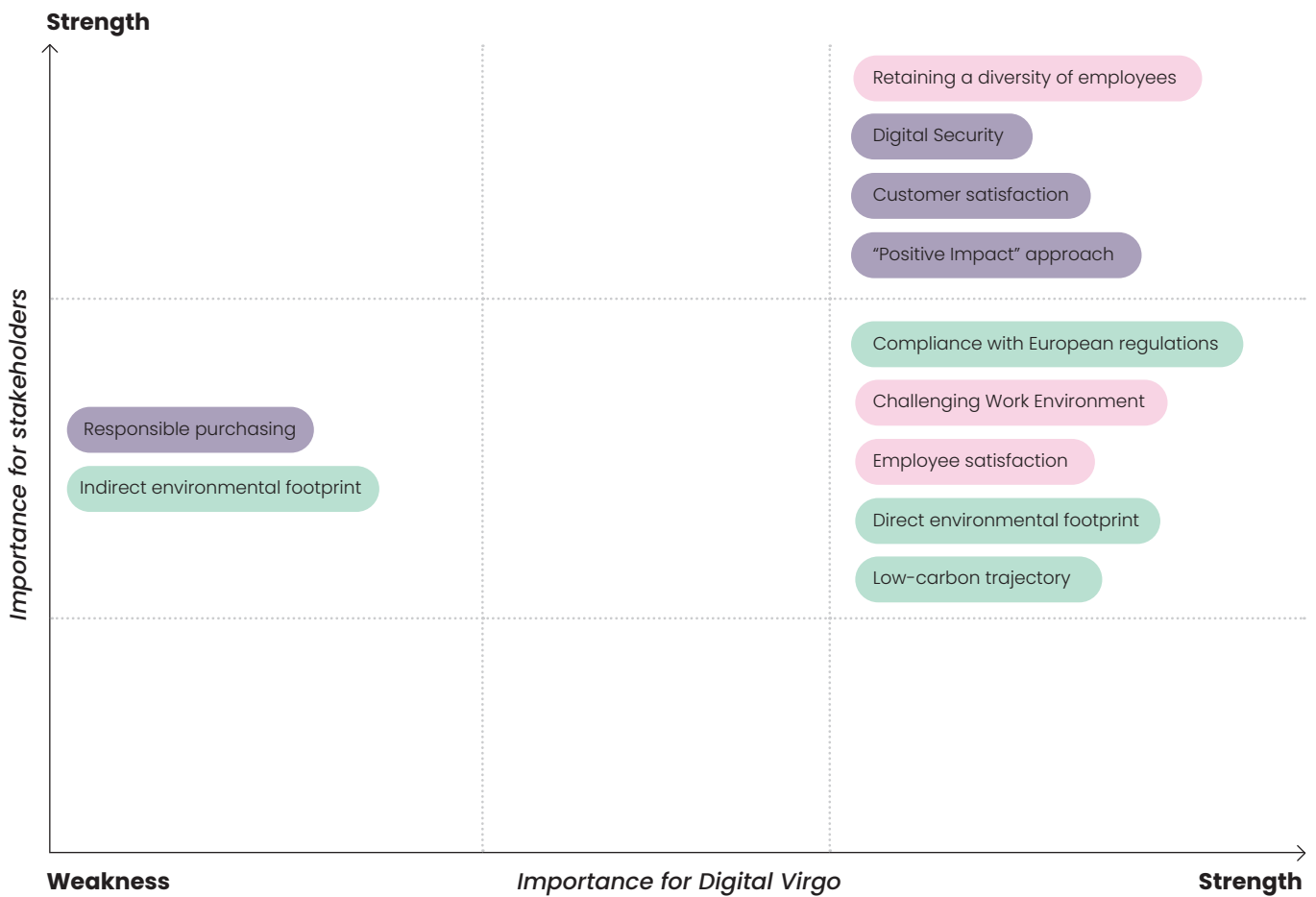**Technological Excellence**

Sustained growth

Enhanced "Positive Impact" approach

Response to the growing need for payment digitisation using a simple, fast, secure transactional channel.

Guarantee of an evolving, sustainable ecosystem, technically, legally and economically.

Engagement by our stakeholders in the "Positive Impact" approach.

DIGITALVIRGO

Materiality matrix

Strength

Importance for stakeholders

Retaining a diversity of employees

Digital Security

Customer satisfaction

"Positive Impact" approach

Compliance with European regulations

Challenging Work Environment

Employee satisfaction

Direct environmental footprint

Low-carbon trajectory

Responsible purchasing

Indirect environmental footprint

Weakness   *Importance for Digital Virgo*   **Strength**

SOCIAL

Stimulating work environment:
Training & continuous innovation, work-time balance, on-site work and teleworking, internal communication.

Retaining a diversity of employees:
Diversity of gender, age, origin, country, in different job positions.

Employee satisfaction:
Happy Index at Work annual survey.

SOCIETAL

Customer satisfaction:
Innovation and quality of services.

Digital Security:
Securing data and our services, in internal applications and on the AWS (Amazon Web Services) Cloud.

"Positive Impact" approach:
Group Code of Ethics.

Responsible purchasing:
Purchases in accordance with the Group's Code of Conduct.

ENVIRONMENTAL

Low-carbon trajectory:
Measure, reduce and offset the environmental impacts of our services.

Direct environmental footprint:
Manage our consumption (energy, paper, travel, etc.).

Indirect environmental footprint:
Analyse the impacts related to development of our technologies.

Compliance with European regulations:
Application of the new "Positive Impact" standards.

DIGITALVIRGO

Governance of the "Positive Impact" approach

The Digital Virgo Group has been actively pursuing a Corporate Social Responsibility (CSR) policy since 2018.

Aware of the importance of social, societal and environmental issues, we view the "Positive Impact" approach as a moral obligation towards our employees and stakeholders.

The "Positive Impact" approach is the result of cross-functional collaboration between the Digital Virgo departments, in particular between Human Resources, the Communication Department, the Technical Department, the Financial Department, the Legal Department and the Purchasing and Quality of Life Managers.

A "Positive Impact" Committee has been set up to implement and monitor this policy at Group level. Overseen by the Group's CEO and Chief Financial Officer, the Committee consists of 2 coordinators, 8 business advisers (HR, Communication, General Resources, IT) and 2 project contributors. The Committee meets every 2 months.

The Committee rolls out the "Positive Impact" strategy in line with the following Group priorities:

- **Talent management:** we are convinced that our employees are the key to our success. The Human Resources Department places diversity at the centre of its concerns in terms of the employee recruitment process and staff loyalty.

- **Digital innovation:** the Group is aware of the fundamental challenges of combating climate change and protecting natural resources. We ensure that the innovations we develop incorporate sustainable development into their design and uses, in particular through close collaboration with our partner Amazon (AWS).

- **Financial inclusion:** we enable access to paid services and content using alternative payment methods by connecting merchants to telecoms operators worldwide. In countries without good banking services, alternative payment is often the only payment method, and it meets a need for efficient access to digital services in mature regions.

- **Ethics:** in our governance and activities, we apply ethical, responsible principles with regard to our customers, suppliers and employees.

- **Security:** at the centre of the company's systems. We ensure that our exchange processes and applications are secure.

Specific context of the Non-financial Information Statement

The Digital Virgo Group's Declaration of Non-Financial Performance (DPEF) is presented in accordance with Article R. 225-105 of the French Commercial Code and its Decree no. 2017-1265 of 9 August 2017, adopted for the application of Order no. 2017-1180 of 19 July 2017 relating to the publication of non-financial information.

Company information is prepared for all fully consolidated subsidiaries of the Group (unless otherwise indicated).

Social and environmental information is prepared for the Group's French subsidiaries.

Digital Virgo Group

Founded in 2008, the Digital Virgo Group is one of the world leaders in mobile payment via telecom operator billing solutions. For over 15 years, we have been supporting our telecoms operator and merchant customers in rolling out, integrating and optimising alternative mobile payment solutions.

With regular organic growth and external growth operations, Digital Virgo has built a global network, with a local presence in more than 40 countries. Our success has always been based on our mastery of the telecoms environment and our ability to anticipate developments in the digital sector.

Our expertise is now deployed in more than 40 countries through more than 30 offices, with a 2022 turnover of €430 million. While our scope of action is international, our know-how is supported by local teams, which are central to the concerns, uses and culture of the countries in which they operate.

In 2020, the Group obtained payment institution status in Europe. In 2022, the Mobile Payment Award and the Mobiles d'Or Jury Award were added to our existing certifications and awards, as well as the award for the Best Carrier Billing Solution by Juniper Research.

We are Glocal
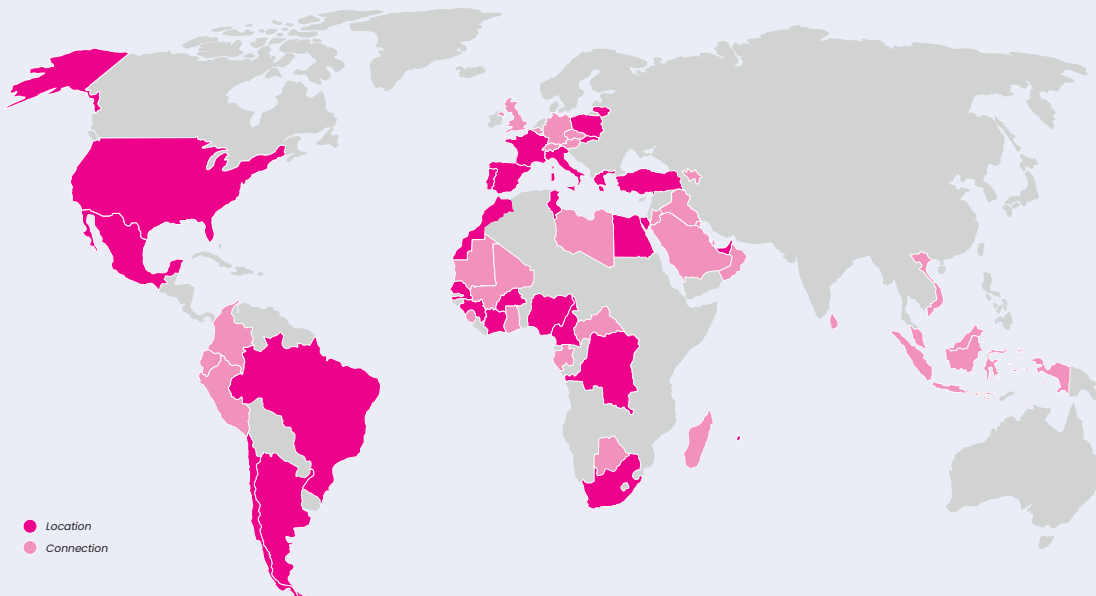
Europe
Lyon – Paris – Milan – Florence
Aix-en-Provence – Madrid
Lisbon – Rome – Warsaw
Bratislava – Vilnius – Athens

Africa
Casablanca – Cape Town
Abidjan – Bamako – Dakar
Douala Conakry – Lagos
Kinshasa – Ouagadougou
Mauritius

MENAT (Middle East)
Dubai – Istanbul – Cairo
Tunis

LATAM
Sao Paulo – Mexico – Santiago
Buenos Aires

● Location
● Connection

885 Employees

+30 Offices Worldwide

~2 Billion Connected SIM Cards

430 **Million euros** turnover in 2022

13 **Billion Transactional Hits** per year

+300 Connected Merchants

140 Operator Connections

+40 Countries

DIGITALVIRGO

Key player in Mobile Payment Worldwide

The Digital Virgo Group is a global specialist in mobile payment via telecom operator billing solutions. The basis of the Group's activities lies in our ability to connect merchants to telecom operator billing systems so that consumers can pay for their products and services directly via their monthly mobile bill, credits on the prepaid card or "mobile money".

This model responds to a growing need for payment digitisation using a simple, fast, secure transactional channel anywhere in the world. Our added value lies in our ability to approach mobile payment as a whole, optimising payment by taking into account strategic aspects such as the customer journey, cultural and technological localisation of products, digital marketing or the regulatory and compliance framework.

DIGITALVIRGO

Dedicated Services for Telecoms Operators

Telecoms operators are key to payment digitisation as they have the advantage of being in direct contact with all mobile users, plus they have a direct billing link with them. Faced with this challenge, Digital Virgo has developed a fully dedicated range of services to support them through the continually evolving opportunities brought by digital:

- Ensuring a scalable, sustainable ecosystem, technically, legally and economically.
- Connecting premium and OTT ("Over The Top"*) merchants to their billing system.
- Providing them with a technological platform, "DV Pass", for managing, monitoring and optimising transactions.
- Offering them turnkey products to promote and retain their subscriber bases:
  - Entertainment platforms aggregating merchant content or services (streaming, gaming, E-Sport, VOD, games, etc.)
  - Brand partnership with the chance to link their name to that of a game, music, VOD publisher, offer a white label service or create a promotional offer.
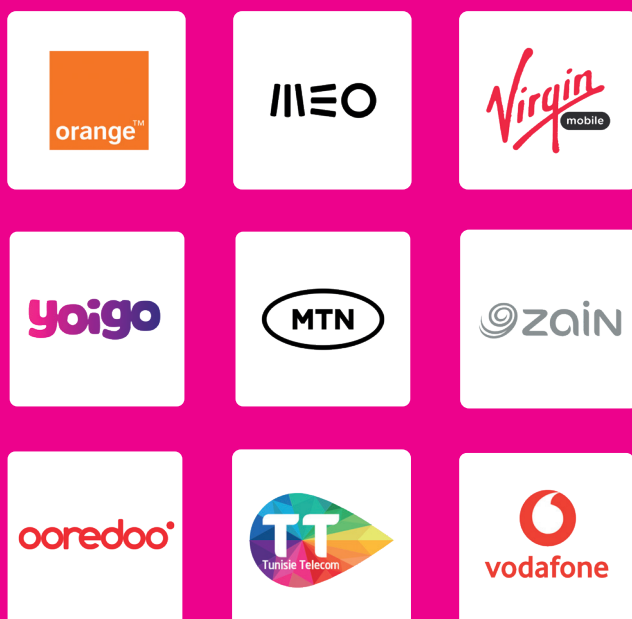
Bespoke solutions adapted to merchant ecosystems

Payment via telecom operator billing systems is now key to merchants' growth as it offers new sources of revenue. Firstly, it enables these merchants to target new countries with low banking penetration and secondly, the transactional pathway associated with mobile payment often provides a more efficient user experience: no need to enter bank details and access to the service is now faster and more secure. The mobile payment model is the perfect match for merchants' objectives of internationalisation and simplification of the customer pathway. All the solutions are created, designed and adapted to meet the specific needs of each ecosystem:

- **Content creators and publishers** supported by a sector-dedicated team bringing together its services and expertise under the heading "DV Content".
- **Media** with a technological platform dedicated to audience monetisation and loyalty programmes: "DV Live".
- Professionals in the **ticketing ecosystem** with a technological platform dedicated to ticket management: "DV Ticketing".
- **Physical goods** merchants who can invoice their products via operator payment.

"Over The Top": a service that delivers content via the Internet without using a traditional network operator.

DIGITALVIRGO

Global strategies to optimise mobile payment

Effective Payment Methods are made by Global Performance Strategies.

Guillaume Briche, CEO, Digital Virgo Group

To optimise the services related to mobile payment, the Group is rolling out global strategies with additional expertise that will increase performance and revenue.

Localisation

Localisation is at the heart of the Group's DNA and key to the successful integration of mobile payment. Our global network of local offices means Digital Virgo can respond to the concerns, needs and expectations of merchants and their customers in cultural, technological and regulatory terms.

Customer Relationship

Mobile payment solutions are used by merchants' customers: the end user. This dimension must be integrated into the Group's strategy, offering them a user experience that meets their requirements. A secure environment, teams dedicated to supporting the end consumer, and a clear transactional process that complies with regulations are all essential levers in Digital Virgo's performance.

Digital Marketing

Mobile payment on its own is often not enough to guarantee performance of a service. Combining it with a strategy that includes digital marketing campaigns makes it possible to acquire new users, generate more traffic on the service and maximise revenue.

Smart Data

In 2022, 13 billion transactional hits and 850 billion data lines were collected and analysed by the Digital Virgo teams. This use of data in mobile payment strategies increases the return on investment for merchants and secures their business. It enables rapid, efficient decision-making and contributes to the success of operations.

DIGITALVIRGO

Risks and challenges of "Positive Impact" for the Group

The risks associated with the Group's activity mainly involve social, societal, economic and legal aspects such as the competitive environment in the telecoms sector and advertising markets, the implementation of growth strategies and our internal organisation, technological developments, IT system security, contractual relations with telecoms operators, merchants and the main suppliers (advertising agencies), applicable regulations in terms of payment services, telecommunications, data processing, advertising, competition and consumption, taxation and intellectual property.

Social risks and challenges

Risks associated with the Group's rapid growth

The Group has experienced significant growth in business for several years. In terms of human resources, this growth requires regular strengthening of managerial structures, successful recruitment of the necessary qualified staff, timely training of staff in the Group's products and services and retention of qualified personnel. Implementation of risk control procedures and the possible synergies within the Group are also important to our growth and development.

Risks associated with technological developments and the implementation of new products and services

There have been some significant technological innovations in recent years in the mobile payment services and online targeted advertising sectors, and the pace of innovation remains strong. The Group must therefore constantly anticipate and respond to these developments and adapt our expertise to identify and integrate technological innovations, new products and new expectations from telecoms operator or end users. These innovations or changes in user experience include various connection modes (mobile network or Wi-Fi), the increasingly advanced technical features on mobile devices, and the growing use of wide screens or connected tablets. In this context, we must continuously improve our know-how as well as the quality, performance and relevance of our services and content.

Societal risks and challenges

Risks related to transparency, anti-corruption and ethics

With a presence in over 40 countries, the Group is keen to maintain a culture of transparency, trust, integrity and responsibility, both internally with our employees and externally with our customers and business partners.

When carrying out our business, we may face corruption-related risks, particularly in some of the countries where we operate.

To limit these risks, and in accordance with the French Law on transparency, anti-corruption and the modernisation of the economy (Law No. 2016-1691 of 9 December 2016 known as the "Sapin II Law"), the Group carried out an analysis involving all the subsidiaries, mapping the corruption risks within the Group. Based on this mapping, we drew up Compliance Guidelines, including a set of anti-corruption measures that apply to all employees in France and abroad, aimed at preventing and detecting acts of corruption or influence peddling. In 2020, the Group updated the Code of Conduct, detailing specifically the procedure for gifts, invitations and conflicts of interest and strengthening the third-party identification procedure (KYC procedure: "Know Your Customer"), as well as the reporting procedure.

In 2020, two Committees were set up to ensure compliance within the Group:

The "Compliance" Management Committee

The Compliance Management Committee consists of the Group CEO, the Operational Director, the Group Financial Control Manager and the Legal Directors.

The missions of this Committee are as follows:

- Define the scope of the compliance program.
- Approve key policies and procedures.
- Implement incentives to enforce the compliance program.
- Discuss compliance reports.
- Implement disciplinary measures if there is a breach of the Compliance Charter.

The Compliance Committee

The Compliance Committee consists of the Compliance Officers per region and the Global Compliance Officer. It meets every two months. The Compliance Committee is managed by the Compliance Management Committee.

The missions of the Compliance Committee are as follows:

- Establish and manage the compliance program.
- Conduct regular audit procedures to determine compliance risks.
- Liaise with Management and Group employees to identify and manage regulatory risks.
- Resolve compliance issues.

The Compliance Committee also updates mapping of at-risk countries every six months, based on the European Union and United States international sanctions lists.

We provide regular training to our employees on all aspects of anti-corruption. In December 2022, the Group's Compliance Committee organised a training initiative in the form of an interactive quiz for all Group employees. The Compliance Officers also provide targeted training to the Group's sales representatives, to create closer ties, answer their questions and ensure they comply with the compliance rules set out in the Compliance Charter. A section on compliance is available on the Group Intranet, as is the external Compliance Charter.

To protect our values, in 2018 we also set up a whistleblower system, with a dedicated email address.
The companies within the Group are also required to comply with the national anti-corruption laws that exist in the majority of countries where the Group operates.

Finally, the companies within the Group have to comply with the fundamental provisions of the International Labour Organization (freedom of association, elimination of all forms of forced labour, effective abolition of child labour, etc.).

Risks associated with combating money laundering and terrorist financing (AML/CTF)

In Europe, Directive 2015/2366/EC of 25 November 2015 on payment services (the "PSD2"), transposed in all the Member States of the European Union, changed the scope of the existing regulations. It now requires accreditation as a payment institution for certain eligible payment services.

The Group has obtained an electronic money establishment licence in Lithuania and the status of agent for this institution in France. This status requires compliance with strict anti-money laundering and counter-terrorist financing (AML/CTF) procedures by the staff responsible for these services, in particular carrying out compliance analyses and sending frequent reports to the competent banking authorities (Bank of Lithuania and ACPR / Bank of France). The Group also obtained a payment licence in Spain.

Risks associated with the regulations applicable to personal data processing

As part of our activities, we process personal data. Since the entry into force of the GDPR (General Data Protection Regulation), we have adopted a compliance approach within the various entities of the Group affected by this regulation. We have put in place data governance, with the appointment of various DPOs (Data Protection Officers) by region, who are responsible for identifying processing operations, updating the registers of data controllers and subcontractors, analysing the legal basis for processing operations and the personal data contained in the processing operations, and implementing technical and organisational security procedures.

Risks associated with the declarative nature of the information provided by users, privacy and image rights

Within the framework of certain services offered by the Group (in particular services relating to content aggregation), users undertake under their sole responsibility to provide truthful and sincere personal information.

Management of certain services by the Group requires users' consent to the personal data collected, possibly including their image, through acceptance of the General Terms and Conditions of Use of the services.

DIGITALVIRGO

People are Key to Digital Virgo Group's Performance

In 2022, the Digital Virgo Group employed 885 people, compared with 866 in 2021 and 681 in 2020.

Following Digital Virgo's acquisition in 2020 of the "Solutions" division of Docomo Digital, a subsidiary of NTT Docomo, 143 people joined the Group.

885
people
in 2022

Men and women are central to the Group's strategy

Stable jobs

8 DECENT WORK AND ECONOMIC GROWTH

At 31 December 2022, more than 91% of the workforce were employed on permanent contracts (94% in 2021 and 94% in 2020). The increase in fixed-term contracts is due to the Group's wish to employ more work-study students.

There are only a few temporary employees in the Group. There was only 1 temporary employee in France in 2022 compared to 4 in 2021 (all located in Poland), and 7 in 2020.

The Group mainly uses fixed-term contracts for replacements (sickness or maternity). Fixed-term contracts agreed for additional business are regularly converted into permanent contracts, when justified by the activity. Each year, the Group welcomes interns to various departments, some of whom are hired on fixed-term or permanent contracts at the end of their internship. In 2022, 11% of interns or work-study students were hired, compared with 7% in 2021 and 17% in 2020. The change is partly due to the fact that the Group has increased the number of apprenticeship contracts, which are still in progress as at 31 December 2022.

Production, projects, research, consulting

342

Sales & customer support

384

Management & shared services

159

Business lines serving stakeholders

The Group's business is broken down into three business lines:

Workforce by type of contract	2020	2021	2022
Permanent contracts	857	810	**807**
Fixed-term contracts and interns	50	56	**78**
Total workforce	**907**	**866**	**885**

Breakdown of workforce by job family	2020	2021	2022
Production, projects, research, consulting	341	319	**342**
Sales and customer support	406	385	**384**
Management and shared services	160	162	**159**
Total workforce at year-end	**907**	**866**	**885**

DIGITALVIRGO

A strong international presence

We have developed a local strategy to support our customers and partners. More than two-thirds of employees are located abroad.

Breakdown of the workforce in France and abroad	2020	2021	2022
Workforce in France	283	280	281
Workforce abroad	624	586	604
Total workforce at year-end	**907**	**866**	**885**

A young workforce

The average age of employees was 39 in 2022, 36 in 2021 and 32 in 2020. This reflects the youthfulness of the Group and the innovative nature of our operational activities, requiring the use of skills and know-how that are constantly evolving.

Breakdown of workforce by age group	2020	2021	2022
Under 30	280	253	272
30-40 years old	355	323	309
40-50 years old	210	226	218
Over 50 years	62	64	86
Total workforce	**907**	**866**	**885**

DIGITALVIRGO

10 REDUCED INEQUALITIES

Employee Diversity

Diversity encouraged by the Group

Due to our international positioning, we are naturally committed to an approach that promotes diversity within our teams through various actions, such as raising awareness among managers and employees involved in recruitment, training and career management in non-discrimination and diversity, or respect and promotion of the principle of non-discrimination in all forms and at all stages of human resources management.

Balanced gender distribution

Women accounted for **50.45%** of the workforce at 31 December 2022: **447 women and 438 men**.

Workforce by gender	2020	2021	2022
Men	457	442	438
Women	450	424	447
Total workforce	**907**	**866**	**885**

Employees with disabilities

The Group's French companies employed 9 people with disabilities (CDAPH criteria) in 2022, compared with 10 in 2021 and 9 in 2020, evidence of our wish to maintain jobs for people with disabilities. Three people with disabilities were recruited in 2021.

Actions are carried out each year during Disability Week by raising awareness among employees through quizzes, videos, interviews or testimonials from employees with disabilities as well as by welcoming people with disabilities who need a job for a short period of time. In 2021, staff were offered the opportunity to order coffee from "Cafés Joyeux", a fast food company that employs people with disabilities.

DIGITALVIRGO

The Group's attractiveness

The Group enrolled 302 new recruits in 2022, 62% on permanent contracts. The large number of new arrivals in 2020 was due to integration of the "Solutions" division of Docomo Digital.

The turnover rate was 25.5% in 2022 compared with 22.4% in 2021 and 24.3% in 2020. This was calculated on the basis of departures of employees on permanent contracts. Sedeco (Mauritius) accounted for 30.4% of personnel movements (incoming and outgoing) in 2022, compared with 17% in 2021 and 30% in 2020. It should also be noted that turnover rates are generally high in the Group's business sectors, with employees in high demand for their skills.

There have been no collective workforce reduction plans or redundancy plans over the last three financial years.

Entries by contract type	2020	2021	**2022**
Permanent contracts	358	136	**187**
Fixed-term contracts and interns	89	80	**115**
Total workforce (including integration of the "Solutions" division of Docomo Digital)*	**447 (154)**	216	**302**

Departures by contract type	2020	2021	**2022**
Permanent contracts	158	192	**207**
Fixed-term contracts and interns	53	65	**72**
Total workforce	**211**	**257**	**279**

* the impact of the integration of the "Solutions" division of Docomo Digital is 154 on the entries for 2020. The Docomo Digital "Solutions" division workforce was 143, as at 31 December 2020.

DIGITALVIRGO

Profit-sharing and incentive schemes

Employee incentive schemes

Three foreign companies in the Group have put in place employee incentive schemes:

Digital Virgo Africa (Ivory Coast) has set up an incentive scheme based on annual gross margin. The amounts allocated in this respect amount to €67k for 2022 compared to €102k in 2021 and €96k in 2020.

Digital Virgo Brasil has an incentive scheme based on the achievement of annual EBITDA targets.

Desarrollos y soluciones Digitales DV (Mexico) has introduced a profit-sharing agreement. €26k was allocated in 2022 (no amount in 2021 and €4k in 2020).

Profit-sharing Agreement

A profit-sharing agreement was concluded on 8 June 2001 with the member companies of the Economic and Social Unit in France. The procedures for calculating participation are those under ordinary law and comply with the provisions of Articles L3324-1 and L3324-5 *et seq.* of the French Labour Code.

The expenses incurred under the profit-sharing agreement for the French companies that are members of the Digital Virgo Group amounted to €1,665k in 2022 compared to €501k in 2021 and €1,043k in 2020.

Company Savings Plan

Employee profit-sharing in France is paid into a Company Savings Plan. The Company Savings Plan is managed by an external organisation.

DIGITALVIRGO

Well-being at work

Organisation of working time

8 DECENT WORK AND ECONOMIC GROWTH

All employees of the French subsidiaries (32% of the workforce at the end of 2022) benefit from the provisions relating to the 35-hour working week, by applying working time reduction agreements or the provisions of their collective agreement or French labour law in this area. More specifically, the member companies in the Economic and Social Unit (UES) have concluded an agreement on the reduction of working hours which applies to all staff – employees subject to collective working hours and managers subject to flat-rate pay – with the exception of senior managers who, given the nature of the roles performed and the level of responsibility, are not subject to the regulations on working hours.

In 2021, the management of the member companies of the Economic and Social Unit in France wanted to make their organisational methods more flexible, by meeting employees' expectations in terms of teleworking. After establishing a working group and a number of discussions with employees and staff representatives, a Teleworking Charter was drawn up, after information and consultation with the Social and Economic Committee on 22 September 2021. The purpose of this charter is to introduce and open up access to teleworking to as many people as possible. In 2022, the Charter was revised to give employees more flexibility, granting 1 day of teleworking per week as well as an annual volume of 20 days of occasional teleworking.

Working conditions

The Group's employees are not exposed to occupational risk factors such as:

- Specific physical constraints.
- An aggressive physical environment.
- Night work, shifts or repetitive work.

In 2021, the Group wanted to let employees give their opinions about their working conditions by offering them the opportunity to take part in a "Happy Index At Work" survey, organised by an independent organisation (ChoosemyCompany), which guarantees the anonymity and confidentiality of personal data.

This survey was conducted via an online question-naire, structured around:

closed questions on the following topics

(professional development)   (pride)

(managerial relationship)   (organisation of work)

(salary & recognition)   (enjoyment)

open questions:
what employees like the most & like the least:

(in the company)   (in their mission)

> The main objective of the "Happy Index At Work" survey was to **identify areas for improving quality of life at work** by implementing actions:
> – Organising regular events to bring employees together
> – Setting up a carpooling platform (France only, coverage will be effective in 2023)
> – Developing teleworking

4 QUALITY EDUCATION

Training

Within the Group, 216 employees went on training courses in 2022, compared with 113 in 2021 and 119 in 2020.

The number of days and training courses, the teaching costs and the number of people who benefited from the training are detailed below:

Employee training	2020	2021	2022
Number of training days	381	404	646
Number of training actions	84	74	110
Teaching costs (euros)	65,607	72,505	128,134

Number of people trained by category	2020	2021	2022
Employees	79	79	160
Executives	40	34	56
Total	119	113	216

Number of people trained by gender	2020	2021	2022
Men	70	61	113
Women	49	52	103
Total	119	113	216

Pay

The Group's pay policy is based on the performance and achievement of individual targets set at the beginning of the year. Individual pay rises and target bonuses are the main drivers for pay increases.

Annual salary costs by role (in thousands of euros)*	2020	2021	2022
Technical costs	13,148	13,844	14,646
Commercial costs	18,531	18,705	19,485
General operating expenses	9,594	10,165	10,952
Total	41,273	42,714	45,083

* (excluding non-current items)

Salary costs include gross wages (fixed and variable components), social security charges, changes in pay provisions (paid leave, reduction in working time, etc.), allowances and reversals of provisions for pensions, allowances, costs of disputes with employees (net of provisions) as well as employee profit-sharing and incentives.

+25%
of employees trained
in 2022

DIGITALVIRGO

3 GOOD HEALTH AND WELL-BEING

Social Dialogue

In France, the main collective agreements in force at the end of 2022 are as follows:

- National Collective Agreement for Telecommunications No. 3303;
- National Collective Agreement for technical design offices, consulting engineering firms, consulting companies No. 1486;
- Agreement on the organisation of working time of 10 December 1999, establishing the Economic and Social Unit;
- Collective agreement on the reduction and adjustment of working time of 22 April 2008 (applicable to Digital Virgo France employees);
- Collective agreement on collective guarantees "Reimbursement of healthcare costs" of 22 December 2003;
- UES profit-sharing agreement of 8 June 2001;
- Company Savings Plan Agreement of 20 June 2003;
- Collective agreement on the procedures for the solidarity day of 1 December 2009;
- Action plan on professional gender equality in the companies of the Digital Virgo Economic and Social Unit of 15 May 2021;
- Collective replacement agreement following the merger of Digital Virgo Solutions and Digital Virgo France on 20 December 2021.

The internal regulations updated in April 2023, applicable within the companies of the Economic and Social Unit in France, include the following documents:

- Internal regulations;
- Company car usage charter;
- Information System user charter;
- Code of Conduct on transparency and anti-corruption;
- Charter on the whistleblowing procedure by employees and external or occasional employees;
- Internal personal data protection policy and best practices charter.

The elections of the Social and Economic Committee took place in May 2019, in accordance with the legal provisions in force. These elections elected 10 full members and 6 deputy members. Elected for 4 years, the Social and Economic Committee now includes all former representative bodies (CHSCT, staff representatives, Works Council).

At 31 December 2022, the member companies of the UES were as follows: Digital Virgo France, PS Mobile Access, Virgo Facilities, Addict Mobile Technology, Paruvendu.fr and PVS. Although they are located outside the consolidation scope of the Digital Virgo Group, Paruvendu.fr and PVS (a subsidiary of Paruvendu.fr) are still part of the UES, as Paruvendu.fr and PVS are majority-owned by IODA SA, which also majority owns Digital Virgo.

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Relatively low absenteeism

Absenteeism is relatively low within the Group. It stood at 4.8% in 2022, 37% of which was due to maternity and paternity leave.

Breakdown of staff absenteeism days by reason	2020	2021	2022
Illness	1.5%	2.3%	**2.3%**
Unpaid leave	0.3%	0.6%	**0.5%**
Family event leave	0.3%	0.1%	**0.2%**
Unjustified absence	0.2%	0.1%	**0.1%**
Maternity and paternity leave	1.3%	1.9%	**1.8%**
Other reasons	0.2%	0.1%	**0.1%**
Total	3.9%	5.1%	**4.8%**

Employee protection and accidents

There are very few workplace or travelling accidents within the Group. In France, we recorded four accidents in 2022 (none in 2021, and two in 2020: these were travelling accidents).

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Environment

Although the nature of the Group's activity does not in principle constitute a threat to the environment, Digital Virgo is committed to a corporate social and environmental responsibility (CSR) approach, building long-term competitiveness based on sustainable relationships with our investors, customers, suppliers, employees and other partners.

Digital Virgo's environmental policy in France aims to promote environmentally responsible practices within the company, highlight initiatives and carry out actions to make the company sustainable. The company is committed to comply with the law, standards and regulations (NRE, DEEE, RoHS, etc.), and to respond to the concerns expressed in this area by our shareholders, customers and employees. The Group's commitment is reflected in practices based on respect for all stakeholders involved in the company's business.

15 LIFE ON LAND

13 CLIMATE ACTION

Installation of electric charging stations in the car park at the Aix-en-Provence site

General environmental policy

The Digital Virgo Group is not subject to any environmental standards and none of our sites are a Classified Facility for the Protection of the Environment.

Although the Group is not subject to any environmental standards, we conduct environmental awareness initiatives for our staff. A booklet of good environmental practices for staff has been drawn up internally, and the Information System User Charter has been updated to raise staff awareness of the rules applicable to Sustainable Development.

Suppliers (hot drink dispensers, IT equipment, office supplies) that adopt a "Positive Impact" approach and offer products, equipment and processes that meet sustainable criteria are encouraged.

In addition, employees at the Lyon, Aix-en-Provence and Paris sites are offered weekly baskets of seasonal fruit and vegetables from sustainable, local farms. The Social and Economic Committee subsidises some of these baskets.

2 ZERO HUNGER

Digital Virgo's activities have no impact on the fight against food waste, food insecurity, or the promotion of responsible, fair and sustainable food. In addition, Digital Virgo's activities have no direct impact on animal welfare.

The Group has installed electric charging stations in the car park of the Aix-en-Provence site, to encourage employees to have a positive impact on the environment by opting to use electric cars.

Pollution

Digital Virgo's activity is not an industrial activity. As such, it does not directly produce discharge into the air, water or soil. It does not really pose any direct risks to the environment.

As in the 2020 and 2021 financial years, the Group did not set up any provision for environmental risks in 2022, did not pay any compensation pursuant to a court ruling on the environment and was not informed of any action taken against it claiming for damage caused to the environment.

With regard to its activities, the Group does not generate noise pollution.

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Circular economy

Waste prevention and management

The waste generated by Digital Virgo's business mainly consists of office supplies and IT consumables. The Group complies with environmental regulations concerning the recovery and recycling of electrical and electronic equipment. In 2021, 66 kilos of WEEE (waste electrical and electronic equipment) were collected at the French sites in Lyon, Paris and Aix-en-Provence, compared with 728 kilos in 2020. In addition, to extend the life of computer equipment, donations were made to two associations in Lyon and Paris, representing 53 kilos of equipment in 2020.

In 2022, 378 kilos of WEEE were collected at our sites in France. We are continuing our commitment to waste management and have donated computer equipment to schools.

Recycling actions are implemented directly by the sites. For example, a selective sorting system has been set up on the Lyon site on each floor of the office spaces, sanitary facilities and cafeteria.

Other actions have been introduced such as:

- recycling of toner-type consumables from printers and photocopiers in coordination with suppliers;
- installation of a battery recycling terminal in Lyon.

Additionally, employees can benefit from the equipment that the Group no longer wants and give it a second life. When moving sites, office furniture is given to employees to avoid scrapping it, and computer equipment is donated to associations.

Sustainable use of resources

As part of our activities, we use water for sanitary purposes and for watering our green spaces.

In Aix-en-Provence, which has the largest green spaces surface area, a meter check is carried out and, in 2020, the watering system was revised to limit and measure water consumption.

Water consumption in France in m³:

Sites (in m³)	2020	2021	2022
Aix-en-Provence	396	591	426
Marseille*	65	0	0
Lyon	287	219	270
Paris	921	870	751
Total	1669	1680	1447

* Since the beginning of 2021, the Group no longer has offices in Marseille

Consumption of raw materials and measures taken to improve the efficiency of their use:

The Group carries out a number of actions to limit the consumption of paper and electronic equipment.

These actions involve:

- purchasing recycled white paper and sustainable office supplies (office lights, bulbs, etc.);
- purchasing low-energy electrical and electronic equipment;
- replacing ageing IT servers with next-generation hardware that meets sustainable criteria;
- purchasing multi-function equipment and removing individual colour printers to optimise the consumption and cost of photocopiers.
- installing LED bulbs at all sites in France.

The Group's energy consumption and the measures taken to improve energy efficiency:

The Group's objective is to maintain facilities in good working order by means of preventive and scalable maintenance and to guarantee them the longest possible service life.

Electricity consumption (in MwH)	2020	2021	2022
Aix-en-Provence	177.11	189.83	179.89
Marseille*	8.83	0	0
Lyon	120.25	138.94	116.59
Paris (Bauchat and Jemmapes)	135.24	149.87	125.63
Total	441.43	478.64	422.11

* Since the beginning of 2021, the Group no longer has offices in Marseille

Gas consumption (in MwH)	2020	2021	2022
Paris (Bauchat and Jemmapes)	119	217	303
Total	119	217	303

To limit their energy consumption, some sites have either performed energy optimisation or equipped their premises with more energy-efficient systems.

For example, the Lyon site has:

- installed a heat pump connected to the air conditioning;
- installed motion detectors in toilets and stairwells;
- installed sun protection films on part of the windows, to limit air conditioning in summer;
- implemented a general light shutdown system every day from 22.00 until 6.00 throughout the site;
- installed an electric clock to manage automatic shutdown of fan coil units in the evening and at weekends;
- replaced its entire fan coil fleet.

The premises of the Aix-en-Provence site follow an HQE approach and a heat pump has been installed.

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Climate change

Staff travel is a large source of CO2 emissions. To limit our environmental impact, we have installed videoconferencing systems and conference call services on sites to limit inter-site travel, both in France and with the main subsidiaries located abroad. Introducing a teleworking charter in France also means we can reduce travel and the resulting CO2 emissions.

Good practices must be applied by employees when travelling by car, such as:

- using carpooling for business trips;
- using public transport.

Some employees have a company car. The Lyon site has integrated a dual-energy vehicle into its fleet, which can be supplied with fuel and electricity.

Emissions from train and air travel by Group employees are measured and monitored by an external service provider responsible for organising travel.

Due to the health crisis in 2020, employees travelled less than usual, thereby reducing travel-related CO_2 emissions.

France scope	2020			2021			2022		
	Rail	Air	Total	Rail	Air	Total	Rail	Air	Total
Travel-related CO_2 emissions (in T eq. CO_2)	0.8	32.3	**33.1**	0.7	73.5	**74.2**	1.52	169.35	**176.7**
Distances covered (in km)	249,596	320,887	**570,483**	321,035	739,272	**1,060,307**	617,830	1,743,520	**2,364,582**

CO_2 emissions (in T eq.CO_2)	2020	2021	**2022**
Electricity consumption	26.6	28.7	**21.95**
Gas consumption	24.0	43.8	**65.23**
Travel	33.0	74.2	**176.67**

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Societal challenges and commitments

Committing to social actions

The French companies in the Economic and Social Unit, which is an integral part of the Digital Virgo Group, received an annual allocation of €95,000 in 2022 (an increase of 7% compared to 2020 and 2019). Addict Mobile Technology employees joined the UES in June 2022.

Social actions were carried out in 2022 to strengthen the links between teams and demonstrate transparency.

Keeping up to date: Webinars

In France, in 2022, webinars were organised every month to enable the CEO, Guillaume Briche, to address topics concerning the company and its employees. They are also an opportunity to answer employees' questions and discuss specific topics – in complete transparency.

Creating links: Afterworks & Breakfasts on site

To encourage team cohesion and create links, three after-work sessions were organised in 2022 in Lyon, Paris and Aix-en-Provence, in relaxed and fun venues outside the office. This type of event was set up in 2021 to strengthen team spirit during the COVID-19 pandemic.

Regular breakfasts at each workplace were also organised by HR to encourage people to chat with colleagues and meet new staff.

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Make a gift, donation or bequest:
Sur le site Internet : www.FondsSanteDiabete.org
Par chèque : BP 91058 Évry Cedex
ou SMS : Envoyez DIABETE au 92009* pour un don de 5€

DON par SMS

* Service gratuit
Don collecté sur facture mobile.
Disponible pour les clients de Bouygues Telecom, Orange, SFR et Free.

Pour en savoir plus et faire un don, visitez le site : www.FondsSanteDiabete.org

Support for charities

Support for the fight against breast cancer in Spain

The Group supports the fight against breast cancer by working with GEICAM, a cancer research organisation.

Pour faire un don de 10 € à ELA
Envoyez DON10 par SMS au 92 912
10 € prélevés sur facture mobile. Liste des opérateurs disponible sur ela-asso.com

Introducing short SMS codes to make charity donations

The Digital Virgo Group has introduced short SMS codes to enable charity donations.

During a TV campaign from 17 October to 23 October 2023, the European Association against Leukodystrophy (ELA) offered TF1 viewers the chance to make a donation directly charged to their mobile bill. All they had to do was send the code DON10 to 92912 to donate 10 euros to research into Leukodystrophy.

The Fonds Santé et Diabète association was also able to raise funds for diabetes research during a TV campaign on France 5 in November 2022.

Rounding up salaries to support the Ecole à l'hôpital and Action against Hunger

The Digital Virgo Group offers salary rounding-up to employees in France. Each employee can support a charity by choosing to donate part of their salary.

In 2022, the Group proposed donating to Ecole à l'hôpital and Action against Hunger.

L'Ecole à l'hôpital is an association that has been working for over 90 years to keep students in education when they are hospitalised. Nearly 450 volunteer teachers ensure the continuity of lessons both in hospital and at home in around 40 hospitals.

Action Against Hunger is a charity that works to combat world hunger. Its mission is to save lives by eliminating hunger through the prevention, detection and treatment of malnutrition, especially during and after conflict-related emergencies and natural disasters.

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Local impact and regional development

The Digital Virgo Group is established in France with a strong presence outside the Paris region (Lyon and Aix-en-Provence) and abroad (Spain, Italy, Poland, Morocco, Tunisia, Argentina, Brazil, Mauritius, Ivory Coast, Senegal, Mexico, etc.). This geographical distribution makes it possible to make a fair assessment of our local and regional impact on employment.

Subcontracting

The Digital Virgo Group uses external service providers mainly for maintaining specialised technical installations, deploying complex systems operating buildings (security, maintenance of premises, etc.).

Digital Virgo has chosen Amazon Web Services' Cloud infrastructure to support our operations and growth. This is a flexible, scalable, secure platform. Amazon Web Services is also committed to CSR. Its Cloud infrastructure is 5 times more energy efficient than the average data centre in Europe. In 2021, AWS in Europe was powered by more than 95% renewable energy. AWS EC2 instances based on Graviton3 use up to 60% less energy for the same performance as comparable EC2 instances*.

* Source: Amazon Web Services

Useful know-how

During the Coronavirus pandemic, we used our know-how to help victims of the epidemic in Morocco: in collaboration with Digital Virgo, Moroccan Telecom Operators, on behalf of the Ministry of Finance, created a specific number for the Coronavirus Pandemic Management fund. Introduction of a '1919' telephone number was made possible by the joint involvement of the Moroccan Telecom Operators and the Digital Virgo technical teams. Each SMS sent to '1919' represented a donation of 10 dirhams to the Coronavirus Pandemic Management Fund.

Supporting staff actions

At the end of 2020, the "Teams in Action" programme, which gives Digital Virgo employees the opportunity to nominate projects close to their heart, was put in place. Whether sports, humanitarian or business related, each Group employee had the chance to present a project that will have a positive impact. Over 15 applications were submitted. The oral presentation phase and the selection of funded projects began in April 2021. Several projects were finally selected and have come into being:

- A project in collaboration with a Portuguese charity, which gives a young person the opportunity to complete an internship within the Portuguese teams.
- A unifying sports project in France with the OM Foundation, which financially supports employees wanting to take part in a charity race.
- AWS IT Skills 4U in Poland trains Ukrainian refugees in tech professions by offering them jobs at Digital Virgo.

Finally, another project dedicated to creating a travel guide for the cities where the Group is present is being introduced.

In addition to the Teams in Action project, a "Positive Impact" page has been created on the company's Intranet to encourage employees to share their ideas and initiatives. This page, published online in December 2022, highlights projects already carried out around the world, presents the "Positive Impact" Committee and has an "Ideas box" for employees to propose a CSR project.

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