

2023 SUSTAINABILITY REPORT

ADVANCING ON MANTU'S SUSTAINABILITY JOURNEY

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INTRODUCING SUSTAINABILITY AT MANTU

OUR SUSTAINABILITY PILLARS, POLICIES & COMMITMENTS

Mantu's sustainability strategy is resilient and forward-thinking, aiming to underscore our commitment to achieving a sustainable future. The framework is structured around key pillars—Economic, Environmental, and Social—each addressing critical aspects of sustainability. Additionally, Mantu incorporates two transversal axes: Governance and Engagement, which are integral to executing our sustainability vision. Our dedication to achieving economic sustainability, reducing our environmental impact, and promoting social well-being is evident in our targeted initiatives and strategic commitments.

Mantu is committed to embedding its responsible business conduct approach into its Sustainability Policy¹. This policy is updated annually to ensure it reflects the latest sustainability standards and best practices. It is approved by Mantu's top management, including the Executive Vice-President of Sustainable Development, during the management review process.

The policy covers both our direct activities and those carried out in our value chain, including the business practices of our suppliers. As part of our due diligence process, we assess our suppliers' sustainability practices to ensure they align with our standards. This policy is prominently displayed in our offices and is easily accessible to our employees and visiting business partners. Additionally, the policy is registered online on our knowledge management platform, ODIN, and can be shared upon request to our business partners. This policy is embedded into our Sustainable Procurement Charter², which our suppliers ratify³. This approach helps us to create a more sustainable and responsible value chain, while also upholding the highest standards of ethical business conduct.

¹ To read our Sustainability Policy, please refer to the [Appendix](#)

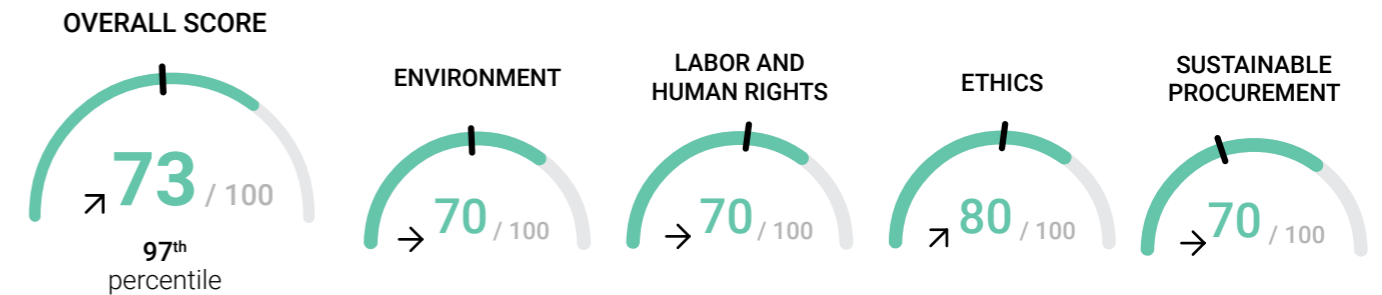
² To read our Sustainability Procurement Charter, please refer to the [Appendix](#)

³ To know more, please refer to [Engaging with our value chain](#)

Achievements

In 2023, Mantu has showcased accelerated efforts and significant progress in our sustainability journey, demonstrating our pledge to make a positive difference.

Mantu has been participating in the EcoVadis assessment at a Group level since 2020, and in 2023, we received a 'Gold' medal for the third year in a row, with a global score of 73/100, representing a 3-point improvement over the previous year. Mantu ranks among the top 3 percent of companies in terms of sustainability performance.



ENVIRONMENT

Both our 2030 near-term decarbonization targets and 2050 net-zero decarbonization targets have been validated by the Science Based Targets initiative (SBTi). We have accelerated our carbon footprint reduction, surpassing the expectations set by our SBTi targets for 2023. Furthermore, we have secured ISO 14064-1 verification for our carbon accounting management. Mantu obtained a B score at the CDP Climate Change evaluation, placing us ahead of the specialized professional services sector's average C score.



SOCIAL

Regarding social sustainability, Mantu has increased its initiative towards diversity and inclusion, supporting gender equity and community involvement, creating new toolboxes and programs to support our communities⁴.



ECONOMIC

We have integrated sustainability to the core of our business models, introducing innovative solutions that support sustainability⁵.

⁴ To know more, please refer to [Social Pillar](#)

⁵ To know more, please refer to [Economic Pillar](#)

Get to know the sustainability team

Mantu's approach to sustainability is strategically embedded within its governance, illustrating a commitment that permeates from the highest levels. At the highest level, our Sustainability agenda is championed within the Board by our Executive VP of Sustainable Development and our Executive VP of Finance, ensuring sustainability is a pillar of our strategic direction and financial planning. At the Corporate Management Committee level, Leanne Bonhomme, as the Head of Sustainability, ensures the effective implementation of sustainability strategies across all organizational functions.

Our dedicated Sustainability Department, a team of eight experts in different areas such as sustainable economics, carbon engineering, and sustainability reporting, operationalizes our strategic vision. Each member of the team focuses on specific aspects of sustainability, maximizing impact and efficiency in our objectives.

Zoom In

Portrait of sustainability leaders at Mantu



Auranne Ars serving as the **Sustainability Performance and Reporting Manager**

oversees the team's multifaceted projects. She, alongside her colleagues, is responsible for fostering collaborative efforts across various departments within the organization, ensuring a cohesive approach to sustainability initiatives.

With sustainability integrated into the core of our governance structure, Mantu ensures that its principles are diffused into all organizational layers, with internal stakeholders crucially contributing to data collection and project execution. This systematic and strategic integration aligns with Mantu's vision, ensuring the effective implementation of our sustainability strategies across all functions.

performance, his role is central to the group's ecological transition. His strategic influence, coupled with a profound interest in sustainability, renders him an invaluable advocate for the group's initiatives in this area. Recognizing the interconnectedness of sustainability with all aspects of the group's operations, Mark-Corentin advocates for a more efficient utilization of resources, significant emission reductions, and enhanced equity, among other critical sustainability issues.



Constance Nevoret, EVP Sustainable Development

ensures the strategic direction of the team and the representation of sustainability matters in the Mantu Executive Committee and Board. She reports to Mantu's Chief Executive Officer fortnightly and is responsible for implementing sustainable actions throughout the group. As a passionate advocate for sustainability, Constance has much knowledge on topics such as environmental sustainability, diversity and inclusion, business ethics, and reporting practices. With over ten years of

professional experience, Constance has an in-depth understanding of the challenges, opportunities, and expectations of Mantu's stakeholders. Having worked in Germany, the United Kingdom, and Canada, Constance has overseen operations in a wide range of countries, including the United States of America, France, and India. In addition to the knowledge she has acquired during her career, Constance dedicates part of her time to acquiring new knowledge on economic, environmental, and social topics through personal research and attending training sessions.



Leanne Bonhomme, Head of Sustainability

directly reporting to Mark-Corentin Cot-Magnas, ensures that the Sustainability department aligns with Mantu's strategic vision, guarantying the effective implementation of sustainability strategies

across all organizational functions. Part of her role includes representing the Sustainability team into diverse Mantu's governance bodies, such as the Corporate Management Committee. Her global professional experience, which includes working for NGOs and leading the international development of LittleBig Connection, one of the Mantu brands, gives her a solid understanding of both sustainability and business challenges. She is completing her curriculum with an Executive program in Sustainability at the Massachusetts Institute of Technology.

champions the Sustainability team at the Board level. Tasked with overseeing key operational domains such as Information Technology, General Services, and Finance

Executive commitment to environmental & social issues

To establish a robust sustainability strategy, executive commitment to environmental and social issues is critical.

As our executive bodies formalize the global strategy for the group, their commitment to environmental and social issues is reflected in all entities across locations. Since 2022, the executive commitment to environmental and social issues has been particularly strong with the launch of Mantu's Pioneer 1 strategic plan. Pioneer I is the outcome of

collective thinking and analysis of Mantu's achievements, perspectives, and external context. This strategy serves as a guiding compass until 2025, directing Mantu's strategic actions and moving its ecosystem in the same direction. It outlines our business objectives and the areas we aim to invest in to strengthen our ties to clients and partners through new technologies and skills. This has resulted in the establishment of three different centers aimed at helping the group achieve its strategy.



EXPLORE CENTER

This center aims to strengthen our business objectives by exploring new technologies and skills to better serve our clients and partners.



IMPACT CENTER

This center focuses on Mantu's impact on our key stakeholders, including addressing environmental and social challenges. It aims to further develop Mantu's capacity to be an excellent company to work for and with.



SOCIAL CENTER

This center is linked to the way we work as a company and our relationships with our clients, partners, and teams. It will allow us to deepen these relationships and foster a more collaborative work environment.

Inside each center, we have launched programs to ensure the achievement of these objectives. Specifically, the Impact Center is comprised of three programs: Decarbonization, Diversity and Inclusion, and Sustainable Business Offers. Each program contains a set of projects that are managed by individuals from all of Mantu's brands and governance bodies. The highest governance body is responsible for overseeing the management of the organization's impacts on the economy, environment, and people

through the Pioneer I plan. Yearly objectives and expected results are defined by program and project and are monitored monthly by Mantu's top management.

Mantu's commitment to sustainability extends to the education of all Mantu employees, including executives, on critical environmental and social issues. This commitment is operationalized through a series of targeted actions aimed at enhancing the collective knowledge, skills, and experience of Mantu's

highest governance bodies in sustainable development. These actions encompass the creation of training sessions and onboarding programs for heads of departments and their teams, focusing on the unique sustainability challenges within their domains. This initiative is part of a broader strategy to foster informed decision-making.

To systematically address environmental and social concerns, we have designed and implemented comprehensive management systems. These systems cover a range of critical areas, including environmental stewardship, occupational health and safety, and risk management. They empower Mantu's executives to effectively monitor ongoing actions and pinpoint strategic priorities, ensuring a robust framework for sustainable governance. Our governance bodies, including the Executive Committee and Corporate Management Committee,

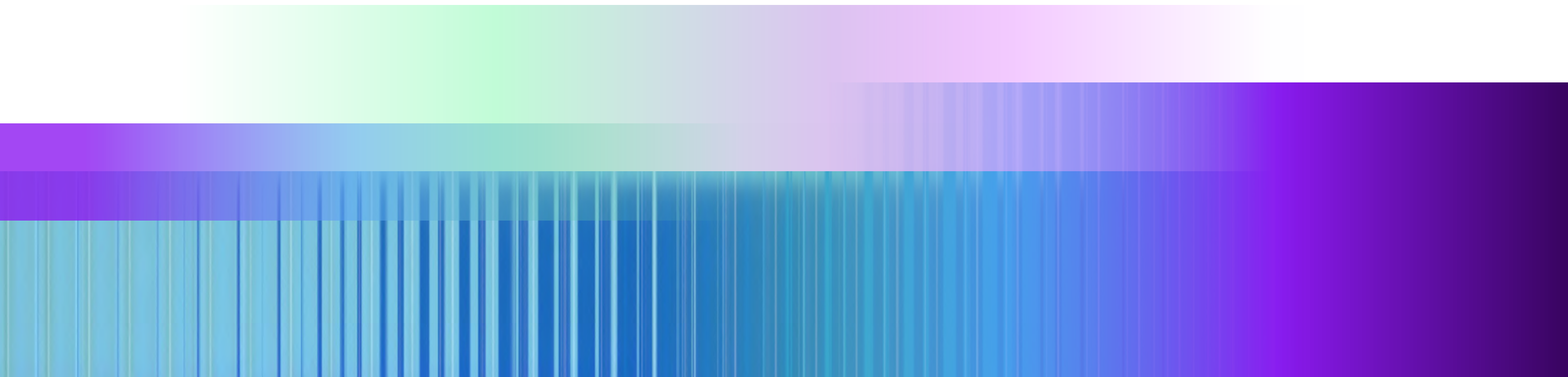
conduct annual reviews to evaluate the economic, environmental, and social landscapes. These reviews assess associated impacts, risks, and opportunities, facilitating a dynamic and responsive sustainability strategy. The definition, oversight, and strategic guidance of this strategy are under the responsibility of Mantu's Board. They play a pivotal role in steering the company towards its sustainability objectives, including the management of climate-related issues and the oversight of significant sustainability decisions. Mantu's Board also reviews and guides annual budgets, business plans, and significant financial undertakings, ensuring that sustainability considerations are integral to Mantu's financial planning and operational execution. The Sustainability department's roadmap, which outlines priorities and allocates budgets to various sustainability topics, is produced annually with inputs from all team members and approved by the

Board. Furthermore, the review and approval of extra-financial reported information, including the identification of Mantu's material topics, are conducted through rigorous discussions and systematic reviews with the sustainability department. This process ensures that our sustainability reporting is accurate, comprehensive, and reflective of our ongoing efforts to address environmental and social issues.

Mantu conducts a rigorous evaluation of the highest governance body's performance in overseeing the organization's economic, environmental, and social impacts. Our evaluations leverage external ratings such as those from EcoVadis and CDP, serving as independent recognition of our effective functioning and appropriate delegation of responsibilities. The frequency of these evaluations aligns with the reporting cycles of the respective platforms, ensuring

regular and timely reviews. In response to these evaluations, Mantu is committed to continuous improvement, taking action by enhancing the knowledge base of our governance through specific training sessions. These sessions include general sustainability education as well as tailored training on the intersection of sustainability and Mantu's unique operational challenges, delivered by our in-house team. The insights gained from these evaluations and subsequent training lead to strategic adjustments within our highest governance body and influence organizational practices, ensuring we maintain alignment with best practices and emerging sustainability trends.

Through these structured and strategic actions, Mantu is committed to advancing sustainable development and enhancing our governance bodies' capacity to lead in this critical area.



DOUBLE MATERIALITY: IDENTIFYING KEY SUSTAINABILITY IMPACTS AND RISKS

Mantu's methodology for identifying material impacts and risks follows the Corporate Sustainability Reporting Directive (CSRD) guidelines for double materiality. Conducting a double materiality analysis allows us to identify environmental, social and governance material impacts and risks, and accordingly structure Mantu's Sustainability strategy. The double materiality analysis is a comprehensive assessment that evaluates both the financial impact of environmental, social, and

governance (ESG) issues on a company, and the company's impact on the environment and society, helping stakeholders understand how sustainability factors affect business performance and societal well-being.

For the analysis, with regards to the impact materiality, we started by identifying and locating impacts and dependencies within Mantu's business model, strategy, activities, and value chain.

Following the identification of these impacts and dependencies within our value chain, we moved to quantify them and assess their materiality. This phase involved selecting appropriate metrics and tools to measure impact severity and establishing materiality thresholds informed by industry averages, legal mandates, and strategic business insights. Engaging with stakeholders, particularly those connected to specific topics like Mantu's procurement team for supplier-related issues, was crucial in validating our chosen metrics. After refining our metrics through stakeholder feedback, we collected data to quantify the impacts. Any impact exceeding our materiality thresholds was flagged as significant, underscoring its relevance to our operations and strategic planning.

Transitioning to financial materiality, we focused on identifying the risks and opportunities emerging from these ESG impacts and dependencies. We categorized these risks and opportunities as per CSRD guidelines, distinguishing, for instance, between legal and business continuity risks. Following the identification process, we quantified these risks and opportunities, establishing metrics for likelihood and consequences, and engaged with relevant stakeholders for validation. For instance,

when assessing risks related to working conditions, we collaborated with our Human Resources team.

By gathering stakeholder input and data, we quantified the risks and opportunities, aligning our findings with established materiality thresholds. This approach allowed us to identify material financial risks and opportunities, applying a consistent monetary threshold across various scenarios and time horizons, thus ensuring a comprehensive and strategic assessment aligned with Mantu's commitment to sustainability and corporate responsibility.

Mantu is already taking steps to align with the CSRD regulation ahead of the 2026 mandate. Our strategic approach guarantees comprehensive coverage and evaluation of critical sustainability elements, enabling insightful decision-making and transparent communication aligned with CSRD standards. Our report thoroughly addresses each topic deemed material within the CSRD ESRS framework and highlights areas requiring enhanced measurement in future assessments.

To know more about our 2023 Material impacts and risks, please refer to Materiality.

ENGAGING WITH OUR STAKEHOLDERS

At Mantu, we recognize the importance of identifying and understanding our stakeholders - any individual, group, or organization that can influence or be influenced by our actions, products, or services. We engage with a diverse range from dedicated employees and external contractors to clients, suppliers, investors, regulatory bodies, communities, NGOs, and advocacy groups. This identification process is rooted in comprehensive market analysis, direct feedback, employee engagement, and active dialogue.

The purpose of our stakeholder engagement is multifaceted. It is designed to understand and meet stakeholder expectations, nurture trust, uphold our reputation, and identify risks and opportunities that could impact our business. Stakeholder engagement enriches our decision-making with a variety of perspectives and drives initiatives that foster sustainability and positive social impact. It ensures we remain aligned with legal and regulatory frameworks and incorporates stakeholder insights into our business strategies to drive innovation.

To guarantee meaningful engagement, we maintain open and transparent communication channels, organize regular interactions, and conduct surveys to capture stakeholder views. We develop detailed engagement plans with clear objectives and success metrics, commit to transparent reporting on sustainability performance, and involve stakeholders in decision-making where their input is crucial. Additionally, we provide training for our team to engage effectively with various stakeholder groups.

At Mantu, we are dedicated to integrating the voices of our stakeholders into the fabric of our business operations, ensuring that we move forward with our vision and with the collective insight and support of those we serve and collaborate with.

Zoom In

Integrating Absent Stakeholders for a Sustainable Future

Mantu recognizes the importance of including vulnerable stakeholders, such as nature and future generations, in its sustainability considerations, acknowledging our deep reliance on ecosystem services. These stakeholders, often ignored in stakeholders' management systems, are significantly

impacted by corporate actions today. At Mantu, both of them are integral to our long-term sustainability strategy. Our commitment to integrating nature and future generations as rightful stakeholders is not just about adhering to sustainability standards; it's about recognizing our responsibility to the web of life that sustains us. By considering their interests, we align our corporate actions with the broader needs of humanity, ensuring that our business decisions today do not compromise the well-being of tomorrow's world.

At Mantu, we understand that the decisions we make today have far-reaching implications, affecting not only the natural environment but also shaping the world that future generations will inherit. As part of our strategy for continuous improvement, we are refining our approach to integrate the interests of these stakeholders into our stakeholder management system. This effort, scheduled for completion in 2024 reflects Mantu's commitment to responsible business practices that consider the long-term implications of today's decisions on the environment and future societies, aiming to achieve a balance between current business objectives and the need for ecological sustainability and social responsibility.

ECONOMIC PILLAR

At Mantu, our pursuit of economic sustainability is rooted in a profound understanding of our role in shaping a better future through our business practices. Our commitment to sustainability informs every aspect of how we engage with our clients and the broader community. We leverage our expertise to not only drive technological and operational advancements but to ensure these innovations pave the way for sustainable operations. Our aim is to foster a synergy between economic success and environmental stewardship, ensuring that our clients are equipped with strategies, tools and talents that promote long-term resilience and sustainability. This approach is reflected in how we refine and expand our service offerings, consistently focusing on promoting sustainable practices that contribute to our shared well-being.

KEY HIGHLIGHTS OF THE YEAR

> Establishment of a Sustainable Business Governance framework to unify all Mantu brands, enhancing collaboration, sharing best practices, and improving sustainability-oriented business offerings.

> **3M sales revenue** for LittleBig Connection's Connect for Good Sustainability offer in 2023.

> Participation of Amaris Consulting to the Convention of Enterprises for Climate and publication of a regenerative roadmap for the brand.

> Integration of **ARNEO**, a leading actor in IT eco-design, within Mantu.

> Launch of a CSRD consulting offer by **we mean**

> Creation of the Carbon Brainprint tool to monitor consulting projects' carbon footprint, designed to align with **ISO 14067 standards**.

> **Sustainability R&D** Deployment of a smart building project in our Paris office to predict and reduce energy consumption thanks to smart captors.

MANTU'S ECONOMIC PERFORMANCE

At Mantu, we are committed to economic performance and financial independence, understanding that maintaining strong economic performance is vital for our ongoing growth. We recognize that our stakeholders, both within and outside the company, expect us to continue fostering positive connections and collaborations, establishing a financially secure environment, and upholding good economic performance.

In our commitment to transparency, we have derived the following information directly from our consolidated financial report for the fiscal year 2023. Economic performance is paramount to all entities within Mantu. In a challenging economic landscape marked by global inflation and rising interest rates, we have successfully achieved mainly organic growth.

We focus on mitigating risks and maintaining a higher level of cash compared to debt, ensuring invoices are paid promptly, and securing

additional credit lines when necessary. Our solid financial stance affords us the leverage to safeguard our economic future. Moreover, we place a high value on sustainability within our financial strategy. Since 2021, we have collaborated with our banks to establish loans linked to sustainability goals, supporting our growth while promoting our sustainability performance. In 2023, those sustainability goals have been achieved.

We value our partnerships with over 1,000 clients across five continents, boasting a global market reach and a balanced mix of sectors and clients⁶. Throughout 2023, we have diligently worked to enhance our existing client relationships and to attract new business from various sectors.

Our Executive Committee and business directors play a pivotal role in these efforts. Their performance is evaluated annually, with financial rewards being allocated based on their economic and qualitative achievements.

⁶ To know more, please refer to Understanding Mantu in the Transparency Report.

SUPPORTING OUR CLIENTS

Transforming our way of doing business

In line with our overarching sustainability goals, Mantu places a special emphasis on the strategic enhancement of our service portfolio to meet the evolving needs of our clients and the planet. This focused endeavor goes beyond merely introducing new services; it's about reimagining how our existing solutions can better serve the double purpose of driving business excellence and environmental responsibility. By integrating sustainability principles into the core of our service development and delivery, we aim to provide our clients with innovative, sustainable solutions that not only enhance their competitive edge but also contribute positively to society. Through this targeted approach, we underscore our dedication to not just achieving, but exceeding, sustainability benchmarks, setting new standards for responsible business practices in our industry.

With Amaris Consulting, we understand that our most significant impact on sustainability comes from the guidance we offer our clients. Committed to continuous improvement, we annually refine our service offerings, placing sustainability at the heart of our operations. This commitment involves both enhancing our existing services and introducing innovative solutions. In line with these objectives, we've established the Sustainability Center of Excellence (CoE), a dedicated resource aimed at supporting our clients in achieving their sustainability goals through a comprehensive, multidisciplinary strategy.

Our Sustainability Center of Excellence is built upon four foundational pillars, designed to provide a broad range of services tailored to meet the unique needs of various industries. At Amaris Consulting, we are committed to supporting and raising awareness among our clients' teams at every stage. We aim to cultivate a deep and enduring comprehension of environmental matters, ultimately guiding our clients towards achieving autonomous expertise in sustainable practices.

1
Carbon Management

Carbon Footprint

- Data collection
- Data verification
- Data analysis
- Calculating the carbon footprint

Low-carbon Strategy (Net-Zero Strategy)

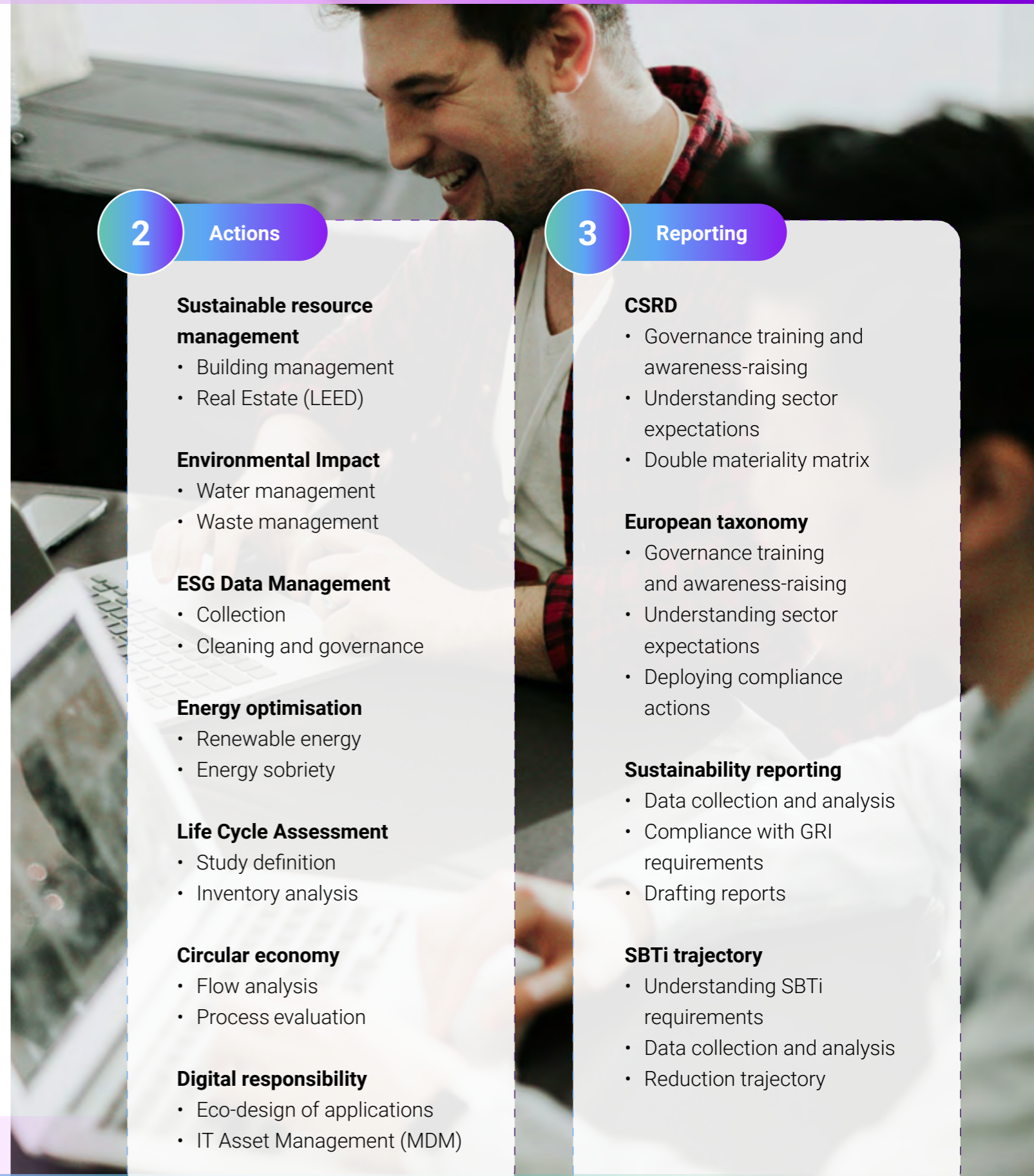
- Reducing emissions
- Reducing the impact on Scope 3

Decarbonization operations

- Overview of initiatives
- Definition of action levers

Carbon Brainprint

- Calculating the impact of intellectual services



2
Actions

Sustainable resource management

- Building management
- Real Estate (LEED)

Environmental Impact

- Water management
- Waste management

ESG Data Management

- Collection
- Cleaning and governance

Energy optimisation

- Renewable energy
- Energy sobriety

Life Cycle Assessment

- Study definition
- Inventory analysis

Circular economy

- Flow analysis
- Process evaluation

Digital responsibility

- Eco-design of applications
- IT Asset Management (MDM)

3
Reporting

CSRD

- Governance training and awareness-raising
- Understanding sector expectations
- Double materiality matrix

European taxonomy

- Governance training and awareness-raising
- Understanding sector expectations
- Deploying compliance actions

Sustainability reporting

- Data collection and analysis
- Compliance with GRI requirements
- Drafting reports

SBTi trajectory

- Understanding SBTi requirements
- Data collection and analysis
- Reduction trajectory

4

Certification & Rating

Environmental

- ISO standard 14001 / 50001
- Carbon Disclosure Project
- LEED

Social

- ISO Standard 26000
- Great Place to Work

Governance

- B Corp
- EcoVadis

Specific Industry

- TCO Certification
- Rainforest Alliance Certification

5

Raising awareness and supporting your teams

Training and Education

- Webinars
- Training Modules

Commitment and Participation

- Climate Fresk
- 2tonnes
- Digital Collage fresk

Internal communication

- Thematic events
- Poster campaign
- Newsletter

Monitoring and Evaluation

- Satisfaction surveys
- Activity reports

We leverage our expertise and adopt a flexible approach to tackle the unique sustainability challenges faced by the diverse sectors we serve:

In the retail sector, we provide extensive training and support to our clients' teams in the eco-design of web applications, raising awareness about global warming and the importance of responsible digital design.

Our technology sector services are continuously enhanced with training in responsible digital practices, reflecting our commitment to sustainability and forward-thinking business approaches.

For clients in the telecom sector, we offer product and service lifecycle analysis to help understand their environmental impacts.

The Amaris Consulting Sustainability Center of Excellence (CoE), with its global network of consultants, delivers customized solutions co-developed with our clients, drawing upon Amaris Consulting's extensive expertise. Our CoE's methodology emphasizes a pragmatic, results-oriented approach, focusing on actionable outcomes and return on investment. This strategy not only fast-tracks the realization of immediate benefits but also ensures that initiatives are strategically aligned with our clients' business strategies and objectives.

Through a client-centric approach and the incorporation of industry-specific insights into our services, Amaris Consulting reaffirms its dedication to guiding clients towards sustainable and meaningful transformations.





CONVENTION OF ENTREPRISES FOR CLIMATE - CONSULTING PATH

At Mantu, we are dedicated to contributing to the sustainable transformation within the consulting sector. This commitment was particularly manifested this year as Amaris Consulting actively participated to the Convention of Enterprises for Climate (CEC) consulting cohort. With an ambition to make the shift from an extractive to a regenerative economy inevitable before 2030, the CEC serves as a catalyst for significant change for businesses.

The CEC aims to unite businesses in their commitment to overcome the environmental crisis, fostering collaboration on sustainability practices and setting collective targets for reducing environmental impacts. It serves as a platform for companies to share innovations, advocate for green policies, and commit to environmentally responsible operations. This year, forty consulting firms, including Amaris Consulting, joined hands to design together what the consulting sector aiming to be regenerative would be like. The program unfolded over five interactive sessions featuring expert insights, collaborative

group work, and the creation of stimulating deliverables. Intermediary sessions provided additional time to refine these deliverables and delve deeper into training on the regenerative economy.

Our deliverables from this collaboration include a publicly shared 2030 roadmap to head toward regenerative economy, detailing how Amaris Consulting will transform towards this new paradigm⁷. Additionally, we have contributed to common deliverables that capture the state of the cohort reflection on transforming the consulting sector. These efforts are in line with the CEC's objective to advocate for economic, political, and institutional change, supporting our shared vision of a sustainable future.

The roadmap and our contributions are designed to ensure that by 2030, our practices will not only sustain but actively regenerate the environment. Our participation in the CEC underlines our determination to not only enhance our own sustainability practices but also to lead by example, advising our clients on sustainable transformation and innovation and accompany our ecosystems of stakeholders into their own transition.

With LittleBig Connection, we are deeply committed to integrating sustainability into the core of our operations, which led us to launch the Connect for Good offer, in 2022, to bridge the Sustainability skills gap of our clients by connecting them to the best sustainability experts. This pioneering initiative has built a network of over three thousand sustainability consultants and freelancers, designed to enhance the sustainable transformation endeavors of our clients, ranging from mid-sized businesses to multinational corporations. In 2023, Connect for Good played a pivotal role in the successful implementation of thirty-six sustainability projects for large companies - such as Auchan to deploy tools centered on "carbon-tracking" - but also for smaller companies - such as the investment fund Vespa Capital which have structured its ESG reporting thanks to our experts. Our goal is not only to provide them with a solution but also to help our clients identify and prioritize their needs. To do so, we've introduced the Sustainable Skills Gap Workshop, a dynamic,

interactive session lasting two to three hours, which offers our clients a unique opportunity to identify the strategic sustainability skills essential for their teams and their business's success overall.

In addition to this program, our LittleBig Connection platform introduced a dynamic and empowering tagging system for consultants or freelancers with disabilities, promoting a diverse and inclusive professional environment. In 2024, we will introduce a new tag for eco-certified suppliers to showcase their commitment to sustainability. This tagging system is a key part of LittleBig Connection's wider aim to improve visibility for businesses that place a high value on sustainability and inclusivity. Our strategy extends beyond simply connecting clients with top-tier consultants. We have actively enhanced the sustainability expertise within our sales teams, providing them with ongoing education on sustainability issues to better support our clients' needs.

⁷ To know more, please consult [this website](#) with our 2030 Amaris Consulting Regenerative roadmap.

In 2023, we proudly welcomed Arneo into the Mantu group, marking a significant milestone in our journey towards amplifying our commitment to offering our clients tailored services.

Arneo has continually set itself apart through its dedication to crafting useful, responsible, and inclusive digital solutions, all while prioritizing minimal environmental impact.

As a partner of the Institut du Numérique Responsable, Arneo has been at the forefront of driving the evolution of digital technologies with a conscientious approach.

This year, Arneo's commitment to eco-design and digital accessibility took a leap forward, offering more relevant services and tools designed to reach a wider audience. Through its comprehensive training and awareness sessions, tailored for both professional and technical audiences, Arneo has extended its profound expertise. The agency also provides audit and design solutions that enrich digital ecosystems, underscoring its ambitious social and environmental objectives and its pursuit to exceed standards in quality and sustainability.

As part of our collective journey, Arneo is striving to achieve B-Corp certification, a step that symbolizes our shared vision of a holistic approach to sustainability. This certification will not only underscore Arneo's dedication but will also enhance the value of our impact-driven business model to all stakeholders.

In 2023, at WEMEAN, we further deepened our commitment to sustainable development, offering services that meld a profound sense of purpose with significant value creation. Organizations play a vital role in operating with integrity and attracting talent, ensuring a consistent, robust, and genuine approach in their transformation and communication initiatives.

Our comprehensive suite of services is designed to guide leadership towards meaningful sustainability, including:



CLARIFYING ORGANIZATIONAL PURPOSE AND STRATEGY

We help in articulating and weaving a company's core purpose and values into a strategic framework that elevates sustainable development as a priority.



FACILITATING TRANSFORMATION AND CORPORATE SOCIAL RESPONSIBILITY (CSR)

We lead companies through their transformation journeys, amplifying social, environmental, and human impacts, all the while fostering transparency and accountability.



ENHANCING COMMUNICATION WITH STAKEHOLDERS

We are dedicated to building and maintaining trust and credibility with all stakeholders, ensuring that a company's sustainability efforts are effectively communicated and comprehended.

In our continuous pursuit of improvement, we broadened our expertise in 2023, enhancing our ability to support organizations in developing and executing impactful CSR strategies, alongside ensuring compliance with the latest non-financial reporting standards, such as the Corporate Sustainability Reporting Directive (CSRD). Significantly, since 2023, WEMEAN has embarked with Ramsay Santé on conducting their double materiality assessments, a project that remains in active progress. This initiative showcases our dedication to assisting clients in navigating the complex landscape of sustainability regulations. By delving into the dual aspects of materiality - identifying how sustainability issues impact financial performance and how a company's operations affect the environment and society - we empower our clients with the insights needed for strategic decision-making, ultimately guiding them towards autonomy in their sustainability journey.

In addition to addressing our clients' impact, we are committed to enhancing our own positive impact within the sustainability landscape. Striving for sustainability excellence, we conducted a comprehensive analysis of our 2023 carbon footprint, covering Scope 1, 2, and 3 emissions. In alignment with our commitment to sustainability, WEMEAN has established a partnership with Mao Boa, a platform that fosters employee engagement in sustainable practices.

This collaboration has enabled our employees to:

- Acquire knowledge about their personal impact and adopt best practices within their homes and our organization.
- Enhance their awareness through targeted content curated by the company.
- Participate in actionable, quantifiable initiatives that contribute to our sustainable roadmap, all of which are designed around the UN's 17 Sustainable Development Goals (SDGs).

These initiatives encompass a broad spectrum of activities, from adopting digital disconnection techniques to participating in educational quizzes focused on gender equality. Through these concerted efforts, we have successfully mitigated 1.29 metric tons of CO2 equivalent emissions and engaged in over 1,029 sustainability-related activities.

Furthermore, our organization is in the process of transitioning to a 'Société à mission' status, underscoring our ongoing dedication to integrating our core sustainability values into every facet of our business operations.

As experts in crafting unique events, we, at Revibe, foster engagement, collaboration, and the creation of enduring connections through memorable experiences. We empower our clients with strategies to minimize the carbon footprint of their events by investing in renewable energy and resource optimization. We prioritize local resources to cut down on carbon emissions and choose reusable technical equipment. Our commitment is comprehensive, encompassing effective leftover recovery and waste management to ensure our events are as eco-friendly as they are extraordinary. These actions not only lessen our environmental impact but also bolster a more sustainable economy, allowing our clients to demonstrate their commitment to sustainability.

In our partner selection process, we are scrupulously selective, forging alliances with collaborators who share our values on sustainability. Our engagement is particularly with those who actively participate in sustainable initiatives, with a focus on regions where these practices are emerging. By aligning with suppliers who mirror our core

values, we enhance the quality of our events while fostering a worldwide movement toward more sustainable and ethically sound business practices.

Our dedication to ethical responsibility extends to creating opportunities for synergy with non-profit organizations and instituting donation-back mechanisms for certain events. Such initiatives allow us to dedicate a segment of our revenue to causes that resonate with our principles, elevating our events beyond mere gatherings to meaningful contributors to social well-being.

A prime example of these initiatives was the summer party we hosted, on behalf of one of our client, for 1,600 attendees, where we sourced food and beverages locally and distributed doggy bags to minimize waste.

Furthermore, the hosting company was invited to engage in our donation program, which channels 1% of the event's budget to a Swiss charity promoting the professional integration of individuals with disabilities.

Focus on EU Taxonomy projects

In the pursuit of aligning with the European Taxonomy for sustainable activities, Mantu has been working towards consolidating the data collection processes and integrating the European Taxonomy's guidelines into business offers to enhance their positive impact on the environment.

For Amaris Consulting, a collaborative effort between Mantu's Sustainability and IT teams has led to the incorporation of a European Taxonomy questionnaire into our project management application. This innovation empowers business managers to identify and report on projects that contribute positively to the environment as they are entered into the system. Subsequently, projects marked for their environmental benefits are carefully monitored by Mantu's Sustainability team, ensuring they adhere to the European Taxonomy's criteria for substantial contribution and the Do No Significant Harm (DNSH) principles.

In preparation for this integration, all directors and business managers were equipped with in-depth training on the European Taxonomy. This training was designed to familiarize them with strategies for aligning projects with Taxonomy's criteria and to guide them in accurate reporting practices. Beyond its functional benefits, this initiative serves a dual purpose: it not only ensures compliance with sustainability standards but also acts as a catalyst for sensitizing our team to the importance of pursuing projects with a positive environmental impact. This heightened awareness is aimed at motivating a shift towards more projects that not only succeed commercially but also contribute valuably to environmental sustainability. Reflecting on the year 2023, Amaris Consulting proudly participated in several projects that were in alignment with European Taxonomy, underscoring our commitment to sustainability and positive impact.

Those projects include for example:



The development of a digital wallet application to facilitate the payment of public transportation tickets via smartphones in Chile, aimed at promoting the use of public transport.



The creation of embedded software designed to control the power machine for electric vehicles in Switzerland, contributing to the advancement of electric transportation.



The development of a water management platform for a Spanish water provider, enhancing water conservation & management efforts.

In addition to Amaris Consulting, Mantu's efforts to align with the European Taxonomy extend to other brands, including LittleBig Connection. Mantu's Sustainability team works closely with LittleBig Connection's Sustainability Director to identify and flag projects eligible and aligned with the European Taxonomy. In 2023, some key projects from LittleBig Connection's Connect for Good offer were thus aligned with European Taxonomy, including:



The definition of a biodiversity strategy for an insurance group in France.



The decarbonization of an industrial site for an automotive technology company.



The provision of environmental risk consulting for a gas company.

These examples underscore Mantu's commitment to integrating sustainability into both existing and new business offers ensuring compliance with the European Taxonomy's criteria for alignment.



ENGAGING WITH OUR VALUE CHAIN: OUR SUSTAINABLE PROCUREMENT APPROACH

The Procurement department at Mantu plays a pivotal role in ensuring the seamless operation of the company's activities. Its core mission is to procure the right service or product for internal clients, delivered to the appropriate location and through the correct means. Beyond this, the Procurement team is instrumental in protecting the company by meticulously reviewing all contractual clauses with the legal department, monitoring suppliers' sustainability performance and negotiating prices judiciously. This approach aims to minimize the company's expenditure

while ensuring fair compensation for our suppliers. In addition, material sustainability impacts derive from Procurement practices. Greenhouse gas emissions from the production of the goods and services purchased by Mantu indeed represent not only a material impact but also the biggest emission post of the company, while child and forced labor represents a potential material impact. Sustainability is now integrated in all procurement practices at Mantu as sustainability KPIs are set and integrated into the Procurement team's yearly objectives.

Mantu's Procurement process is methodically structured into three main phases: supplier selection, performance monitoring, and audit, with sustainability considerations intricately woven into each phase. During the supplier selection phase, Mantu emphasizes the importance of aligning with its sustainability commitments. To ascertain that potential suppliers meet Mantu's sustainability demands, a Supplier Sustainability Score has been incorporated into Mantu's Request for Proposal (RFP) template. All suppliers going through Mantu's RFP now must provide information on the environmental footprint of their products as well as on social KPIs as part of this Supplier Sustainability Score. Efforts are also underway to embed this sustainability score directly into our procurement management platform. Furthermore, Mantu mandates new suppliers to endorse a Sustainable Procurement Charter, underscoring commitments to environmental integrity, human rights, ethical practices, and social issues.

For supplier performance monitoring, Mantu's Sustainability and Procurement Departments have undertaken a comprehensive analysis of environmental and social risks for 100 percent of Mantu's suppliers, considering their specific sector and geographical location. This risk analysis has identified that twenty-five suppliers, representing fifty percent of 2023 spending, pose a high social or environmental risk on Mantu's value chain. Mantu's Sustainability and Procurement department capitalized on these findings to select suppliers for ongoing monitoring and audit. As part of this ongoing monitoring, Mantu conducts an annual supplier review,

integrating sustainability questions. In 2023, we thus monitored the environmental and social performance of fifty-four suppliers out of the seventy-three suppliers that took part in the supplier review.

Annually, Mantu also audits key suppliers, particularly those significant in terms of expenditure or those presenting substantial environmental or social risks. These audits include a set of sustainability questions that enables us, in case of non-conformity, to build a corrective action plan, with the supplier, that we can then monitor along the timeline put in place. In 2023, our twelve biggest suppliers were selected to undergo an environmental and social performance audit conducted by Mantu's audit department.

To ensure the thorough integration of these sustainability practices into buyers' daily activities, Mantu's Sustainability department organizes annual workshops for the Procurement team. These sessions serve to evaluate existing protocols, pinpoint areas for enhancement, and set more ambitious targets. In 2023, a hundred percent of category managers and procurement managers took part in the Sustainable Procurement workshop. Additionally, a detailed training program is being developed for integration into each buyer's onboarding process.

Specific considerations related to energy and circular economy are also integrated into procurement practices for critical purchases, such as IT equipment and car fleet, as part of Mantu's decarbonization program⁸.

⁸ To know more, please refer to [Decarbonization](#), Sustainable Procurement Charter [Appendix](#).

SUSTAINABLE R&D AND INNOVATION

Support for our clients is integral to Mantu's operations, extending beyond individual brand activities to encompass a company-wide effort. Teams across Mantu actively collaborate to drive innovation and develop scientific expertise, delivering benefits to each of Mantu's brands and clients.

Sustainable R&D

THE LAB

Mantu Lab is an innovation hub dedicated to advancing the Mantu Group and its clients through the exploration and application of novel technologies and methods. It operates by fostering a culture of open collaboration among experts from diverse backgrounds, ensuring a holistic approach to innovation. The team at Mantu Lab is composed of specialists with a rich set of expertise, including PhD holders and consultants, each bringing unique insights and technical skills. This multidisciplinary team collaborates closely to tackle challenges and create solutions that are both innovative and practical, staying ahead of the evolving needs of companies worldwide. Currently, Mantu Lab is focused on projects within three main areas, leveraging the team's combined expertise to address significant and impactful challenges. These projects aim to deliver tangible benefits not only to our clients but also to the broader communities we engage with, underscoring our commitment to driving positive change through innovation.



ETHICAL ARTIFICIAL INTELLIGENCE (AI)

This initiative harnesses AI for the benefit of workers and companies. It tackles the challenges and opportunities of AI in the workplace, such as enhancing human capabilities, increasing worker satisfaction and loyalty, and ensuring trust, fairness, and ethics in AI solutions. It also supports the research and development of responsible AI, which is essential for the success and sustainability of AI.



SMART BUILDING

Smart buildings use advanced technology and data analysis to optimize building performance and improve the quality of life for occupants. Our project was thought out based on the comprehension that once a building has been constructed, 40 percent of its lifecycle cost is spent on energy consumption. Therefore, it designs and develops intelligent building architecture that meets users' future needs for comfort, security, and energy optimization. With ten people working on this project, - engineers, experts, architects - it offers significant savings and value through efficient energy management, a better working environment, lower operational costs, and less environmental impact.



GREEN IT

This initiative reduces the environmental and energy footprint of IT systems and processes. Green IT covers the entire lifecycle of IT, from design and development to operation and disposal, and applies various principles, tools, and guidelines to enhance the efficiency and effectiveness of IT. Our team research how to apply Green IT in different contexts and domains. The first project develops a framework for project owners to implement Green IT, based on change management methodology. The second project defines and measures Green IT coding best practices for developers.

Sustainable innovation

IMPACKATHON

In 2023, Mantu launched the Impackathon, an innovative initiative designed to merge positive impact with business innovation, reinforcing our commitment to embedding sustainability at the heart of our innovation strategies. This event distinguished itself by encouraging Mantu employees to propose new business solutions that are financially viable while being grounded in sustainability. The goal was not only to recognize the winning project but also to support it through its implementation as a new business offering by the company, demonstrating a tangible commitment to transforming sustainable ideas into actionable business strategies.

The Carbon Brainprint tool, not only emerged as the winning project but also significantly influenced career paths within our organization. The success and potential of the project led to a full-time integration of the co-project manager into the sustainability team, underscoring the Impackathon's role in unlocking new career horizons and fostering a culture of innovation and sustainability across all levels of our organization. The Impackathon welcomed participation from the entirety of the company, utilizing the diverse talents and perspectives of our team to advance our sustainability objectives.

The event saw significant participation:

22
teams

demonstrated their commitment to sustainable business solutions.

8
projects
were
chosen

for the semi-finals, highlighting the innovative spirit of the participants. The contributions of three guest judges brought invaluable insights into the convergence of sustainability and business innovation.

We had the honor to have Maud Caillaux, co-founder of Green Got; Téophile Pétesque, President of Noise EMLyon; and Auguste Marques, cofounder of La Communauté des Engagés and external relations officer at MAIF, as our judges for this event.

This endeavor not only celebrates our innovative culture but also reinforces our commitment to empowering our employees to contribute significantly to our sustainability journey. The success of the Carbon Brainprint tool as a product of the Impackathon exemplifies how our collaborative efforts are driving meaningful change.

CARBON BRAINPRINT



Turning the Carbon Brainprint idea into reality was a game-changer for me. Seeing its impact and success made me realize you don't need to be a sustainability expert to make a big difference. I enjoyed developing this project so much that it pushed me to shift gears from Talent Acquisition to dive headfirst into sustainability. I'm proof that at Mantu, you can truly flip your career upside down and find support every step of the way. It's been an incredible ride, and I'm just getting started.

Amaury Belarbi - Sustainability Officer

In 2023, Mantu took a significant step forward in its commitment to innovation and sustainability with the introduction of the Carbon Brainprint tool. This tool, which emerged as the winning project from our 2023 Impackathon⁹, marks a milestone in our efforts to embed sustainability more deeply within our service offerings.

Carbon Brainprint is an innovative tool to measure the carbon emissions of intellectual services, providing our clients with essential data for Scope 3 emissions and facilitating comparisons between service providers based on their carbon footprint.

It aligns with international life cycle assessment standards and aims to quantify emissions per consultancy hour, considering all relevant processes from operational activities to consultant commuting. The process includes identifying emission sources, calculating emissions, and implementing actions to reduce the carbon footprint in line with global sustainability goals.

The tool is currently undergoing verification for ISO 14067, with completion anticipated in the first half of 2024. Furthermore, we are planning to make the Carbon Brainprint model accessible under an open-source license, aiming to set a new standard in carbon calculation for intellectual services and accelerate the decarbonization of our sector through collaboration, co-creation, and adaptation to the diverse needs of stakeholders.

⁹ To know more, please refer to [Impackathon](#)



ENVIRONMENTAL PILLAR

KEY HIGHLIGHTS OF THE YEAR

> **2023** carbon footprint assessment externally verified according to **ISO 14064-1**.

>  Validation of SBTi targets including a **Net Zero target for 2050**.

> **34%** absolute reduction in emissions from 2019 baseline.

> **18% & 79%** Scope 1 & 2 absolute emissions reduction versus 2019 baseline.

> **29%** Scope 3 absolute emissions reduction & **58%** Scope 3 intensity reduction versus 2019 baseline.

>  **ISO 14001 and 50001 certifications.**

> **11 offices** switched to renewable energy.

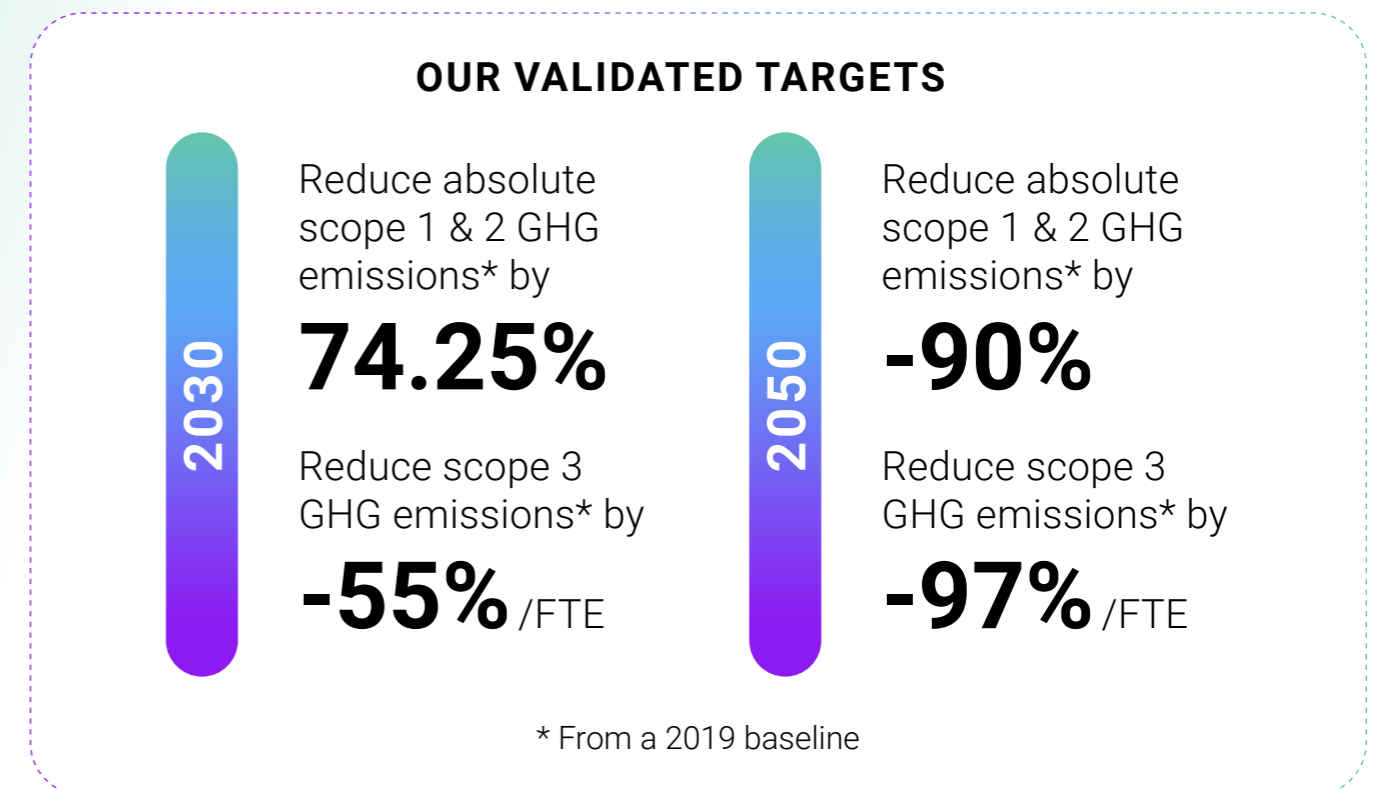
> **251 tCO2e** saved through Optimization of IT Inventory Management.

> **B score** Carbon Disclosure Project.

MANAGING MANTU'S ENVIRONMENTAL IMPACTS

Beginning in 2020, Mantu has adopted an environmental and energy management system aligned with the ISO 14001 and ISO 50001 standards. This system's main goal is to monitor and manage Mantu's environmental footprint, consistent with its Sustainability policy. Drawing from the ISO 14001 and 50001 standards, Mantu's Sustainability policy demonstrates the company's dedication to environmental stewardship and details actions to reduce its ecological impact.

In 2023, our decarbonization targets have been officially validated by the Science-Based Targets Initiative (SBTi), a global initiative that helps companies set ambitious climate goals consistent with the Paris Agreement. From a 2019 baseline, Mantu's decarbonization targets include a 2030 near-term target and a 2050 Net-Zero target.



The policy involves a commitment to reduce Mantu's gas emissions by 90 percent by 2050. This Net-zero objective has been validated by the Science-Based Target initiative (SBTi)¹⁰. To achieve this objective, Mantu is deploying a decarbonization strategy, which covers all its operations, with a special focus on energy management as per ISO 50001 recommendations. Mantu's

decarbonization program for instance involves initiatives like cutting down on energy use, switching to renewable energy, and enhancing energy efficiency throughout Mantu's premises and activities¹¹. These initiatives are consistently tracked, assessed, and reviewed to ensure Mantu stays on course to meet its sustainability goals¹².

¹⁰ To know more, please refer to [Decarbonization](#)
¹¹ To know more, please refer to [Energy management](#)

¹² To know more, please refer to [Monitoring greenhouse gas emissions](#)

Mantu's environmental management system goes further than greenhouse gas emissions reduction and encompasses broader ecological goals like promoting a circular economy and preserving biodiversity. Mantu's double materiality analysis indeed considers all the environmental topics recommended by the CSRD ESRS and involves the measurement of impacts and risks on pollution, circular economy, and water among others¹³. With regards to mitigation actions, Mantu's decarbonization program integrates circular economy projects, particularly in the management of IT equipment¹⁴. Concurrently, Mantu is in the process of assessing and quantifying its impact on and reliance upon biodiversity, to establish a Science-Based Target for nature (SBTn). In alignment with this objective, in 2023, Amaris Consulting, a brand within the Mantu group, participated in the French Convention of Enterprise for Climate, contributing to the creation of a regenerative action plan targeted for 2030¹⁵.

The implementation of Mantu's environmental and energy management system is widespread across Mantu's entire network, which includes over sixty locations and all integrated brands. Nonetheless, certain measures are specifically tailored to Amaris Consulting France, which is certified ISO 14001 and ISO 50001 since 2022. Additionally, in 2023, Mantu participated for the second time to the CDP Climate Change evaluation, securing a B score. This rating reflects our solid environmental management practices, with actions in place that are effectively addressing the environmental impact of our operations. While a B score

signifies that Mantu is actively managing its environmental footprint, it also highlights areas for growth towards leadership in our environmental performance. This score places Mantu ahead of the specialized professional services sector's average C score. We are dedicated to continuous improvement and aspire to surpass this accomplishment in the next reporting cycle.

Mantu's environmental and energy management adheres to the ISO "Plan-Do-Check-Act" framework. Within this structure, Mantu embarks on a series of environmental analyses to strategically plan its environmental actions:

- Yearly double materiality analysis engaging stakeholders and risk management to pinpoint significant environmental impacts and risks¹⁶,
- Monthly environmental legal monitoring in collaboration with Mantu's legal department on the European and French scope,
- Annual carbon footprint evaluation across Mantu, in accordance with the GHG protocol and externally verified ISO 14064-1¹⁷,
- Yearly environmental impact analysis and energy review on the scope Amaris Consulting France.

¹³ To know more, please refer to [Double materiality](#)
¹⁴ To know more, please refer to [Waste management](#)

¹⁵ To know more, please refer to [Amaris Consulting](#)
¹⁶ To know more, please refer to [Double materiality](#)

These analyses are pivotal in recognizing our key environmental impacts, regulatory compliance requirements, and major risks that our environmental action plans must address. For example, our 2023 double materiality analysis highlighted that greenhouse gas emissions, energy consumption, waste management, climate risks and resources inflows were material topics to monitor as part of Mantu's sustainability strategy¹⁸.

Based on these analytical outcomes, we set precise, quantifiable environmental goals to mitigate our ecological impacts, risks, and legal duties. These targets also help gauge the success and quality of measures enacted within our environmental and energy management system. These goals are consolidated on a dedicated platform and are tracked monthly, quarterly, or annually, depending on each objective's specific nature. Should objectives not be met, we devise action plans with relevant parties to ensure future success in achieving our aims.

To meet our environmental goals, we initiate measures with designated resources and timelines. The duration of these measures varies, targeting short, medium, or long-term issues. We assess the necessary human and financial resources for each measure and confirm these with the responsible party, typically the department head. These allocated resources are then communicated across all departments involved in the actions.

For the continuous improvement of our environmental and energy management system, we conduct annual internal audits. These audits result in a report detailing strengths, areas of progress, weaknesses, and any minor or major non-conformities, evaluating adherence to both ISO 14001 and ISO 50001 standards and our internal criteria. In the 2023 audit, three opportunities for improvement were identified. One referred to the clarification of validation steps for sustainability communications, another one involved the integration of local risks in emergency preparedness and business continuity procedures, and a final one pointed to integration of a priority scale in the monitoring of legal requirements. These three opportunities for improvement were then integrated into existing processes to ensure continuous improvement.

An annual management review reports the system's effectiveness to Mantu's top executives. This session includes presentations of the environmental and energy management system, annual KPIs, action plans, and their success in meeting set objectives, allowing leadership to offer feedback and direct any necessary corrective measures, while also securing executive support for the environmental and energy management system.

¹⁷ To know more, please refer to [Monitoring greenhouse gas emissions](#)
¹⁸ To know more, please refer to [Double materiality](#)



MONITORING GREENHOUSE GAS EMISSIONS

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Accurately measuring our carbon footprint is essential for directing our decarbonization efforts effectively and monitoring their effectiveness over time. We're proud to have developed our own carbon calculation tool, meticulously designed to align with the ISO 14064-1 standards. This tool enables us to pinpoint precisely where our efforts should be concentrated and evaluate the efficacy of our decarbonization program, ensuring that our journey towards decarbonization is both strategic and impactful.

Zoé Ricci - Sustainability Specialist

Approach and methodology

Precise measurement of emissions resulting from Mantu's operations is crucial for an accurate evaluation and mitigation of our environmental footprint. In line with this, our sustainability team conducts an exhaustive annual carbon footprint analysis, adhering to the Greenhouse Gas (GHG) Protocol's and ISO 14064-1 standards. To ensure a thorough and comprehensive assessment that captures all emissions associated with Mantu's activities, we implement several key practices:

➤ We monitor emissions across the full spectrum of Mantu's operations, which includes all entities under Mantu's financial control in over sixty locations worldwide.

➤ Our GHG inventory encompasses direct emissions (scope 1) from sources like our vehicle fleet, air conditioning systems, and gas usage; indirect emissions (scope 2) from electricity consumption; and all other indirect emissions (scope 3) applicable to Mantu including purchased goods and services, waste generation, energy use, business travel, employee commuting, and the utilization of our services. We do not exclude any scope 3 emission categories applicable to Mantu's operations.

Mantu has developed its own carbon footprint calculation tool aligned with the GHG Protocol methodology and the ISO 14064-1. When proceeding to calculations, we strive to collect primary data for emissions and emission factors. When such data is not available, we turn to emission factor databases endorsed by the Greenhouse Gas Protocol, primarily those provided by the French Agence De l'Environnement et de la Maîtrise de l'Énergie (ADEME), the United Kingdom's Department for Environment, Food & Rural Affairs (DEFRA), the European Environment Agency (EEA) and International Energy Agency (IEA). The 100-year Global Warming Potentials (GWP) values are sourced from the Sixth Assessment Report (AR6) by the Intergovernmental Panel on Climate Change (IPCC).

Each assessment undergoes an internal audit annually by our Finance, Sustainability, and Quality departments. In addition, Mantu's methodology and tool have earned ISO 14064-1 verification for the 2022 carbon footprint assessment and has been externally verified for 2023, underscoring the credibility of our approach.

We track GHG emissions using two metrics: absolute emissions (in tons of CO₂ equivalent, tCO₂e) for a comprehensive emissions profile, and intensity-based emissions (tCO₂e per full-time equivalent, FTE) primarily for scope 3 emissions, which helps us gauge our environmental efficiency in the context of business growth. No offsets are used in quantifying GHG emissions.

Greenhouse gases

In our carbon footprint assessment, we measure GHG emissions in CO₂ equivalent units to standardize reporting. While CO₂ is the predominant gas in scope 1 mobile combustion emissions, methane (CH₄) and nitrous oxide (N₂O) are also considered. We rely on primary data from our car leasing suppliers for accurate emission factors, although currently, we lack a detailed breakdown of the various GHGs within these factors. Therefore, we estimate mobile combustion emissions in CO₂, CH₄, and N₂O using data from the United States' Environmental Protection Agency (EPA). Stationary combustion emissions are separately accounted for each GHG, including CO₂, CH₄, and N₂O. Fugitive emissions from air conditioning systems in offices and vehicles are quantified for each GHG, including CO₂, HFC-125, HFC-32, and HFC-134.

Scope 2 emissions are associated with electricity consumption in Mantu's offices and electric vehicles. The GHGs from electricity generation primarily include CO₂ but may also involve N₂O and CH₄. Due to the diverse range of gases potentially involved in scope 3 emissions and the current lack of detailed information, we report these emissions in tCO₂e, encompassing all GHGs.

Baseline year and recalculation

The baseline year for Mantu's carbon footprint assessment is 2019 as it is the first year in which a carbon footprint assessment was conducted following the GHG protocol methodology. Recalculations of the baseline year are planned to follow the Greenhouse Gas Protocol and ISO 14064-1 guidelines.

They will take place in case of the following scenarios:

- The discovery of a wrong interpretation of the GHG Protocol or ISO 14064 leading to a mistake,
- The discovery of a significant activity that has been ignored during the assessment leading to an underestimation of GHG emissions,
- The discovery of a calculation error, a significant change in methodology or emission factors,
- Structural changes within the company, involving the transfer of ownership or control of emissions-generating activities.

If such a case happens, we take the following actions:

- Estimate the average fluctuation in the results of the baseline year's carbon footprint assessment expressed in metric tons of CO2 equivalent (tCO2e).
- Assess the average tCO2e change against the SBTi's recommended five percent significance threshold.
 - If the change accounts for less than five percent of the baseline year carbon footprint assessment result the baseline year does not need to be recalculated,
 - If the change accounts for five percent or more of the baseline year carbon footprint assessment result, the carbon footprint assessment of the baseline year should be recalculated.

In early 2023, Mantu recalculated its 2019 assessment to align with SBTi's calculation guidelines, which differ from the GHG Protocol's. This involved shifting from Tank to Wheel (TTW) to Well to Wheel (WTW) emission factors for all scope 3 indirect transport emissions. This recalculation

also included the addition of Transmission & Distribution (T&D) losses in Scope 3 fuel and energy and the exclusion of upstream emissions related to leased assets in Scope 3 purchased goods and services. This recalculated approach was then applied to the 2021, 2022 and 2023 assessments.

Following this recalculation, Mantu's 2019 baseline equals **14,370.56 tCO2e**.

Emission category	GHG Emissions in tCO2e	GHG emissions in tCO2e / FTE	Percent of total emissions
Scope 1	958.90	0.23	7%
Fugitive Emissions	153.54	0.04	1%
Mobile Combustion	805.36	0.20	6%
Scope 2	1,836.11	0.45	13%
Purchased Electricity	1,836.11	0.45	13%
Scope 3	11,575.56	2.84	81%
1. Purchased goods and services	6,473.14	1.59	45%
3. Fuel- and energy-related activities	347.34	0.09	2%
5. Waste generated in operations	98.34	0.02	1%
6. Business travel	2,449.39	0.60	17%
7. Employee commuting	1,973.03	0.48	14%
9. Downstream transportation and distribution	0.33	0.00	0%
11. Use of sold products	92.73	0.02	1%
12. End-of-life treatment of sold products	141.26	0.03	1%
TOTAL	14,370.56	3.52	100%

2023 emissions

Mantu's 2023 carbon footprint assessment (externally verified according to ISO 14064-1) amounted to 9,421.53 tons of CO₂e. Detailed in the following table, this assessment breaks down emissions by scope and category, also providing a comparative analysis with the preceding year 2022, and the established baseline of 2019.

Since emissions linked to Mantu are anthropogenic, biogenic emissions accounting is not applicable to the company.

Emission category	tCO ₂ e	tCO ₂ e/FTE	Percent of total emissions	Variation vs. previous year tCO ₂ e	Variation vs previous year tCO ₂ e/FTE	Variation vs baseline year tCO ₂ e	Variation vs baseline year tCO ₂ e/FTE
TOTAL	9,421.53	1.35	100%	-18%	-60%	34%	-62%
Scope 1	784.99	0.11	8.33%	33%	-35%	-18%	-52%
Stationary Combustion	9.95	<1	0.11%	308%	/	/	/
Fugitive Emissions	279.79	0.04	2.97%	45%	-30%	82%	7%
Mobile Combustion	495.25	0.07	5.26%	25%	-40%	-39%	-64%
Scope 2	381.14	0.05	4.05%	8%	-47%	-79%	-88%
Purchased Electricity	381.14	0.05	4.05%	8%	-47%	-79%	-88%
Scope 3	8,255.40	1.18	87.62%	-22%	-62%	-29%	-58%
Purchased goods and services	3,371.94	0.48	35.79%	-59%	-80%	-48%	-69%
Capital goods	607.09	0.09	6.44%	/	/	/	/
Fuel- and energy-related activities	231.63	0.03	2.46%	149%	21%	-33%	-61%
Upstream transportation and distribution	9.28	<1	0.10%	/	/	/	/
Waste generated in operations	56.39	0.01	0.60%	-28%	-65%	-43%	-66%
Business travel	1,597.69	0.23	16.96%	13%	-45%	-35%	-62%
Employee commuting	555.17	0.08	5.89%	-6%	-55%	-72%	-84%
Upstream leased assets	48.44	0.01	0.51%	/	/	/	/
Downstream transportation and distribution	0.15	<1	<1%	43%	-31%	-54%	-73%
Use of sold products	1,777.05	0.26	18.86%	1,152%	507%	1,816%	1,023%
End-of-life treatment of sold products	<1	<1	<1%	-100%	-100%	-100%	-100%
Investments	0.56	<1	<1%	-97%	-98%	/	/

The data reflects a reduction of 34% when measured against the baseline year of 2019.

This decline aligns with Mantu's trajectory towards diminishing greenhouse gas emissions in adherence to the baseline

year's metrics. The findings from the 2023 assessment affirm that Mantu is on a downward emissions trend, which is in line with the objectives validated with the Science Based Targets initiative (SBTi).

Mantu's detailed assessment of gross direct GHG emissions under Scope 1 revealed a total of 784.99 metric tons of CO₂ equivalent

This calculation incorporates all relevant greenhouse gases. For instance, both nitrous oxide (N₂O) and methane (CH₄) are accounted for within the stationary combustion category. Similarly, greenhouse gases are also comprehensively included in the evaluation of fugitive emissions.

A detailed analysis reveals that Scope 1 emissions increased by 33% compared to 2022 yet saw a 18% decline from 2019 levels. The tCO₂e/FTE ratio also decreased by 35% relative to 2022, suggesting that the increase is attributable to the company's expansion. The increase is led by the Stationary combustion emissions category, but the principal reason is more granularity on natural gas consumption.

Market-based energy indirect GHG emissions (Scope 2) amount to 381.14 of tCO₂e and Gross Location-based to 326.93 tCO₂e. Scope 2 emissions reflect a 8% rise from 2022 but an 79% decrease from 2019, alongside an 88% reduction in tCO₂e/FTE. This indicates that, like Scope 1, the increase is significantly offset when factoring in the company's growth. The rise in emissions is also explained by the availability of data for many more offices than 2022. While in 2022, electricity consumption data was available for 70% of offices' m², we obtained data from 87% of offices' m² in 2023.

Scope 3 emissions amount to 8,255.40 tCO₂e. Mantu experienced a notable decrease, marking a 22% tCO₂e fall from 2022 and 29% from 2019. Delving into the specific emission categories within Scope 3, we can see that, as outlined in the provided table, emission categories that reduced the most are Purchased Goods and Service, End of Life of Sold Products and Investments. Due to some key reductions in spending, notably on the Amaris reselling offer, Purchased Goods and Services went from constituting 70% to 36% of the overall carbon footprint between 2019 and 2023. This decrease also implies a more homogenous distribution of emissions among emission categories. As we can see from the tables above, Business Travels and Use of Sold Products now contribute significantly to the assessment. End of Life of Sold Products also decreased as a result of a decrease in reselling activities. Investment emissions decreased due to access to more precise primary data as WEMEAN calculated its carbon footprint for the time in 2023. Contrary to the overall trend of emissions reduction, there has been a relevant surge in emissions attributed to the Use of Sold Products and Services. This significant increase in 2023 can be explained by the restructuring of the Use of Sold Products & Services calculations, which was updated to represent all brands and their distinct business models more accurately. Consequently, the rise in emissions in this category is explained by the enhanced granularity and accuracy in measuring emissions, reflecting a more precise assessment.

Emissions reductions

In 2023, Mantu launched a series of initiatives aimed at reducing emissions as part of our comprehensive Decarbonization program¹⁹, achieving measurable decreases as a direct result of these efforts. Emission reductions linked to three specific projects were quantified in accordance with the GHG Protocol for Project Accounting and the standards ISO 14064-1 and ISO 14064-2.

Establishing a baseline scenario is essential for calculating projects' emissions reductions, representing what would have transpired without the project's implementation. This baseline can be derived from historical data, such as last year's emissions, or a counterfactual scenario for the current year, projecting the most likely emissions scenario had the project not been undertaken. For the 2023 reduction evaluation, we relied on data from the previous year or a counterfactual scenario for 2023 depending on each situation.

The observed reductions deriving from decarbonization projects totaled 4,767.94 tons of CO₂e. Specifically, the reselling decarbonization project accounted for 4,597.75 tCO₂e reduction between 2022 and 2023²⁰, the deployment of renewable energy if offices resulted in a decrease of 9.57 tCO₂e in 2022-2023²¹, the optimization of IT equipment allowed to save 251.16 tCO₂e²², and the electrification of Mantu's car fleet accounted for 40.37 tCO₂e reduction in 2022-2023²³. For each project, the calculations have incorporated all pertinent gases.

¹⁹ To know more, please refer to [Decarbonization](#)

²⁰ To know more, please refer to [Integrating decarbonization into business decisions](#)

²¹ To know more, please refer to [Energy consumption at Mantu](#)

²² To know more, please refer to [Circular economy at Mantu](#)

²³ To know more, please refer to [Energy management](#)



DECARBONIZATION



At Mantu decarbonization means integrating environmental considerations into all the aspects of our Group activities that impact our carbon footprint. This includes reducing our energy consumption and sourcing it renewably, integrating circular economy approaches in our general services, and incorporating sustainable practices into our client and supplier engagements, among others. Our approach to sustainability is pragmatic, focusing on tangible actions that reduce our environmental impact across all areas of operation.

Zoé Ricci - Sustainability Specialist

Targets and action plan

Mantu's commitment to decarbonization was affirmed in 2023 when the Science Based Targets initiative (SBTi) validated the Net Zero targets we submitted in 2022. These targets, which are instrumental in monitoring our decarbonization efforts, are grounded in the 2019 baseline assessment used by Mantu.

Our SBTi Net Zero targets commit Mantu to:

Full Time Equivalent (FTE)

	by 2030	by 2050
Reduce Scope 1 & 2 GHG emissions by	-74.25%	-90%
Reduce Scope 3 GHG emissions by	-55% /FTE	-97% /FTE

To reach these ambitious decarbonization objectives, Mantu's Sustainability department developed a comprehensive decarbonization program, championed by Mantu's Executive Vice President Finance and Executive Vice President Sustainable Development. This ambitious program has become a cornerstone of the Impact center within Mantu's strategic plan, Pioneer I, for 2025. It encompasses ten projects: Green IT, Sustainable Procurement, Green Office, Green Real Estate, Sustainable Reselling, Green Mobility, Green Business Travel, Sustainable Marketing, Carbon Neutralization and People Environmental Awareness.

Energy management: sobriety and renewable energy sourcing

Energy management represents a material environmental impact for Mantu and plays a central role in our efforts to reduce greenhouse gas emissions in line with our Science Based Targets initiative (SBTi) targets. At Mantu, we address this challenge through a multifaceted strategy that emphasizes energy sobriety and efficiency, the transition to electrification, and the sourcing of renewable energy. These strategic pillars are operationalized within the framework of our comprehensive Decarbonization program, particularly through the Green Office, Sustainable Procurement, and Green Mobility projects. Each of these projects is designed to not only minimize our energy consumption but also to ensure that the energy we do use comes from renewable sources, thereby reinforcing Mantu's commitment to environmental responsibility.

ENERGY CONSUMPTION AT MANTU

Mantu meticulously evaluates the energy consumption and associated greenhouse gas emissions arising from our car fleet, which encompasses a mix of thermic, hybrid, and electric vehicles. To accurately account for the direct emissions from thermic and hybrid cars, we categorize them under Scope 1 Mobile Combustion. Here, we apply emission factors supplied directly by our car leasing providers. Concurrently, we address the indirect emissions associated with the fuel consumption of these vehicles by incorporating them into Scope 3 Fuel and Energy Related Activities. This is achieved by applying emission factors from the ADEME and DEFRA to the total quantity of fuel procured throughout the year²⁴. In 2023, mobile combustion emissions accounted for 495.25 tCO₂e and Fuel and energy emissions linked to cars' fuel consumption to 114.36 tCO₂e. The total fuel consumed by thermic and hybrid cars in 2023 was 213,191 L.

For electric and hybrid vehicles, the emissions related to electricity consumption are calculated using both market-based and location-based methods under Scope 2. Additionally, we consider the upstream emissions, including Transmission and Distribution (T&D) losses, as part of Scope 3 Fuel and Energy. By multiplying the yearly electricity consumption of each vehicle with the IEA's upstream emission factors, we can derive a precise estimate of our car fleet's total greenhouse gas emissions, expressed in tCO₂e²⁵. In 2023, the total Kwh consumed by car was 94,087, total market-based scope 2 emissions linked to cars was 18.65 tCO₂e,

total Cars' Electricity Upstream Emissions at 3.27 tCO₂e with T&D Losses emissions at 0.88 tCO₂e.

In addition, as part of Scope 3 upstream leased assets, we measure the scope 2 and scope 3 emissions linked to cars under short term contracts. In 2023, emissions amounted at 0.03 tCO₂e for Upstream Electricity and 0.01 tCO₂e T&D Losses.

With regards to offices' energy consumption, we monitor gas and electricity consumption across our 70+ offices and measure all associated direct and indirect emissions. We monitor natural gas consumption for heating as part of Scope 1 Stationary Combustion for direct emissions and Scope 3 Fuel and Energy for indirect emissions. In 2023, total gas consumption was 9,243 m³, with related 9.95 tCO₂e Stationary Combustion emissions. Fuel and Energy emissions linked to natural gas were at 2.23 tCO₂e. With regards to offices' electricity consumption, we monitor Scope 2 emissions following both market-based and location-based approaches. Upon collecting the full year's data in kilowatt-hours (kWh), we apply the appropriate emission factors—sourced from DEFRA, ADEME, EEA, AIB, or directly from our suppliers in the case of renewable energy—to determine our Scope 2 emissions. Electricity upstream emissions, including Transmission and Distribution (T&D) losses, were accounted for in Scope 3 Fuel and Energy.

²⁴ ²⁵ To know more, please refer to [Monitoring greenhouse gas emissions](#)

For the year 2023, Mantu's offices recorded an electricity consumption of 958,982 kWh, of which 30% was derived from renewable sources. The resulting emissions amounted to 381.14 tCO₂e for Scope 2 market-based, while the Scope 3 electricity upstream emissions, including Transmission and Distribution (T&D) losses, totaled 98.4 tCO₂e. Scope 3 Fuel and Energy calculations are based on emission factors from the International Energy Agency (IEA).

Regarding energy consumption outside of Mantu's perimeter, business travel activities such as car rentals, flights, trains, and taxis are accounted in Scope 3 Business Travel and generated 1,707.8 tCO₂e in 2023. Emissions linked to Mantu employees' commuting were accounted in Scope 3 Employee Commuting and amounted to 1,736.2 tCO₂e in 2023.

All the impacts emphasized above are consolidated as part of Mantu's yearly carbon footprint assessment. To monitor our energy related emissions, we use both an absolute performance and an intensity

indicator, measured in tCO₂e and tCO₂e/FTE respectively. These indicators allow us to assess the evolution of energy consumption both as gross data and in proportion to the number of employees, which can have a significant impact on energy consumption. We use this approach for both internal and external energy consumption. Taking an intensity indicator, in 2023, Scope 1 Mobile Combustion emissions thus amounted to 0.07 tCO₂e/FTE, Stationary Combustion amounted to <1 tCO₂e/FTE, Scope 2 emissions totaled 0.05 tCO₂e/FTE market-based and location-based, Scope 3 Fuel and Energy emissions were equal to 0.03 tCO₂e/FTE, Business Travel emissions totaled 0.23 tCO₂e/FTE and Employee Commuting emissions amounted to 0.08 tCO₂e/FTE.

In addition to its carbon footprint assessment, Mantu also undertakes a comprehensive yearly energy review that aligns with the ISO 50001 standard. This systematic evaluation helps us pinpoint areas of substantial energy consumption and explore potential avenues for further enhancing energy efficiency.

PROMOTING ENERGY EFFICIENCY, ELECTRIFICATION, AND RENEWABLE ENERGY SOURCING

Mantu is committed to advancing energy management, with a focus on promoting energy efficiency, accelerating the shift towards electrification, and increasing the sourcing of renewable energy. These efforts are encapsulated within our strategic Decarbonization program, particularly through the Green Office, Sustainable Procurement, and Green Mobility projects.

Under the Green Office project, Mantu has rolled out energy sobriety guidelines across all global offices, targeting key areas such as lighting, air conditioning management, and IT equipment usage to reduce energy consumption. To best monitor energy consumption and reduce it, we initiated a Smart Building pilot project in our Paris office in 2023, installing sensors to predict and minimize energy consumption²⁶. Furthermore, we have shifted towards renewable energy providers, with eleven of our offices in France, Spain, United Kingdom and Monaco making the transition to 100 percent renewable energy sources in 2023.

Our Green Real Estate program digs deeper into the roots of our energy usage by monitoring the energy performance of our offices and equipment. Renovation efforts are underway to improve energy efficiency through better insulation, the installation of thermostats, motion sensor technologies, and energy-efficient lighting equipment. Environmental and energy

considerations have become integral to our office sourcing decision-making process. This was exemplified by our move to a LEED-certified office in Medellin (Colombia), which underscores our dedication to sustainable infrastructure.

Our Green IT initiative aims to minimize our IT-related energy consumption and environmental impact. This strategy includes a comprehensive Green IT audit, which evaluates our current technology practices and identifies opportunities for energy savings, such as implementing a cloud solution that prioritizes sustainability, ensuring our digital infrastructure is energy-efficient and has a reduced carbon output. To support these technical measures, we've rolled out specialized training for our staff and consultants, cultivating expertise in green IT and green coding techniques that minimize environmental impact without compromising functionality. Our R&D efforts are advancing our Green IT goals through two pivotal projects: one for embedding sustainable practices into business operations, and another dedicated to developing a tool that encourages green coding among developers.

Finally, our Green Mobility project is driving a transition towards a smaller and fully electric car fleet. In 2023, we took a significant step by ensuring that all car catalogs exclusively offer electric or hybrid options. Between 2022 and 2023, the proportion of hybrid and electric cars went from 5% to 15% achieving a 40.37 tCO₂e reduction. These concerted actions reflect Mantu's holistic approach to energy management and our commitment to environmental stewardship.

²⁶ To know more, please refer to [The Lab](#)



Waste management: a circular economy approach

Waste management is a significant aspect of Mantu's environmental impact, as highlighted by our materiality analysis. Recognizing this, Mantu diligently tracks waste generated not only from our direct operations but also from activities within our value chain. To address this, we have integrated targeted strategies to minimize, recycle, and promote circularity of waste within our environmental management system. These strategies are effectively operationalized through actions within the Green Office project, Sustainable Procurement project, and Green Mobility project—all integral components of Mantu's overarching Decarbonization program.

WASTE MONITORING

Mantu systematically employs primary data to calculate emissions associated with waste management, giving precedence to specific information regarding the volume of waste and the methods of disposal obtained directly from its suppliers. In the year 2023, Mantu gathered this data from suppliers serving its offices in Toronto, Geneva, Marseille, Lille, Strasbourg, Paris, Levallois-Perret, Bordeaux and Lyon.

For locations where such data is not accessible, Mantu employs an estimation approach based on a standard metric kilograms of waste per employee, categorized by type of waste. This metric is derived from offices for which waste management processes are reported. Subsequently, Mantu applies emission factors provided by ADEME, corresponding to the identified waste disposal methods. In instances where data is sparse, an average of the available figures is used.

In 2023, Mantu's offices thus produced 48,467 kg of waste, including 3,969 kg that were recycled. Onsite produced waste accounted for 56.39 tCO₂e.

Waste produced downstream in Mantu's value chain are also accounted as part of Mantu's yearly carbon footprint assessment. Specifically, the electronic waste and packaging waste linked to Mantu's IT equipment reselling activities amounted to 1.11 kg of electronic waste and this represented <1 tCO₂e²⁷.

To ensure that we reduce our waste production overtime, we train our employees on the topic. Notably, the environmental practices training provides key insights on how to reduce the amount of waste within the office and how to properly dispose of them to minimize its treatment impact.

²⁷ To know more, please refer to [Integrating decarbonization into business decisions](#)

CIRCULAR ECONOMY AT MANTU



At Mantu, our commitment to circular economy focuses on maximizing resource use and minimizing waste across our operations. Through decarbonization projects like Sustainable Procurement, Green Office, and Green Mobility, we are optimizing IT asset utilization, enhancing recycling efforts and promoting shared mobility. These actions not only contribute to our decarbonization goals but also offer tangible benefits to our business and stakeholders. It is about smart resource management for a sustainable future.

Nicolas Jammot - General Services Director

Mantu's commitment to circular economy is an integral part of our decarbonization program, focusing on waste avoidance, reduction, reuse, and recycling. This commitment is operationalized through three key projects: the Sustainable Procurement project, the Green Office project, and the Green Mobility project.

The cornerstone of Mantu's approach is to minimize waste generation by maximizing resource utilization and promoting shared usage. Within the Sustainable Procurement project, Mantu is optimizing IT equipment by extending the lifespan of devices through repair and reuse initiatives. Thanks to global monitoring of IT equipment available to all Office Managers, IT hardware is directed from offices with supply to offices in demand in case of need. In 2023, IT equipment optimization reduced purchases drastically, thereby allowing to save 251.16 tCO₂e. In cases where IT equipment is beyond reuse, Mantu has established a partnership with Lenovo for resale and recycling of defective laptops, desktops, servers, screens, mobile phones and tablets. Additionally, systems for recycling batteries and toners are being deployed to all offices and are already in place in all French offices.

In line with our Green Mobility project, Mantu is shifting from individual car ownership to shared mobility solutions. In 2023, 12 percent of Mantu's car fleet comprised shared vehicles as part of an office carpooling system, reducing the need for individual cars.

The Green Office project addresses office waste with a proactive approach to waste prevention. Mantu has instituted a no single-use policy, advocating for the use of reusable cutlery and equipment to diminish the generation of waste. For waste that is produced, recycling is emphasized, with 47 percent of Mantu's offices globally equipped with recycling bins, contingent on the availability of local recycling infrastructure.

With regards to waste generated downstream in Mantu's value chain, Mantu is also working on limiting their production via the progressive reduction of IT equipment reselling, which is further explained in [***Integrating decarbonization into business decisions: The example of reselling.***](#)

This multi-faceted approach to waste management underscores Mantu's dedication to circular economy and our overarching decarbonization objectives.

Integrating decarbonization into business decisions

The example of reselling

To meet our SBTi Net Zero objectives, Mantu has also been working on the transformation of key business offers as part of its Decarbonization program. In particular, Mantu's decarbonization program includes a project aimed at transforming IT equipment reselling offers, mainly carried by the Austrian entity of Amaris Consulting, one of Mantu brands. Since Mantu accounts for all upstream and downstream emissions of the IT equipment resold, IT equipment reselling activities represents a significant portion of Mantu's carbon footprint – 39% of Mantu's emissions in our 2022 carbon footprint assessment.

To control the environmental impact of our reselling activities, we integrated environmental data considerations into each project decision-making. A sustainability review based on each project's carbon footprint was integrated into the approval

process for each new reselling project in order to ensure that every project aligns with our environmental goals before proceeding. This partnership between our Sustainability team and business units illustrates our commitment to evaluating the environmental impact of our products and services in order to select those with a lower carbon footprint and adjust our offer to reflect that. Our approach is pragmatic as we evaluate on which opportunities to focus on based on the environmental impact caused versus the benefits generated for the company.

This monitoring of IT equipment reselling projects' carbon impact allowed to reduce the emissions linked to IT equipment reselling by 4,597.75 tCO₂e between 2022 and 2023. It demonstrates the positive impact that such collaboration between Sustainability and business units or support functions can have, and it now serves as a guiding example for other decarbonization projects.



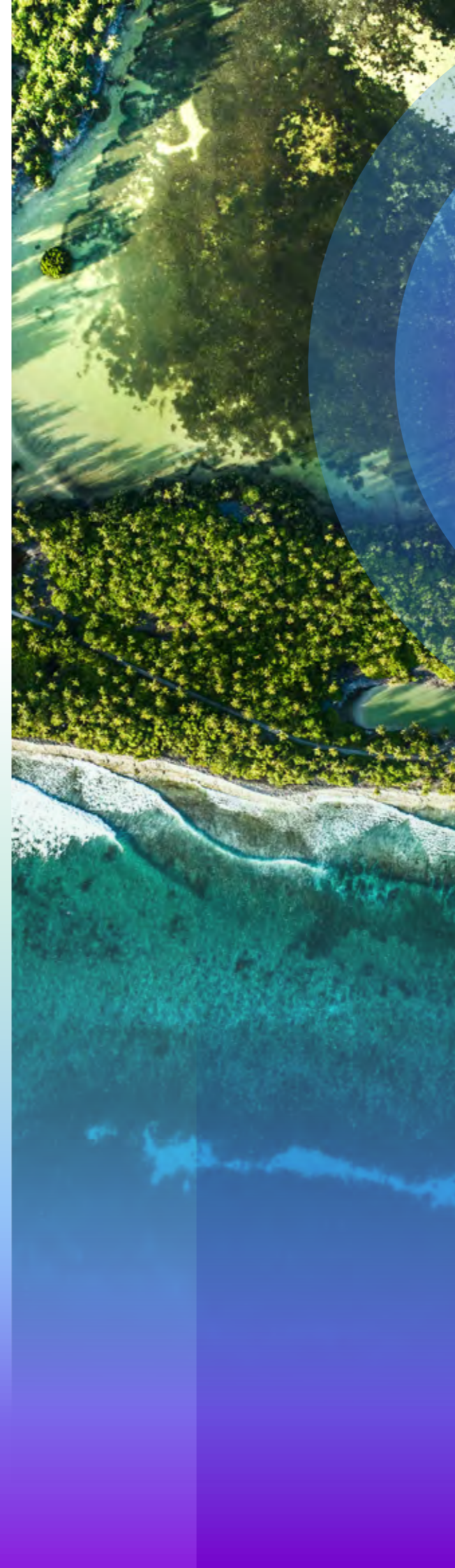
In our journey towards sustainability, we have taken concrete steps to embed environmental considerations into our business operations. We have for instance integrated systematic sustainability assessments into our IT reselling business offer, thus ensuring that our business evolves to meet our SBTi Net Zero commitment.

Arthur De Pauw - Director at Amaris

Carbon neutralization

In 2023, Mantu embarked on a new journey to define our carbon neutralization strategy, ensuring it aligns with our Science Based Targets initiative (SBTi) goals. Our strategy is comprehensive, focusing on reducing our greenhouse gas (GHG) emissions to the minimal possible extent and neutralizing the remaining emissions with permanent carbon removal techniques. Beyond achieving carbon neutrality, our holistic approach is designed to promote biodiversity and improve community well-being, reflecting our commitment to environmental and social responsibility.

Throughout the year, Mantu has been actively engaging with leading carbon neutralization brokers and certification bodies. These collaborations are instrumental in sculpting a robust framework for our neutralization strategy.





BROADENING OUR ENVIRONMENTAL HORIZONS BEYOND CARBON

At Mantu, we recognize that our environmental responsibility extends beyond carbon emissions to encompass the broader concept of planetary boundaries. Planetary boundaries are the safe operational limits for humanity to prevent significant environmental degradation. While we aim to address all these boundaries in our sustainability efforts, this report will specifically explore two critical areas: water and biodiversity. These domains are pivotal for maintaining ecosystem health and resilience. By focusing on these areas, we demonstrate our dedication to a comprehensive environmental strategy that supports the planet's stability and living well-being.



Biodiversity preservation

As a service company, our direct impact on ecosystems may be limited, yet we understand the critical importance of adopting a holistic approach to biodiversity. This strategy extends throughout our entire value chain, replicating our rigorous practices for monitoring greenhouse gas emissions. Acknowledging the emergent significance of biodiversity within our sustainability framework, we are investigating how Mantu could contribute to biodiversity preservation. Currently, our goal is to establish science-based targets through SBTn, alongside managing and disclosing nature-related risks via the Taskforce on Nature-related Financial Disclosures (TNFD) by the end of 2024.

This endeavor is part of a broader ambition to align our Science Based Targets initiative (SBTi) carbon neutralization strategy with biodiversity considerations²⁸.

²⁸ To know more about neutralization, please refer to [Carbon neutralization](#)



Water resilience

At Mantu, we recognize that our direct water usage, primarily for sanitary purposes, represents only a fraction of our environmental footprint. The broader impact stems from our engagements with clients, where water plays a critical role across various industries. Despite water not being a material topic within our immediate operations, we are deeply committed to mitigating water-related impacts through our comprehensive client services.

Introducing the AmaWater Initiative

Mantu's offerings in water management are designed with best practices and innovations in water preservation, aiming to assist our clients in reducing their water consumption, enhancing water efficiency, and promoting sustainable and resilient water use.

Our suite of services encompasses water risk assessments, efficiency audits, implementation of water-saving technologies, re-processing, re-engineering and strategies for recycling and reusing water. By integrating

these services, we guide our clients towards not only compliance with environmental regulations but also towards achieving significant water conservation milestones. This effort is underpinned by our understanding of the critical challenges facing water resources globally, including scarcity, pollution, and the effects of climate change.

In collaboration with industry experts and leveraging cutting-edge technology, we empower our clients to track their water usage accurately, identify reduction opportunities, and implement sustainable water management practices. These initiatives have a demonstrable positive impact, contributing to the preservation of water resources for future generations and the ecosystems upon which we all depend. Through our dedicated efforts, Mantu plays a pivotal role in promoting water sustainability, reflecting our broader commitment to environmental stewardship and social responsibility²⁹.

²⁹ To know more, please refer to [Amaris Consulting](#)



SOCIAL PILLAR

Mantu intensified its efforts to promote social sustainability in 2023, with a focus on improving employee well-being, fostering diversity, and encouraging inclusion.

KEY HIGHLIGHTS OF THE YEAR



Social Governance

We have established a Social Governance, a new decision-making body that enhances the impact of our social initiatives by uniting Human Resources, Recruitment, and Sustainability directors to collaboratively develop and refine our social policies.



Inclusive Recruitment Toolbox

We launched a toolbox for recruiters, aimed at ensuring our hiring processes are equitable and inclusive.



Parental Leave Policy

We rolled out a comprehensive Parental Leave policy, enhanced by the Mantu Parents Pathway program, which includes a buddy system to support new parents.



Diversity & Inclusion Celebration

We organized a series of events including conferences and debates, alongside our Open Up Initiatives, to elevate awareness of Diversity & Inclusion and mental health.

MANTU'S TALENT COMMUNITY

Our approach to working at Mantu

At Mantu, we want to generate opportunities for a vast talent community and pass on our boldness and our entrepreneurial culture and spirit. We want to continue helping our talent grow in their respective fields so that they can make an impact on the world. To be a front of mind player, we will continue developing solutions for our own talent and will help our clients to create flexible, agile, and connected working environments in line with the needs and expectations of a new generation of workers. This is crucial for business competitiveness, as attracting the best talent, providing healthy working conditions, and helping them to grow is also a matter of business reputation, credibility, and performance.

Employment is a vital topic for all Mantu entities, encompassing talent attraction, recruitment, retention, and promotion. As all human resources practices are managed internally, we are directly responsible and accountable for all associated impacts. To ensure that we remain a key competitor in

the market, we have established rules and processes regarding recruitment, training, onboarding, and talent management, as outlined in our Human Resources Policy. We continuously seek to improve our recruitment practices by gathering feedback from all candidates, including those who were not hired, to identify any potential negative impacts that may arise.

Talent development, attraction, and retention are fundamental priorities for Mantu. We place a great emphasis on recognizing high-potential employees who demonstrate dedication and outstanding work and provide them with opportunities for progression through internal promotion or new positions. These individuals are distinguished not only by their high performance but also by their personality traits that reflect Mantu's values. We offer talented people inspiring challenges according to their motivations, creativity, and the opportunities available, ensuring their progressive development.



In an ever-changing work environment driven by globalization and technological advancements, having an adaptable and talented Human Resources function is essential. Our Human Resources department supports our business throughout the entire recruitment process, from defining profiles to hiring new recruits.

Mantu recognizes the value of employing individuals with global skill sets and works to provide opportunities for its employees to grow through local or international experiences. We have a strong culture of internal mobility that is deeply ingrained in Mantu's DNA. Professional mobility is a powerful driver of skills enhancement and expertise development, and a source of growth that enables us to meet the needs of our transnational clients. Our team members benefit from the discovery of new roles, different cultures, and new activity sectors. We offer individualized career paths that balance the group's needs with employee expectations, thereby enhancing their career prospects and motivation. To facilitate internal mobility, we have developed an internal tool named Internal Job Offer, which allows Mantu employees to easily search and apply for all

open positions within the Group. We encourage all employees to share their mobility wishes in a dedicated section of their Human Resources portal. Those wishes are considered and reviewed every year at the management level.

The employment policy applies to all Mantu consolidated entities. It is a comprehensive policy that covers all employees, regardless of their age, gender, nationality, or employment contract duration. This policy is approved by the Executive Vice President Human Resources, who approves all Human Resources policies. Mantu adheres to all applicable wage and hour laws and regulations, including those related to minimum wages, overtime hours, other elements of compensation and provides legally mandated benefits. The specificities of employment can be found in the internal handbook, which defines a general set of rules regarding working time, remuneration, allowances and expenses, work environment, and health and safety in the workplace. This handbook can be adapted depending on different local realities and is kept up to date. Our policy aims to promote the definition of individual development and career plans and mobility.

To this end, Mantu has defined three key events:

The People Review is a yearly meeting held between Mantu's Human Resources team and the director with the objective of defining the Human Resources strategy for a particular population, such as a brand, function type, or office, over the long term. During the meeting, various Human Resources topics, such as compensation and benefits, training, skills, and retention, are discussed to develop a comprehensive Human Resources plan.

The Career Committee is a regular meeting attended by managers, directors, and the Human Resources team to evaluate the individual performance of each employee and develop an individualized action plan. The action plan may include promotion, functional mobility, international mobility, training, salary adjustments, and other challenges that are aligned with the Human Resources strategy defined during the People Review. This process aims to identify and nurture talent within the organization, support the professional development of each employee, and ensure that the organization has the skills and expertise it needs to achieve its strategic objectives.

The MAAP, or My Annual Appraisal, is a mandatory yearly meeting between an employee and their manager at Mantu. During this meeting, the employee's performance and commitment over the past year are reviewed, and an action plan is defined for the following year. This meeting is a crucial aspect of career management, as it focuses solely on drivers, career goals, and vision, with the aim of collectively building an individual path for each employee to reach their full potential. For Mantu, it is crucial to collectively build an individual path for each employee so they can reach their full potential. Thus, 100 percent of employees receive regular performance and career development reviews.

EMPLOYMENT WELL-BEING

Mantu has increased the investment in employee well-being as a key factor of our labor and management relations in 2023. We know that employee satisfaction and organizational success are closely related, so we have made open communication and transparency a priority, creating strong ways for our team members to share their issues and goals. We've also strengthened our efforts to make a supportive work environment that meets the whole needs of our employees. We've launched initiatives such as flexible work options and improved work-life balance strategies to help create a positive and healthy workplace culture.

Those were made with a lot of attention to diversity & inclusion, and to new parents through a parental leave policy and support systems. Our commitment to employee well-being shows our view that the well-being of our people is essential for the long-term growth and success of our organization.

Zoom In

The Mantu Parents Pathway and the Buddy program

We have established a comprehensive parental policy and a supportive program known as Mantu Parental Pathways. This program is accessible to all our employees, and it is aimed at fostering knowledge sharing and providing networking opportunities that support the integration of work and family life.

We have designed our parental leave policy to consider parenthood as a natural stage in our employees' careers, ensuring that everyone is treated with the respect and dignity that align with our company's principles. The policy is implemented across all Mantu locations, crafted to go beyond the local legislative requirements for parental leave. Our commitment is to cultivate an inclusive culture that upholds a consistent set of parental principles, regardless of the country, while also promoting flexible working arrangements.

The policy we have in place details the various stages of the parental journey, from announcing a pregnancy or adoption, through the preparation for this significant life event, the duration of the parental leave, and the subsequent return to work. We offer tailored support to new parents at Mantu, which includes options such as working from home, flexible working hours, and the option to reduce working hours at certain times surrounding the birth or adoption of a child.

Furthermore, our Mantu Parental Pathways program incorporates a buddy system to offer extra support and guidance to our employees as they embark on the path of parenthood. This buddy program is thoughtfully designed to pair new parents with more experienced colleagues who can impart knowledge and provide advice on maintaining a balance between work commitments and new family responsibilities. This peer support mechanism is a key element of the personalized support we are committed to providing to new parents within our company.



APPROACH TO REMOTE WORKING

Mantu recognizes the importance of remote work and has developed a set of smart working principles to ensure a productive and effective remote work environment. These principles are shared with all employees and are subject to local regulations. To ensure that employees have all the necessary tools to work efficiently from home while maintaining their wellbeing, Mantu offers all its people training on how to work efficiently from home. Additionally, all employees must follow the training modules on confidentiality and GDPR before working from home.

FOSTERING OPEN DIALOGUE

In addition to our existing policies and initiatives, Mantu has implemented several actions to improve the work experience of our employees, including:



Conducting a monthly survey called the "Express Yourself program," which provides employees an opportunity to share their opinions and concerns. This initiative aims to identify potential issues, retain employees, and develop action plans to address the situation. If we notice a significant change in employee satisfaction in two months, we schedule a confidential call with trained Human Resources officers to identify critical issues and to resolve them. Trust and transparency are the key values of this program.



Conducting Operational Committee meetings on a monthly or quarterly basis, where the director, the Human Resources team, the recruitment team, and the financial team review all the KPIs, such as turnover, number of entries and exits, satisfaction, average duration of the recruitment process, revenue forecast, etc.



360° Performance Evaluation: measuring the effectiveness of our management approach through holistic evaluations which aim to ensure we get feedback from all the key partners. For example, among the people that will be implicated in the evolution of an employee, we might find people with the same position or team, with the same manager, colleagues etc. Thus, evaluations are not done only by the manager, who can only provide their own perspective. The respondents remain anonymous to the concerned employee. To provide a truly holistic view of their performance, the evaluated employee will also conduct a self-evaluation. The results are communicated via an interview with a neutral and 'certified' party, who is trained by the Group Chief Human Resources Officer. During the interview, the results are presented and challenged through comparisons between populations at Mantu, while also defining an action plan for areas of improvement. Moreover, the evaluation of managers can also be analyzed with Express Yourself as employees must evaluate the relationship with their manager.



We develop the number of **exchange opportunities between employees and top management** - exchanges and not only presentation: the goal is to ease communication.

At the local level, in each hub, meetings or presentations are organized at least twice a year to open discussions.

Pioneer 1 program was presented to all employees by Mantu's top-management, during several events held in Mantu's offices worldwide. Those presentations were followed by a Q&A session. On top of that, regular sessions are planned to keep everyone updated on the progress of Pioneer I.

Each brand organizes presentations to all their teams, such as the Amaris Consulting townhalls or the LittleBig Plans of LittleBig Connection.



The AI chatbot "Hey Mantu" serves as a digital assistant to all Mantu employees, offering guidance on the Group's culture, vision, and values. It streamlines communication between staff and management, providing quick access to information and support. The chatbot is a key part of Mantu's strategy to foster a knowledgeable and unified team, ready to advance the company's objectives and drive success.



Training programs: To ensure that our managers have the necessary skills to effectively lead their teams, Mantu offers several training programs. Our business managers undergo a comprehensive program spanning several weeks, covering all aspects of their job, including people management. For all managers, we provide a Human Resources toolbox, which covers the basics of Human Resources to avoid any potential risks. The training for staff managers focuses on management and communication skills.

ENSURING FAIR REMUNERATION

At Mantu, we have developed a robust remuneration policy framework, which we designed and implemented in 2023 through our internal “Commission Remuneration & Promotion” operating across Group, Practice, Region, and Entity levels. We have tailored this framework to address the unique requirements of each organizational segment, aligning them with our strategic and performance goals. At the local level, our commissions, comprised of Senior Human Resources Officers, Financial Planning & Analysis staff, and Directors, formulate remuneration policies. These policies undergo a validation process by our Regional and Practice Commissions, which include Executive Vice Presidents, HR Practice, and Financial Directors. The remuneration for our middle management is defined by the Regional Commission and validated by the Practice Commission. Our Compensation & Benefits (C&B) department plays a critical role in supporting and validating these remuneration policies at every level, ensuring they are consistent with Mantu’s strategic direction and the diverse economic contexts of the various countries in which we operate.

We acknowledge the significance of considering the perspectives of our stakeholders, especially as we are present in 60 countries. We actively engage in discussions to ensure that our compensation and benefits strategy incorporates a wide array of inputs, maintaining consistency across the group while honoring the specificities of each locality.

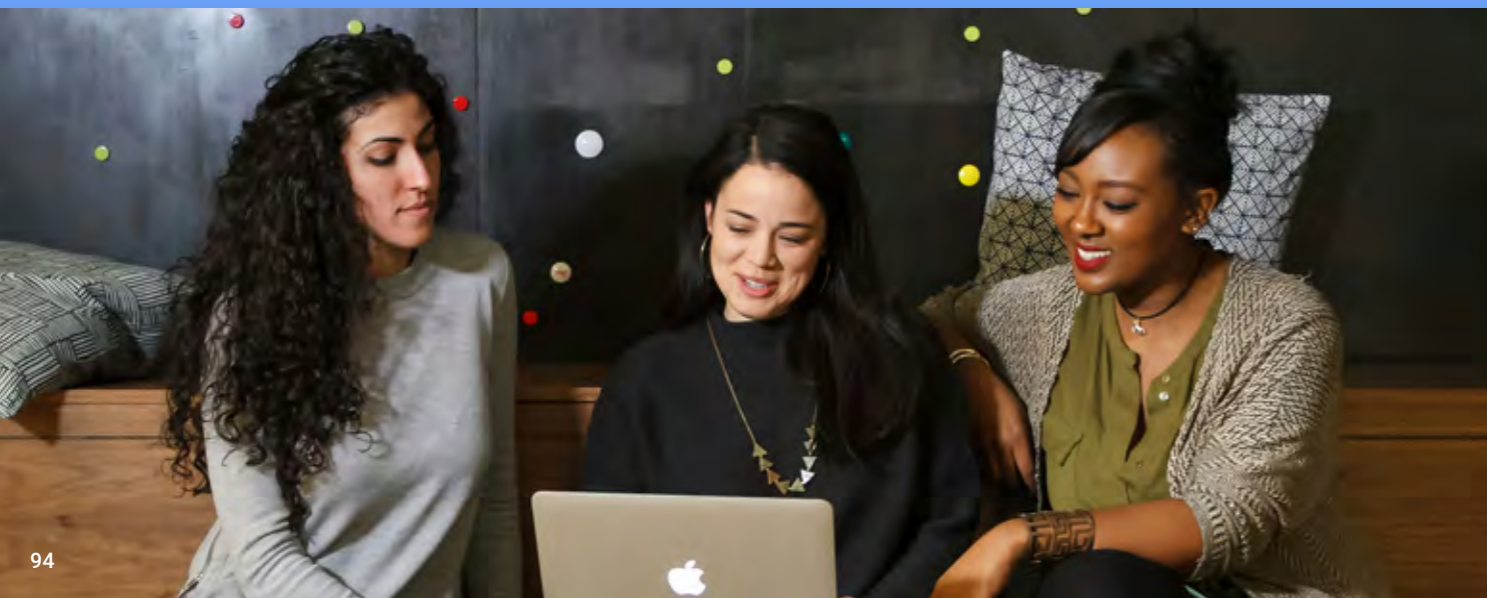
Regarding benefits, we make sure that all our full-time and part-time employees are eligible for a comprehensive benefits package that meets the legal requirements of each country. In most of our entities, this includes healthcare, life insurance, disability and invalidity coverage, and parental leave.

In our larger entities, we also reward employee loyalty with seniority holidays, supporting work-life balance and acknowledging their dedication. Our primary aim is to care for our employees comprehensively, ensuring they feel appreciated and valued for their contributions to Mantu.

Mantu’s Occupational Health and Safety (OHS) Initiatives



As a responsible and ethical organization, we are committed to ensuring that our operations and activities are conducted in a manner that respects and protects the rights and dignity of all people involved. To this end, we have developed and implemented the Mantu Occupational Health and Safety Policy, which outlines our principles and standards for providing a safe, healthy, and productive work environment for our staff, contractors, clients, and communities.



WORKPLACE SAFETY STANDARDS

Mantu is dedicated to maintaining a high standard of workplace safety through a series of integrated processes designed to identify and assess work-related hazards and risks. By ensuring process quality and competency, regular risk assessments are conducted to identify both routine and non-routine hazards, thus preemptively managing potential risks. The results from these assessments are not merely recorded but are analyzed in depth to provide actionable insights. This data is instrumental in the continuous evaluation and enhancement of Mantu's occupational health and safety management system, ensuring it remains effective and responsive to the needs of the workforce³⁰.

CULTURE OF SAFETY

In fostering a culture of safety, Mantu encourages all workers to report any hazards or unsafe conditions they encounter, promoting open communication as a key preventive measure. Additionally, Mantu respects the autonomy of its employees by supporting their right to self-remove from situations they deem hazardous, prioritizing their health and well-being above all else. The commitment to safety is further underscored by Mantu's robust process for investigating work-related incidents.

INCIDENT INVESTIGATION AND LEARNING

This process is not just about addressing the immediate issues but also about learning from each incident. Through detailed incident investigation procedures, hazards are identified, risks associated with the incidents are assessed, and corrective actions are determined. This comprehensive approach ensures that health and safety practices are not static but are continuously evolving, contributing to a safer and more secure work environment for everyone at Mantu. Insights gained from these investigations are used to push improvements in our occupational health and safety management system, with the aim of preventing future incidents.

³⁰ To know more, please refer to [Managing Risk](#)

HEALTH AND SAFETY COMMITTEES AND WORKER PARTICIPATION:

At Mantu, we prioritize the health and safety of all individuals who work for and with us, whether they are direct employees or workers whose work and workplace we control. We are committed to creating a safe and healthy work environment and understand the importance of worker participation in achieving this goal. To this end, we encourage worker participation and consultation.



We have established clear processes to engage both employees and non-employee workers in the development, implementation, and evaluation of our occupational health and safety management system. This includes regular interactive sessions, digital communication platforms, and a policy of open doors that encourages workers to share their insights and concerns. Access to occupational health and safety information is provided to all workers through a variety of channels, including digital resources, printed materials, and face-to-face training sessions. We ensure that this information is available in multiple languages to accommodate our diverse workforce. Our communication strategy is designed to reach every worker, with a focus on clarity, accessibility, and relevance.



We regularly assess the effectiveness of our communication methods and adjust them based on worker feedback. Where we have established joint management-worker health and safety committees, we clearly define their responsibilities, which range from conducting regular safety audits to reviewing incident reports and recommending improvements. These committees meet at a frequency that ensures ongoing attention to health and safety concerns, typically on a quarterly basis or more often if needed.



Decisions are made collaboratively, with both management and worker representatives having equal say. We strive for inclusive representation on these committees. However, if there are workers not represented, it is typically due to the nature of their contract or role. In such cases, we ensure these workers have other means to express their health and safety concerns and access the same level of information as committee members.

HEALTH AND SAFETY TRAINING PROGRAM:

Our Health and Safety Training Program, that encompasses both our employees and non-employee workers whose work and/or workplace is under our control, is a pivotal part of our employee training curriculum.



This program is designed to acquaint all employees with fundamental health and safety concepts, relevant scenarios, and standard procedures aimed at reducing workplace hazards. The training comprehensively prepares employees to effectively handle emergency situations, including fires or medical crises, and promotes practices that contribute to a safer and more ergonomic work environment.



In addition, the program addresses behaviors that may increase the risk of injury and proposes strategies to minimize such risks. It also covers safety measures for commuting, catering to both drivers and pedestrians. This training includes both generic safety education that is applicable to all workers, such as emergency response procedures, and more specialized training tailored to specific roles or work environments. All workers are required to complete our foundational safety orientation, which covers essential practices such as the correct use of personal protective equipment (PPE), basic ergonomics, and the importance of reporting incidents.



In addition to general safety training, we conduct risk-specific training sessions that address the unique hazards associated with specific jobs or activities. These sessions are developed in consultation with health and safety experts and are regularly updated to reflect the latest best practices and regulatory requirements.

Our training programs are not static; they are continuously reviewed and updated based on new insights, changes in regulations, and feedback from participants. We also use a variety of training methods, including in-person workshops, e-learning modules, and on-the-job training, to ensure that all workers, regardless of their learning preferences or job locations, have access to the necessary safety education. By investing in comprehensive training, we empower our workers with the knowledge and skills they need to work safely and protect themselves and their colleagues from harm. It is imperative to understand that participation in this program is mandatory for all employees, as it is a vital component of our commitment to a safe and informed workforce.



ACCESS TO MEDICAL AND HEALTHCARE SERVICES:

Mantu facilitates access to non-occupational medical and healthcare services for all our workers. This includes providing information on local healthcare facilities and services, as well as assistance with scheduling appointments and understanding healthcare options.



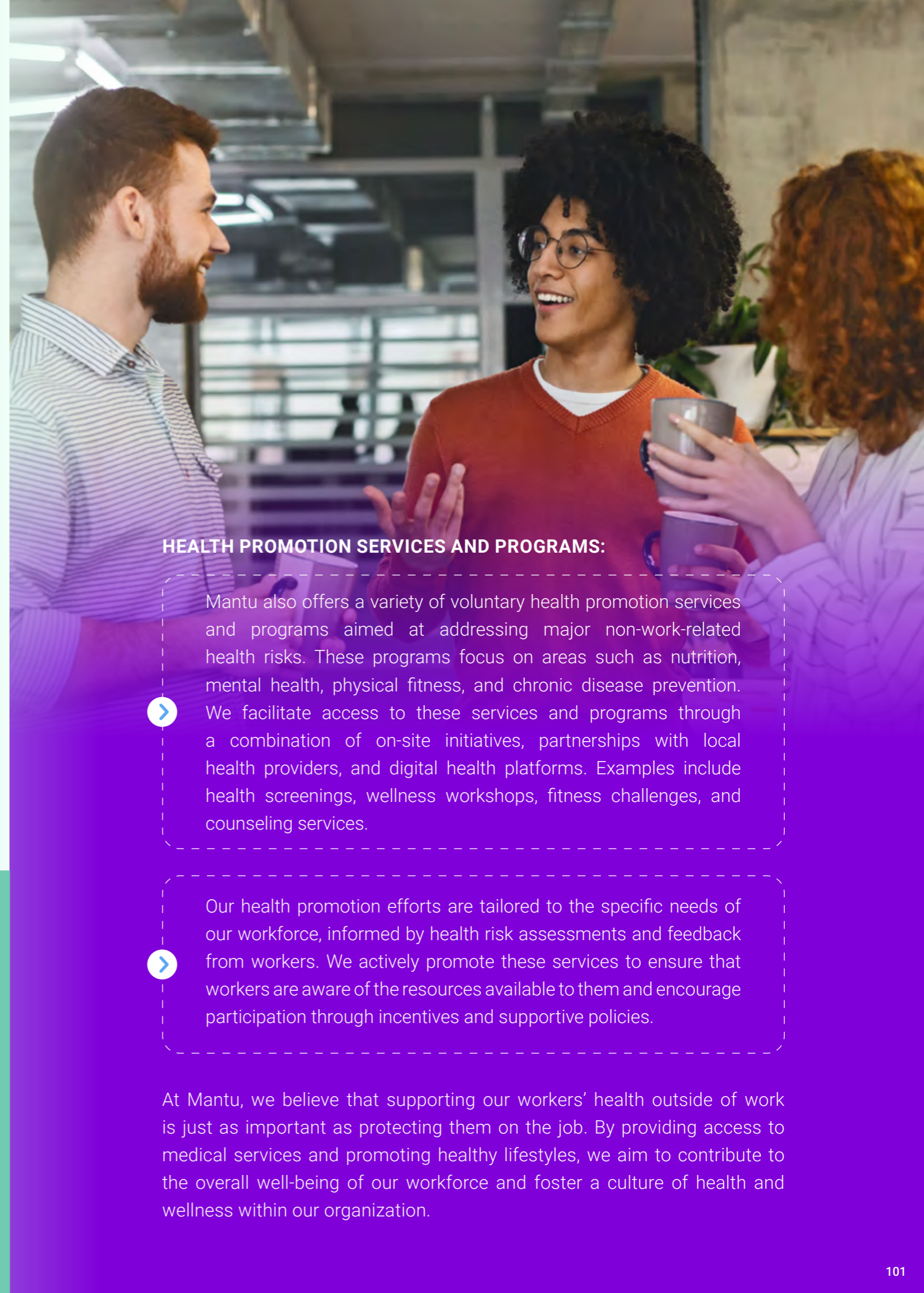
For our employees, we offer comprehensive health insurance plans that cover a wide range of medical services beyond those required for occupational health. These plans are designed to provide peace of mind and reduce barriers to seeking medical care.



For non-employee workers, while we may not directly provide health insurance, we ensure that they have information on how to access local healthcare services and support them in doing so. We also advocate for our contractors to provide similar healthcare benefits to their employees.

CONTINUOUS IMPROVEMENT AND PROACTIVE ENHANCEMENTS:

Beyond the implementation of these measures, Mantu is committed to a cycle of continuous improvement. We regularly monitor the effectiveness of our health and safety interventions, embracing a proactive stance towards enhancing these measures. Through this dynamic and holistic approach, Mantu strives to uphold and continually elevate our standards of occupational health and safety, safeguarding the well-being of our employees and all stakeholders involved in our operations.



HEALTH PROMOTION SERVICES AND PROGRAMS:



Mantu also offers a variety of voluntary health promotion services and programs aimed at addressing major non-work-related health risks. These programs focus on areas such as nutrition, mental health, physical fitness, and chronic disease prevention. We facilitate access to these services and programs through a combination of on-site initiatives, partnerships with local health providers, and digital health platforms. Examples include health screenings, wellness workshops, fitness challenges, and counseling services.



Our health promotion efforts are tailored to the specific needs of our workforce, informed by health risk assessments and feedback from workers. We actively promote these services to ensure that workers are aware of the resources available to them and encourage participation through incentives and supportive policies.

At Mantu, we believe that supporting our workers' health outside of work is just as important as protecting them on the job. By providing access to medical services and promoting healthy lifestyles, we aim to contribute to the overall well-being of our workforce and foster a culture of health and wellness within our organization.

Career management and training



Training paths are deployed and assigned for:



ALL EMPLOYEES

A 100 percent digitalized and mandatory training program for all employees of Mantu and its brands. This program includes three e-learning courses.



MANAGERS

To help them start with the basics of team management and keep track of talent within our organization when starting a new manager role.



SPECIFIC FUNCTIONS

Training paths are challenged and deployed step-by-step to best fit the need of training for specific functions so that employees occupying these functions are equipped with the appropriate trainings to perform well in their role.



INTERNAL TRAINERS

Employees having expertise on a topic can become trainers at the Mantu Academy. To accompany them, a "Train the trainer" training path is assigned to new trainers to equip them with the best practices to deliver the best learning experiences.

Individual and collective performance are essential components of an organization's overall success. To address this topic, Mantu has invested in the Mantu Academy, which offers a comprehensive onboarding training program that is accessible to employees even before their start date. This program aims to equip employees with the necessary skills and knowledge to be proficient and ready for their time working at Mantu.

Additionally, other training courses are available on the platform that are tailored to the specific roles and responsibilities of each employee. The primary goal of the training program is to ensure every employee can achieve their career goals within the organization.

Mantu recognizes the importance of identifying appropriate training programs

for its employees and making them easily accessible. We address this challenge through training programs that are constantly evolving based on changes within the company, market trends, technological advancements, and trainee feedback. The objective is to improve the trainer and trainee experience by diversifying training methodologies and fostering a culture of continuous learning to facilitate upskilling and reskilling. In 2023, Mantu's commitment to career advancement and the upskilling of employees was demonstrated through a robust framework provided by the Mantu Academy. With a suite of over twenty-five trainings, of which more than a hundred ninety were directly accessible via our catalogue, and nearly fifty structured training paths, we have empowered our workforce to meet both current and future challenges.

Our efforts are bolstered by over two hundred and thirty active trainers and an additional ninety four in the process of becoming trainers, ensuring a diverse and dynamic learning environment. Our priority is to ensure excellence through our in-house trainers' community by providing high-quality content and diversity of topics and by addressing hot topics such as mental health, diversity and inclusion, environmental impact, and work environment. Mantu Academy benefits from experts with extensive and up-to-date

operational experience: practitioners who can understand the concepts and translate them into business reality, thanks to their day-to-day responsibilities. These experts can contribute to training activities as instructors who facilitate sessions or as subject matter experts (SME). We also rely on experts through the Udemy Business platform, and through the Excellence Program for our top talents. Licenses for Udemy Business platform are granted depending on specified needs and are available for almost 950 employees.

Hours of training in 2023	Total number of hours	Average number of training hours per person
Internally - Through Mantu Academy	32,725.17	7.26
By gender		
Men	18,347.25	7.11
Women	14,377.92	8.30
By function		
Consultants	11,776.83	4.76
Business managers	10,279.25	16.34
Corporate functions	10,699.08	8.82
Externally - Through Udemy Business platform	19,643.00	

We measure the effectiveness of our approach by directly asking trainees for feedback after completing each training path. This includes an astonishment report for newcomers. Furthermore, for some specific training, we also rely on cold assessment and feedback from their managers based on discussion during the MAAP yearly appraisal³¹. Mantu recognizes the importance of providing transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment. The company fosters employability through Mantu Academy by offering employees autonomy in choosing from a diverse range of training topics beyond the training path.

In a strategic pursuit of operational excellence, the Mantu Academy has recently undergone a significant reorganization, reshaping its structure into three distinct cells:

The Conception Cell

dedicated to the meticulous design of training and training paths. Focused on topics of high added value for the employees, this unit ensures that the training programs align closely with the evolving needs and aspirations of the employees.

The Coordination Cell

which assumes a pivotal role in crafting a global training plan. Beyond this, it is entrusted with the provision of key performance indicators (KPIs) and dashboards, offering a comprehensive overview of the learning activities undertaken by Mantu employees. This coordinated approach aims to enhance the efficiency and effectiveness of the training programs designed.

The Drive Cell

which stands as a dynamic force in managing on-the-spot action plans. Tasked with responding promptly to projects and requests with significant impact, this unit ensures agility and responsiveness in addressing the evolving training needs.

³¹ To know more, please refer to [Our approach to working at Mantu](#)

Aligned with these strategic organizational enhancements, Mantu has started to work on a transformative initiative known as the “Empowerment Program” to be launched in 2024. This pioneer project is intricately designed to deliver personalized onboarding and on-the-job training experiences tailored for atypical candidates. With a commitment to inclusivity, the program endeavors to actively identify and empower individuals who may typically face exclusion in conventional recruitment processes. The overarching objective is to not only facilitate their emancipation from traditional hiring barriers but also to help them learn new skills and foster their seamless integration into the job market.

In addition to these initiatives, Mantu has implemented specialized coaching and mentoring programs aimed at propelling the careers of individuals within our middle management exhibiting high potential, known as the “Talent Boost Program,” as well as for our top management to foster leadership, referred to as the “Future is Leadership” program. Eleven employees in Europe and nine employees in Asia benefited from the Talent boost program in 2023.

Ten employees benefited from the “Future is Leadership” program in 2023. These programs are grounded in experience sharing, both in-house and through external training, coupled with an emphasis on enhancing internal networking. Within the Talent Boost Program, participants have the opportunity to engage in group strategic projects based on their skills, aspirations, and the impact they aspire to achieve.

For our directors, the “Directors Week” initiative ensures a comprehensive training covering their roles, responsibilities, and essential concepts crucial to effective directorial functions. This dedicated program provides our directors with a holistic understanding of their leadership responsibilities. Through immersive experiences and targeted learning modules, participants gain insights that contribute to strategic decision-making and enhance their capacity to lead with excellence.

These strategic initiatives underscore Mantu’s commitment to fostering a culture of continuous learning, adaptability, and inclusivity, aligning training programs with the specific needs of employees, and providing tailored opportunities for atypical candidates.

Collaborative labor relations

At Mantu, we adhere to legal requirements concerning labor and management relations. Wherever local laws mandate the presence of employee representatives, we ensure elections are conducted. All our locations where this is a requirement currently have such representatives. These representatives serve as a vital channel of communication between our employees and management, enabling us to better understand and address the needs and concerns of our workforce.

Our approach to labor management relations is customized to comply with local laws and the specific circumstances of each location, given that the requirement for employee representatives is not globally uniform. Our Human Resources legal team provides technical expertise on the election process and subsequent activities, while our Human Resources teams and directors take the lead in meetings with employee representatives and in the implementation of action plans.

We recognize the crucial role of continuously managing and improving the work environment. In regions without employee representatives, we establish local policies that are sensitive to local conditions. These policies outline the general rules for representative committees, including election procedures, representative responsibilities, meeting frequencies, and other details. We ensure that these local policies are reviewed and updated regularly to meet evolving needs, and we are open to proposals from committee members or the committee president, which are subject to discussion and validation.

At Mantu, we do not impose a rigid minimum notice period for operational changes. Instead, we endorse reasonable delays or adhere to local legislation, adapting to the specific context at hand.

In 2023

34 countries

had collective agreements, representing

>40%

of all countries where Mantu operates.

23 countries

had employee representatives, representing

~30%

of all countries where Mantu operates.

DIVERSITY AND INCLUSION



Our work balances big-picture sustainability projects with local initiatives, understanding that local efforts really boost diversity and inclusion. We align with what's important in each country to make our global teamwork work best.

– Leanne Bonhomme, Head of Sustainability

Our management approach of diversity and inclusion

Mantu is dedicated to ensuring all employees have access to equal opportunities by implementing diversity and inclusion (D&I) initiatives. Central to this mission is our Social Governance – a decision-making body that synergizes the expertise of our Human Resources, Recruitment, and Sustainability directors. Through this collaborative approach, we are able to develop and refine our social policies, ensuring they resonate with our commitment to creating a diverse and inclusive workplace.

In addition, our approach is methodical and data-driven. Each year, we analyze demographic data in collaboration between the Sustainability Department and the People Analytics team to evaluate the current state of diversity within our organization. This partnership guarantees that our diversity initiatives are informed by accurate, up-to-date data, allowing us to measure the effectiveness of our strategies.

We concentrate our efforts across four key topics to ensure equal opportunities:




Gender equity



Disability inclusion in the workplace



Local representation and cultural diversity



Non-discrimination

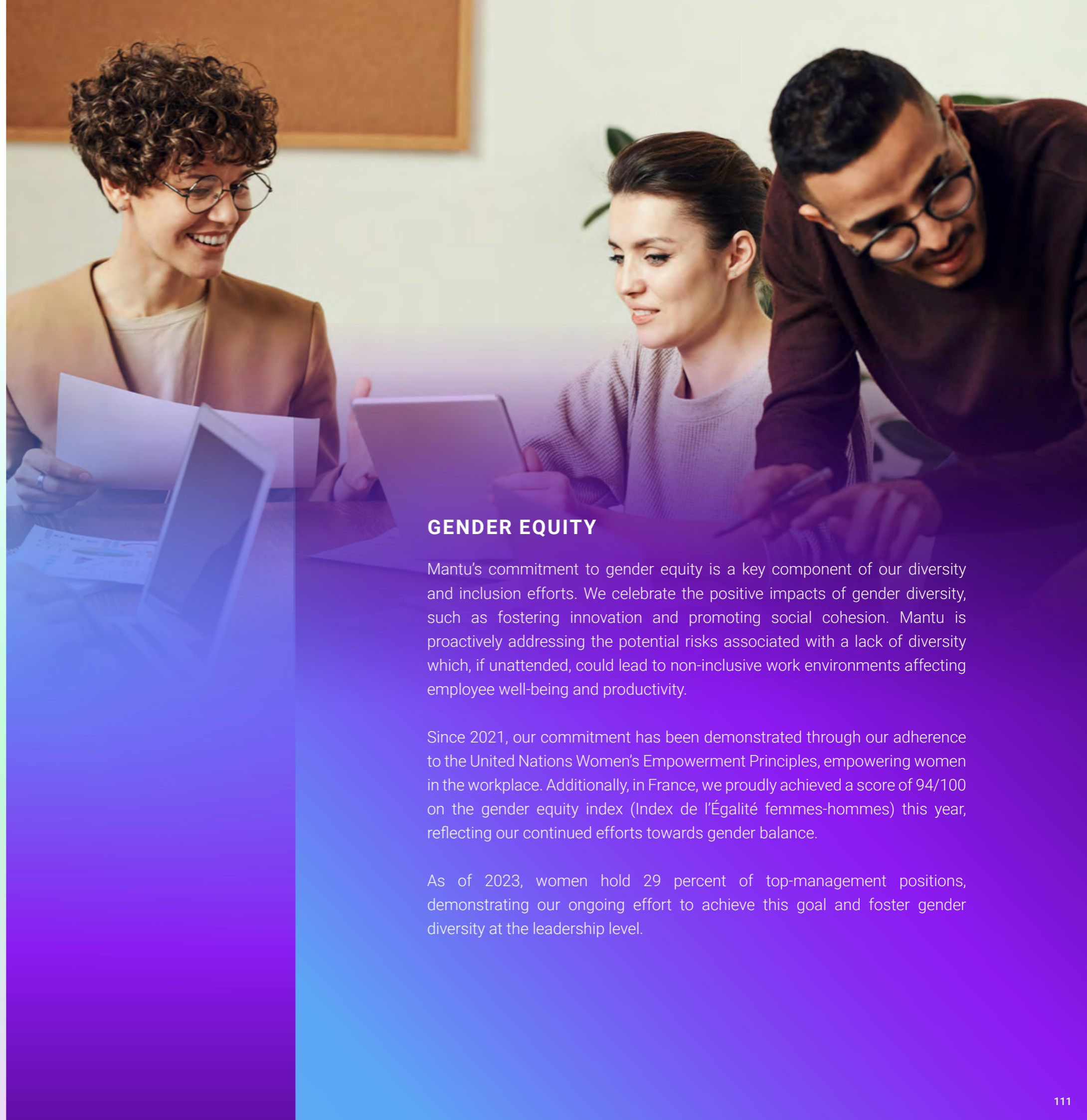
An example of our efforts is the 'Inclusive Recruitment Toolbox,' a resource designed to eliminate biases from our hiring process. This toolbox is a direct outcome of the collaborative work of our Social Governance body.

Zoom In

The inclusive recruitment toolbox

Mantu has broadened its recruitment strategies to cast a wider net, reaching potential candidates through diverse job boards and community outreach. Thanks to the deployment of our Inclusive Toolbox for recruiters. This resource ensures our recruitment strategies align with our D&I commitments.

The Toolbox, a dynamic compilation of resources, including inclusive job boards and recruitment practices, is regularly updated based on feedback from our recruiters. By encouraging feedback and suggestions, we ensure that our toolbox evolves to meet the changing needs of the recruitment landscape and reflects our commitment to diversity and inclusion. This initiative is a concrete demonstration of Mantu's active integration of sustainability and ethical practices into our operations. Our aim is to ensure that the hiring process is equitable, giving every candidate, irrespective of background, an equal opportunity to join Mantu.



GENDER EQUITY

Mantu's commitment to gender equity is a key component of our diversity and inclusion efforts. We celebrate the positive impacts of gender diversity, such as fostering innovation and promoting social cohesion. Mantu is proactively addressing the potential risks associated with a lack of diversity which, if unattended, could lead to non-inclusive work environments affecting employee well-being and productivity.

Since 2021, our commitment has been demonstrated through our adherence to the United Nations Women's Empowerment Principles, empowering women in the workplace. Additionally, in France, we proudly achieved a score of 94/100 on the gender equity index (Index de l'Égalité femmes-hommes) this year, reflecting our continued efforts towards gender balance.

As of 2023, women hold 29 percent of top-management positions, demonstrating our ongoing effort to achieve this goal and foster gender diversity at the leadership level.

Mantu's initiatives to promote women's empowerment and gender equity are multifaceted, aligning closely with our sustainability policy and deeply integrated into our operations:



PREVENTIVE ACTIONS

Our initiatives include diversity trainings, setting clear equal pay standards in each country we operate, deploying toolboxes and organizing awareness campaigns to cultivate an inclusive culture such as women's empowerment week³².



ADDRESSING CHALLENGES

We rigorously investigate complaints and take corrective action, ensuring any negative impacts on gender equity are resolved. We have also been working on monitoring and reducing the gender salary gap across our operations over the globe.

Our efforts are measured through diversity metrics and feedback mechanisms, with employee satisfaction at the HR, Sustainability, and Recruitment levels serving as our guides. These measures inform the continuous enhancement of our gender equity strategies and ensure that we remain responsive to the needs of our employees and aligned with industry best practices.



MANAGING POSITIVE IMPACTS

We support local initiatives making a positive impact on gender equity. For instance, The Techbrave WeCare Together³³ project, in partnership with the association Valientes, showcases our innovative approach by introducing a new perspective on the IT industry to victims and survivors of human trafficking, with the goal of enhancing the skills of individuals who have demonstrated resilience. In 2023, twenty-two participants, victims of human trafficking, visited our Bogotá office (Colombia), attended conferences, and engaged with women employed in the tech industry at Amaris Consulting. Techbrave aims to demonstrate to these women that a future in technology is attainable, providing them with positive role models.

Social Incubator Initiative and Coding Queendom Program

At the heart of Mantu's corporate social responsibility and strategic talent development lies our social incubator initiative, designed to bring diversity into the tech industry. This initiative is inclusive, targeting populations with fewer opportunities.

This year in Colombia, from this social incubator initiative we launched a pilot program named "Coding Queendom," tailored specifically towards empowering young women aged 18-25 from diverse backgrounds. This program underscores our dedication to narrowing the gender gap in the IT sector and receives support from esteemed clients.

Funded by Amaris Consulting and supported by Mantu, Coding Queendom provides scholarships for software development training through a partnership with a pre-selected educational provider. Following their training, participants engage in a 6-month practical experience, mentored by consultants from Amaris Consulting, paving their way to becoming junior consultants within our company.

We are proud to announce that six young women have successfully progressed through this program, underscoring the trust our clients place in our initiatives. The necessity for Coding Queendom stems from the industry-wide challenge of increasing female representation in IT. Companies eager to hire more women face obstacles due to a limited talent pool. Coding Queendom addresses these issues head-on, equipping women with the skills and confidence needed to excel in the tech sector.

Looking ahead to 2024, we aim to expand this initiative, replicating the Coding Queendom program in other regions where we operate, furthering our mission to diversify and enrich the tech industry with talented women.

³² To know more, please refer to [Zoom in: The Women's Empowerment week](#) - in celebration of the 8th of March

³³ To know more, please refer to [WeCare Together](#)



DISABILITY INCLUSION IN THE WORKPLACE

At Mantu, diversity and inclusion initiatives are also directly linked to creating a more accessible workplace for people with disabilities. Here are the main categories of actions within the Group:



ACCOMMODATIONS AND DISABILITY DECLARATIVE STATEMENT

Understanding the unique needs of our team members, Mantu collaborates with employees to provide necessary accommodations. This includes offering assistive technologies and adaptable working arrangements to enable all employees to thrive. As part of our ongoing efforts to foster a more inclusive environment, we will launch a new disability declarative statement system in 2024 designed to support employees with disabilities. This innovative system will enable employees to voluntarily disclose their disability status, empowering our HR teams to provide tailored support and accommodations as needed. With a focus on privacy and consent, the system ensures that only local Human Resources departments will have access to this sensitive information, in compliance with relevant data protection regulations.



AWARENESS

In France, Amaris Consulting has actively participated in the European Week for the Employment of Persons with Disabilities (SEEPH). Throughout SEEPH, we organized a series of events aimed at educating our workforce and challenging preconceptions around disabilities:

Online conference with Paul Fontaine

A high-level athlete with cystic fibrosis, sharing his inspiring journey.

Online escape game

Designed to engage employees in disability awareness in an interactive manner.

Theatrical performances

In Levallois Perret and online, focusing on narratives that shed light on the lived experiences of individuals with disabilities.

Handi café

A digital and local meet-up, facilitating open discussions on disability in the workplace.



TRAINING AND EDUCATION

We offer training sessions to foster an understanding of disability inclusion. The training covers a range of topics, including the nature of various disabilities, challenging misconceptions, inclusive communication techniques, and navigating disability disclosure. By empowering our workforce with knowledge, we are actively contributing to building a workplace that celebrates diversity and inclusion.



PARTNERSHIPS AND COLLABORATIONS

Mantu partners with organizations like AGEFIPH (Association de Gestion du Fonds pour l'Insertion Professionnelle des Personnes Handicapées) to advance disability inclusion. We are also collaborating with ESATs (French centres providing care through employment) and Adapted Companies to offer environmentally responsible jobs that contribute to the local economy. In France, our contract with ELISE, a leading French company specializing in office waste management, exemplifies this commitment.



business
incubation
centre
Nord France

LOCAL REPRESENTATION AND CULTURAL DIVERSITY

With a presence in over sixty countries, Mantu celebrates and values the rich diversity within our global teams. Our workforce comprises individuals from more than one hundred and ten nationalities. International and multiculturalism are a part of our People Value Proposition. In Mantu 38 percent of our people work in a different country than their nationality.

Our target

Ensuring that our local hires represent at least 65 percent of top management positions by the year 2030. This goal reflects our conviction in the importance of empowering local talent and fostering leadership from within the communities we serve.

To celebrate cultural diversity, Mantu organizes events designed to promote and honor the diversity and traditions of our global workforce.



In western countries, it's customary for offices to throw end-of-year parties to celebrate the holiday season. However, recognizing the cultural diversity within its workforce, Mantu adapts its celebrations to align with the traditions of its teams across different regions. In Asian countries, where the New Year is celebrated according to the lunar calendar, Mantu organizes Lunar New Year events. These events, held in February in places like Vietnam and Singapore, showcase traditional rituals and vibrant performances, highlighting the significance of cultural heritage. This approach demonstrates Mantu's dedication to embracing and respecting the varied cultural practices of its employees, ensuring that celebrations are relevant and meaningful for everyone, regardless of their geographic location.

Cultural Potluck

During our Sustainability Festival³⁴, we hosted a local diversity session where employees were encouraged to share a meal with colleagues while showcasing their culinary traditions. These potluck gatherings provide an opportunity for employees to learn about different cultures, exchange experiences, and celebrate the richness of diversity within our organization.

³⁴ To know more, refer to [Zoom in: Sustainability Festival](#)

NON-DISCRIMINATION

Mantu's commitment to a non-discriminatory workplace is deeply embedded in our ethical framework and professional conduct standards. Our Code of Ethics sets forth stringent disciplinary actions for any breaches, reflecting the seriousness with which we approach discrimination against colleagues or clients.

In Mantu's Code of Conduct and Ethics, we have outlined a clear procedure for addressing any concerns related to discrimination. We urge our employees to report incidents of discrimination directly to their immediate manager or the manager's superior. If for any reason an employee feels uncomfortable reporting to their direct supervisor, they are encouraged to approach help@mantu.com. At Mantu, we take every complaint with the utmost seriousness. We guarantee that any report received will be investigated promptly, thoroughly, and with as much confidentiality as possible. If an investigation confirms that discrimination has occurred, we are committed to taking disciplinary action against those responsible, ranging from a warning to termination, depending on the severity of the act. In instances where discrimination involves a vendor, client, or customer, we will take the necessary measures to halt the reported behavior. We emphasize the importance of reporting these incidents as early as possible to allow for effective action. While individuals making a report are not expected to prove the allegations, they are required to demonstrate that there are sufficient grounds for concern. Furthermore, employees have the option to involve their trade union, professional association, or a third party to advocate on their behalf.

A key component of our strategy to cultivate a non-discriminatory and inclusive workplace is our investment in comprehensive training³⁵. These training courses are meticulously designed to enhance awareness of diversity, equity, and inclusion principles and to proactively prevent biases from influencing our workplace culture and practices.

³⁵ To know more, refer to [Sustainability training & education](#)

Mantu's training initiatives include



DIVERSITY AND INCLUSION WORKSHOPS

These sessions cover a wide range of topics, from understanding the value of diversity and inclusion to recognizing unconscious biases that can affect decision-making processes.



BIAS PREVENTION TRAINING

Tailored to address specific biases in the workplace, these training modules equip our team members with the skills needed to identify and mitigate biases, ensuring fair treatment and equal opportunities for all employees.



CULTURAL COMPETENCE DEVELOPMENT

Recognizing the global nature of our operations, we offer training aimed at enhancing cultural competence among our employees. These sessions help in appreciating the richness of diverse cultural backgrounds, leading to more effective and respectful communication across our global team.

Our commitment to non-discrimination extends beyond our internal policies to include our suppliers, engaging them in a positive movement through our sustainable procurement practices. Our sustainable procurement charter and annual supplier review are integral to promoting non-discrimination and ethical behavior, crucial for achieving our sustainability objectives and fostering a culture of diversity, equity, and inclusion³⁶.

³⁶ To know more, please refer to [Engaging with our value chain](#)

LOCAL COMMUNITIES



Market presence: cultivating local connections

In 2023, Mantu further solidified its market presence, guided by a multifaceted approach that continues to embody our strategic expansion and integration into diverse economic landscapes. We remain committed to selecting office locations that not only drive our growth but also enrich the local economies. This year, we have continued to forge strong ties with our clients and harness the rich potential of local talent pools.

Our market presence has served as a platform to enhance Mantu's cross-cultural competencies, fostering innovation and creativity. It has enabled us to establish synergistic relationships with local universities, facilitating career opportunities for students and strengthening our bond with the community.

As example:

AI Workshop with ESSEC Business School: our partnership with ESSEC goes beyond events, aiming to equip students with the tools to excel in the corporate world and stay attuned to today's business realities. A recent initiative was inviting ESSEC students to our Levallois-Perret office to explore AI's innovative uses in consulting. This interaction fostered a vibrant exchange of ideas, highlighting the blend of academic insight and practical business challenges. It exemplifies our commitment to connecting education with the consulting industry's evolving needs, preparing students to navigate the corporate landscape effectively.

Scholarships at Toulouse Business School (TBS), we participated in the 10th ceremony of awarding scholarships to students of TBS as a patron of the TBS Education Foundation. These scholarships are designed to support and encourage talented students, offering them the opportunity to pursue higher education and realize their projects, values that resonate with our own.

Mantu's global business strategy, focusing on supporting our clients irrespective of location, has been instrumental in determining our hubs' localization based on economic and social value. We carefully assess recruitment potential, local employment rates, and financial and legal factors to ensure our presence yields positive outcomes, including job creation and minimized environmental impacts due to reduced commuting and travel.

Our practices in remuneration continue to be governed by a global benchmarking process, integrating local market conditions with individual expertise to provide fair and

competitive compensation. Indeed, we have a set of global procedures for defining people's salary levels³⁷.

Proud of our international reach, Mantu is dedicated to employing local talents in every region we operate, complemented by international recruitment when specific skills or knowledge sharing is advantageous. We have also enhanced our trainings in multicultural management to support effective collaboration among our diverse team members, further illustrating Mantu's commitment to a sustainable and inclusive global expansion.

³⁷ To know more, please refer to [Ensuring fair remuneration](#)





Indirect economic impact: Mantu's contribution to local communities

Our indirect economic impacts are intrinsically tied to and bolstered by our economic performance. At Mantu, we strive to utilize these impacts to not only sustain our growth but also to make meaningful contributions to the local communities in which we operate.

We have identified several significant indirect economic impacts that stem from our activities. Firstly, through the creation of local employment opportunities, we contribute to strengthening the local economies. Secondly, our procurement strategy focuses on investing locally in external subcontractors, which stimulates the local economic landscape. Thirdly, our engagement with educational partners allows us to empower young individuals through education and provide recent graduates with career opportunities. We also target areas with high unemployment rates, aiming to hire and train unemployed local community members, thus fostering job creation and community development. Since 2021, we have proudly supported Enactus in France, a non-profit that encourages students to initiate entrepreneurial projects with social and environmental impacts. Beyond financial backing, we involve our employees in mentoring Enactus students, equipping them with the skills to launch new ventures and positively influence society³⁸. Additionally, in 2023, we launched a local initiative in Columbia to support the representation of women in tech³⁹.

We are aware of the broader economic ripple effects of our operations. This extends to the local economies where we are present, our relationships with clients and suppliers, and the financial implications of these connections. We are committed to ensuring that our employees are

compensated. Furthermore, we offer various training programs, including those focused on environmental practices, to encourage sustainable behaviours such as local consumption.

In our commitment to sustainability, we also incorporate sustainable options into our service offerings, aligning our business objectives with our environmental and social responsibilities⁴⁰.

Beyond our core business investments, we prioritize enhancing our infrastructures, particularly our office spaces, to promote sustainable growth for both Mantu and our business partners. Initiatives include making our offices available for use by local partners. For instance, our Lyon office opens its doors to students from partner schools and junior consulting associations to advance their educational projects. We also provide a venue for NGO events, which facilitates networking and dialogue, invigorating the local economic scene.

Mantu also delivers pro-bono services to local communities through our WeCare Together engagement program and supports non-profit organizations with in-kind donations, such as office furniture or equipment, during office relocations. We participate in community initiatives, like food drives for people in need, showcasing our dedication to corporate responsibility and societal improvement.⁴¹

³⁸ To know more, please refer to [Enactus](#)

³⁹ To know more, please refer to [Gender equity](#)

⁴⁰ To know more, please refer to [Transforming our way of doing business](#)

⁴¹ To know more, please refer to [People Engagement, WeCare Together](#)



PEOPLE ENGAGEMENT

“

At Mantu our commitment to ecological and social progress is rooted in empowering our people who are the key drivers of change. The WeCare Together program embodies this principle by educating, engaging, and enabling our workforce to pilot sustainable initiatives. In 2023, the collective efforts of hundreds of Mantu volunteers made a meaningful difference, touching the lives of thousands.

Auranne Ars – Sustainability manager

At Mantu, the core of our sustainability mission is anchored not just in strategic decisions and commitments but significantly in the active involvement and empowerment of our employees. Recognizing sustainability as a multifaceted conversation, we aim to integrate this principle throughout our talents' community. Our ambition to nurture a culture of sustainability is built on three key stages: training our employees about sustainability, encouraging their participation in our initiatives, and enabling them to initiate sustainable practices. This approach ensures that sustainability becomes a collective commitment, part of our corporate identity and operational strategies. By engaging all employees in this comprehensive manner, we aim to leverage our collective strength, making sustainability a fundamental aspect of our efforts to drive positive change in society, the economy, and the environment.



GETTING INFORMED

At Mantu, during the “Getting Informed” phase, we focus on educating our employees about sustainability. We provide workshops and resources to establish a foundation for knowledgeable engagement, making certain that all team members grasp the importance of the issues at hand.

Sustainability training & education

Mantu’s initiative to deepen sustainability knowledge across its workforce exemplifies a strategic commitment to both environmental stewardship and social inclusion. This effort is a collaboration between our sustainability department and our talent development Academy, designed to provide Mantu’s employees with relevant, accurate education through specially crafted training courses. These courses, which have already reached over seven hundred employees, focus on critical areas such as Environmental Sustainability, Diversity and Inclusion.



Internal & external communication

In 2023, our internal communication networks underwent a transformative journey building on a new internal social media tool. Viva Engage serves as a vital platform for our sustainability department, facilitating bi-weekly posts to inform and inspire our growing community. Our focus is communicating on UN International Days, promoting general knowledge on sustainability topics, highlighting Mantu's sustainability initiatives with engagement testimonies, and discussing sustainability impacts of our activities and how we mitigate them.

Last year, Mantu unveiled ODIN, our knowledge management platform, designed to streamline access to essential information across different departments. This tool enhances engagement by centralizing pertinent data in a singular, easily accessible location. Since its inception, in 2022, ODIN has become an integral part of our internal communications and knowledge sharing strategy. The sustainability department, recognizing the importance of efficient information dissemination, has established a dedicated sustainability portal within ODIN. This portal is continually enriched with new pages reflecting our latest projects and events, alongside regular updates to ensure the information remains current and reflective of

any changes. The sustainability portal features a comprehensive collection of resources on a variety of topics, including environmental impact, talent engagement, diversity and inclusion, and sustainable business practices. By serving as a centralized repository, the portal significantly enhances our ability to manage and share knowledge related to sustainability, ensuring all collaborators have access to the latest insights and best practices developed by the sustainability department.

Mantu prioritizes the integrity and authenticity of its external communications, especially regarding sustainability efforts, to reinforce our commitment to responsible environmental practices. Recognizing the significance of public dialogue on sustainability, we are committed to not only reporting our progress but also building trust and ensuring accountability through our actions. Accordingly, Mantu subjects all sustainability-related communications intended for the public to a thorough review process by our specialized sustainability team. This team's responsibility is to meticulously review the content to confirm that our public statements accurately represent our actual sustainability practices and accomplishments. This stringent review guarantees that our communications align with our fundamental values of honesty, integrity and transparency.

Diversity and Inclusion trainings

- Unconscious biases
- Embracing Differences & Cultural Diversity
- Understanding the Different Generations
- Disability Awareness
- Misconceptions of Diversity and Inclusion
- Disability in the Workplace in France: What Does It Entail?

Environmental trainings

- What are Ecological footprint & Carbon footprint?
- Environmental Practice
- Green IT : will the digital future be green?
- The ABCs of digital pollution
- Adopt the Green IT'TUDE

Each course is meticulously designed to impart tangible skills and knowledge that contribute to a more inclusive, environmentally sustainable business practice.

For example, the Unconscious Biases training aims to enhance awareness and promote inclusive decision-making, while the Environmental Practices course seeks to instill a comprehensive understanding of sustainability's significance to Mantu's operations and the broader community.

Mantu's focused educational programs not only aim to raise awareness but also to actively involve employees in the company's sustainability strategy, equipping them with the tools necessary to make a positive impact on society and the environment. Through these efforts, Mantu is laying the groundwork for a more sustainable, inclusive future, reinforcing the importance of continuous learning and employee engagement in achieving our sustainability goals⁴².

⁴² To know more, please refer to the Training section in [Appendix](#)

JOINING ACTION

The “Joining Action” stage at Mantu is designed to transform employee awareness about sustainability into tangible results. It invites employees to take an active role in our sustainability endeavors by providing opportunities to contribute to projects and initiatives that have a meaningful environmental or social impact.

Workshops

Throughout 2023, Mantu significantly expanded its Climate Fresk workshops by holding more than thirty sessions for various brands and locations. These workshops are part of Mantu’s dedicated effort to enhance understanding of climate impacts and drive collective action towards sustainability. With our sixteen newly trained animators, we were able to raise awareness of more than two hundred of our talents. In addition to Climate Fresk, Mantu also offered 2tonnes workshops, providing practical tools for participants to reduce their CO2e emissions to two tons per person per year, in line with the global objective of limiting warming to +1.5°C.

Understanding that one can never be too informed about environmental matters, Mantu’s leadership and sustainability team have participated in “The Week,” a workshop initiative created to deepen knowledge of climate change via documentary screenings and guided conversations. This externally curated program is in line with our strategic goals for sustainability aiming to foster a widespread culture of environmental awareness and responsible action among all our employees.



Mantu's partnership with Enactus, a non-governmental organization, continues to be a part of our social responsibility initiatives. Enactus is a global nonprofit that empowers students to create community development projects, leveraging entrepreneurial action for social good. Through its network, students develop and implement ideas that address environmental, social, and economic issues, aiming for sustainable impact. Enactus offers a platform for young entrepreneurs to gain practical experience and leadership skills, while making a tangible difference in their communities. The organization conducts workshops that offer these budding entrepreneurs' valuable guidance from experienced professionals and runs annual competitions to showcase and reward the most innovative projects. Mantu not only provides financial support to Enactus, but we also encourage our employees to participate in these workshops as mentors. In the last year, ten of our talents contributed their expertise to these sessions, and a director from our top management proudly served on the jury for the competition's final round.

Thematic weeks and days

Over the past few years at Mantu, we have established a tradition of acknowledging and celebrating International Days that align closely with our core values and the impact we aim to achieve. Our approach to these celebrations varies; we either share information through our internal networks - for instance, The International Soil Day, The International Day for Education, among others - or we orchestrate week-long events dedicated to honoring causes that embody the principles we aspire to represent.

Two notable celebrations that marked the 2023 calendar.

Zoom In

THE WOMEN'S EMPOWERMENT WEEK - IN CELEBRATION OF THE 8TH OF MARCH

For International Women's Day, we advanced our commitment to gender equity with targeted initiatives across a dedicated week. We hosted a series of podcasts with female leaders from the company to directly address the creation of role models and share strategies to navigate gender barriers in the professional realm.

Throughout the year, we conducted "Open Up Sessions" - interactive discussions on Diversity and Inclusion themes, where speakers and attendees collaboratively explore and reflect on relevant issues. During Women's Empowerment Week, two sessions were organized, both gathering around eighty talents. The topic was about "ordinary sexism in the workplace," enhancing our collective understanding and shaping a more inclusive culture.

To enrich these dialogues, we provided a toolbox designed to educate and inspire action on various topics, supporting activities in our offices that sparked conversations on women's empowerment. This included a bingo game to engage with women's achievements and challenges, and an inspiration board to collectively celebrate women by sharing quotes, stories, names of women that inspire us.

These efforts are part of our ongoing ambition to foster an environment where every voice is heard and recognized. Through these and future initiatives, we continue to drive change and fulfill our commitment to diversity and empowerment at Mantu.

Zoom In

SUSTAINABILITY FESTIVAL

In recognition of September's designation as the international month of Sustainable Development Goals, Mantu proudly hosted its annual Sustainability Week, culminating in its first ever Sustainability Festival. This three-day event demonstrated our commitment to sustainability, aiming to enrich the knowledge of our employees, clients, and the broader community. The objective was to promote a global conversation, motivating our worldwide offices to participate in activities that enhance understanding of sustainability's challenges and opportunities. Overall, the festival succeeded in engaging over four hundred and fifty participants.

The festival's agenda included daily interactive workshops, accessible both online and within our offices. Notable sessions featured the Climate Fresk Workshop, designed to increase awareness about climate issues, and the 2tonnes Workshop, which concentrated on reducing individual carbon footprints. Additionally, digital collages were animated to shed light on the environmental impact of digital technologies, comprising a total of

eleven workshops that educated attendees on the environmental crisis.

Open-up sessions served as a forum for discussing the challenges women face in traditionally male-dominated sectors. One of our consultants shared her personal experiences of overcoming these challenges in both her professional life and in her pursuit of alpinism. Furthermore, we delved into the topic of Unconscious Biases, led by our Chief Recruitment Officer and a Talent Acquisition Manager, who offered insights into the subtleties of recruitment and everyday interactions.

This festival presented a great opportunity to showcase the sustainable initiatives of our brands. An online conference discussed the sustainable offerings developed over the year, including Mantu's Carbon Brainprint, LittleBig Connection and Connect for Good, Arneo's Eco Design, WEMEAN's assistance with the EU's new sustainability reporting legislation, and Amaris Consulting's sustainability solutions⁴³.

⁴³ To know more, please refer to [Transforming our way of doing business](#)



The integration of AI into sustainability discussions was a festival highlight, featuring a roundtable with the Strategic Integration Manager, and AI program Manager at Mantu, along with one of our sustainability specialists.

The ChalLUNCHge was another key feature, introducing challenges in every office to spur lunchtime conversations on sustainability. From quizzes to sharing meals from different cultures, these activities promoted a fun and informative atmosphere.

Additionally, the festival coincided with the first anniversary of our WeCare Together initiative, celebrated with a birthday party that highlighted the program's achievements, launched projects, and awarded four outstanding contributions.

This festival not only celebrated our strides in sustainability but also equipped our employees with the knowledge and tools necessary for fostering sustainable change. By covering a wide array of topics, we nurtured a culture of continuous learning and improvement in sustainability practices at Mantu, thereby transforming sustainability into a universally relevant subject.



Green mobility challenge

“Mantu Moves the Green Way” remains an engaging initiative for Mantu, underscoring our commitment to sustainable transportation and carbon emissions reduction. This initiative motivates participants to engage in eco-friendly transportation modes - walking, cycling, running, and swimming - to collectively minimize our carbon footprint. Leveraging the interactive and competitive framework provided by the United Heroes app, participants can track real-time rankings and explore weekly themed content, enhancing engagement and awareness.

This challenge highlights the environmental impact of the **191 participants** who travelled 19 632 km on foot altogether, adding up to **2,355.84 kg of CO2 emissions saved**. Scheduled during the Sustainability Festival, interested participants joined by downloading the United Heroes app, entering a designated secret code, creating their account, and aligning with their team to foster competitive spirit and environmental stewardship.

Mantu’s environmental dedication extends beyond singular initiatives. Our aim to curtail our carbon footprint by 90% by 2050, from a

2019 baseline, is a testament to our long-term commitment to environmental sustainability. This goal is integrated within our comprehensive decarbonization strategy, encompassing annual GHG inventory assessments, the execution of a biodiversity framework, and the pursuit of stringent targets through the Science Based Targets initiative (SBTi).

Moreover, we continue to engage our employees in environmental consciousness through thematic weeks, days, and educational programs on green IT and sustainable practices. The Green Mobility Challenge persists as an annual testament to our advocacy for more sustainable transportation choices.

Furthermore, Mantu proactively works to lessen the environmental impact of our consultants’ operations at client sites. This effort is supported by ongoing training in environmental best practices, regular carbon footprint evaluations, and the promotion of policies that favor remote work and green mobility solutions. Aligning with our decarbonization goals, Mantu is dedicated to reducing the number of vehicles in our fleet, reinforcing our commitment to a more sustainable future.

DRIVING ACTION

In the “Driving Action” phase, we empower our employees to lead by example, fostering innovation in sustainable practices and positioning them as change agents within and beyond our organization.

WeCare Together

The WeCare Together program at Mantu is designed to empower employees to initiate and participate in social and environmental projects within their local communities. This initiative aligns with Mantu’s commitment to ethical standards, sustainability, and positive impact, supporting projects financially and logistically across all Mantu brands. Each project must tackle at least one Sustainable Development Goal (SDG), reflecting our broad approach to addressing global challenges. Since the creation of the program, in 2022, fifteen out of the seventeen SDGs have been addressed, leaving “Affordable and Clean Energy” and “Peace, Justice and strong Institutions” as the only two remaining SDGs to achieve.

The process for participants starts with understanding the program’s criteria, which emphasize local engagement, alignment with Mantu’s non-political, non-religious, and non-discriminatory values, and the pursuit of a quantifiable positive impact. After detailing and refining the project’s objectives and logistics with the sustainability team’s guidance, participants present their plans to a monthly committee. Approved projects then transition to the launch phase, aiming to create a significant impact within the community.

In 2023, the program achieved remarkable success, supporting seventeen projects, engaging three hundred sixty-five volunteers, and benefiting over eight thousand five hundred individuals across four continents. Through these projects, we addressed the following-colored list of United Nations Sustainable Development Goals:



SUSTAINABLE DEVELOPMENT GOALS



Two standout projects from 2023 serve as highlights of the program's impact. The project Willinghearts in Singapore saw twenty-five Mantu volunteers rally to collect food donations and prepare seven thousand meals during a weekend. This initiative, fully financed by Mantu, exemplified the program's commitment to addressing hunger and providing support where it's most needed.

In Bogotá (Colombia), the project Building a Dream involved twenty-seven volunteers who spent an afternoon with forty children

facing health challenges. Through baking and decorating cookies, and sharing stories, they created memorable moments for these children. This project not only provided direct support to the beneficiaries but also helped to raise awareness and support for the foundation behind the initiative.

These projects highlight the WeCare Together program's ability to mobilize Mantu's workforce towards contributing to sustainable development and making a positive impact on society.





GOVERNANCE

An introduction to risk management at Mantu

MANAGING RISK

Mantu prioritizes risk management as a cornerstone of its global strategy, recognizing its significant influence on the company's goals, enduring viability, and stakeholder interests. In pursuit of this, Mantu has established a comprehensive risk management framework that incorporates a variety of methods, tools, and strategies designed to assess, oversee, and mitigate risks. This framework entails the systematic identification, examination, and quantification of potential risks, followed by the allocation of suitable resources to control their probability or impact. Embedded within Mantu's Integrated Management System, our risk management protocol is in alignment with the ISO 31000 risk management guidelines and the ISO 22301 standards for business continuity and disaster recovery.

Mantu's dedication to risk oversight is reflected across all levels of management, with the risk

management framework being categorized into five distinct tiers: At the strategic level, this commitment is positioned within the Group, ensuring that overarching goals align with risk mitigation strategies. Conducted at the operational level, Business processes are meticulously analyzed and optimized to address potential risks effectively. Central to the corporate framework, Support processes are designed to bolster the organization's resilience against internal and external threats. Orchestrated in the tactical domain, Internal projects are carefully managed to ensure that risk considerations are integrated into project planning and execution. Lastly, at the foundational layer, the Office level is rooted in the local context, where grassroots initiatives are tailored to address specific local risks, demonstrating Mantu's comprehensive approach to risk management from the top-down and bottom-up.

Mantu's Group Risk Officer is responsible for the implementation of risk evaluation and mitigation strategies throughout the various divisions and business units. Risk evaluations are conducted in accordance with the five key compliance dimensions integral to Mantu's Integrated Management System, which include Quality (ISO 9001), Information Security (ISO 27001), Environmental Management (ISO 14001 & ISO 50001), Occupational Health and Safety (ISO 45001), and Ethical Conduct, encompassing human rights and anti-corruption measures.

The architecture of the risk management system is built upon four principal components:



- 

A holistic and interdisciplinary risk assessment methodology.
- 

A unified risk management tool that delineates Mantu's risk landscape, monitors changes, and promotes a dynamic, ongoing risk surveillance cycle.
- 

A robust business continuity and disaster recovery framework, complete with tailored contingency plans for various potential disaster scenarios.
- 

A crisis management protocol that includes immediate response plans tailored to specific processes and office locations.

This systematic approach guarantees perpetual vigilance and enhancement across the five compliance dimensions and throughout all parts of Mantu's Integrated Management System.

Mantu's sustainability risk management approach

Mantu's Group Risk Officer works in tandem with the Sustainability Department to oversee risks related to all facets of sustainability—environmental, social, economic, governance, and stakeholder engagement. These risks are pinpointed and measured annually, with continuous monitoring at the group, project, and office levels throughout the year.

At the Group level, Mantu's management of sustainability risks is integrated with its comprehensive materiality assessment. In compliance with the Corporate Sustainability Reporting Directive (CSRD) guidelines, Mantu conducts a thorough double materiality analysis that evaluates both impact and financial materiality on a yearly basis. This analysis identifies the potential environmental, social, and governance risks stemming from Mantu's operations and supply chain, assesses their likelihood and consequence, assigns them a financial value, and highlights material risks⁴⁴. These material risks are then consolidated on Mantu's integrated risk management platform. For each key risk, Mantu's risk manager collaborates with a dedicated member of the Sustainability department to develop a tailored plan to reduce the risk's likelihood or consequence.

⁴⁴ To know more, please refer to [Double materiality](#)





For instance, in the 2023 financial materiality analysis, three climate-related risks were deemed material. The first is a market risk linked to the need for Mantu's brands to evolve towards low-carbon technologies and environmental consulting services to meet anticipated client demands. To address this, Mantu is expanding its Sustainability offerings across its brands and incorporating environmental considerations into existing services as part of the Amaris Consulting Regenerative roadmap⁴⁵. The second material climate risk identified is a physical risk of flooding and submersion relevant for certain Mantu offices, based on the RCP 4.5 climate scenario under a 2030 medium-term horizon. To mitigate the potential repair costs and business interruptions deriving from this physical risk, Mantu's Group Risk Officer is establishing emergency response

procedures and business continuity plans in line with ISO 22301 standards. The third climate risk identified as material is a market risk concerning the potential introduction of a carbon tax in Mantu's industry, also based on RCP 4.5 medium-term projections. In response, Mantu is advancing a comprehensive decarbonization program⁴⁶, which is integral to our Pioneer I 2025 strategy, and is closely monitoring the environmental impact of its business projects through the implementation of the European Taxonomy⁴⁷.

At the project level, each project within Mantu's Pioneer I strategic plan is subjected to a risk assessment. Sustainability projects under the Decarbonization, Diversity & Inclusion, Sustainable Business Offers, and Sustainability Reporting programs have thus

been evaluated for risks by the respective project teams in cooperation with Mantu's Group Risk Officer. This assessment occurs early in the project planning phase to ensure that risk mitigation measures are embedded into the project management process.

Locally, 90 percent of Mantu's owned or leased operational sites underwent an environmental risk assessment in 2023. These assessments cover both the physical climate risks to Mantu's offices, like flooding or extreme temperatures, and the environmental impact of Mantu's operations, such as pollution, greenhouse gas emissions, or threats to biodiversity. To address the identified local climate risks, emergency preparedness and business continuity plans are developed in accordance with ISO 22301, taking into account specific local conditions.

The execution of these plans is overseen by Mantu's Group Risk Officer, working with local directors and office managers who have been trained in emergency response.

In addition to these assessments at all organizational levels, Mantu conducts an annual SWOT analysis to evaluate strengths, weaknesses, opportunities, and threats, which is reviewed during the yearly Management Review.

This comprehensive approach ensures that Mantu proactively identifies, assesses, and mitigates sustainability risks across its global operations, reinforcing our commitment to sustainable development and corporate responsibility.

⁴⁵ To know more, please refer to [Amaris Consulting](#)
⁴⁶ To know more, please refer to [Decarbonization](#)

⁴⁷ To know more, please refer to [Focus on EU Taxonomy projects](#)

ENSURING SUSTAINABLE BUSINESS CONDUCTS

Mechanism for advice and concerns about ethics

At Mantu, we follow thorough standards of integrity and accountability, as reflected in our Code of Ethics and Conduct. We provide a clear avenue for all stakeholders, including our employees, to report concerns through Mantu's whistleblowing procedure, ensuring all voices are heard and matters are escalated appropriately by the Ethics Committee.

Our commitment to ethical conduct is completed with our dedication to remediate any negative impacts from our operations. We implement rigorous assessment and remediation procedures to act decisively against adverse effects. To bolster these efforts, we collaborate with external experts and partake in community consultations and industry initiatives, designing action plans to address and prevent the recurrence of such issues.

The Ethics Committee, along with relevant departments, is accessible for guidance on policy implementation, reinforcing our robust grievance mechanism. This mechanism, a core aspect of our ethical framework, is

designed to handle grievances confidentially and respectfully, with a focus on dialogue and prompt resolution.

The comprehensive nature of our compliance program allows for proactive stakeholder engagement, providing a platform for raising concerns and actively participating in the evolution of our grievance processes. We value stakeholder feedback as a catalyst for continuous improvement, ensuring that our systems not only address current issues but are also adapted to meet evolving needs.

To measure the effectiveness of our grievance and remediation mechanisms, we maintain a regime of internal and, when necessary, external audits, backed by a biannual review of our entire compliance system. This systematic approach allows us to track performance indicators and stakeholder feedback, which we report in our sustainability communications. Our goal is not just to address grievances but to demonstrate tangible improvements and risk mitigation strategies as part of our commitment to responsible business conduct.

Customer privacy

At Mantu, protecting confidential information is vital to maintaining our competitive edge and safeguarding our reputation. We are bound by our Code of Ethics and Conduct, which mandates adherence to all internal regulations and security instructions, including quality regulations that may be in place at any given time. We are dedicated to maintaining our ISO 27001 certification to uphold information security standards. Regarding data privacy, we comply with the General Data Protection Regulation (GDPR) in European countries and respect local data privacy laws, enacting the necessary provisions accordingly.

When our employees are on client premises, it is imperative that they comply with the client's internal regulations, particularly concerning health protection, safety, and confidentiality. 'Confidential information' encompasses, but is not limited to, proposals, methods, practices, customer and supplier details, inventions, processes, products, patent applications, proprietary rights, specifications, drawings, models, samples, tools, computer programs, and any technical or commercial data they may be privy to in the course of their duties for

Mantu or our client companies, both current and prospective.

Our employees are required never to disclose any proprietary or business-sensitive information about Mantu, our clients, or any other knowledge acquired during their employment, except as necessary within their job role. This obligation to preserve secrecy continues beyond the termination of their employment, without any time limit, except for information that becomes public knowledge through other means.

We ensure that Mantu's and our consultants' laptops adhere to our stringent security standards. Confidentiality agreements are a mandatory part of our employment contracts, reinforcing our commitment to privacy. Access to client data is strictly limited to the assigned project team and is securely stored in designated areas. Upon contract completion, this data is either destroyed or returned to the client. In 2023, we are proud to report that there were no substantiated complaints of customer privacy breaches or data loss.

Anti-corruption

Mantu's operational integrity is reinforced by a strict anti-bribery and anti-corruption policy, ensuring adherence to all applicable legal and regulatory frameworks. This policy mandates a comprehensive due diligence process for evaluating suppliers, clients, and potential mergers and acquisitions, using risk-based assessments that consider various factors such as country risk, industry sector, and business scale. The due diligence involves tailored questionnaires probing the ownership and business activities against anti-fraud, anti-bribery, and corruption laws, coupled with background checks on entities deemed medium to high risk.

In maintaining the integrity of our operations, Mantu places emphasis on continuous employee training in anti-corruption practices, particularly for those in roles identified as high-risk. These training programs are regularly evaluated to measure understanding and effective application of anti-corruption principles. Operational policies are frequently updated to incorporate lessons learned from these evaluations, ensuring that Mantu's anti-corruption framework remains dynamic and responsive to new challenges and risks, especially those identified in rapidly

evolving markets and through new payment technologies⁴⁸.

Mantu's commitment to transparency extends to stakeholder engagement, where feedback from due diligence processes is used to refine and improve strategies and practices. This collaborative approach is central to the company's efforts to enhance the effectiveness of its anti-corruption measures.

During the reporting period, Mantu has maintained a record of zero incidents of corruption, with no employee discipline for corruption-related offenses and no contracts terminated due to such violations. There have been no public legal cases of corruption against Mantu or its employees. A complete evaluation of business operations has been conducted, with identified risks carefully managed, particularly those associated with business development, operations in at risks nations, and electronic payment systems.

Mantu's vigilant approach to managing corruption risk is an ongoing process, aimed at sustaining the company's reputation for ethical business conduct and ensuring the trust of stakeholders and partners.

⁴⁸ To know more, please refer to the Anti-corruption section in [Appendix](#)



Ensuring fair competition

At Mantu, we uphold the value of fair, free, and efficient competition. To maintain a competitive economy, the European Union's competition laws, US antitrust laws, and other country specific laws were established. As a responsible corporate entity, we adhere to these laws to ensure the promotion of free markets and fair competition, and to enable all participants to succeed based on the quality and competitiveness of their offerings. We are committed to ensuring compliance with competition laws to safeguard and foster open competition, while avoiding any conduct that may impede it. We strongly urge all employees to refrain from endorsing or engaging in anticompetitive practices, and to report on any such activities in accordance with our internal guidelines. It should be noted that Mantu operates within a highly competitive consulting field and does not operate within a regulated market or a monopoly situation. Notably, no legal actions related to anticompetitive behavior, antitrust violations, or monopolistic practices were recorded during the reporting period.



Conflict of interest management

Mantu's governance structure is fundamentally built on the principles of integrity and transparency, particularly in managing conflicts of interest. A robust conflict of interest policy is in place, which clearly specifies the criteria for what constitutes a conflict and the procedures for handling such situations. Governance body members are obligated to routinely disclose any potential conflicts of interest, encompassing financial, personal, or external commitments that might affect their judgment.

All disclosed potential conflicts are rigorously evaluated by an ethics committee or equivalent body to decide on the best course of action to manage or resolve the conflict. This process is designed to prevent any undue influence on Mantu's operations or decision-making for personal benefit.

In addition, Mantu invests in regular training for its governance body and senior management to deepen their understanding of conflicts of interest and the methods for addressing them effectively. A continuous monitoring system, including periodic audits and reviews, is implemented to ensure strict compliance with the conflict of interest policy.

For stakeholder assurance, Mantu practices full transparency regarding conflicts of interest. This includes disclosures of cross-board memberships, significant cross-shareholding with suppliers or other stakeholders, details of controlling shareholders, and comprehensive information on transactions with related parties and any outstanding balances. These disclosures are aimed at maintaining fair and ethical business dealings and upholding Mantu's reputation for principled corporate conduct.

Responsible tax practices

Mantu's tax strategy is rooted in compliance with local regulations on taxation and transfer pricing, facing the challenge of staying current with the ever-evolving rules. Our commitment to this is unwavering, with a tax department dedicated to ensuring that each entity within Mantu, along with its local fiduciary, remains updated with local requirements. This involves a thorough check of compliance deadlines and diligent reporting of all relevant legal and tax documentation via an internal application.

Our tax strategy approval is a two-tiered process, commencing within the tax department and culminating with a review board's assessment. Mantu's approach to regulatory compliance involves not only a local team dealing with legal matters but also coordination with local experts and fiduciaries to align with both the letter and the spirit of the laws in all jurisdictions we operate.

The Tax Department is proactive in mitigating risks, conducting risk mapping, and updated audits in collaboration with other departments. This includes a quantitative risk analysis for significant decisions, with preemptive actions to align with anticipated future requirements. In situations of tax uncertainty, we actively consult with local tax authorities for clarification and ensure our documentation

and transfer pricing practices meet the expectations for our local entities and the group at large. All significant intercompany transactions are subjected to clearance to uphold compliance integrity.

Mantu operates with an open dialogue policy to address any concerns regarding the organization's tax integrity. We are not engaged in tax-related public policy advocacy or lobbying activities and do not hold memberships in associations or committees that influence tax policy. Instead, our focus is on maintaining up-to-date knowledge of tax law changes, ensuring our practices reflect the most current regulations without negatively impacting our operations.

Our Tax Department works closely with local advisors to double-check our adherence to local rules and to preclude any potential risks. By validating our processes with legal counsel and monitoring our compliance for each significant transaction, we maintain a high standard of safeguard against any potential sanctions or penalties. Mantu's diligent approach to tax compliance ensures that we meet all deadlines, pass tax audits with clean results, and uphold our reputation for high ethical standards in tax practices.

Human rights

In 2023, Mantu maintained stringent policies against child labor and forced or compulsory labor, ensuring that such practices are neither present in our operations nor in our supply chain. Our enhanced due diligence approach includes comprehensive supplier evaluations and the incorporation of child labor considerations into our Supplier Sustainability Score, which helps us to monitor and evaluate the ethical practices of our suppliers rigorously. Additionally, our Sustainable Procurement Charter sets forth the principles that guide our procurement processes, emphasizing the importance of upholding human rights. Human rights considerations are also incorporated into the yearly supplier review and auditing processes of our value chain.

Mantu's actions are driven by a commitment to ethical business practices and the protection of human rights within the global business landscape.

WHAT'S NEXT? A GLIMPSE ON 2024

As Mantu embarks on 2024, our approach to expanding our sustainability strategy is organized around three core areas: environmental preservation, social responsibility, and economic resilience. We have established a system of over 150 sustainability Key Performance Indicators (KPIs) across the company, ensuring regular follow-ups and corrective actions to monitor and drive progress in our initiatives. This methodical tracking underscores our holistic approach to sustainability, engaging all stakeholders and guiding our efforts towards meaningful outcomes.

Environmentally, we are expanding our efforts to include broader planet boundaries and are committed to significantly reducing our ecological footprint. Socially, our goal is to enhance the impact of programs we launched in 2023, deepening our commitment to community well-being and fostering equitable practices. Economically, we aim to

integrate sustainable finance principles more thoroughly into our business model, developing innovative market solutions and enhancing our current services to reflect our dedication to responsible business. To cultivate a culture of collective action, we are leveraging our talented community through initiatives like 'We Care Together' and the 'Sustainability Festival.' These programs encourage participation and underscore our shared commitment to making a positive impact.

This strategic direction for 2024 demonstrates Mantu's holistic approach to sustainability, underpinned by the collective commitment of our stakeholders and the dedicated leadership driving these initiatives towards impactful outcomes. Our commitment to regular monitoring and adjustments ensures that we not only aim for impactful outcomes but also remain adaptable and responsive to the needs of our community and the planet.

SUSTAINABILITY REPORTING PRACTICES

This report has been prepared in accordance with the GRI Standards, demonstrating Mantu's commitment to transparency and accountability in its sustainability practices. Since 2021, Mantu has been publishing yearly sustainability reports, with this report being published in May 2024. The information in this report pertains to the period from 1 January 2023 to 31 December 2023 unless otherwise indicated. This period is aligned with Mantu's financial reporting period.

This report covers all of Mantu's fully consolidated entities and their associated countries, as detailed in the appendix. For any queries or clarifications regarding this report, please contact sustainability@mantu.com



GLOSSARY & ABBREVIATIONS

Concept	Description
Anthropogenic	Referring to environmental pollution and pollutants originating from human activity, as opposed to natural processes.
Biogenic	Relating to or resulting from the activity of living organisms, such as plants and bacteria, especially when they contribute to the carbon cycle.
European Taxonomy	The European Taxonomy is a directive that establishes an EU-wide classification system aimed at identifying environmentally sustainable economic activities and directing investment towards them. It includes six environmental objectives: climate change mitigation, adaptation, biodiversity protection, water resources, pollution prevention, and circular economy.
Tank to Wheel	A concept used to describe emissions released by a vehicle while it is operating, excluding the production and delivery of the fuel.
Well to Wheel	An analysis method considering total emissions from the production of fuel (well) to the use of that fuel in a vehicle (wheel), providing a comprehensive assessment of a vehicle's environmental impact.

Abbreviation	Full Letter Words
ADEME	French Agence De l'Environnement et de la Maîtrise de l'Énergie
DEFRA	Department for Environment, Food & Rural Affairs
IEA NZE 2050	International Energy Agency Net Zero Emissions by 2050 scenario
IPCC AR6	Intergovernmental Panel on Climate Change Sixth Assessment Report
ISP	Incentive for Sustainable Performance
RCP 4.5	Representative Concentration Pathways 4.5
SBTi	Science Based Targets initiative
SBTn	Science Based Targets network
TNFD	Taskforce on Nature-related Financial Disclosures

APPENDIX

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