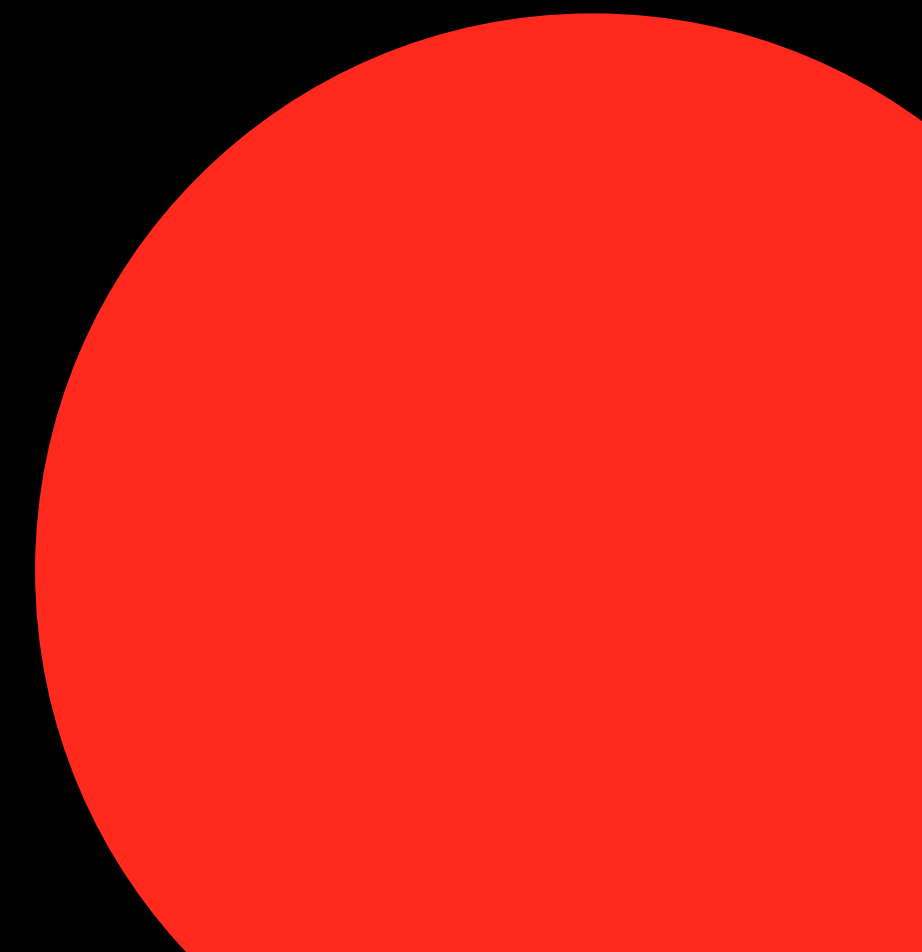
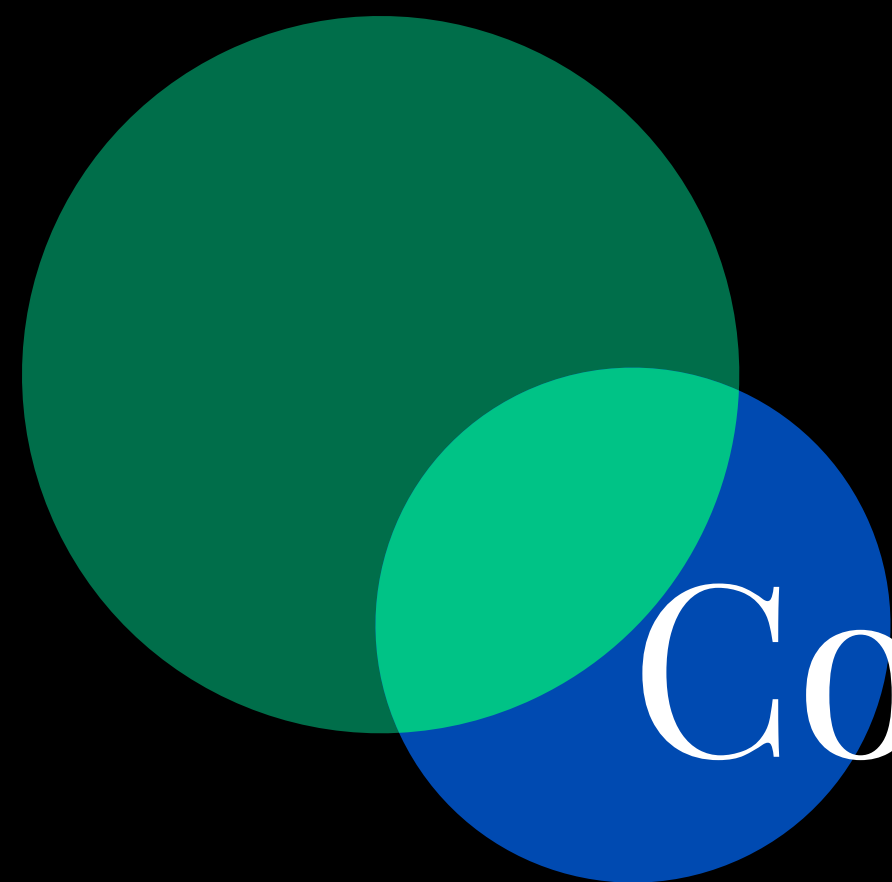


LABRADOR

Transparency by design

ESG Report 2022





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Viewpoints

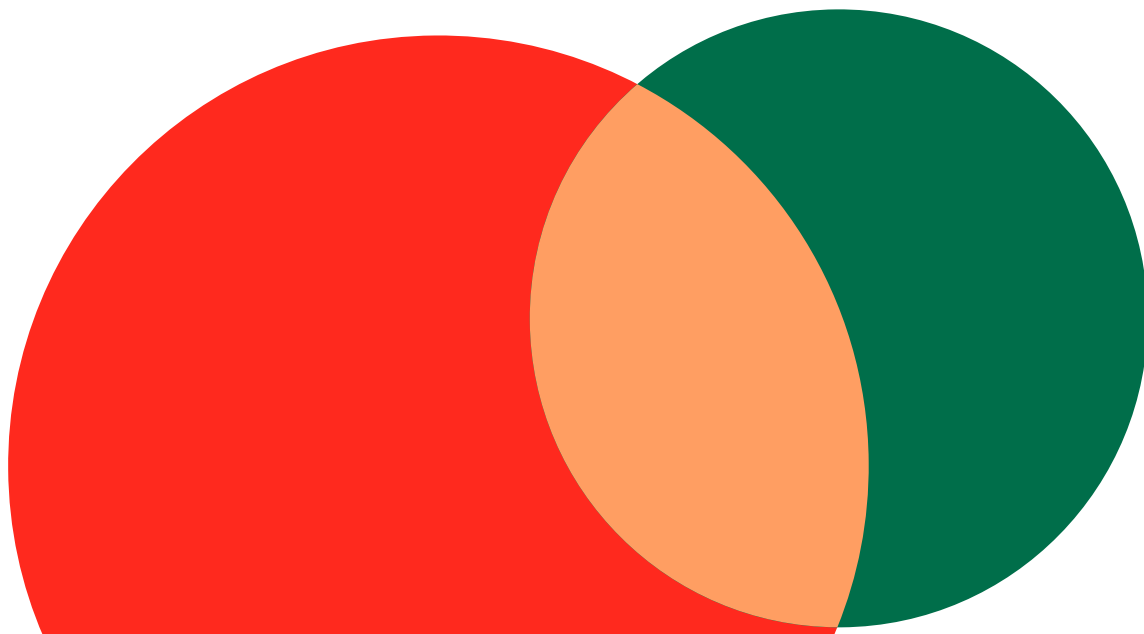
Laurent Rouyrès/Thibault Dewavrin



Laurent ROUYRÈS
Founder and Chairman

Thibault DEWAVRIN
Chief Executive Officer

"Instilling trust in business through the transparency of its information"



In late 2022 you acquired the American group Argyle. Was this a key step in the Group's growth?

Laurent Rouyrès: It goes without saying that this was an important step, but it's also an endeavor that has a special personal meaning for us. Argyle was founded by former Labrador employees who drew inspiration from Labrador's values to develop this company on the other side of the Atlantic. Argyle therefore operates on the same market as us – regulated information – with complementary strategic choices: advisory for Argyle and technology for Labrador.

At the end of the day, we share a culture and a vision of our business, which is to use design to make financial and nonfinancial information more transparent because readers value information more if it's clear.

This strategic acquisition will enable us to strengthen our position on the American market. Half of the Fortune 100 companies are now clients of ours, and that makes us leaders in both France and the United States.

Thibault Dewavrin: I'd like to add that the company now has an office in the Philippines, which marks the Group's first foray into Southeast Asia. The Labrador Philippines team culture aligns with ours. I'm very impressed with their enthusiasm, intelligence, joie de vivre and skills. They've also implemented an effective local CSR approach that features contributions to their community, and that is inspiring for us.

What impact has this transaction had on your roadmap?

TD: This acquisition fits in nicely with the trajectory that we have been following for two years and that aims to strengthen our foundations. In concrete terms, that amounts to clarifying our mission, "*Instill trust in business through the transparency of its information*"; overhauling our visual identity; improving

the Group's performance, which enabled us to complete this acquisition; and recruiting key talent that is guiding us through these growth initiatives. All these steps will serve as fodder for our three-year strategic plan, which we are in the process of developing.

LR: Indeed, in two years the Group has become more structured, but the fundamentals are still there. Applying innovation to information intelligence is what drives us. We are arousing great interest among banks, which are responding to us even more enthusiastically than we had expected. The strong CSR dimension of our work is also a reason why they are paying attention to us.

There is a certain distrust of information that runs counter to the notion of transparency that you have been defending for 20 years. How do you navigate that paradox?

LR: This situation actually fuels our beliefs every day. Transparency is even more critical in the face of fake news or attempts to spread disinformation on social media. If it relies on facts and is grounded in producing evidence, it instills trust in business to the benefit of society. Clarity is also vital to help readers save precious time, especially those in the younger generations who were born with social media and who are constantly jumping from topic to topic.

To create value, information needs to be clear, reliable and useful. That is the function of the Transparency Awards, which measure transparency based on nearly 300 criteria and a scientific methodology that have been approved by a third-party organization. Our beliefs on transparency are the key to our success.

We've talked a lot about the Group's initiatives, but can you give us an update on where you stand with ESG?

TD: We've undertaken numerous initiatives, and they also support the Group's foundations. In 2022 we worked quite a bit on the social component in connection with employee engagement and satisfaction, investing specifically in business and behavioral training. All employees – or almost all of them – completed two-day training modules on managing client relationships or project management.

We have also stepped up our efforts on transparency and sharing value creation internally, by reporting the Group's exact financial results, including cash flow, and by raising salaries in response to inflation. We also set up an incentive plan that will take effect in 2023. The major investment we allocated to renovating our offices focused first and foremost on employee well-being as we installed more ergonomic equipment and workstations.

LR: More generally, ESG is central to our business plan. Responsibility inspires our actions and decisions on a daily basis. This is indispensable because we need to meet our clients' requirements.



About Us

Founded more than 30 years ago, Labrador is an independent company on a mission to serve businesses on their path to becoming more transparent.

The Group helps companies build a relationship of trust with their stakeholders thanks to advisory (financial information, ESG, compliance, asset management), design (reading ergonomics, plain language) and technology (collaborative editing, project management, automated translation algorithms).

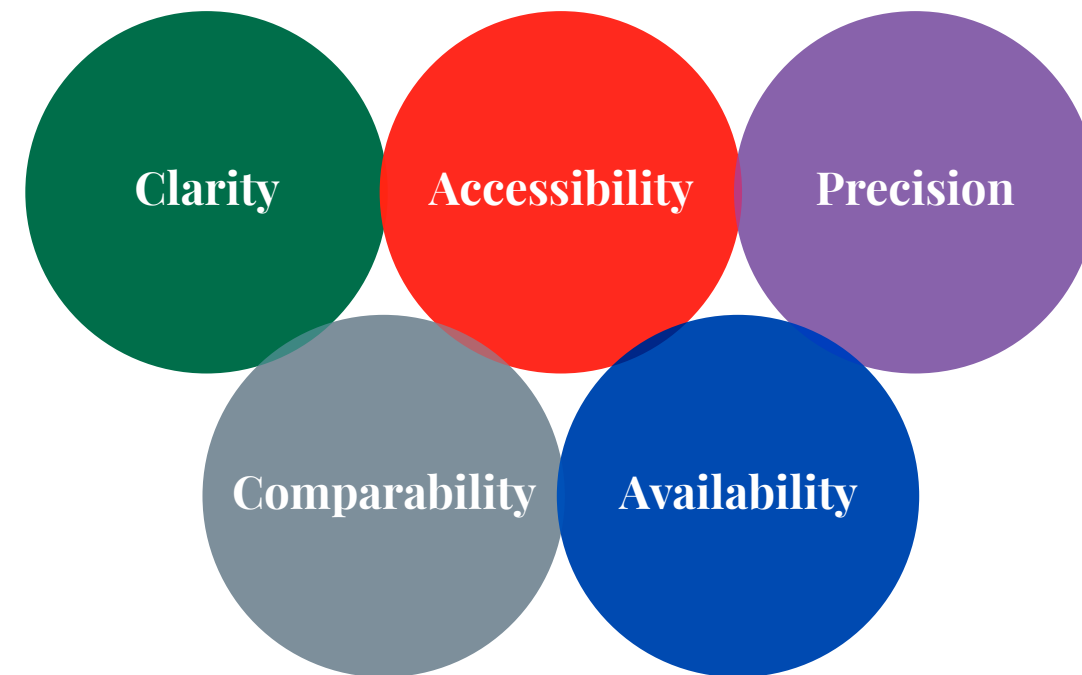
Our mission

Make information transparent to help instill trust in the business.

Our method

Transparency by design

Transparency by design means adopting a scientific approach to transparency based on five pillars:



Our clients

The Group works with more than two-thirds of the companies in the SBF 120 in France and more than half of the companies in the U.S. Fortune 100.

Our team

We are a community of over 250 people in France, the United States and Asia.

Our values

Our values feed the corporate culture and guide the conduct of our employees internally and externally on a daily basis.



Humanity

Human relations above all



Commitment

We never give up



Collective spirit

For me to succeed, others must also succeed



Conviction

Our ideas are what drive us



Nonconformity

Disrupt to reinvent everything



Performance

Better, higher, further



Joie de vivre

Joyfully serious, seriously joyful

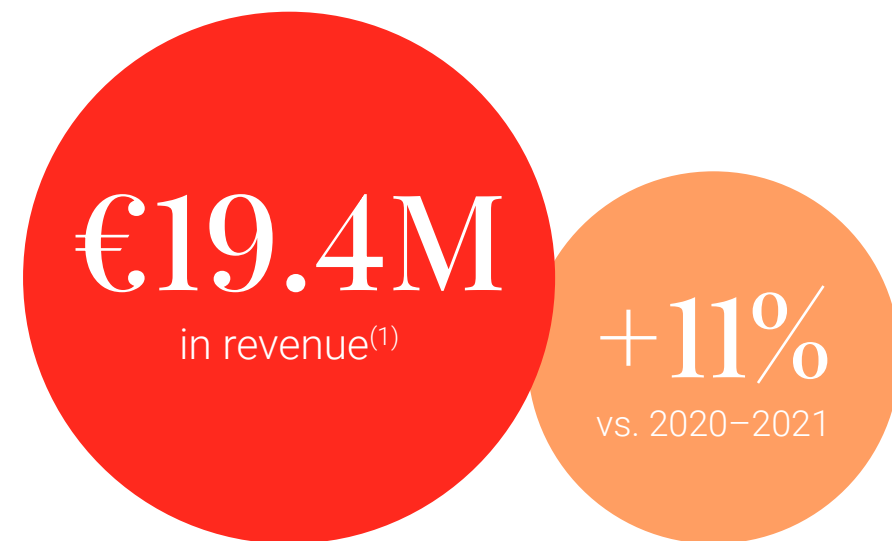
As part of our expansion, in 2023 we plan to launch an initiative centered around the company's values.



Key figures 2021–2022

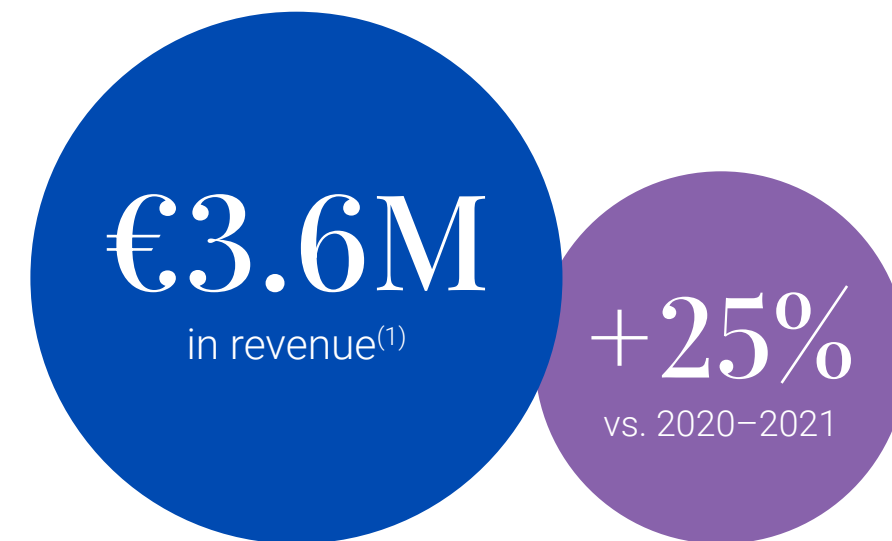
Our performance

FRANCE



- 85 Universal Registration Documents (URD) published
- 73 URDs translated
- 37 notices of general meeting
- 5 Codes of Ethics / Anti-Corruption Code
- 31 ESG advisory projects

UNITED STATES



- 85 proxy statements⁽²⁾
- 13 ESG reports and Codes of Conduct
- 16 annual reports/10-K reports⁽³⁾

Our resources

4 Business Units

- Labrador Information Design (regulated information advisory)
- Labrador Language Services (Plain Language and Translation)
- Labrador Ethics & Compliance
- Labrador US

Suppliers

- ~30 strategic suppliers
- EcoVadis CSR rating **Gold**

Teams

- 94 employees, up 8% from 2020–2021:
 - 80 in France;
 - 14 in the United States.
- 65% women:
 - 67% of managers;
 - 60% of the Executive Committees.
- 26 permanent hires in France and 3 in the United States
- 3 days of training per employee in France

(1) Fiscal year ended September 30, 2022.

(2) US equivalent of the notice of general meeting.

(3) Document that US companies must send annually to the Securities and Exchange Commission.



Business model

Our resources

Financial capital

- €23.1M, of which €17.3M in France
- €2.8M EBITDA
- €6.9M cash flow

Intellectual capital

- 9 studies
- 6 webinars
- Book on transparency (published in 2023)
- Transparency Awards – Created in 2009
- Best practices / standards

Employees

- 94 employees
- 60 seasonal workers in France
- 65% women, occupying 67% of management roles and 60% of the Executive Committees

Research and development

- Reader test / Reader survey
- Proprietary editing and plain language revision tools: EOL NG, Signal, Cockpit, Plainly
- Education on regulations: CSRD / block tagging / duty of vigilance / Sapin 2 law

Partners

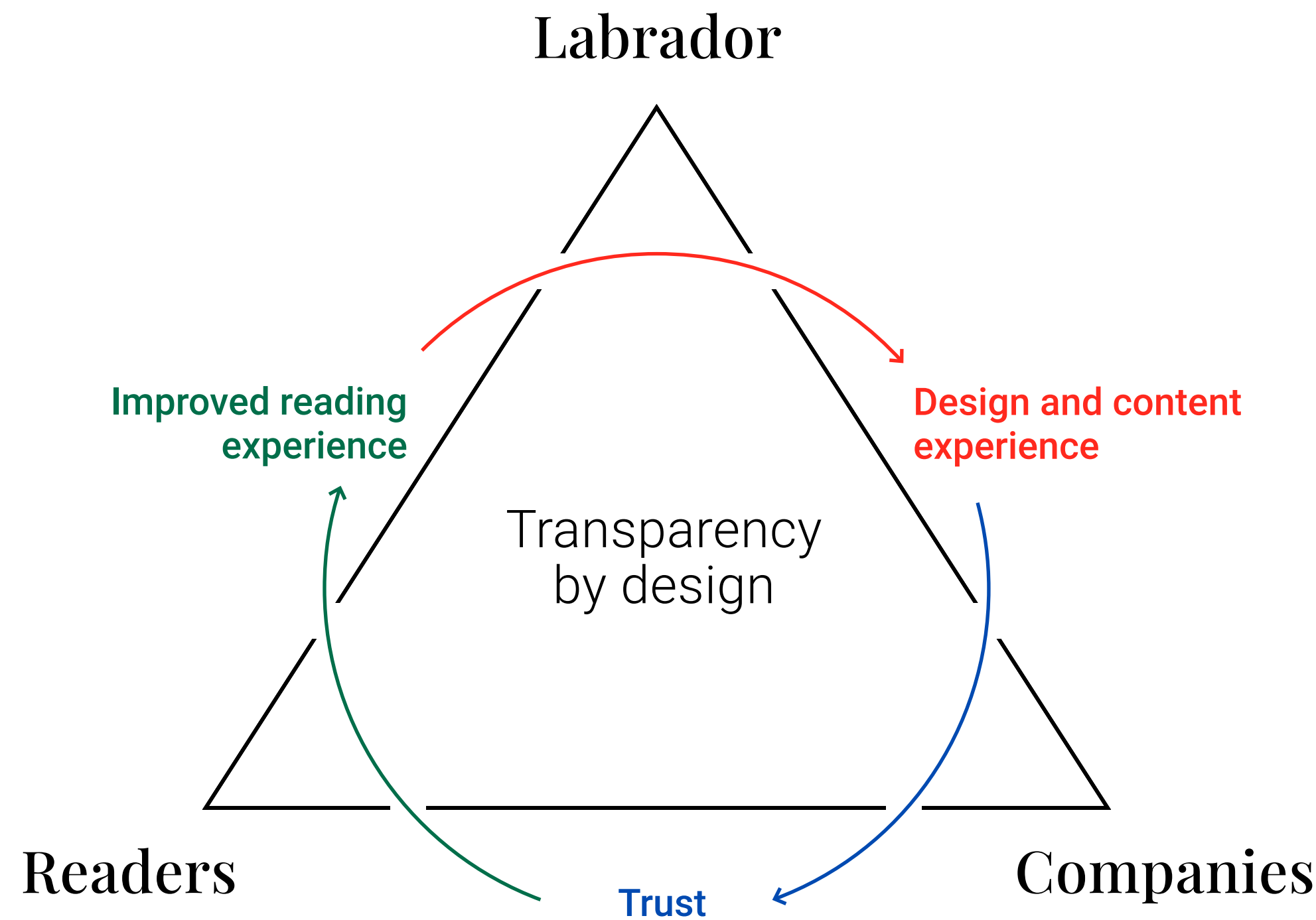
- ~ 30 strategic suppliers
- Technology: Workiva / Pomdoc pro / Oopaya / Cyllene
- Expertise in Amelkis / BM&A / Big 4 / Consultants

Ecosystem

- Transparency Awards Scientific Committee
- Industry associations (Cliff, HCGE, C3D, etc.)
- Regulator

What we do

| Advisory | Design | Layout | Translation | Plain Language | Training |



Our value creation

Intellectual capital

- ~ 250 participants per event/webinar
- ~ 5,700 LinkedIn followers

Employees

- Remote working agreement
- Training
- Creation of local jobs
- 50 employees on fixed-term contracts in France for the season

R&D

- 4% of revenue invested in innovation

Ecosystem

- 5 industry events
- ~ 2,600 readers of the Labrador blog

Partners

- Over 10 years of relationships
- Access to a database of 200 clients

Trends

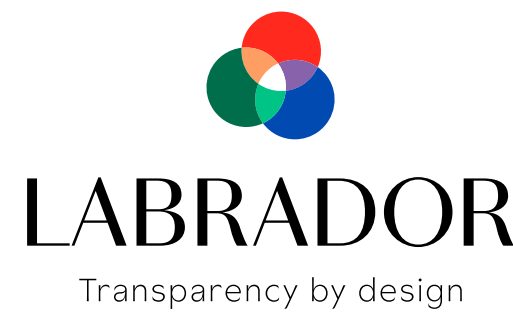
- Catch-up in Europe on the digitalization of regulated information
- Regulation and standardization of ESG reporting
- Rising institutional mistrust
- Acceleration of the international normative race
- Ramp-up of artificial intelligence



Highlights

Labrador freshens up

The creation of the "Transparency by Design" visual identity seeks to refocus the Group's image on transparency, bring together its different entities and reflect its new international scope. This initiative puts clarity and trust front and center.



Two new Transparency Awards

The introduction of the Ethics & Compliance Transparency Awards and the Asset Management Transparency Awards testifies to Labrador's desire to guide new sectors to best practices in transparency and information quality.



Creation of Labrador Academy

With Labrador Academy, the Group is setting up an ambitious training mechanism for all its employees in France. The objective is to bolster the teams' autonomy, beef up the skills of middle managers and develop self-awareness.

Rendez-Vous Transformation du Droit

Every year, players in legal innovation (Legaltech, Regtech, Legal Design, etc.) come together for two days to share, learn and find solutions related to the laws and practices of tomorrow. Labrador co-led the session "Sécurisez vos écrits quotidiens grâce au Legal Design" ("Using Legal Design to Secure Your Everyday Writing"). This was an opportunity to stress the importance of plain language in designing and drafting legal documents.



A seminar to share our ambitions

On June 15, 2022, 65 employees gathered at the *Jardin d'Acclimatation* in Paris for a day of dialogue about the Group's ambitions. The day featured small-group workshops in the morning, outdoor challenges in the afternoon and a disco in the evening.



Last minute: December 2022

The Labrador family is growing

Acquisition of the American company Argyle. Through this strategic transaction, Labrador is asserting itself as a leader in regulated information of listed companies in both France and the United States. The Group now has offices in Paris (France), Atlanta and New York (United States), and Manila (the Philippines). Labrador and Argyle, which have 94 and 200 full-time employees respectively, share DNA and a vision of transparency. This acquisition strengthens the company's expertise in financial reporting and ESG.

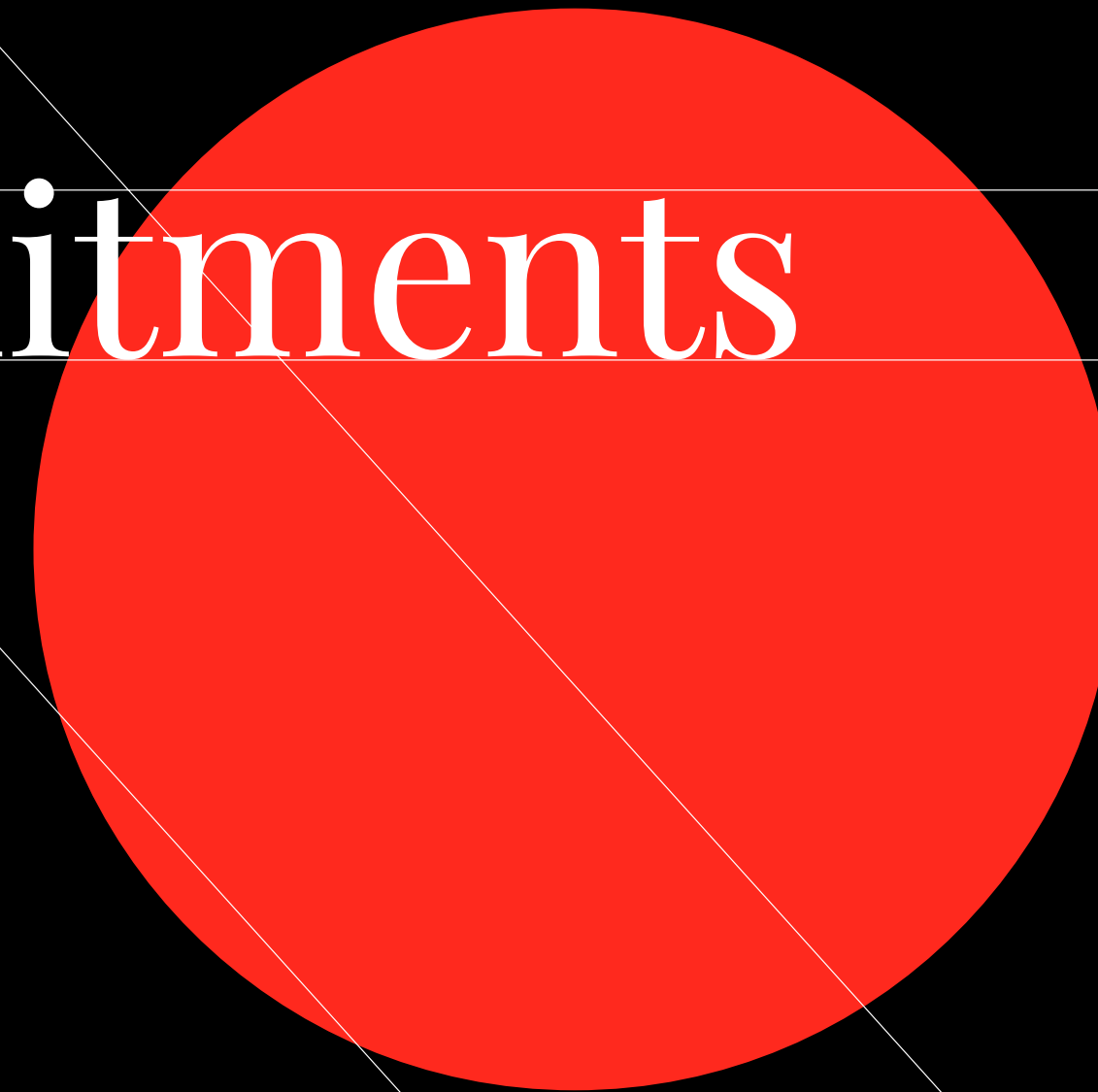
L'information veut être libre



Publication of Laurent Rouyrès's first book: *L'information veut être libre, de la transparence morale à la transparence des sociétés cotées* (Information wants to be free: from moral transparency to the transparency of listed companies). In this book, Labrador's founder and chairman deciphers and analyzes the concept, facts, techniques and players in transparency, stressing that transparency is a demanding art.



ESG Commitments





Our ESG commitments

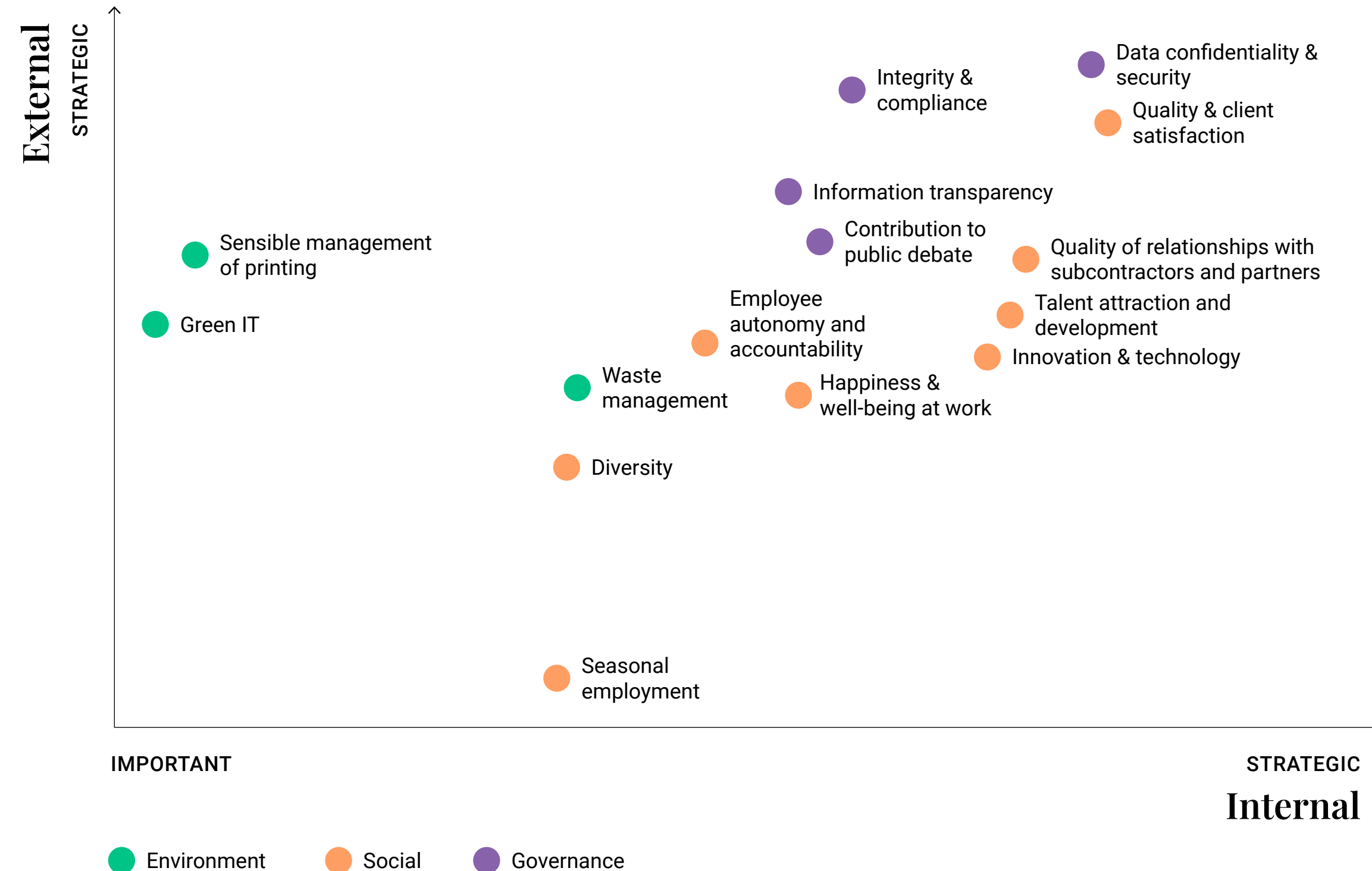
We have always placed relationships, ethics and transparency at the heart of our business plan. This commitment is exemplified on a daily basis as we engage in our work, and it is visible in our clients' organizations as we guide them through the publication of educational, precise, comparable and clear information.

Our responsibility is embodied in our ESG approach and the commitments we make to our stakeholders.

In 2022, we reorganized our strategy around three pillars: environment, social/societal and governance, with the aim of gradually aligning ourselves with the main criteria of the new CSRD regulations (see sidebar).

Materiality matrix

The materiality matrix was developed in 2017 through a collaborative process. We surveyed employees in France and the United States and interviewed and sent a questionnaire to a panel of outside stakeholders: client suppliers, partners and seasonal workers. It centers around 15 top-priority issues.



CSRD

The CSRD (Corporate Sustainability Reporting Directive) is a new directive put forth by the European Commission on corporate sustainability reporting. It replaces the NFRD (Nonfinancial Reporting Directive), which currently applies to companies that are subject to nonfinancial reporting.

It will be phased in based on the companies' size. It is based on 12 universal standards that apply to all corporate entities: the ESRS (European Sustainability Reporting Standards).

The CSRD will be phased in beginning on January 1, 2024, for the first reports starting in 2025.



Governance

Labrador is an independent company steeped in entrepreneurial culture. Its majority shareholder is Founder and Chairman Laurent Rouyrès. Since 2021 the company has been co-led by Thibault Dewavrin, Chief Executive Officer.



Laurent ROUYRÈS,
Founder and Chairman



Thibault DEWAVRIN,
Chief Executive Officer



France Executive Committee**



US Executive Committee**

ESG governance*

ESG (Environmental, Social, Governance) falls within the remit of the CEO and is taken up internally through initiatives within each department. In 2021–2022, the most important actions involved employee training, quality of working life, and governance through the deployment of the transparency approach.



Thibault DEWAVRIN,
Chief Executive Officer



François-Gérard BOUY,
Chief Financial Officer



Caroline BAUTZ,
Director of
Customer Relations



Pierre LEBRETON,
Managing Director,
Labrador Language
Services



Nneoma NJOKU,
General Manager



Jim LOSEE,
Director, US Production



Susan NELSON,
Director, US Operations



Eve PÉRIVIER,
Chief Operations and
Technology Officer



Camille CROISÉ,
Sales and Client
Experience Director



Alicia COUDERC,
Managing Director,
Labrador Ethics &
Compliance

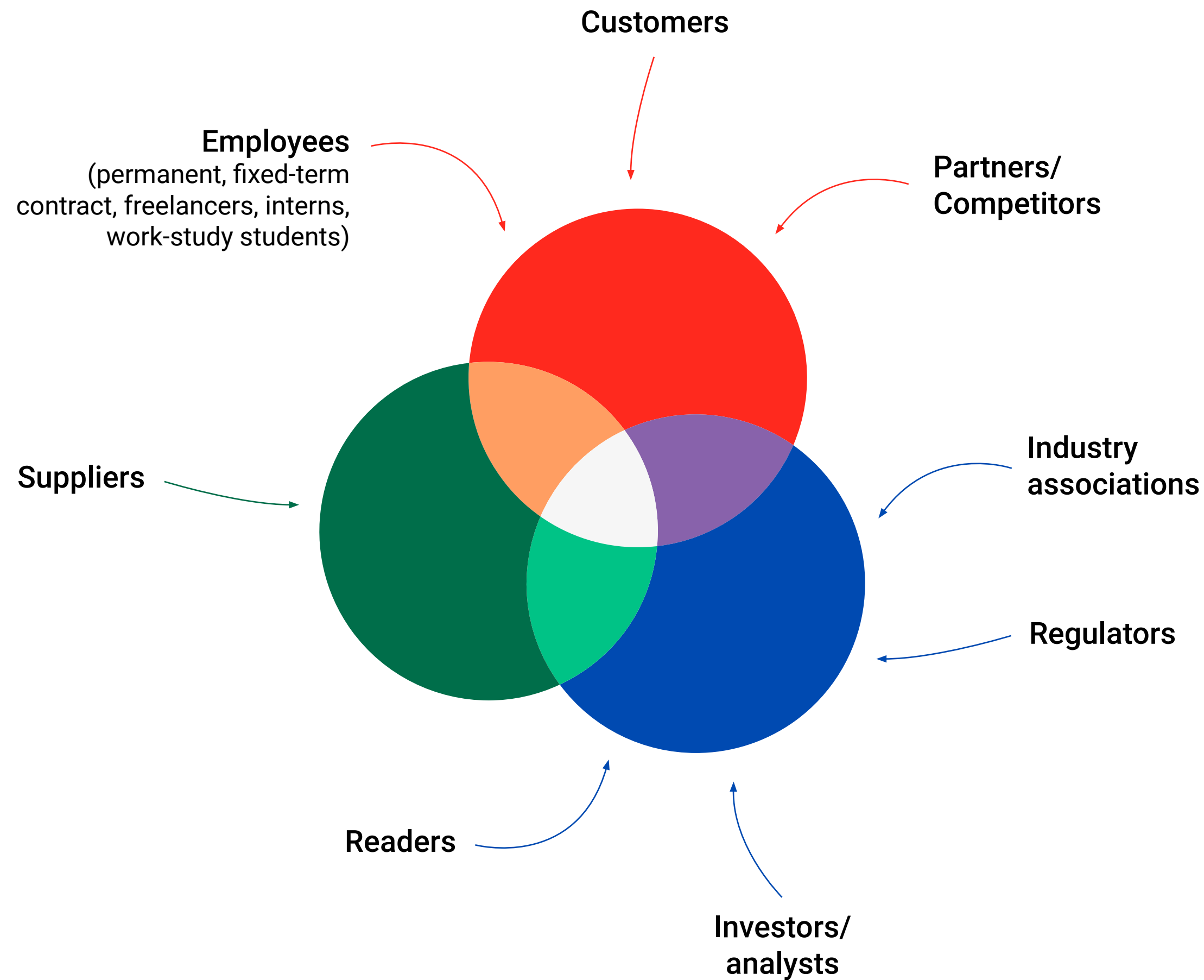
* Environment, Social, Governance.

** As of September 30, 2022.



Listening to our stakeholders

We are in constant communication with our stakeholders in France and the United States. Through this dialogue and the implementation of joint projects, we can innovate and create lasting partnerships.



Methods of dialogue

With the financial community

- Regulated information blog
- Organization of industry events
- User group of analysts and managers
- Participation in roundtables, working groups and conferences

With employees

- Quarterly Q&As
- Satisfaction surveys
- Labrador events
- Annual seminar
- Happynews newsletter

With clients and partners

- Regulated Information Observatory
- Governance overview
- Organization of and participation in industry events/webinars
- Flash and annual client satisfaction surveys



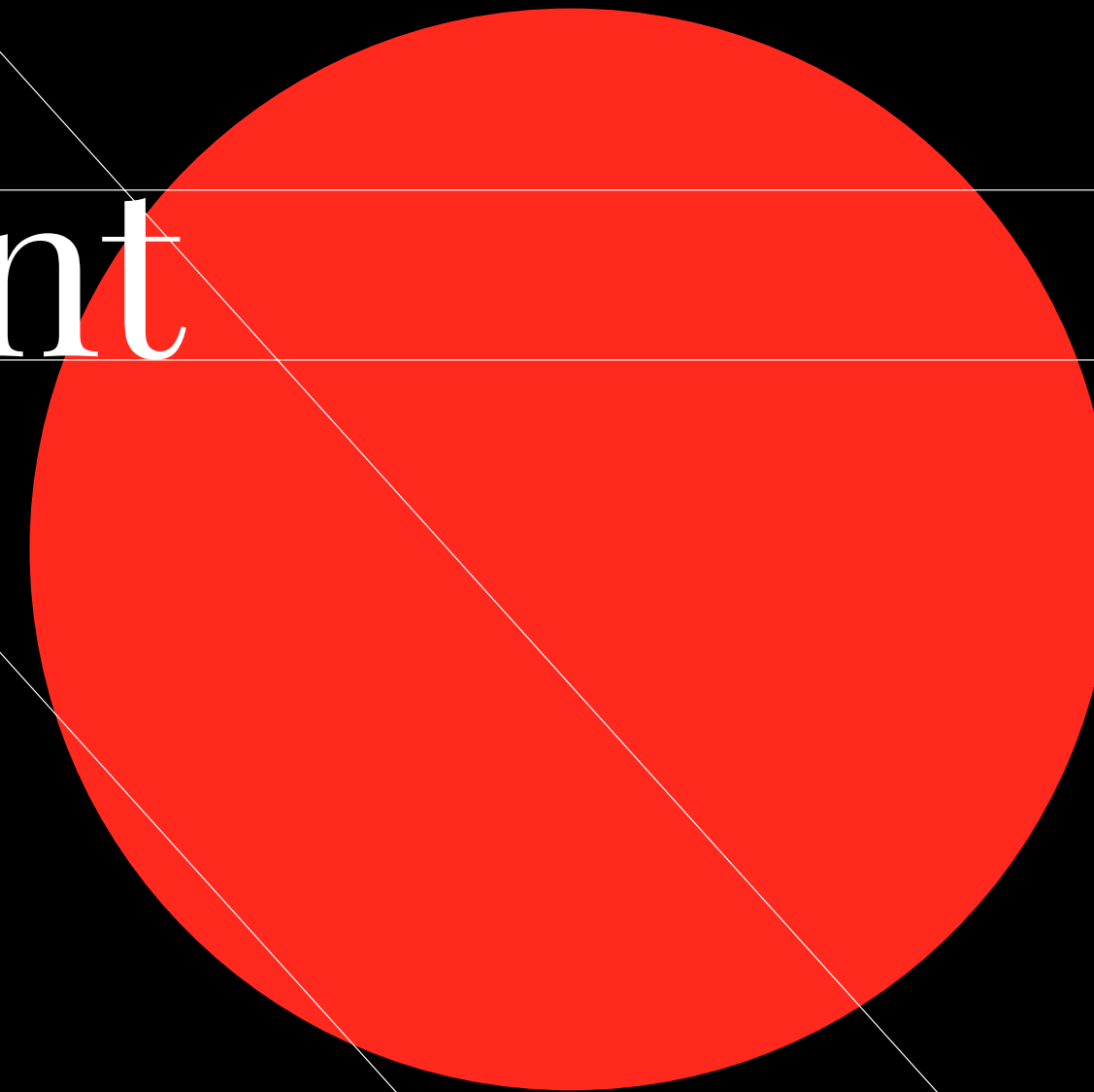
Roadmap

Pillars	Issues	SDG	2021–2022 actions
ENVIRONMENT			
	Climate		Sustainable graphic design
			Employee carbon footprint: sustainable mobility package
	Use of resources / circular economy		Waste management Raising awareness on environmentally-friendly behavior
SOCIAL			
	Talent retention and development		Labrador Academy
Employees	Health and well-being at work		Quality of working life: renovation of offices in France Establishment of social dialogue Initiation of negotiations on 4 collective agreements, signature of remote working agreement Fun and festive internal events
	Employee engagement		Satisfaction surveys Review of salary policy
Customers	Client satisfaction and sustainable performance		Tracking of client Net Promoter Score (NPS)* Rollout of quality plan Creation of a regulated information blog in the United States ESG, ethics and human rights advisory projects
	Digital innovation		EOL NG collaborative editing platform
Suppliers	Responsible value chain		Centralization of supplier data
GOVERNANCE			
	Ethics and compliance		Continuity of internal and external policy
	Information transparency		2 new Transparency Awards in France (Ethics & Compliance, Asset Management)
	Cybersecurity and data protection		Website compliance/GDPR
	Contribution to public debate		Studies, seminars, web conferences

* The NPS measures client satisfaction and loyalty.



Environment





Sustainable design

Labrador's environmental footprint is modest considering its size and its business of providing services to companies. Nevertheless, we are continuing our efforts to reduce the most intense emissions sources by focusing on sustainable graphic design, responsible digital technology and employee carbon footprint.

Sustainable graphic design is a rather new creative approach that dovetails with a responsible communication strategy.

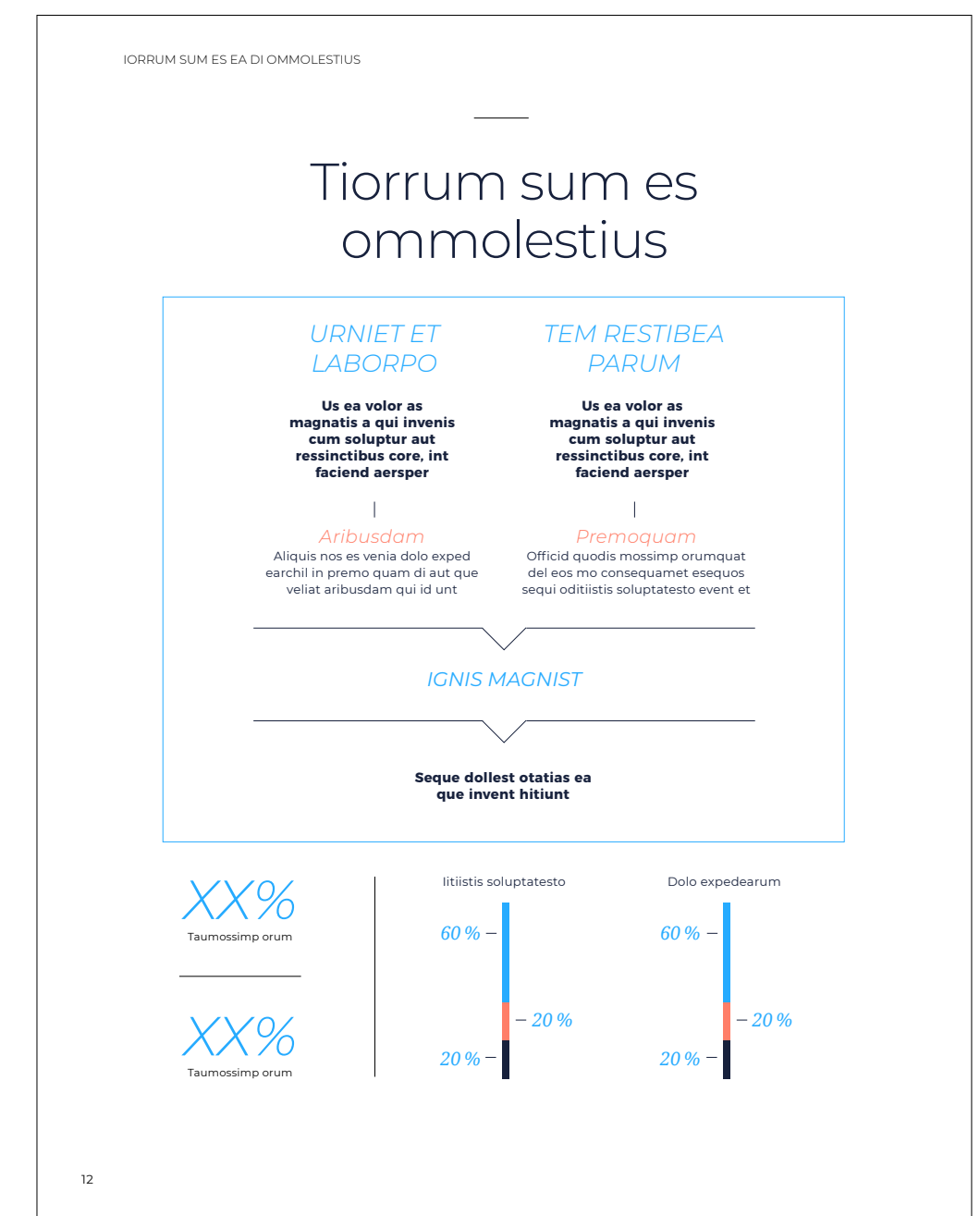
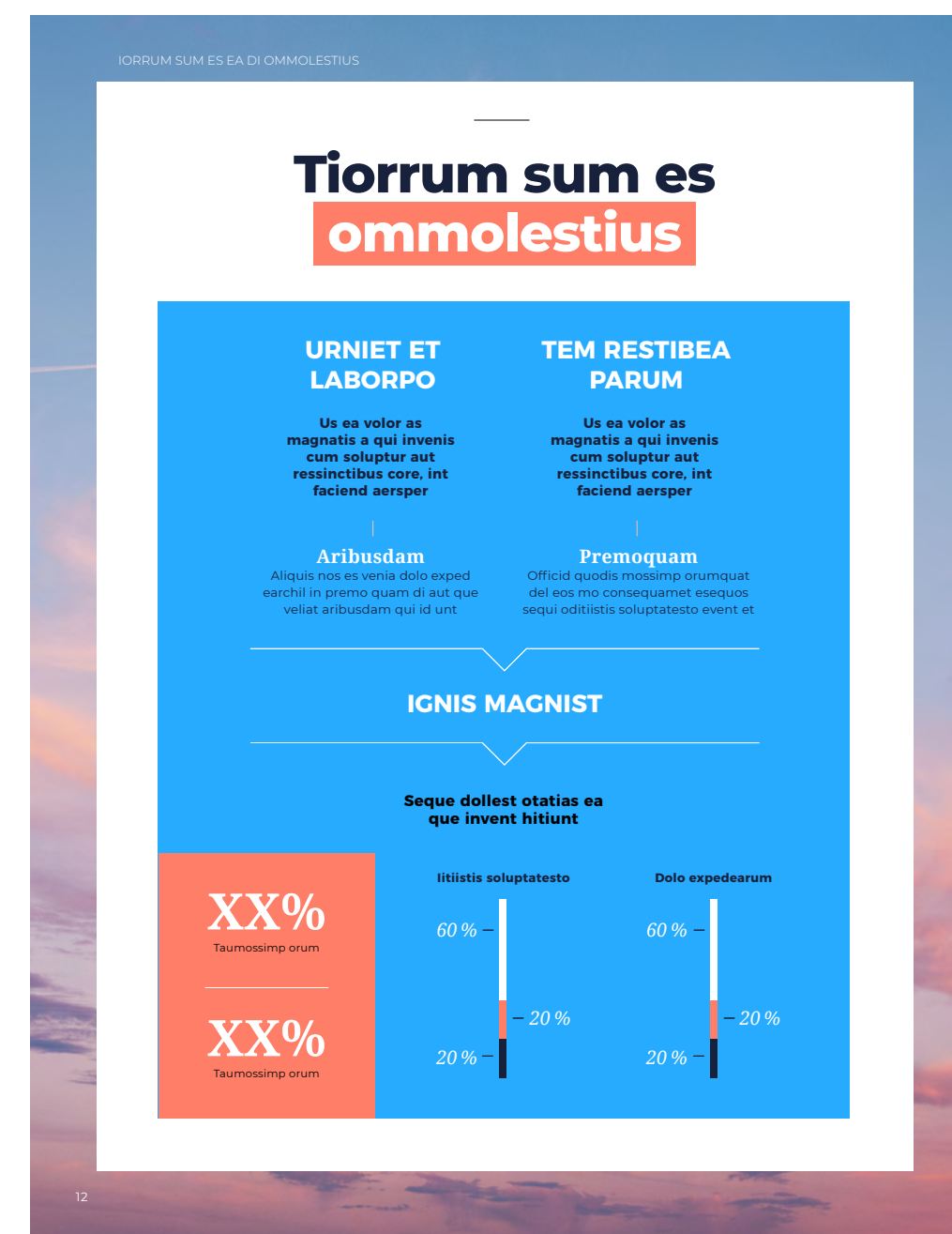
It involves revisiting the creative process and processing of content in order to reduce its environmental impact. This is a commitment that may be useful for conveying our clients' messages in a way that coincides with their nonfinancial objectives.

Sustainable design for printing

In 2021–2022 we hired a new design director because we believe that this is a valid approach that educates our teams and clients as it makes the following recommendations and suggestions:

- Create mockups with more white space
- Reduce flat tints and opt for light colors
- Include photos only when they are useful for readers, in terms of either meaning or reading ergonomics
- Use icons and logos in vector file format to reduce file weight
- Opt for boxes with lines around them rather than solid boxes
- Choose fonts with thin strokes rather than serif fonts
- Use environmentally-friendly inks
- Opt for digital format or PDF rather than hard copy
- Optimize file weight
- Use certified paper for printing and avoid waste

Sustainable design: before and after



"This is an example of sustainable graphic design. The content is identical, but it takes the following approach: it eliminates the densely colored flat tints to reduce the ink surface, and it draws a box and simply draws lines to separate information. Finally, we chose a lighter font to cut down even more on ink."

Xavier DIVOUX-CAILLÈRES,
Group Design Director



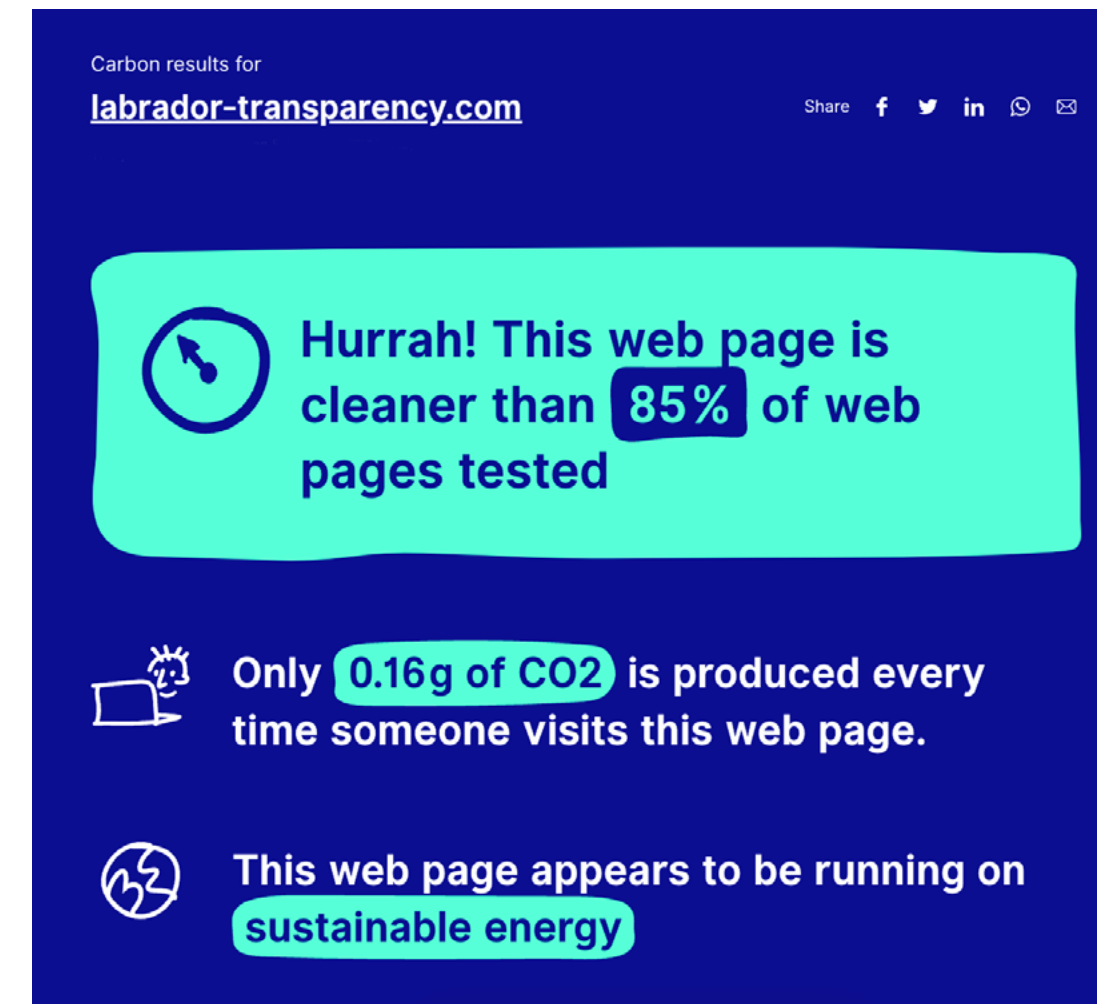
More responsible digital technology

The most energy-intensive equipment at Labrador is the IT equipment and servers used to run our business.

Sustainable digital design

When it comes to sustainable digital design, we have adopted the following approaches both internally and externally:

- Avoid unnecessary digital service by identifying users' needs in detail
- Combat hardware obsolescence by designing documents that are adapted to the oldest hardware and software possible
- Choose text or images over video whenever possible
- Opt for system fonts
- Compress PDF files and limit the email transfer of large files between the clients and servers
- Choose dark mode whenever possible



<https://www.websitecarbon.com/website/labrador-transparency-com/>

Hardware and infrastructure

- Labrador regularly revamps its IT infrastructure to have machines and tools with a smaller environmental footprint;
- Labradorians' professional email and shared server hosted on the Google public cloud in green data centers (which reuse the heat of the servers);
- Automatic standby configured by default when setting up workstations;
- Scheduled automatic standby of our printers in France;
- Scanners configured to generate compressed PDF files ready to be sent by email;
- We use Google Meet, a service provider committed to zero carbon by 2030;
- We share best web conferencing practices with the teams: turning on the camera at the beginning and end of the meeting to say hello, then unplugging the camera or joining by phone, using the chat, etc.).



Employee carbon footprint

Sensitive to the issues of climate change and the energy transition, we have embarked on a gradual approach to changing practices, relying on Diag Éco-Flux, a personalized, 12-month support program implemented with Bpifrance. The roadmap became a reality in 2022 with the introduction of the sustainable mobility package and the start of the office renovation.

Sustainable mobility

In 2021–2022, we signed a collective agreement governing the implementation of the sustainable mobility package. We are providing employees with €50 per month to encourage them to choose sustainable transportation: bike, scooters, electric scooters, public transportation.

For travel by taxi, we are working with a partner that has committed to becoming Net Zero Carbon by 2030 with a zero-emission fleet.

Éco-Flux

In 2021–2022, we received the feedback from the Éco-Flux assessment. This audit identified and analyzed flows – energy, waste and water – with the aim of reducing environmental impact and improving practices. We capitalized on this initiative by replacing the oil-fired boiler in our offices with a more environmentally-friendly heat pump. The advice and recommendations from this audit will guide our action plans in 2023.



of revenue invested in the heat pump

Carbon footprint/employee

Pillars	Km/year 2022	Kg eq. CO ₂ 2022	Km/year 2021	Kg eq. CO ₂ 2021	Km/year 2020	Kg eq. CO ₂ 2020	Km/year 2019	Kg eq. CO ₂ 2019	Change
Car travel	11,109	1,765	2,649	421	3,411	3,411	7,475	1,674	5%
Taxis	8,478	1,144	5,718	772	14,648	14,648	22,944	2,584	-56%
Flights	68,400	10,396	28,160	4,280	-	0	49,329	10,447	-
TOTAL	87,987	13,305	36,527	5,473	18,059	18,059	79,748	14,705	-10%





Use of resources and circular economy

Promoting environmentally-friendly behavior

It is essential to communicate with the teams and to promote responsible behavior at work.

- **Electronic equipment:** it is always recycled or donated at the end of its useful life.
- **Paper:** Labrador is committed to upholding the confidentiality of the sensitive information clients share with it. In Paris, there are waste paper recycling bins. The paper is then recycled by our partner Shred-it.
- **Consumables:** ink cartridges are given to a recycling specialist once per month; a collection bin is set up at the office for small and large batteries and light bulbs; organic cleaning products are provided to the cleaning service that cleans the offices.
- **Energy:** employees are regularly reminded not to turn on the lights unnecessarily.
- **Employee Newsletter:** a monthly note offers employees an environmentally-friendly tip or a green attitude that helps to preserve our environment.

Paper

To reduce and decrease the carbon footprint of our paper consumption, we are taking the following measures:

- **Documents printed on PEFC or FSC certified paper** thanks to a responsible purchasing policy for recycled paper or paper from sustainably-managed forests.
- **Streamlined document printing:** employees must use a personal code to print their documents. Benefit: only strictly necessary items are printed, and tracking of individual and collective printing shows the Group's annual consumption.
- **Black-and-white two-sided printing** is installed by default on all workstations. Reduction in number of printouts thanks to the EOL NG platform.
- **Studies:** For each customer request, a digital and lightweight version is preferred.

Paper consumption* (in tonnes)	2021-2022	2020-2021	2019-2020	2018-2019	Change
Production and studies	0.19	0.74	1.97	2.96	-94%
Client specifications	155	162	167.1	171.8	-10%
TOTAL	155.19	162.74	169.07	174.76	-11%

* Excluding USA.

Electricity

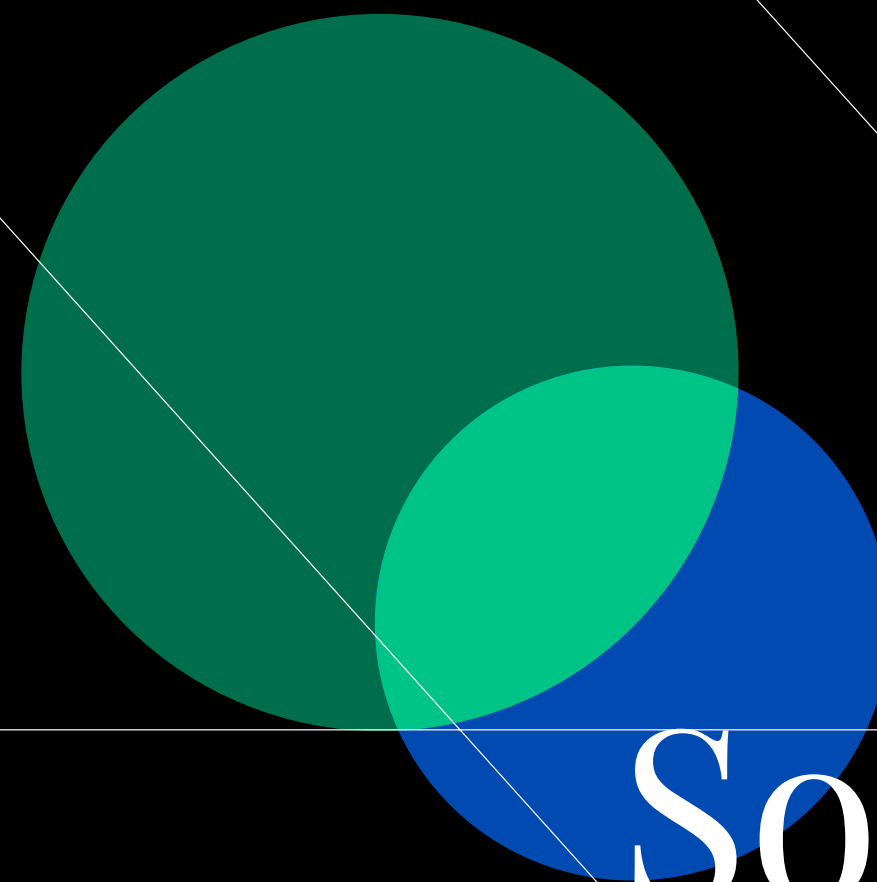
Electricity consumption (in Kwh)	2021-2022	2020-2021	2019-2020	2018-2019	Change
GROUP TOTAL	31,850	40,114	50,401	53,836	-41%

Water

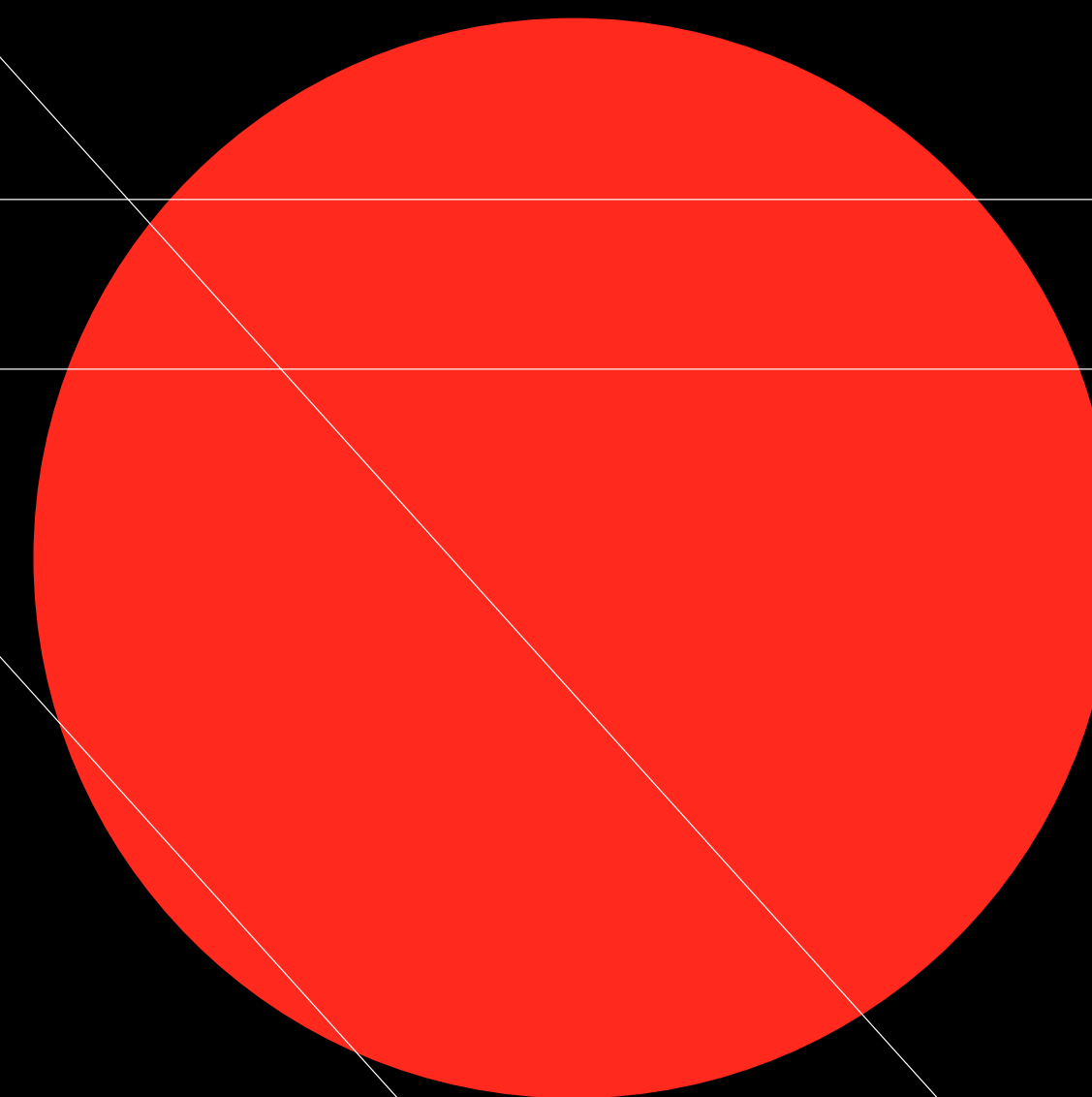
Water consumption is not a major issue in our business. It is monitored as part of an overall environmental approach which includes the following:

- Opting for water-saving, nonpolluting equipment within the company
- Annual monitoring of water use
- Installation of water-saving taps throughout the company





Social





Talent retention and development

Labrador embodies its mission first and foremost through each employee's personal mobilization within a group that must support them.

The act of managing people must allow all employees to be happy about performing a job that matches their skills and aspirations, in an environment that combines kindness and high standards to serve the common good.

Our hiring, our work on the organization, our training sessions and our expectations of the people in charge all drive the constant quest for this balance.

In 2021–2022 we hired several managers and set in motion many initiatives to guide the Group's growth.

A growing workforce

In 2021–2022 Labrador had 94 employees and France and the United States, up from 87 employees the year before, an 8% increase. The average headcount in France comprises 45.7% employees on fixed-term contracts.

Every year, we hire a large cohort to help our production teams handle the business surge that occurs during the high season. Labrador generates more than half of its annual revenue in three months.

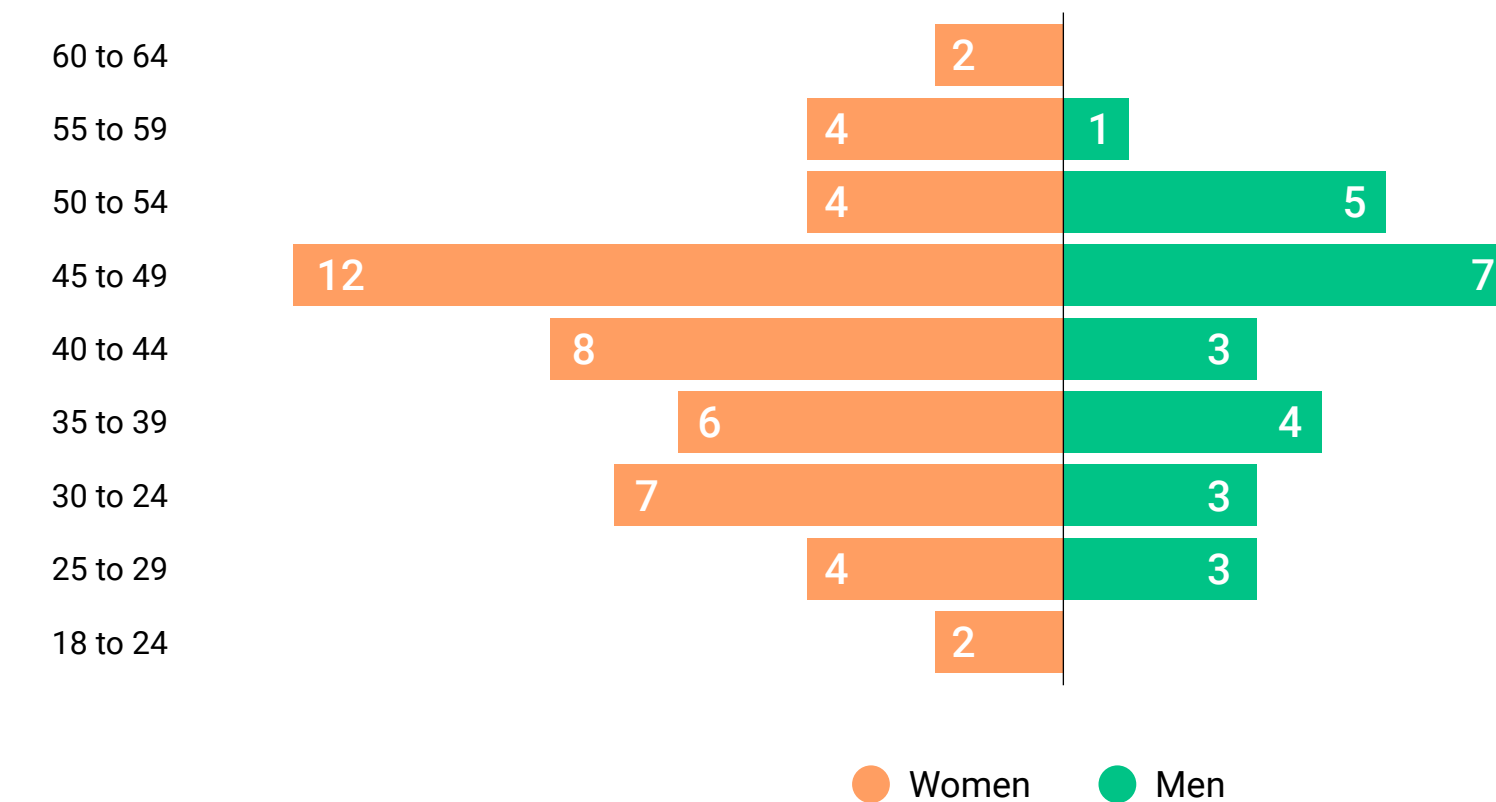
The business line expertise present within the agency requires qualified staff, which translates into a management rate of 96% in France.

Teams with varied backgrounds

Women make up 65.3% of the Group's permanent workforce: 62.8% in France and 66.7% in the United States. They represent 66.7% of managers (excluding the Executive Committees) and 57.1% of executive positions.

The 40-45 age range is still the largest age group. Nonetheless, although the age pyramid is still shaped like the oak leaf, the number of Labradorians under 40 has surpassed the number of Labradorians over 45.

Age pyramid of permanent employees as of 9/30/2022



The average age is stable in France:

42.2years

(vs. 42.7 In 2020–2021)
The change in average length of service (six years) at Group level remained stable despite a strong increase in the United States and a slight decrease in France.

Launch of the Labrador Academy

Labrador Academy is a corporate venture that is intended to further organize our training policy, support the Group's growth and strategic objectives, and help our talent grow. We encourage continuing education by giving employees the opportunity to devote two days per month to training.

In France, this mechanism for employee upskilling takes the form of several initiatives:

- **Customized training courses on project management and management:** these face-to-face sessions designed by an outside partner alternate time for reflection with exercises over three days. The management track addresses developing self-awareness in managerial behaviors, clarifying responsibilities as a manager, and identifying the productivity criteria for employees working remotely.
- **On-site training sessions:** 35 employees, including the Executive Committee, received training on transparency and all the criteria used in the Transparency Awards (see page 31).
- **Training of three Excom members in authentic leadership:** these coaching and support sessions organized with Thomas More Partners started in 2022 and take place over several months. There are plans to expand them within Labrador's governance bodies.

In the United States, some employees have been trained in management, finance and ESG.



Talent retention and development

Digitalization of HR tools with Lucca

To support remote working, we have digitalized all HR processes within a single platform that supports the following solutions:

- **Figgo:** leave and absence management tool;
- **Timmi:** time management tool;
- **Cleemy:** expense report management tool;
- **Poplee Core HR:** a digital HR file management tool;
- **Poplee Performance:** our tool for managing annual performance reviews and goals;
- **Pagga:** a paperless payslip tool.

Digitalizing the HR processes saves employees time and eliminates the use of paper. We have also digitalized telephony in the company with the Aircall solution, which replaces landlines and mobile phones. This solution fosters collaboration and respects the work-life balance with the "right to disconnect" feature.

Notre mission

Résoudre les problèmes de gestion des entreprises

Les problèmes de gestion des organisations sont vieux comme le monde. Il est temps d'en faire de l'histoire ancienne. C'est précisément ce que nous accomplissons avec les logiciels que nous concevons. Lucca automatise les tâches administratives et RH fastidieuses car répétitives, mais pourtant nécessaires au bon fonctionnement des entreprises.

Quand elle est bien faite, cette automatisation a 3 effets bénéfiques :

- 1 Elle rend les collaborateurs plus efficaces
- 2 elle est source d'un meilleur engagement
- 3 Elle rend les organisations plus performantes

Et donc...

Des logiciels conçus pour ceux qui les utilisent et non pas ceux qui les achètent

Quand nous concevons nos logiciels, nous pensons d'abord à l'utilisateur final, à celui qui utilisera nos logiciels devant son écran. Nos logiciels ont pour objectif de lui simplifier la vie qu'il soit un simple collaborateur ou un administrateur de nos solutions. Ce n'est qu'ensuite que nous pensons au directeur financier, au DRH ou au PDG qui sont souvent les décisionnaires lors de l'achat d'un de nos logiciels.

Annual and semiannual performance reviews to take stock

Working at Labrador means learning all the time through contact with a dense, ever-changing field, and with high-level professionals within both our clients' companies and our own. Individual performance reviews are a chance to take stock of the employee's work through the use of an assessment grid that is used for everyone. This is an important opportunity for employees and managers to have a conversation and set goals to help the employee progress, in connection with training modules if necessary.

In brief

- Every year, **around 60 employees** join the Group during the seasonal peak that we call the "Monsoon." They receive training so they can learn about our businesses and processes. The goal is to help them settle in faster and gain an understanding of the culture, tools and Labrador organization.
- **An onboarding guide for newcomers.** This welcome booklet facilitates the integration process of junior hires and interns. It describes the organization, values, work instructions, environmentally-responsible behavior expected of them, and all the practical information that will make it easier for them to find their place at Labrador.



Health and well-being at work

Employee well-being and fulfillment are inscribed in our values, and they govern our interactions. We are dedicated to creating a positive, compassionate atmosphere that is conducive to strong performance. The Labrador recipe is to perform kindnesses all year round – but especially during peak season – to improve employees' daily lives and instill the workplace with friendliness and good humor to enhance the power of the group.

New offices

In 2022 we renovated the offices in France from top to bottom. This ambitious project had two focuses:

- employee well-being and quality of working life,
- bringing the facilities into compliance and reducing energy consumption.

Detailed review: in a few points

Listening with the distribution of an anonymous questionnaire to gather employees' wishes and expectations on improving the workspaces before the work started.

Reconnecting with a new configuration of the common areas, including a bar on the ground floor with self-service organic coffee and a terrace, with everything in Labrador's new colors.

Working with hybrid workspaces configured for remote working, adjustable-height desks to alternate between sitting and standing, ergonomic chairs, and flex office lockers to store personal items. Optimized temperature comfort.

Dialoguing with clients and between teams, with the creation of seven new meeting spaces. The rooms are equipped with large TVs with microphones to allow for remote meetings.



"We invested almost €700,000 to renovate our offices. A significant portion of this investment was dedicated to improving quality of working life. We distributed surveys to employees to get their input before work began and throughout the process. The goal was to rethink and adapt rooms and spaces to the new ways of working and to preserve Labrador's welcoming, nonconformist spirit."

François BOUY,
Group Chief Financial Officer



Health and well-being at work

Remote working agreement

The implementation of the remote working agreement, which took effect in early 2022, provides a flexible framework to permanent employees who are eligible for it. It is grounded in three founding principles: **flexibility, mutual trust and local management.**

The terms of implementation offer a lot of autonomy with the option to work remotely 113 days per year – an average of 2.5 days per week. The days may be fixed or floating depending on the agreements signed between the manager and employee.

This agreement includes compliance with certain rules, including continued productivity, work-life balance and confidentiality of information. This system, which employees are enthusiastic about, is especially helpful during the "Monsoon" period because it cuts down on commuting time and therefore reduces employee fatigue.

Expanded social dialogue

Social dialogue was very active in 2021–2022 with the signature of four collective agreements. The negotiations and dialogue with the Social and Economic Committee made it possible to standardize working time and further govern the risk of overwork. They make managers accountable and clearly outline the contracts and work hours connected to the jobs for each individual in order to prevent and reduce psychosocial risks.

In 2021–2022:

- Signature of the remote working agreement on January 13, 2022
- Opening of negotiations for:
 - Mandatory annual negotiation agreement
 - Working time agreement
 - Sustainable mobility package agreement
- Two employee representatives listening to the teams of Labrador Paris.

Well-being at work and camaraderie

- Health and personal protection coverage for all permanent and seasonal workers, covered at 50% (health) and 100% (protection) by Labrador;
- Monthly team-building activities and events: Candlemas happy hour, St. Patrick's Day drinks, end of Monsoon happy hour, Labrador housewarming party, Christmas Party, Carnival lunch, etc;
- And also:
 - 3 relaxation therapy sessions in France;
 - 4 boxing sessions;
 - an internet meme contest;
 - a pasta-making workshop at Labrador US;
 - and much more...

Communication at Labrador is:

- A quarterly Q&A in France and the United States: a session of questions and answers on any topic between employees and management, with the aim of increasing transparency;
- An annual seminar;
- The publication of a monthly collaborative newsletter (Happy News) in France.



Workplace accidents



2021–2022 Absenteeism

Happy News
Il va pleuvoir des BAT!

We need you!
VOUS êtes la Happy News. Il ne tient qu'à VOUS qu'elle VOUS ressemble : drôle, pertinente et unique. Vos idées et contributions (photos, phrases drôles entendues etc.) à Adrien.
#MadeInYourself

VUS À L'AGENCE
Les réunions, c'est plus sympa avec des filtres

ENTENDUS À L'AGENCE
Pas de geste ecoliu mais une interview unique de notre cher DAF
François a été interviewé sur ses fonctions de directeur financier lors de la 1ère édition de DAF TV. 10 minutes pour en apprendre plus sur son quotidien.



Employee engagement

Labrador employs a broad spectrum of talent, from financial experts to project managers to art directors. Expressing this diversity requires a strong commitment in which fearlessness, risk-taking and nonconformity are key. This mindset also requires that we all look critically at what we do, a process that is aided by our systems for listening to our employees.

In 2021–2022

12

In-house events in Paris

7

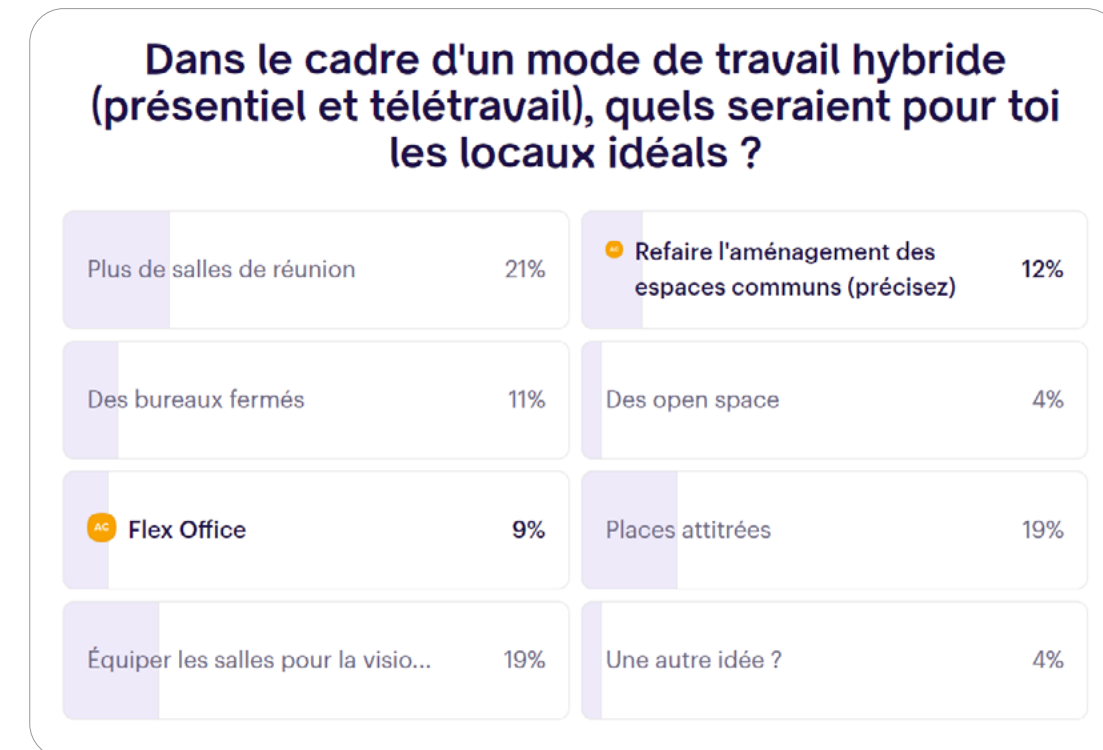
Q&A sessions

Satisfaction surveys

A survey for permanent employees on the workplace atmosphere, management's effectiveness and openness, work-life balance, understanding of the duties and jobs of each person, and professional growth.

A survey for seasonal workers on the quality of the welcome booklet, the quality of training to facilitate integration, the experience of learning Labrador's tools, and the quality of communication with the teams.

Flash surveys about the renovation of the offices through the Swile application.



This mechanism helped fuel the projects that took place during the year: renovation of the offices, the launch of Labrador Academy and the quality of working life.

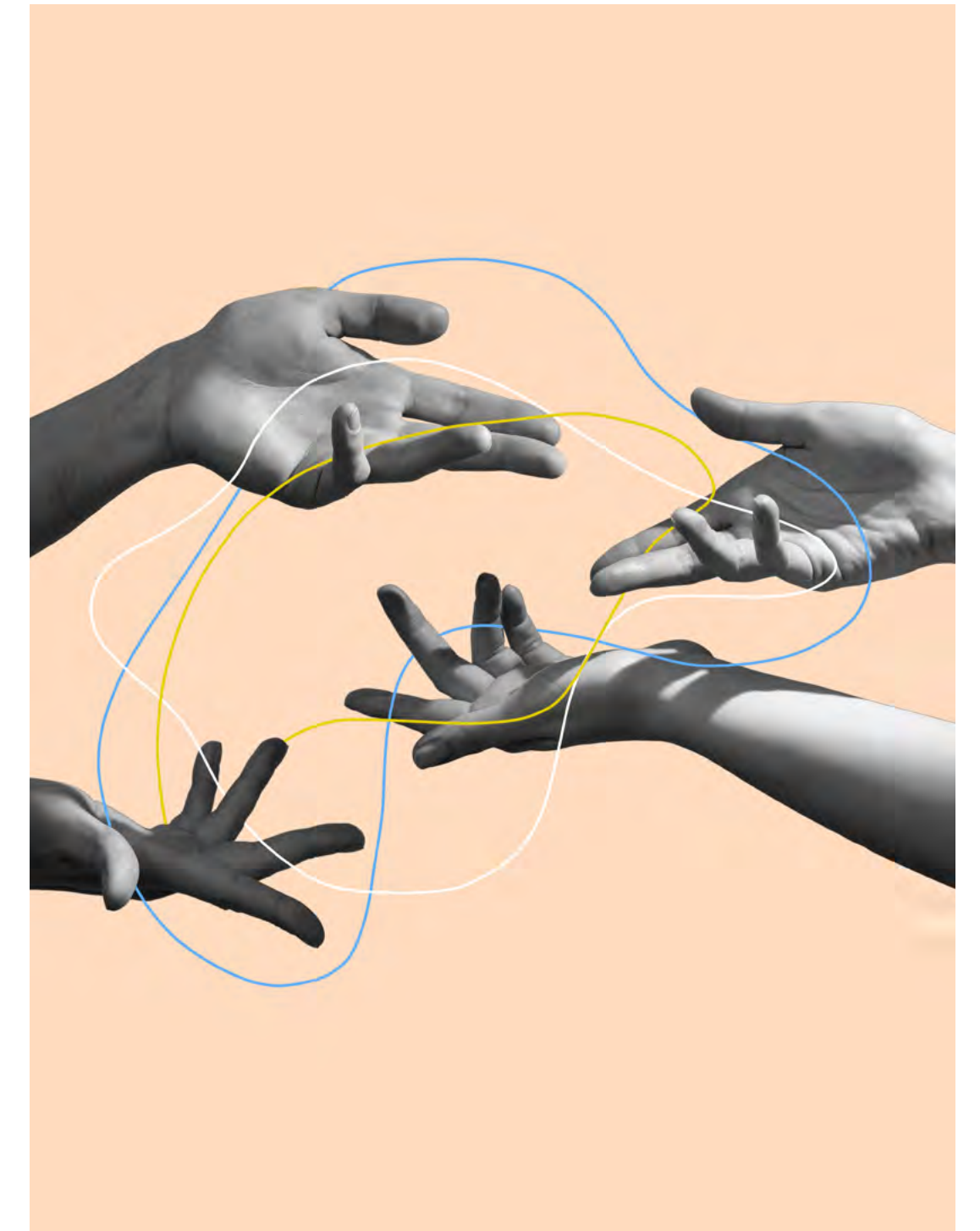
Compensation

We raised the annual fixed compensation of all employees by an average of 5% by reducing the bonus. This initiative responded to a request from Labradorians who wanted a salary increase so they could retain their purchasing power amid inflation. The decision was part of the mandatory annual negotiation agreements.

It supplements other provisions, including the increase of gift cards, increase in the lunch voucher and implementation of the sustainable mobility package.

Diversity and inclusion at Labrador is:

- 50% women on the France Executive Committee
- 66% women on the US Executive Committee
- 7 students hosted in internships or work-study
- A partnership with an ESAT (French support and work assistance establishment) to clean the offices





Client satisfaction and sustainable performance

Improving the transparency of corporate information is the chief preoccupation of Labrador, which works hand in hand with its clients to achieve this goal. On a concrete level, this means unrelenting efforts to measure and improve the quality and effectiveness of our advisory, editing and translation services. This may prompt us to review our processes or invest in technology to uphold our convictions and the best practices in transparency.



Ève PÉRIVIER,
Chief Operations and Technology Officer,
Labrador France

"This year I was heavily involved in organizing and improving production, which was one of the areas of improvement identified by the Group. Learning a new platform (EOL NG) is always a tricky exercise for our teams as well as for our clients. The work done to align client expectations with the organization, add resources, and cut down on response processing time is heading in the right direction."

A quality plan for client satisfaction

In 2021–2022 we stressed a quality plan for production through the following initiatives:

Appointment of a client satisfaction manager on the production team

Her mission: create a quality criteria grid throughout the process; supplement this grid by reporting client "events"; capitalize on feedback to process reports more quickly. This work done at Group level stemmed from a pilot project developed by Labrador Language Services. It will be continued in 2023.

Implementation of a flash questionnaire after each production stage (advisory, deliverables, creation, etc.)

These surveys are supplemented by more detailed questionnaires sent at the end of the project with a question on the client NPS. This indicator is key for Labrador. All Labradorians are eligible for bonuses based on the NPS.

Expansion of the production support teams to assist with client migration to the new EOL NG platform

Client training was shored up with additional modules to help contributors hone their skills. A total of three people joined this division in 2021–2022.

Reinforcement of the technical support teams, whose shifts were extended

These employees are responsible for categorizing and entering client email requests and reporting them to the relevant teams to shorten response times.

Weekly check-in on the "client forecast" with the Executive Committee

These regular check-ins aim to identify and track all projects in order to anticipate and take action together in case any problems arise.



Nneoma N'JOKU,
General Manager, Labrador US

"The stability of our client NPS can be attributed to the 'seniority', experience and commitment of the teams. This operational excellence in the processes and deliverables, paired with our availability to clients, allows us to retain clients and gain new ones, such as Apple, which we just acquired."

Net Promoter Score by entity



Labrador
Information Design



Labrador
Language Services



ESG missions

For the last few years we have been developing expertise in advisory in nonfinancial communication (ESG/CSR), corporate governance, risks and sustainable finance.

ESG has become a strategic issue in organizations, driven by increasingly strict, proliferating regulations.

Our team of 15 experts guides issuers through our Advisory division in many areas such as:

- Critical audits of ESG/DD publications;
- Guidance in incorporating new regulatory requirements (CSRD, Taxonomy);
- Design and drafting of ESG, sustainable finance, and climate documents (integrated reports, statement on nonfinancial performance), CSR reports, annual reports, and climate reports;
- Creation of high value-added infographics such as business models, climate trajectories, materiality matrix, and risk mapping.



Labrador Ethics & Compliance is growing

Created in 2021, Labrador Ethics & Compliance (LEC) combines expertise in law, education and design in support of operational, engaged and value-creating compliance.



Alicia COUDERC,
CEO,
Labrador Ethics & Compliance

LEC operates in four business lines:

- Audit, assessment and risk mapping;
- Design and production of ethics & compliance documents (Ethics Charter, Anti-Corruption Code of Conduct, vigilance plan, policies and procedures, etc.);
- Rollout of the system (training, awareness-raising, internal communication);
- Valuation and reporting.

LEC in 2021-2022 is:

- 2 new hires to expand the teams;
- launch of the first Ethics & Compliance Transparency Awards;
- organization of 2 webinars on ethics and human rights;
- 3 Compliance happy hours to help grow the ethics & compliance community;
- 38 projects, including 4 training campaigns, 2 vigilance plans, 5 updates of Ethics Charters or Codes of Conduct, and more.

"In 2021-2022 we devoted special effort to standardizing our beliefs on the design of ethical information and corporate compliance. These efforts culminated in the first Ethics & Compliance Transparency Awards, which we want to make a leading event for the industry. We are happy to support the effort to standardize and share industry beliefs to advance this field, which is intensifying, particularly across Europe."



Customer innovation

We cultivate our technological independence by promoting both our solutions and our partners' solutions so that we always offer the best one for advancing transparency in a given context.

Key figures

- €6M invested in digital technology (EOL NG, Cockpit, etc.) since 2020
- Over 70,000 pages processed by EOL and EOL NG in 2021-2022
- A team of 6 IT developers



Matthieu GARAT,
Digital Director

"We use business tools that support the digital transformation of regulated information and herald the implementation of new standards. The SIGNAL digital format increases accessibility to information by offering readers a clear, fluid and intuitive interface. Searching for and finding information, and exporting and using data, can now be done in just a few clicks."

Designing the production of tomorrow is an integral part of our development strategies and strategic priorities. The Edit OnLine (EOL) platform, the outcome of nine years of R&D, invented a new online production method that is ultrasecure, collaborative and supported overwhelmingly by our clients.

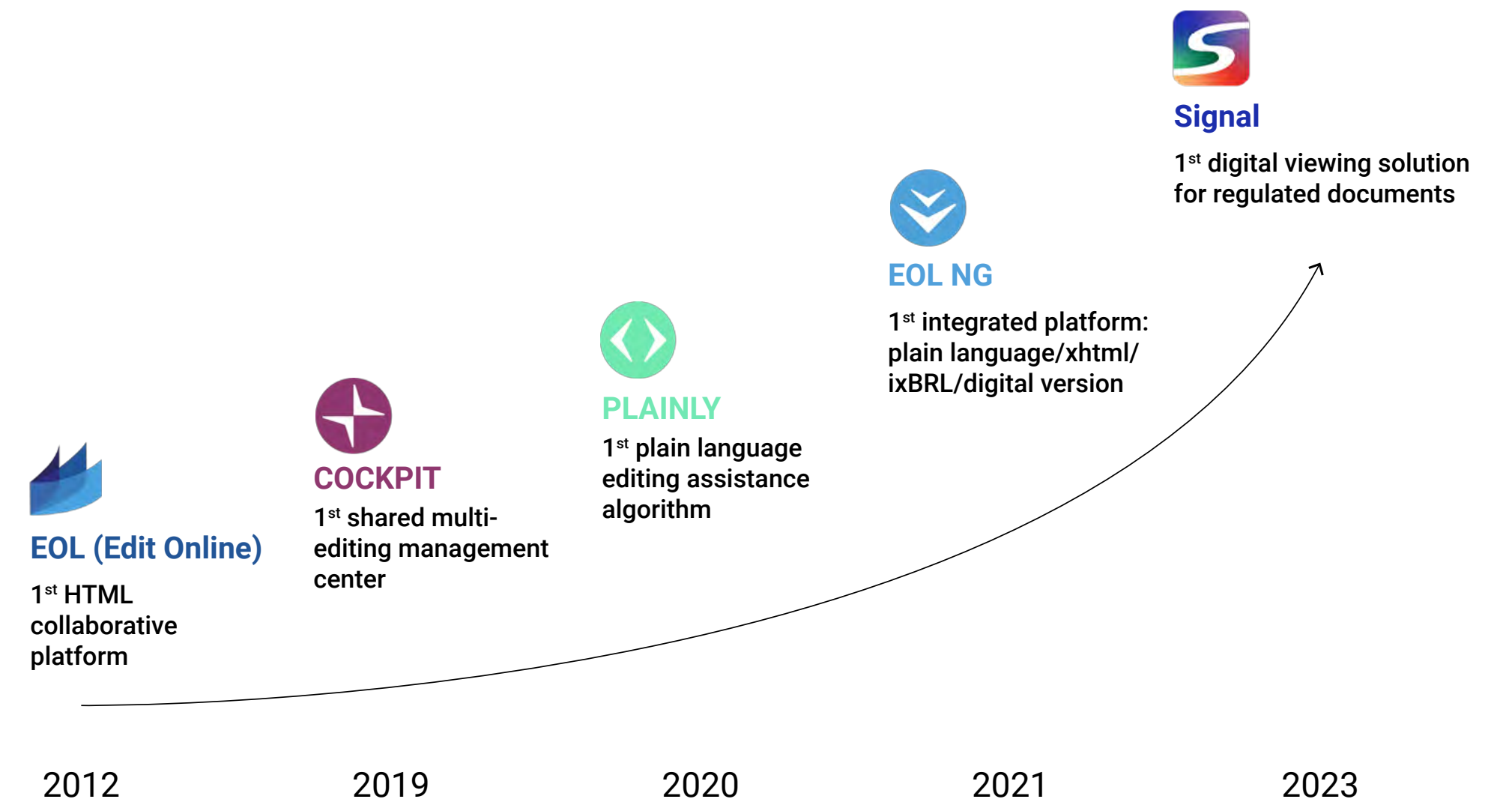
In 2021, we launched the next-generation EOL NG platform, which complies with the ESEF (European Single Electronic Format) regulations. These regulations require the publication of the annual reports of listed companies in digital format – similar to web pages– with certain numerical data and explanatory text tagged using the Inline XBRL technology.

In 2022, the tagging of primary financial statements and notes to the consolidated financial statements was added to this regulatory procedure.

Benefits of the new EOL NG platform

- **Unity:** ability to process a single piece of content in different mediums (PDF, HTML, Word, ESEF).
- **Efficiency:** collaborative editing solution that allows multiple people to work on the same document.
- **Simplicity:** office computing environment, easy to learn.
- **Security:** of data flow and data hosting. Sensitive data is stored in a single, secure environment.
- **Energy efficient:** lower-carbon cloud hosting. Fewer email exchanges.

Digital products at Labrador



- EOL NG:** Collaborative editing solution for multiformat documents
- COCKPIT:** Editing project management solution including information sharing, scheduling, tracking of tasks
- PLAINLY:** Artificial intelligence for plain language revision
- Signal:** Digital viewing solution for regulated documents



Do you speak plain language?

Being clear is no longer a choice.

It is a mandatory milestone for information that is transparent and accessible to everyone. Plain language is the set of best practices for writing that improve and speed up comprehension of a text and make it easier to recall its key messages.



To guide our clients, we developed Plainly, a tool that objectively measures the clarity of business texts. This innovation pinpoints problem areas and offers suggestions so clients can make their own content clearer.

Plainly is continually being fine-tuned, and new features will be available in 2024.

In 2021–2022:

- We led **seven plain language training sessions** and expanded our services, adding training sessions in legal design, and revision services combining plain language and reading ergonomics.
- We have completed **21 plain language revision projects**.
- The Plainly tool has analyzed **108,201,807 words**, which represents **4,420 documents** of all types.

Plain language: before and after

BEFORE

We must immediately notify our Country Manager or, for Corporate or Regional Employees, the member of the Group Executive Committee we report to, in the event of extortion or attempted extortion – that is, the payment of a sum of money or anything else of value to avoid immediate harm to the bodily security of a Transparency Employee, and document the payment demand exhaustively.

Analysis

- > Non-hierarchical information
- > A single 73-word sentence

RECALL:

CLARITY INDEX:

AFTER

Main information comes first

Case study

2 bullet points setting out the action

- Extortion is the payment of a ransom to avoid harm to bodily security.
- In the event of extortion or attempted extortion of a Transparency Employee or representative, we must immediately:
 - notify our Country Manager, or for Corporate or Regional Employees, notify the member of the Executive Committee we report to;
 - precisely document the payment demand.

Proof of improvement

- > -16% words
- > 4 sentences
- > 2 levels of hierarchy
- > Addition of a definition of extortion

RECALL:

CLARITY INDEX:



"This year, we teamed up with one of our clients in the banking and insurance industry to create a complete system to use plain language. The goal of this pilot project for our client was to strengthen the customer relationship and stand out on a very competitive market."

Marie-Élise GEORGELIN,
Plain Language Expert and Trainer, Labrador Language Services



Lasting partnerships at the heart of our relationships

Our suppliers and partners are an indispensable link in the value chain to guarantee that the different production processes are streamlined and problem-free. It is vital to share a common vision and future with our service providers: working in a stimulating environment, possessing appropriate skills and being compensated fairly. We share our Responsible Purchasing Charter with our suppliers to encourage them to abide by our rules and values.

Shared commitments

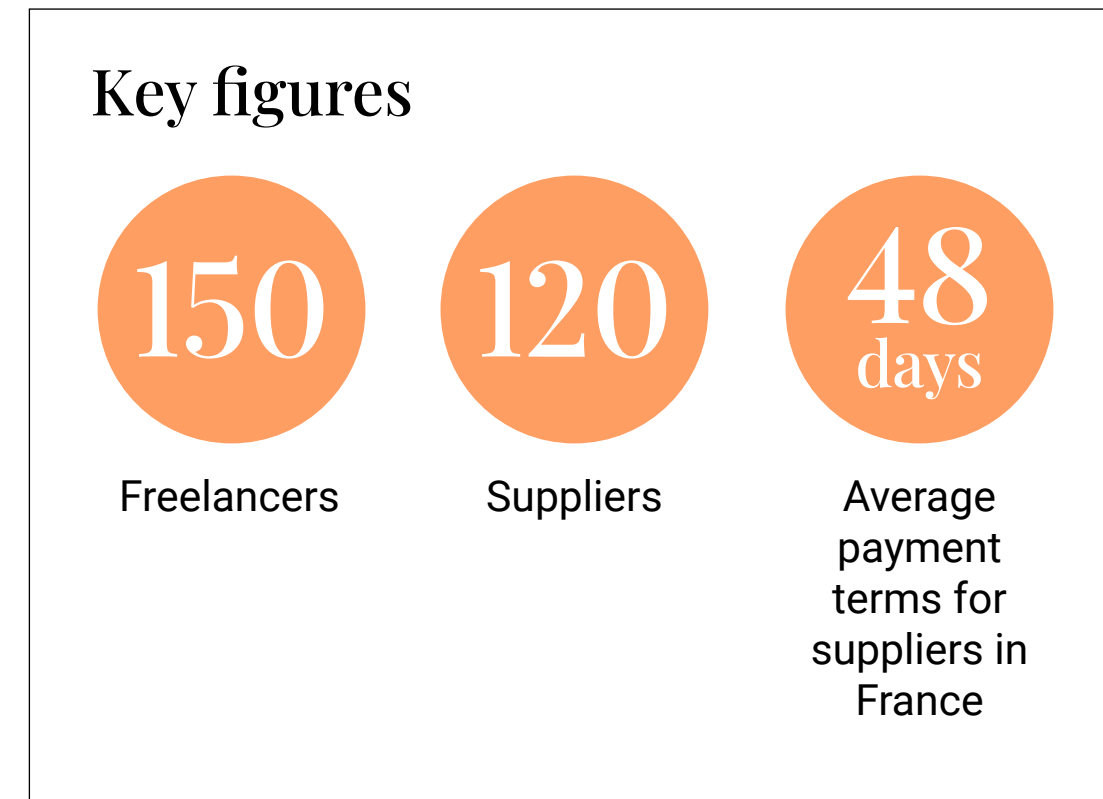
To ensure a lasting relationship, we take the following initiatives:

- Ensure rigor and objectivity when selecting our partners.
- Formalize mandatory calls for tenders for suppliers with revenue of over €50,000, renewable every two years and including financial, technological and ethical aspects.
- Select freelance partners using a live testing process, monitor and analyze individual performance in a quantifiable way each year.
- Since 2019, Labrador has been employing people from an ESAT in order to support disabled workers in employment.

Develop skills and expertise within our ecosystem: annual training and skills upgrade program, either face-to-face or remotely for our freelance graphic design, translator, advisory and writer partners.

Labrador's suppliers are required to review and sign the Group's Ethics Charter and IT Charter when they enter into a relationship with us.

Labrador uses the **Provigis** tool to collect, monitor and check suppliers' compliance documents easily and in a centralized way.

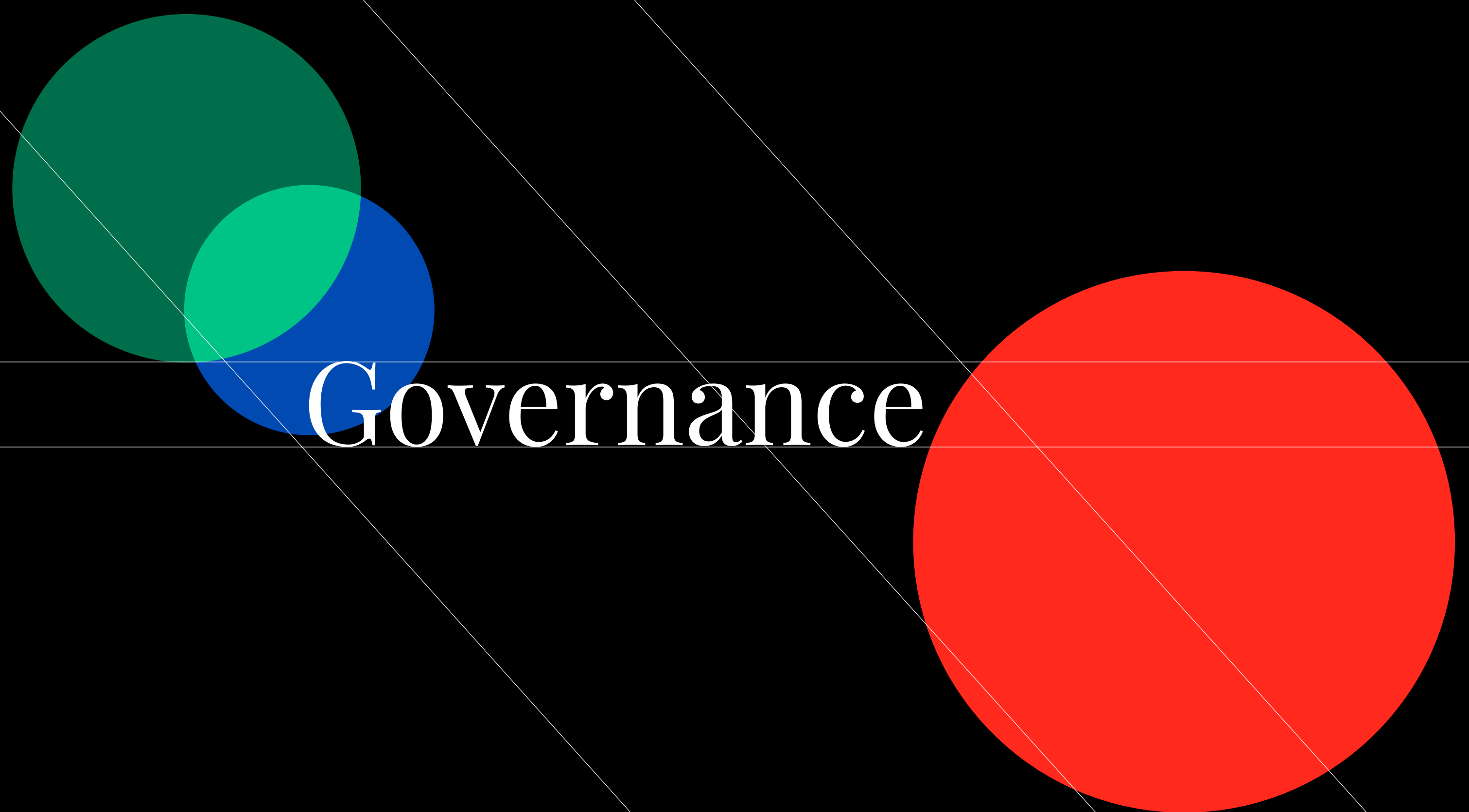


Labrador's experts

To guide companies across the financial and nonfinancial information chain, Labrador's Advisory division is surrounded by some 15 experts who are tasked with analyzing documents with regard to regulations and best practices.

Labrador forms lasting relationships with experts who also contribute to the Group's research and development projects in order to continually improve information transparency. These experts are fully included in the life of the company. They participate in external events such as the Transparency Awards and client meetings, as well as internal events such as the annual seminar and parties.

As evidence of the value that both Labrador and experts place on lasting partnerships, some experts have been working with Labrador for a decade.



Governance



Ethics & Compliance

Guaranteeing that we set a good example in the conduct of our business is a nonnegotiable condition for maintaining the trust of our clients and partners. We have set up a secure environment and outlined strict rules that require employees to abide by the principles of honesty and integrity that are conveyed by the Group.

We share the educational tools and best practices within our ecosystem by promoting transparent information that can be understood by everyone.

We have compiled our principles and rules in our Ethics Charter. This charter, which all employees sign, governs and reiterates our values and the conduct to adopt. **We have identified five sensitive issues in our business:** management of sensitive information, insider trading, protection of personal data, information transparency, and ethics and integrity in the workplace.

To limit these risks, we are committed to fostering an ethical culture and compliance within the organization and in our ecosystem by:

- **Training employees on current ethics issues and regulations** and reiterating our ethical principles in our contractual documents.
- **Promoting information transparency** through the Transparency Awards and also internally through Q&A sessions.
- **Interacting with industry players** to advance discussion on these topics.

Close-up on the risk of insider trading

Some confidential information may be classified as "insider information" within the meaning of banking and financial regulations.

In accordance with its Ethics Charter, Labrador employees agree not to use or disclose to anyone else any "insider information," and to abstain from taking initiatives that may lead to insider trading or malfeasance.

They agree to limit their ownership of financial securities of the Group's client companies and agree resolutely not to buy or sell securities of a client company during the production period of their documents or during the blackout periods stipulated by our clients.

Labrador's Ethics Charter

Labrador's Ethics Charter applies to all employees of the Group and its subsidiaries, as well as to temporary employees, consultants and interns working for these companies.

Every employee must read and sign the Ethics Charter upon their arrival in the company.

The charter sets out our action principles when it comes to ethics, specifically in terms of anti-corruption, the handling of sensitive information, data protection, and respect for the assets of the company and its clients.

It will be updated during the next fiscal year.



Information transparency

Fourteen years ago, Labrador started the Transparency Awards to guide companies toward producing clearer, more accessible and more comparable information. This is the company's mission and the cause embraced by its Founder and Chairman, Laurent Rouyrès. Since then, we have regularly been expanding our efforts with new requirements that have enabled our clients to considerably improve the quality of their publications.

To involve all our stakeholders in this mission, we have developed a methodology that is based on many indicators, known as Transparency Criteria. Taken separately, they are unremarkable, but together, they demonstrate a strong desire to improve the quality of the information issued and to facilitate understanding of the company. Over the years, this approach, which was first taken up by a small group of companies before being followed by the whole industry, has changed best practices into standards that are now applied far beyond the SBF 120.

And the results are in: information is now published much earlier, and it is more precise and educational. All our indicators show tangible progress, even though there is room for improvement on simplicity and clarity of language. This high-quality information instills market trust, the keystone for creating lasting value.

And 2022 was an especially eventful year:

- **Two new Transparency Awards** (formerly the *Grands Prix de la Transparence*) were created in France: Ethics & Compliance and Asset Management.
- **Clarity** became the fifth pillar of Transparency, along with accessibility, precision, comparability and availability.
- The Bureau Veritas label was renewed for the next three years **for the methodology of the Awards**.
- The date for presenting the awards in France was **moved up to June** to meet issuers' expectations and close out the publishing season.

Transparency Awards timeline:

2009 – Creation of the *Grands Prix de la Transparence* in France

2019 – The *Grands Prix* methodology is certified by an outside body: Bureau Veritas Certification

- Creation of the Transparency Awards in the United States

2022 – The *Grands Prix de la Transparence* become the Transparency Awards with the goal of disseminating the brand in France and abroad

- Introduction of the Ethics & Compliance Transparency Awards and the Asset Management Transparency Awards

Essentials

Awards	Eligible companies	Categories	Total number of criteria audited	Number of pieces of data collected
Transparency Awards France	126 listed companies (SBF 120) + some foreign companies	<ul style="list-style-type: none"> • Universal Registration Document • Notice of General Meeting • Website • ESG information 	257, of which 14 new criteria in 2022	86,000
Ethics & Compliance Transparency Awards	SBF 120	<ul style="list-style-type: none"> • Code of Ethics • Anti-Corruption Code of Conduct • Vigilance plan • Ethics system 	75	9,000
Asset Management Transparency Awards	Management companies (outstanding amount over €800M) Real estate companies (€500M)	<ul style="list-style-type: none"> • Private equity fund reporting • Real estate fund reporting (nontrading property company) • ESG/climate reporting • Website 	150	15,300
Transparency Awards US	S&P 250	<ul style="list-style-type: none"> • Proxy Statement • Annual Report • Corporate website • Code of Conduct 	158	39,000



Data security and protection

In our business, we handle sensitive data – be it financial, legal, ethical, or HR – every day. This data appears in the regulated information or strategic documents our clients entrust us with. Information security and confidentiality is therefore a major ethical issue for our clients and for us.



Samuel GUETTA,

Member of the Paris Bar, Associate Director,
Labrador Ethics & Compliance

"We have updated our website's privacy policy in order to align it with our dedication to transparency in our communications. Likewise, all the tools used within the Group are now subject to upstream consultation to ensure that they comply with the Privacy by Design and by Default principle. For example, we have applied this approach for Signal. Finally, we are working on continually improving our compliance plan when it comes to updating our processing records, or in our relationships with our service providers who may process personal data."

Keeping our clients' sensitive information secure

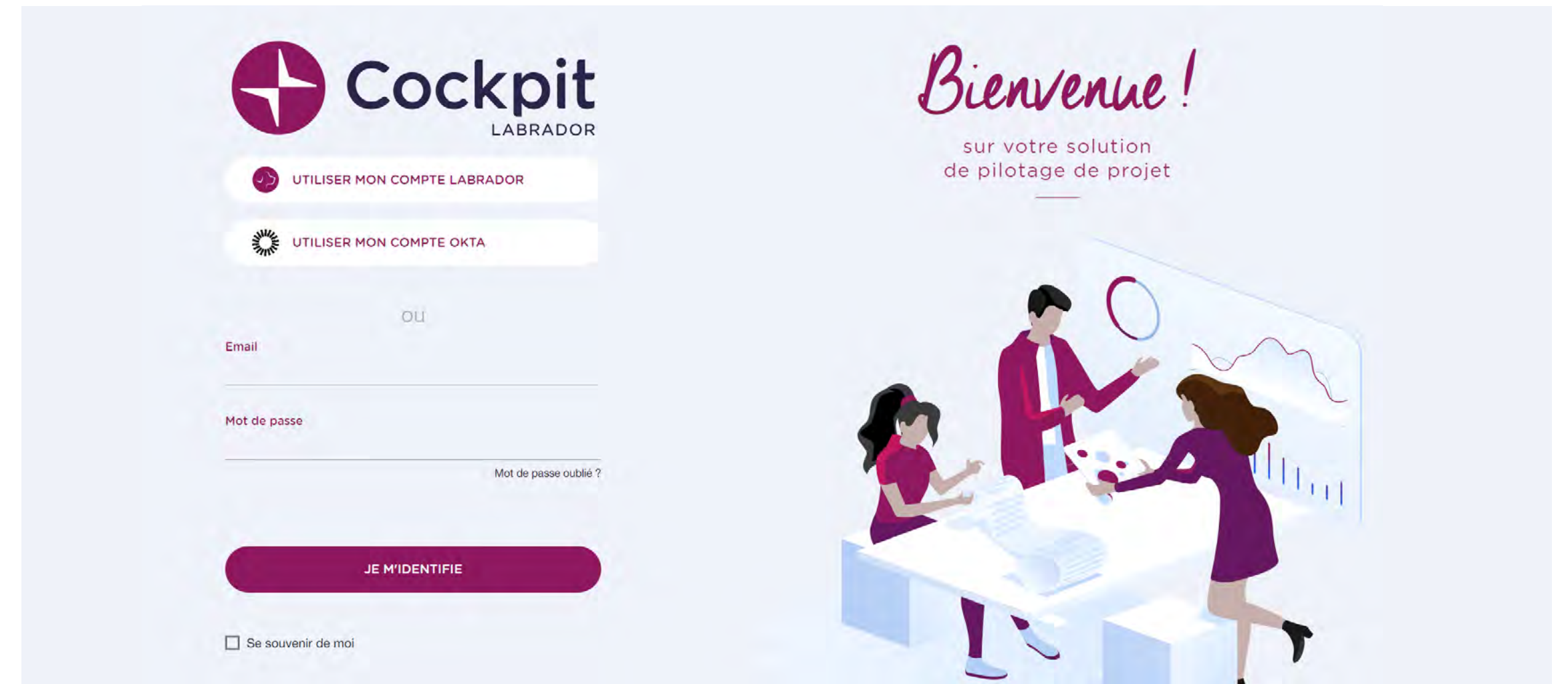
- Secure document exchange and production platforms: encrypted data transport, encrypted data at rest;
- Single Sign-On (SSO) included in our online collaborative work platform (EOL and Cockpit);
- Biig anti-virus scan integrated into all our tools;
- Individual, encrypted virtual servers for each client;
- Data hosting by an outsourcing and security specialist (servers in secure clean rooms, backups, etc.);
- Private fiber optic (black fiber) between the external cloud and the head office;
- Security audits performed at the request of clients by external third parties;
- Destruction of paper working documents with the Shred-it certificate;
- Immediate restoration of our production in half a day.

Managing confidentiality

- Confidentiality agreement signed by every employee and service provider (including freelancers) and with the client;
- IT and Ethics Charters signed by all employees;
- List of insiders permanently available to the client in accordance with the MAR (European Market Abuse Regulation);
- Alert and tracking system in the event of a physical or data intrusion;
- Employees trained on security issues (Ethics Charter, IT Charter, data security training, MOOCs on cybersecurity);
- Internal policy and strong confidentiality culture.

Striking a balance between data security, innovation and ease of use

- Contractual governance of the use (granting of registered and secure access rights to users) of professional CRM and e-marketing tools in accordance with the requirements of GDPR leaders on their market;
- Labrador Cockpit, a unique, collaborative and ultramodern secure project management interface;
- Significant investment in R&D, including partnerships on data management technologies, which must meet all our security and private standards before being co-developed and co-managed with our business experts.





Contribution to public debate

At a time of content inflation ("infobesity") and widespread mistrust, we believe that accurate, accessible corporate information instills trust. We turn this belief into a reality as an economic stakeholder with our clients and by sharing the fruits of our research with our ecosystem so everyone can make progress together.

Sharing information through the Labrador blog

The Labrador blog is a bimonthly post in French about business news with:

- practical advice.
- a quantified index to compare best practices.
- a selection of press articles and events not to be missed.

Anyone can subscribe to the blog free of charge.

In 2021–2022:

- **2,336** subscribers
- **16** posts published in France
- Creation of the **Labrador blog in the United States** with 10 posts published

Collaborating with our ecosystem

We communicate regularly with more than 200 market players including regulators, representatives of major readers, industry associations, researchers, experts, consultants, lawyers and so on. We work together to build and promote best practices in trustworthy corporate information.

In this context, we:

- present the results of our work on plain language, education and information design to regulators (at least twice a year);
- co-publish studies on best practices with partners (EY, Euronext, Ethics and Boards, Equilar, BVA, etc.);
- distribute our own studies and benchmarks on behalf of authors in France and the United States;
- take part in the consultations and working groups of industry associations (SFAF, Society for Corporate Governance, Cliff [partner-member], OECD, MEDEF, ESMA, etc.) or organize them (Transparency Scientific Committee, User Group, Multi-Business Committee);
- we regularly take part in conferences, seminars and round tables held by the Corporate Secretary and thecorporatcounsel.net in the United States.

In 2021–2022:

In France

- 4 business expert user groups;
- 5 studies published (including integrated report, Observatoire Labrador, plain language)
- 3 webinars (ESG, ESEF, ethics);
- Participation in 10 local working groups;
- Videos of the Transparency Awards.

In the United States

- 5 public events/webinars



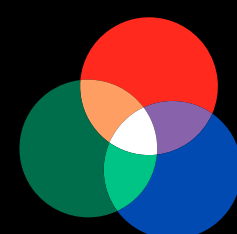
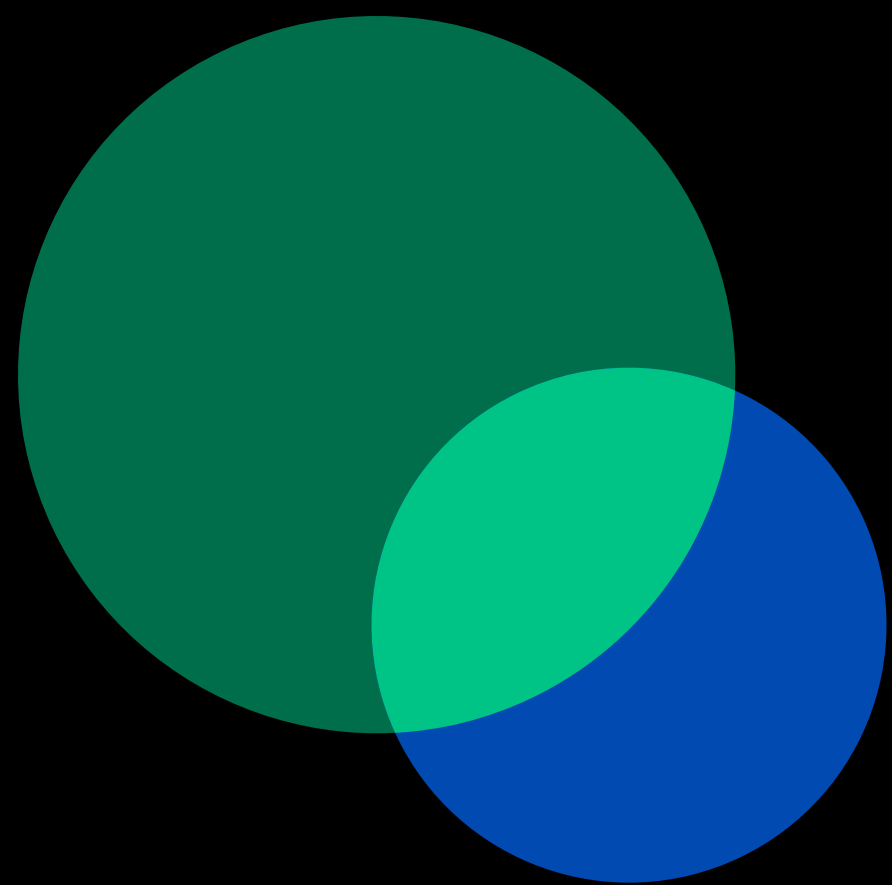
Cross-reference table

Global Compact concordance table	Topics covered in the report	Documents available	Pages
Criterion 1: inclusion of the 10 principles in the strategic functions and the operational units	Governance Materiality matrix		09-10
Criterion 2: Implementation of the 10 principles in the value chain	Sustainable partnerships with our suppliers	Responsible Purchasing Charter Ethics Charter	28
HUMAN RIGHTS			
Criterion 3: Commitments, strategies or policies in the area of human rights	External communication (blogs/Observatoires Labrador)	Ethics Charter Responsible Purchasing Charter	33
Criterion 4: Management systems in place to incorporate human rights principles	Managing risks Materiality matrix	Ethics Charter Responsible Purchasing Charter DUER risk mapping	09
Criterion 5: Control and evaluation mechanisms in place to incorporate human rights principles	Not applicable		
LABOR LAW			
Criterion 6: Commitments, strategies or policies relating to employment standards	Tools for dialogue with employees Compliance with labor law in France and the United States Social dialogue Employee health and well-being	Ethics Charter Welcome booklet for newcomers Collective agreements Q&A Employee surveys	19-23
Criterion 7: Management systems in place to incorporate employment principles	Training and skills development Staff representatives	Ethics Charter Remote working agreement Labrador Academy	19
Criterion 8: Control and evaluation mechanisms in place to incorporate employment standards principles	Annual performance reviews Enhancing performance	Ethics Charter Responsible Purchasing Charter	20
ENVIRONMENT			
Criterion 9: Commitments, strategies or policies on respect for the environment	Responsible digital technology IT innovation Sustainable graphic and digital design		14-15, 32
Criterion 10: Management systems in place to incorporate environmental management principles	Stakeholder relations Employee and supplier education	Ethics Charter Responsible Purchasing Charter	22
Criterion 11: Control and evaluation mechanisms in place to incorporate environmental management principles	Promoting environmentally-friendly behavior Waste sorting and recycling Tracking employee carbon footprint		16-17



Cross-reference table

Global Compact concordance table	Topics covered in the report	Documents available	Pages
ANTI-CORRUPTION			
Criterion 12: Commitments, strategies or policies to fight corruption	Promotion of transparency of business ethics and respect for human rights	Ethics Charter Transparency Awards Responsible Purchasing Charter In-house training Webinars	30
Criterion 13: Management systems in place to incorporate anti-corruption principles	Signature of the Ethics Charter by employees Stakeholder awareness	Ethics Charter Responsible Purchasing Charter	30
Criterion 14: Control and assessment mechanisms in place to incorporate environmental management principles	Assessment of partners	Ethics Charter Responsible Purchasing Charter	28
SUPPORT FOR THE BROADER GOALS OF THE UNITED NATIONS			
Criterion 15: Core business contributions to broader objectives and issues of the UN	Commitment to Transparency Promotion of responsible practices in financial and nonfinancial communication and governance Promotion of ethics and human rights	Ethics Charter Transparency Awards Responsible Purchasing Charter	25; 31
Criterion 16: Strategic social and philanthropic investments	ESAT partnership		28
Criterion 17: Taking a position on public policy engagement	Committed industry player	Transparency Awards	33
Criterion 18: Partnerships and collective action	Objective: collective solidarity event		22
CSR GOVERNANCE AND LEADERSHIP			
Criterion 19: Commitment of the Chairman and Management	Viewpoints		03
Criterion 20: Adoption by the Board of Directors and the Supervisory Board	CSR governance		10
Criterion 21: Stakeholder involvement	Dialog with stakeholders Recurring communications with our ecosystem		11



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Transparency by design

