



Committed to employment

Voluntary Non-Financial Performance
Report | 2025

groupe
partnaire



Tomorrow

Aurélie Gobinet Gmuender
Chair of the Management Board
of Partnaire Group

For more than 70 years, our company has undergone numerous technological developments, but none has, until now, had the power of Artificial Intelligence. Like a musician who tames a new instrument to enrich their virtuosity without ever losing their soul or style, Partnaire Group is firmly determined to adapt to this new environment while preserving its values. Values upheld by our teams and recognised by our clients: proximity, operational excellence, responsiveness and, above all, a

sense of humanity. What is well conceived is clearly expressed: we believe that progress must serve people, not replace them.

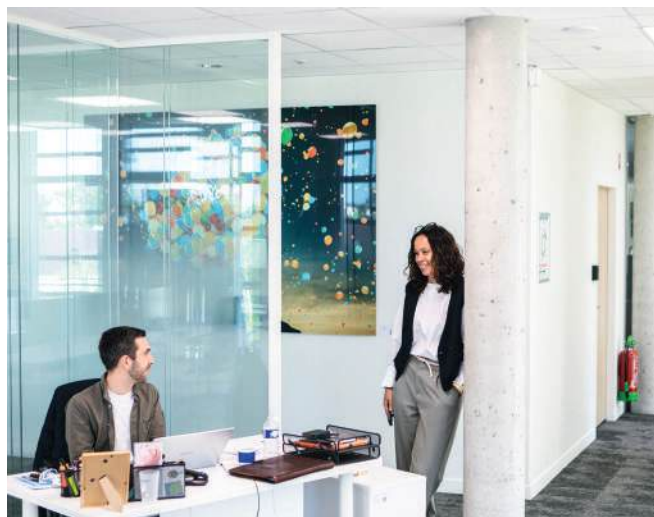
It is therefore with confidence that we must harness the best of the ongoing revolution. In the years ahead, external generative AI will enable us to strengthen our Big Up 2030 strategic plan, relying on a capital that is and will remain ours: the data we must leverage to enrich our employees' work, improve relationships with our various stakeholders and, *ultimately*, provide better service to client companies. Always keeping in mind, today and tomorrow, the course we have set ourselves as we continue our efforts for the decarbonisation of our activities, professional equality and quality of working life, compatible with the requirement to preserve profitability during this 2025 financial year thanks to everyone's involvement. We would like to thank each and every one of you.

Another essential priority: youth employability, the theme of the Partnaire Foundation's call for projects, which aims to support the pathways to success initiated by civic associations that we will be proud to back.

The foundations are there, solid and recognised since Partnaire Group was awarded the Platinum recognition by EcoVadis for the fourth consecutive time. A genuine achievement, as this distinction is accompanied by a steadily improving score, placing us among the top 1% of companies in terms of social responsibility. Even though regulations exempt us from it for 2025, we have voluntarily chosen, in full transparency, to continue publishing this non-financial performance report, which I invite you to discover in the following pages. It describes the day-to-day actions of a company that knows where it comes from and where it wants to go, expanding its network to anchor itself more firmly among the entrepreneurs who place their trust in us, a trust that honours and obliges us.



p.4 GROUP



p.16 SOCIAL



p.42 ENVIRONMENT



p.50 GOVERNANCE



p.62 REFERENCE
AREA



groupe
partenaire

Accueil →

A photograph of a modern building with multiple floors. Each floor has a balcony with orange horizontal railings. The building has large windows and a glass entrance at the ground level. The foreground shows a paved area with shadows from trees.

P6. Our story

P7. Our human
resources solutions

P8. Our purpose

P9. Labels, certifications
and distinctions

P10. Our support
for the Sustainable
Development Goals

groupe
partenaire
L'Oréal
P12. Our business
model

P14. Dialogue with
our stakeholders

P15. Dual materiality
matrix

Group

Our story

Founded in 1952 in Orléans, Partnaire Group has become a key player in temporary work and recruitment. The company has diversified its expertise and expanded its network across France and Europe. This measured growth has been built on inclusion and prevention as pillars. Today, its non-financial maturity, recognised by four consecutive EcoVadis Platinum distinctions, reaches a new milestone with the Big Up 2030 strategy, making corporate social responsibility a driver of its sustainable performance.

1952

- Secrétariat Mobile founded in Orléans.

1987

- Start of the Partnaire adventure with Philippe Gobinet's takeover of the mobile secretarial agency

2005

- All agencies are ISO 9001 certified

2006

- 1st MASE certification

2009

- Signatory of the Diversity Charter

2015

- 1st Temporary open-ended contract

2016

- First steps in our CSR approach

2017

- Creation of the fellowship fund
- Global Compact membership
- 1st EcoVadis assessment (gold)

2018

- CEFRI 12411 certification

2021

- Platinum recognition from EcoVadis
- ISO 45001 certification
- Creation of the company foundation.
- Appointment of Aurélie Gobinet Gmuender as Vice-President

2022

- 70th anniversary
- New Ecovadis platinum recognition

2023

- Governance change: Aurélie Gobinet Gmuender is appointed Chair of the Management Board, Philippe Gobinet becomes Chair of the Supervisory Board

2024

- Third Platinum recognition from EcoVadis (89/100)
- ISO 45001 certification renewed for three years

2025

- Launch of the Big Up 2030 strategy with corporate social responsibility as a lever for sustainable growth.
- The CSR division is directly overseen by the Chair of the Management Board
- 4th Platinum recognition from EcoVadis (91/100)

Our HR solutions

The Partnaire Group offers a range of HR solutions to meet the specific recruitment and employment needs of companies, while providing candidates with career opportunities that reflect their aspirations.

Recruitment and temporary work



Specialised firms and expert consulting



Specialised recruitment and temporary work agency



Direct approach recruitment firm



Assessment firm



Inclusion and diversity consultancy



Wage portage

Integrated solutions



Hosted agency

Breakdown by Group business sector



INDUSTRY

39%



TRANSPORT & LOGISTICS

35%



CONSTRUCTION / NUCLEAR

16%

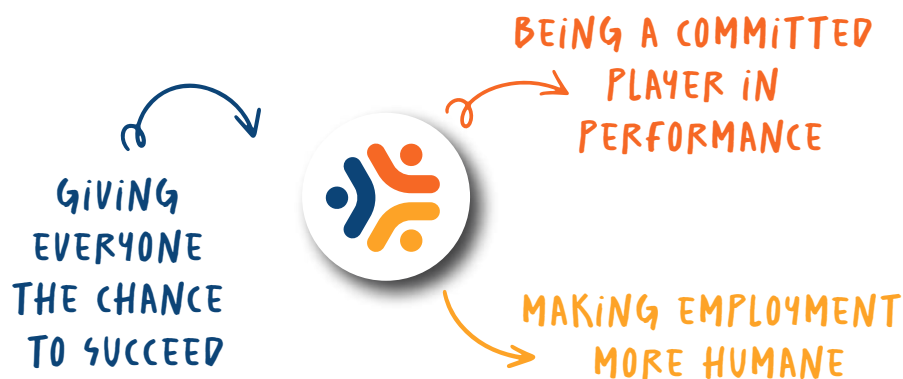


SERVICES

10%

Our purpose

Our purpose is the result of a collective reflection carried out in 2023 during workshops that brought together around thirty employees representative of the full diversity of our roles, regions and generations. It is this shared momentum that now guides our project.



These three fundamental orientations set out the group's roadmap to respond to changes in the labour market, while ensuring a measurable social impact in terms of inclusion, equity and risk prevention.



Labels, certifications and distinctions

Our desire to offer services that respect social and environmental issues is reflected in the fact that we have obtained recognised labels and certifications. They demonstrate the Partnaire Group's commitment to excellence and responsibility.



Assessment of our ESG performance by EcoVadis. The Group obtained a score of 91/100 in November 2025, confirming for the 4th consecutive time its platinum level and its place among the most virtuous companies in our sector of activity.

WE SUPPORT THE UN GLOBAL COMPACT



Renewal of our annual commitment to the ten fundamental principles of the UN Global Compact, a transparency initiative launched and upheld by the Group since 2017.



We have been a signatory of the Diversity Charter since 2009.



The gender equality index for 2025 shows a score of 91/100.



We have been a member of the Responsible Purchasing and Supplier Relations Charter (RFAR) since February 2024.

Safety and risk prevention: our on-the-ground actions are reflected in the retention of several regulatory and sector-specific certifications.



Certification of our occupational health and safety management system. Obtained in 2021, it underpins our prevention processes and our 117 on-site compliance audits.



Our CEFRI 12411 certification was awarded in 2018 and validates our ability to provide employees who do work involving ionising radiation and to meet the applicable regulatory requirements.



We obtained our first Mase certification in 2006. This is a framework similar to ISO 45001 that is required by petrochemical companies.

CHOISEUL 100
LAURÉATE 2025



Aurélie Gobinet Gmuender

Présidente du Directoire
Groupe Partnaire

DOUBLE DISTINCTION CHOISEUL INSTITUTE – 2025 EDITION

A shared source of pride for Partnaire Group! This year we celebrate a double recognition from the Choiseul Institute, which praises both our governance and our economic performance. Our Chair of the Management Board, Aurélie Gobinet Gmuender, is honoured to be included in the prestigious Choiseul 100 ranking, which recognises the leaders shaping the economy of tomorrow. At the same time, Partnaire Group reaffirms its on-the-ground dynamism by joining the Choiseul Conquérants list, which distinguishes the 200 highest-performing French mid-sized companies (ETIs). This double success demonstrates the strength of our model, our territorial agility and our ongoing commitment to valuing human capital.



Our support for the Sustainable Development Goals in figures (2025)



SDG 1

No poverty

- **OUR COMMITMENT:** combating hardship and social exclusion in the areas where we operate by supporting the local network of associations.
- **LOCAL SUPPORT:** a significant budget donated annually by the Partnaire Foundation to public-interest associations.
- **THE LABOUR MARKET INTEGRATION LEVER:** launch of the first national call for projects "Youth & employability" endowed with targeted grants (up to €20,000 per recipient) and skills-based volunteering to give time to organisations that put young people in precarious situations back on the path to employment.



SDG 3

Good health and well-being

- **OUR COMMITMENT:** ensuring the physical integrity and health of our permanent and temporary employees by developing an active, shared culture of prevention with our client companies. This ongoing commitment has enabled us to reduce our frequency rate by 50% since 2016.
- **FIELD DIAGNOSTICS:** 8 776 Behavioural safety diagnostics (DCS) carried out by our teams with our clients to ensure the safety of our temporary employees.
- **PERFORMANCE AND COMPLIANCE:** 117 audits carried out (including 43 involving volunteer internal auditors from the network and support functions), showing an overall compliance rate above 76% (ISO 45001 certified approach).
- **LOCAL PREVENTION:** 29 scheduled stops for the Health Truck in the heart of our activity hubs, which helped raise awareness among 680 temporary staff of occupational risks (MSDs, risk-hunting activities...) in partnership with FASTT.



SDG 4

Quality education

- **OUR COMMITMENT:** ensuring the ongoing employability of our teams and make training a lever to secure career pathways.
- **PERMANENT EMPLOYEES:** a solid trajectory maintained with an average of more than 20 hours of training per employee, focused on managerial excellence and transition tools.
- **TEMPORARY STAFF:** a genuine springboard, our training policy delivered nearly 184,000 hours of training to more than 5,700 temporary staff, combining mandatory regulatory certifications and technical skills development.



SDG 5

Quality education

- **OUR COMMITMENT:** ensuring strict fairness in treatment and promote gender balance at all levels of the Group.
- **GENDER EQUALITY INDEX:** our overall score has risen to 91/100.
- **GOVERNANCE AND LEADERSHIP:** the Group maintains the strength of its gender-balance pillars, with 70% of leadership positions held by women, a stable female representation of 60% on the Supervisory Board and 33% on the Executive Board.



SDG 8

Decent work and economic growth

- **OUR COMMITMENT:** supporting our economic growth through the creation of sustainable jobs and the integration of younger generations.
- **INTEGRATION OF YOUNG PEOPLE:** the Group confirms its role as a provider of employment for young people, with 37.66% of our temporary employees under 25.
- **STABILISATION AND JOB SECURITY:** increase in the number of active permanent contracts for temporary workers (CDII), totalling 718 contracts, ensuring a minimum level of monthly financial stability and turning periods between assignments into training opportunities.



SDG 10

Reduced inequalities

- **OUR COMMITMENT:** making territorial diversity and the fight against hiring discrimination a major pillar of our social performance.
- **ANCHORING AND QPV INCLUSION:** thanks to our structuring partnership with the Mozaik Foundation, employees from Priority Urban Neighbourhoods (QPV) represent 27.10% of our temporary workforce.
- **INCLUSIVE RECRUITMENT:** 91.45% of our permanent recruiters are trained in 'recruiting without discrimination' to guarantee strict equal opportunities.
- **DISABILITY MOBILISATION:** the Group maintains a strong inclusion momentum with 1,114 temporary workers with disabilities assigned to 941 client companies, and the deployment of a diagnostic-action approach with Agefiph. The Group also brought together 40 duos during DuoDay.



SDG 12

Responsible consumption and production

- **OUR COMMITMENT:** structuring a sustainable value chain by mobilising our partners around a responsible purchasing approach and by optimising our office waste management.
- **RESPONSIBLE PURCHASING:** the rate of responsible purchasing charters signed stands at 90% and the CSR questionnaires completed by our suppliers reach 93%.
- **SUPPLIER PERFORMANCE:** 25% of our supplier performance assessment criteria are sustainability criteria.
- **CIRCULAR ECONOMY:** 6,25 tonnes of paper recycled and 0,989 tonne of waste electrical and electronic equipment (WEEE).



SDG 13

Measures to combat climate change

- **OUR COMMITMENT:** reducing the carbon footprint of our operational activities by accelerating the transition to a low-emission vehicle fleet and by improving the energy efficiency of our sites.
- **PHOTOVOLTAIC INSTALLATION:** installation of solar panels on the head office roof to cover part of our electricity needs with self-generated energy.
- **CARBON PERFORMANCE:** our carbon intensity has decreased to 53 kg CO₂ / k€ of turnover,
- **ENERGY SOBRIETY:** 100% of our electricity consumption covered by contracted green energy.



SDG 16

Peace, justice and strong institutions

- **OUR COMMITMENT:** ensuring respect for business ethics and to prevent corruption risks through a targeted training programme for exposed employees, supported by a code of ethics and conduct that governs professional practices.
- **AWARENESS AND TRAINING:** 38 people trained in anti-corruption in 2025, bringing the total to 200 employees trained over three years.
- **GOVERNANCE AND TOOLS:** a deployment of the code of ethics and conduct that guides daily professional practices, complemented by a whistleblowing procedure. No incidents or alerts were reported in 2025.



SDG 17

Partnerships to achieve objectives

- **OUR COMMITMENT:** co-developing sustainable solutions by building strategic partnerships with key stakeholders in labour market integration, disability and prevention.
- **INSTITUTIONAL ANCHORING:** continuous collaboration with branch organisations (FASTT, AKTO), inclusion actors (Agefiph, Mozaik Foundation) and specialised networks to amplify the impact of our social actions across all territories.

Our business model

① TRENDS IN THE TEMPORARY EMPLOYMENT MARKET

Change in the relationship
with work

Changes in job search
practices

Skills shortage and
increased specialisation

② ECOSYSTEM

HUMAN AND CORPORATE CAPITAL

- 794 permanent employees
- 60,141 temporary employees
- A team of 5 people dedicated to prevention
- Signatory of the Diversity Charter since 2009
- Mase certification since 2006, CEFRI certification since 2018
- ISO 45 001 certification since 2021 for the entire network and support services
- Antenor, a leading HR consultancy in the healthcare sector; ID Search, a leading firm for temporary work and specialised recruitment; and Index RH, an inclusion and diversity consultancy
- A desire to build loyalty, enabling us to encourage internal promotion
- Governance guaranteeing the appropriate use of AI in our processes

ENVIRONMENT CAPITAL

- A strong environmental conviction
- A department in charge of the digital transformation of our contractual relations
- A Responsible Purchasing Charter strengthening our ties with our ecosystem
- Our carbon footprint assessment, with measurement of our scope 3
- The installation of a photovoltaic self-consumption plant (head office)
- Contract signed with the BlaBlaCar Daily carpool platform

RELATIONSHIP CAPITAL

- Committed to the UN Global Compact since 2017
- Creation of a corporate foundation in July 2021
- Signing a contract with the 1st digital library 'Mozaik' for permanent employees and temporary staff
- Establishing or strengthening key partnerships

FINANCIAL AND ORGANISATIONAL CAPITAL

- Family governance with a Supervisory Board and an Executive Board
- A general management team with a management committee that favours fast decision-making
- 264 locations
- ISO 9001:2015 certification since 2017
- Values transcribed in a Code of Conduct and Ethics applied at all levels of the organisation, supported by a whistle-blowing procedure
- Strong sectoral specialisation

③ A FAMILY-OWNED, LOCAL COMPANY, DEMANDING AND CARING

DEVELOP
OUR EXPERTISE
AND CONQUER

STRENGTHEN
OUR NETWORK
AND OUR LOCAL
PRESENCE

BE RECOGNISED AS
THE RECRUITMENT
REFERENCE

BUILD OUR
EUROPEAN LOCAL
NETWORK

OUR VALUES

Proximity, operational excellence,
responsibility, responsiveness

REMAIN A SOCIALLY RESPONSIBLE
COMPANY AND PLACE PEOPLE
AT THE CENTRE OF OUR
TECHNOLOGICAL TRANSFORMATION

Internationalisation and new CSR requirements from clients

Emergence of new operators and new forms of work in an increasingly deregulated market

VALUE CREATION

HUMAN AND CORPORATE CAPITAL

- 20.4 million hours worked
- Satisfaction rate of temporary workers: 92.3% of which 57.6% very satisfied
- Frequency rate halved over 10 years
- Frequency rate of workplace accidents: 28.53
Severity rate of workplace accidents: 1.28
- A strong and long-standing commitment to diversity and disability: 1,114 temporary workers with disabilities on assignment
- 70% female managers
- A commitment to integrate young people by hosting 64 work-study trainees, including 13 hires
- Internal promotion rate: 6%

ENVIRONMENT CAPITAL

- 101 electric and hybrid vehicles
- 100% green energy powers our sites
- Giving WEEE products a second life before they are recycled
- 83,000 kWh produced per year (photovoltaic panels)
- Unifying eco-citizen actions
- A determination to maintain a suitable carbon trajectory

RELATIONSHIP CAPITAL

- 100% risk analyses carried out with, for example, a human rights criterion for promotional items
- A strong presence in the areas where we operate, with a contribution to educational, cultural and sporting charities
- A strong, long-standing commitment to Prism'emploi
- A significant annual foundation budget allocated to initiatives that promote inclusion
- Partnership with the Mozaïk Foundation, notably as part of QPV (Priority urban neighbourhoods)

FINANCIAL AND ORGANISATIONAL CAPITAL

- Turnover €554 million (France)
- 5,181 customers, 97.6% of whom would recommend us
- Operational control mechanisms
- 86% of exposed employees trained in anti-corruption⁽¹⁾
- CSR performance recognised by EcoVadis: Platinum status since 2021 (score of 91/100 in November 2025)

(1) Risk 1



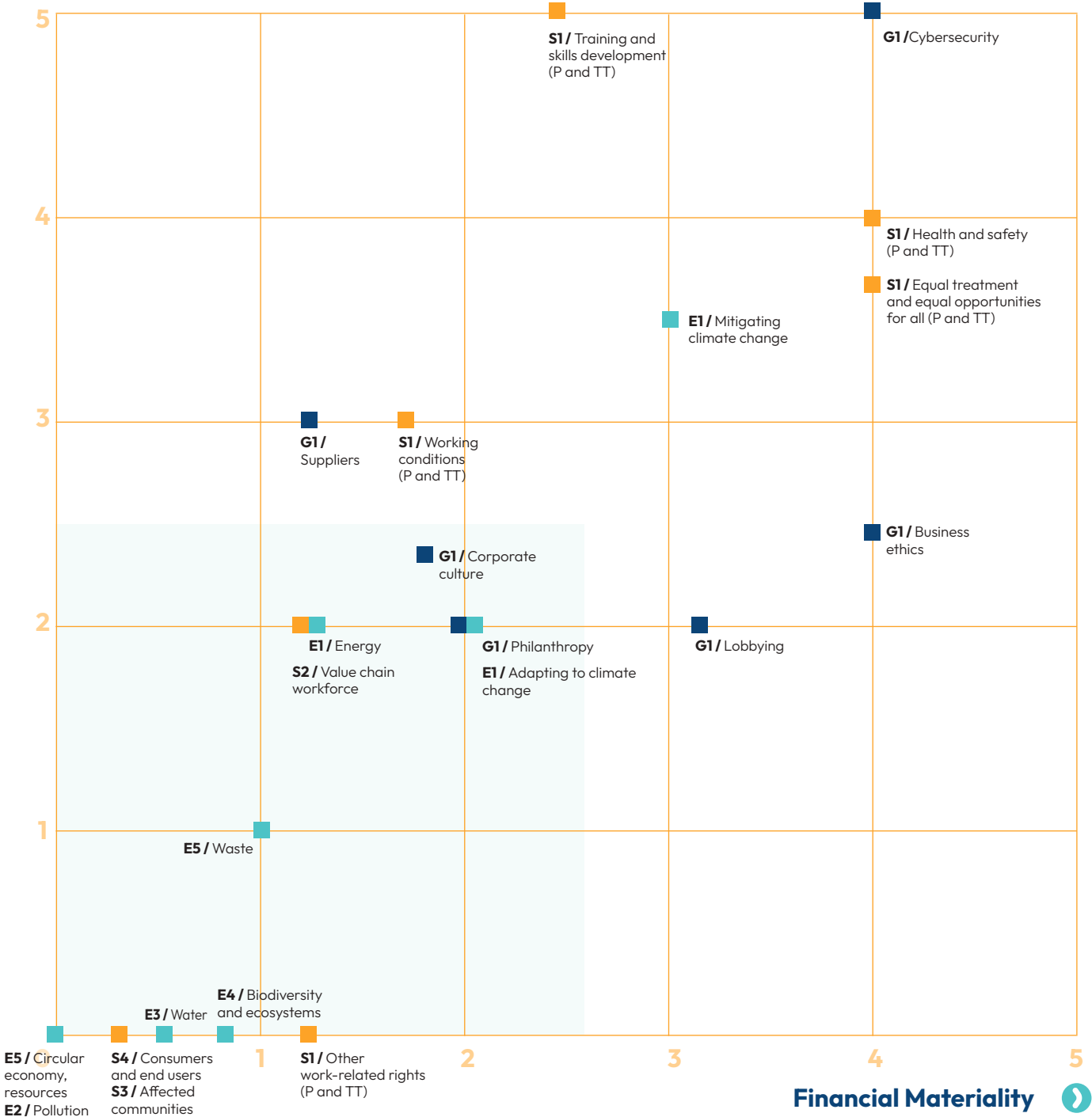
Listen, understand, act: dialogue with our stakeholders

STAKEHOLDERS	EXPECTATIONS OF STAKEHOLDERS	COMMUNICATION AND DIALOGUE CHANNELS
Human and social capital		
PERMANENT EMPLOYEES AND FUTURE COLLEAGUES	• Preserve health and safety • Develop skills • Ensure good working conditions • Ensure consistency between values and actions • Foster employee engagement through eNPS measurement and skills sponsorship • Instil confidence in the future of the company • Maintain work-life balance • Meet expectations in terms of recognition and meaning at work	Annual appraisals; engagement barometer (eNPS); internal newsletters; seminars; welcome booklet; Live my life event; recognition celebration
TEMPORARY STAFF AND CANDIDATES	• Preserve health and safety • Ensure non-discriminatory treatment of applications • Secure career paths, in particular through temporary employment contracts • Receive social support	Partnaire mobile app; in-branch interviews; end-of-assignment reports; satisfaction surveys; welcome booklets; SMS; job boards; Health Truck; Boîte à l'Emploi
SOCIAL AND ECONOMIC COMMITTEE (CSE)	• Ensure peaceful social dialogue • Preserve the health and safety of employees • Fight all forms of discrimination • Ensure that the environmental transition has a fair social impact	Ordinary or extraordinary meetings; thematic committees (CSSCT; professional equality); negotiations of company agreements
Economic sphere and partners		
CUSTOMERS	• Ensure operational excellence at all stages of our processes • Comply with regulations • Demonstrate exemplary ethical behaviour • Anticipate and advise thanks to a perfect understanding of their CSR and economic challenges	Account reviews; satisfaction surveys; on-site behavioural safety diagnostics; toolbox talks; workstation visits; dematerialisation platforms; support and expert advice: legal, inclusion, CSR, training
SUPPLIERS AND SUBCONTRACTORS	• Foster long-term and loyal relationships • Be paid within negotiated deadlines • Encourage dialogue on CSR	Performance reviews with CSR criteria (CSR questionnaires; supplier charters; supplier meetings; contractual negotiations)
SHAREHOLDERS	• Be an eco-citizen company • Be profitable • Promote employment for all and combat all forms of discrimination • Ensure a good social climate and good working conditions	Annual general meeting; financial and non-financial reports; governance committees
FINANCIAL PARTNERS AND INSURERS	• Meet deadlines • Assess and manage social, environmental and ethical risks • Comply with social and environmental requirements and regulations, particularly those relating to climate issues	Risk audits; financial statements; contract renewal committees (employee benefits insurance; professional liability insurance; credit insurance)
SOFTWARE VENDORS (HR, BUSINESS FUNCTIONS..)	• Expression of business needs (including regulatory requirements) • Systems integration security • Field feedback • GDPR compliance	Technical monitoring committees, innovation reviews
Territorial and societal anchoring		
EMPLOYMENT AND DISABILITY STAKEHOLDERS	• Develop local partnerships • Promote integration for people outside the job market • Work towards non-discrimination and equal opportunities	Follow-up meetings for territorial conventions; specialised job-dating events; integration reports
SCHOOLS; UNIVERSITIES AND TRAINING CENTRES	• Offer work experience, internship, training and employment opportunities • Pay the apprenticeship tax • Develop local partnerships	Career forums; payment of the apprenticeship tax; examination panels; mentoring for apprentices
ASSOCIATIONS	• Create partnerships, provide financial support and offer skills sponsorship • Participate in territorial development	Monitoring committees for sponsorship projects (Day-one platform); local impact assessments; solidarity events
Institutions and regulation		
THE STATE AND LOCAL AUTHORITIES	• Fight fraud and undeclared work • Ensure regulatory compliance • Provide jobs in our local areas • Contribute to energy sobriety and the ecological transition	Automated regulatory declarations; responses to inspections (URSSAF; Labour Inspectorate); local economic development committees
BRANCH INSTITUTIONS (PRISME'EMPLOI; AKTO; FASTT)	• Be involved with professional organisations • Provide protection and training for temporary workers • Serve as a relay for the agency's mechanisms	Participation in joint and bipartite working groups; deployment and support of branch schemes (FASTT, notably for prevention or social measures)
CERTIFYING BODIES AND ASSESSORS	• Comply with standards and regulations • Give an honest account • Strive for continuous improvement	Certification audits (ISO...); evaluation campaigns (EcoVadis); continuous improvement reviews

Dual materiality matrix

We didn't want to wait to be eligible for CSRD before producing our first dual materiality matrix in 2024. It prioritises our challenges by analysing two key dimensions: our impact on the environment and society (impact materiality), and how these challenges affect our financial performance (financial materiality). (Methodology presented on page 64)

Impact materiality



ESRS E1: climate change
ESRS E2: pollution
ESRS E3: aquatic and marine resources
ESRS E4: biodiversity and ecosystems
ESRS E5: use of resources and circular economy

ESRS S1: company's own workforce
ESRS S2: workers in the value chain
ESRS S3: affected communities
ESRS S4: consumers and end users

ESRS G1: business conduct

LEGEND

P: permanent employees
TT: temporary employees



SOCIAL



P18. Health and safety

P22. Equal
opportunities and
inclusion

P26. Permanent
HR staff

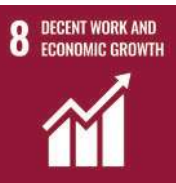
P30. HR temporary
staff

P34. Social innovation

P38. The Partnaire
Foundation



Safety as the foundation of our operational culture



Maintaining a safe and healthy working environment for our permanent employees, our temporary staff and our partners is at the heart of our operational culture. This commitment has enabled us to reduce our frequency rate by 50% over 10 years.

Our effectiveness is built on the rigour of the annual ISO 45001 audit and our participatory internal audits, which demonstrate the continuous improvement of our professional practices. This approach is reinforced by a single method, deployed across all our activities: the behavioural safety diagnostic.

OUR LEVERS for effective risk prevention and safe working conditions



Regulatory framework

A structuring ISO 45001 certification.



Training

Safety habits embedded from onboarding.



Autonomous safety

Individual vigilance extending to private life.



Operational proximity

An on-the-ground assessment.



Culture of commitment

An ambition driven by participatory audits.



The normative framework: the requirement that underpins risk prevention



ISO 45001 certification, the international standard that defines the best practices in occupational health and safety, has structured all our activities since 2021. This framework commits us to continuously improving our professional practices at every stage of our services. By improving the reliability of our organisational methods, this management system helps preserve the health of our employees and provides our clients and partners with a cooperative framework aimed at sustainable risk control.

Safety policy

01 | WORK ENVIRONMENT ANALYSIS

02 | PROFILE DEFINITION

03 | CANDIDATE ASSESSMENT AND SELECTION



04 | ROLE-TAILORED ONBOARDING AWARENESS

07 | ON-SITE PREVENTIVE ACTIONS DURING ASSIGNMENT

06 | END-OF-ASSIGNMENT SAFETY REPORT

05 | PREVENTION IMPROVEMENT PLAN



Autonomous safety: protecting personal safety every day

In 2025, the Group rolled out autonomous safety to strengthen each employee's vigilance, both at work and in their private life. This prevention pathway, composed of several modules, is offered to our temporary employees to ensure a holistic approach to health. The objective is to build on what has been learnt in order to instil the right reflexes, notably to adopt appropriate gestures and postures and to prevent road accidents or to respond to a fire.



Training in support of our safety performance

Training is the main driver of improvements in our performance. From onboarding, we teach the fundamentals of risk management to instil the right reflexes immediately. This skills development continues with role-specific training (Construction, Transport, Logistics, Industry) to meet the real requirements of each sector. In addition, the 'Work Accident Analysis' module helps us understand the root causes of accidents and supports prevention discussions with our clients and employees. Finally, the 'Behavioural Safety Diagnostic' training gives our teams the tools to observe work situations and start a constructive exchange aimed at eliminating risks. This comprehensive programme turns individual competence into effective collective vigilance.

MORE THAN

75%

of new starters have attended the "Risk Management" module.

8 776

Behavioural safety diagnostics

were conducted in 2025 by our teams with our clients to ensure the safety of our temporary employees.

**Operational proximity: acting at the heart of risk**

Prevention at Partnaire is realised through a constant presence in the field. Our Behavioural safety diagnostics are genuine tools for dialogue between temporary employees, client companies and our agencies. This scheme, the mastery of which relies on solid training provided by DSS+, enables our operational teams to grasp the importance of behavioural and organisational aspects in preventing workplace accidents. By identifying real situations and initiating direct dialogue, we take concrete action to better control risks and strengthen everyone's vigilance.

**Participatory audit: a new dimension to our safety culture**

Internal audit is a long-standing pillar of our organisation, designed as a genuine opportunity for exchange and knowledge transfer between professionals. To take the next step, we are strengthening this momentum by mobilising volunteer auditors from our agencies or support services. This approach has two proximity-focused objectives:

- Increase exchanges among colleagues: by encouraging the sharing of best practices between agencies in different regions.
- Strengthen ties with the field: by enabling support services staff to immerse themselves in the operational reality of our sites.

This participatory approach reinforces the expertise of the QSE team, which continues to oversee the final risk rating. This dual perspective ensures a fair assessment, compliant with our ISO 9001 and 45001 certifications.

MORE THAN
76%

of overall compliance

117audits in 2025
including 43 with volunteer auditors**FOCUS THE HEALTH TRUCK 2025, A PREVENTION HUB IN THE FIELD**

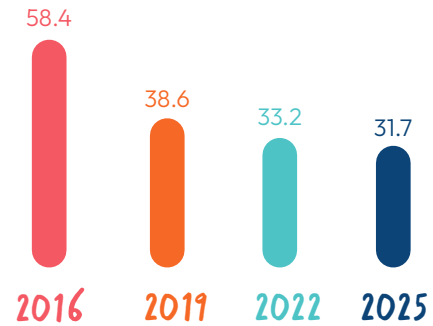
As a committed actor in the temporary work sector, Partnaire Group mobilises FASTT schemes to protect the health of its temporary staff. The deployment of the Health Truck contributes to our commitment to make prevention accessible to all, by organising these interventions directly at assignment sites.



- **29 stops** scheduled in 2025 covering our main business areas, notably in Centre-Val de Loire and Hauts-de-France.
- The Health Truck's visits are coordinated with partner companies across various sectors: transport and logistics (11 stops), industry (15 stops) and construction (3 stops).
- Collective prevention momentum: these awareness sessions (hazard hunts, prevention of musculoskeletal disorders (MSDs), life-saving reflexes) have benefited nearly **680 temporary employees** over the year.

A CONTROLLED SAFETY TRAJECTORY: EVOLUTION OF THE FREQUENCY RATE 2016–2025

The steady decline in our frequency rate reflects the maturity of our risk management system. This reduction of nearly 50% since 2016 demonstrates the effectiveness of our Behavioural safety diagnostics (DCS) and the strength of a safety culture shared by all.



Evolution of our frequency rate over 10 years.

OUR 2026 AMBITIONS

Train designated contacts in mental health first aid.

Renew the experience of participatory audits.

Continue to reduce the frequency rate, with a target of 27.

Consolidate autonomous safety by engaging all permanent employees in a comprehensive safety culture diagnostic.

AWARDS

On 11 June 2025, Partnaire Group received the Préventica Prize for "Inspiring Management".

This distinction recognises our project: *a shared, embodied and bold safety culture: when everyone becomes a driving force.*

Our management model makes safety a collective choice rather than an administrative constraint.

This recognition validates the boldness of our policy: transforming the rule into a shared culture.



Alexandre Lelong, Group Prevention Manager, receiving the Préventica award alongside François Colpart, DSS+



Inclusion at the heart of our HR performance



Inclusion is the foundation of our HR performance. For Partnaire Group, equal opportunity is not a concept; it is a requirement embedded in our practices. This social marker requires us to take concrete action to remove barriers to employment, notably through our commitments on disability and territorial inclusion, in order to ensure that each employee is recognised solely for their skills.

OUR LEVERS for sustainable inclusion



Ethical framework

An internal charter as the reference document and adherence to the diversity charter.



Training

Deconstruct biases to recruit without discrimination.



Inclusive proximity

Expert and disability-friendly agencies.



Territorial anchoring

Measure and act to support the labour market integration of young people from priority urban neighbourhoods.



Raise awareness and foster integration

Change perceptions through culture and DuoDay.



Measuring practices

A culture of exemplary conduct validated by testing.



Partnership with Agefiph

A clear trajectory of progress.



A commitment formalised by our internal charter



Our commitment to diversity and inclusion, underpinned by our adherence to the Diversity Charter since 2009, is reflected in our internal charter 'Equal Opportunities and Treatment'. Drafted in 2021, this reference document governs all our interactions with our clients, candidates, temporary employees and permanent employees. It underpins our day-to-day professional practices.



Training as a means to dismantle biases

The "Recruit without discriminating" training is an absolute priority for every new hire, going beyond mere regulatory requirements. Led by our Diversity Officer, it covers the legal framework, the role of the Defender of Rights and the identification of the various forms of discrimination. Particular attention is paid to drafting job adverts to prohibit the 26 discriminatory criteria defined by French law.



91.45%

Percentage of recruiters trained in non-discrimination



Network expertise and disability-friendly agencies

Inclusion is not limited to intent: it must be visible and accessible in practice. Our network of disability-friendly agencies demonstrates our commitment to providing an inclusive environment for all. The Parcours TH label clearly indicates, with a badge, the presence of a trained disability coordinator to welcome and advise temporary workers with confidence.



77%

of our agencies labelled disability-friendly

1,114

temporary employees with disabilities placed in posts in 2025

27.10%

QPV score 2025



Territories and equal opportunities: local anchoring to support labour market integration

Our inclusion approach takes another step through our partnership with the Mozaïk Foundation, which allows us to measure the proportion of temporary employees from priority urban neighbourhoods (QPV). They represent 27.10% of our workforce in 2025, a 9% increase year on year. This local anchoring is a key element in meeting our clients' expectations, notably regarding social inclusion clauses. In 2026, our recruiters will be mobilised to coach these young talents nearing graduation through mock interview sessions.



SEEPH: changing perceptions through culture and DuoDay

Exhibition "Compétents autrement" ("Skilled Differently")



To kick off the European Week for the Employment of People with Disabilities (SEEPH) 2025, Partnaire Group hosted the opening of the exhibition "Compétents autrement" at its Olivet headquarters. This series of portraits, photographed by Florine Gomez-Pedraja, highlights the skills of the workers from the ESATs of Adapei 45. Through these

portraits, Partnaire Group emphasises that every skill deserves to be showcased, because competence is expressed wherever it is given space.



Aurélié Gobinet Gmuender, Chair of the Management Board, at the inauguration of the exhibition "Compétents autrement" at Partnaire Group's headquarters



DuoDay 2025: 40 immersion sessions focused on sharing experiences



AROUND
150
DUOS FORMED
IN 3 YEARS

The 2025 edition was launched by Sandrine Martinet, a silver medallist at the Paris 2024 Paralympic Games. Supported by the Group for three years, the athlete shared her life and her journey as an elite athlete to raise our teams' awareness of the importance of determination and adaptability in the workplace.

Initiated by a historic commitment continued by Aurélié Gobinet Gmuender, Chair of the Management Board, this event enabled the formation of 40 duos at headquarters and across the network. These operational duos help change perceptions of disability by placing know-how at the heart of the encounter: a hands-on immersion to reveal potential and remove barriers to hiring.

"For many of you, DuoDay is a unique opportunity to see the realities of a job from the inside. Disability can sometimes make access to information and immersion more complex. But today, thanks to your duo, you have the opportunity to gain a concrete understanding of the roles that interest you."

Sandrine Martinet, silver medallist in para-judo at the Paris 2024 Paralympic Games and a member of Team Partnaire.



Responsible recruitment: putting our practices to the test

True to its commitments to equal opportunities, the Group has entrusted ISM Corum with renewing its mystery-call testing process. This proactive assessment measures our network's ability to refuse discriminatory requests based on origin or disability. The results demonstrate a remarkable improvement in inclusive culture within our teams (over a 30-point increase in refusals of discriminatory requests), proving that training activities have a lasting impact on day-to-day work. Although these advances are encouraging, they require us to remain vigilant to ensure the exemplary standards of our recruitment practices.



Assessment agefiph ouvrir l'emploi aux personnes handicapées

In 2025, the Group launched a diagnostic-action approach, supported and funded by Agefiph. This large-scale analysis covers all our employees, permanent and temporary, to inform a systemic approach to employment. The objective: to confront our current practices with external expertise to refine our trajectory and build a pragmatic roadmap, making inclusion a genuine lever for HR performance.

EQUALITY INDEX 2025:

This score of 91/100 reflects Partnaire Group's commitment to basing career progression solely on performance and individual skills development. By achieving the maximum score on salary increase and promotion rates, Partnaire Group guarantees recognition of career paths irrespective of gender, thereby valuing each employee appropriately.



A SCORE OF
91/100



Aurélie Gobinet Gmuender, accompanied by Patricia Vialle, Philippe Gobinet and Patrick Martin, during the latter's visit to our Obeya headquarters.

FOCUS WOMEN IN LEADERSHIP

On the occasion of Women's Rights Week, Partnaire Group, led by Aurélie Gobinet Gmuender, welcomed at its Obeya headquarters the president of MEDEF, Patrick Martin, and the chair of the national "Femmes du Medef" network, Patricia Vialle. This meeting formalised the launch of the "Femmes du Medef 45" network, an initiative aimed at supporting female entrepreneurship and strengthening the role of women in the local economy of Loiret.

For the Chair of the Management Board, Aurélie Gobinet Gmuender, this event is reflected in concrete examples. Testimonies from Molka Arbi and Anna Petitpa, illustrating their careers as managers within the Information Systems Department, where women are underrepresented, demonstrate Partnaire's commitment to actively promote female talent, including in technology and data roles.

OUR 2026 AMBITIONS

Structuring our commitment: signing of the national partnership agreement with Agefiph in spring 2026 to ensure the long-term continuity of our diagnostic actions.

Amplifying expertise: continue the labelling of our network to aim for 100% disability-friendly agencies.

Increasing our delegation rate of temporary staff with disabilities to 2.7%.





Our HR vision: the commitment of our permanent employees, the driving force behind our performance



The world of work is changing, and our priority is to balance operational efficiency with the fulfilment of our employees. This approach is supported by concrete actions: monitoring internal satisfaction (eNPS), co-designing work tools and supporting upskilling so that everyone can take ownership of their career. By combining this with constructive social dialogue and genuine team solidarity, we create the environment needed to ensure, together, the level of service expected by our clients and our temporary staff.

OUR LEVERS to reconcile well-being and efficiency



Drive engagement with eNPS

A direct measure to adapt our HR model to employees' new expectations.



Reveal potential with the manager-coach

A change of approach to foster autonomy and team success.



Innovate with on-the-ground expertise

The "Project Manager" programme: operational solutions designed by our experts to ensure the effectiveness of our tools.



Embody CSR through skills-based volunteering

A solidarity commitment enabling everyone to offer their expertise to the voluntary sector.



Protect with a solidarity safety net

Concrete measures to safeguard each individual's personal situation.



Ensure social dialogue

Rigorous consultation on the ground to support the Group's evolution.

12.5

eNPS score 2025

86.7%

participation rate

Key strengths **AUTONOMY**

WORK ATMOSPHERE

INTEREST IN ASSIGNMENTS



Drive our employees' engagement amid changing ways of working

The 2025 survey, marked by a record participation rate of 86.7%, sits within a wider context of profound transformation of the relationship to work. The Group integrates this structural shift by placing eNPS at the heart of its management. With a score of 12.5 — higher than current market standards — this indicator helps decipher new expectations and adjust our ways of working.

Support and operational functions are united by three pillars: autonomy, the meaningfulness of assignments, and workplace atmosphere. This foundation of trust enables us to refine our HR policy, reconciling national ambition with local realities: regional specificities, rooted in our value of proximity, are now fully integrated into the deployment of our initiatives. The insights from the survey provide a reference to resolve day-to-day frictions and define our priority projects at Group level. By turning listening into concrete commitments, we ensure an organisation aligned with the real needs of the teams.



Training as a driver of excellence

To harmonise our practices and promote our corporate culture, the Group launched in 2025 the "Managers of Success" programme. This training scheme transforms the posture of our operational managers (regional directors and agency managers) into manager-coaches to unlock the potential of teams. This approach aims for sustainable performance, beneficial to all our stakeholders: more engaged employees, better-supported temporary staff and clients benefiting from enhanced service quality.

This change of stance creates a virtuous circle: in agencies, employees gain autonomy and expertise; for temporary workers, it results in better monitoring of their assignment and employability; and for clients, it ensures they have expert, responsive points of contact.

8.7/10

satisfaction rate of trained first-line agency managers

100%

of regional directorates engaged in the initiative from its launch



From professional expertise to operational solutions: the "Project Manager" programme

The "Project Manager" programme draws on experts recognised for their expertise in recruitment. By entrusting them with the management of nine key workstreams (sourcing, efficiency, retention...), this programme showcases their expertise and energises their career trajectory. Initiated in 2025, this pathway, conceived as a strong token of recognition, will be rolled out in 2026 notably through the "Live My Life" initiative: a peer immersion within the network designed to learn from other agencies' best practices and create lasting synergies.

Trained in project management and sponsored by a member of the executive committee, these employees design solutions directly informed by their day-to-day experience. Because these tools are designed by and for field teams, their relevance ensures natural uptake and an improved quality of service for our clients. This collaborative method thus turns each improvement into a new, lasting standard.



Enhance the employee experience through skills-based volunteering

Deployed since 2023, skills-based volunteering allows employees with three months' service to give two days per year of their working time to associations. This initiative mobilises our professional expertise for the benefit of the local non-profit sector, thereby embodying the Group's CSR strategy. Occasionally, the company adapts this format to the circumstances by offering a small number of long-term skills-based volunteering placements, strictly supervised, to optimise the time of available employees.

This pathway, facilitated by the Day-one platform, favours practical engagement with the association of their choice through advice, mentoring or operational support. The scheme has also extended its action to new causes, notably support for people with intellectual disabilities.



95

actions carried out

41

supported associations
across the country

69%

of employees are
newly engaged

4.8/5

participant satisfaction
score



A protective and supportive safety net

Beyond legal requirements, the Group guarantees a protective and supportive safety net for all its employees through comprehensive social coverage, ongoing psychological support and tailored leave. These measures help to address complex personal situations while encouraging mutual support, inclusion and civic engagement.

- **Caregiver leave:** three days per year to reconcile caring responsibilities with work. This scheme has been in place since 2022.
- **RQTH leave:** two additional days are granted to employees who have been recognised as disabled workers (RQTH).
- **Social protection for all:** the Group guarantees health and welfare cover for all its permanent employees.
- **Leave for reservist military personnel and firefighters:** four additional days of leave are granted to facilitate the civic engagement of the employees concerned.
- **Donation of days off (RTT):** a mutual aid scheme allows employees to donate days off (RTT) to a colleague facing a specific situation.
- **The listening and psychological support service:** since 2017, the Group has provided employees with a free and anonymous helpline via Noveocare (MySantéclair app). Available 24/7, this confidential support provides assistance to any employee facing professional or personal difficulties.
- **Employee referral, a lever for solidarity-based recruitment:** the Group encourages its employees to take an active role in recruitment through an attractive referral policy. For each finalised recruitment, the employee receives a bonus and a gift, which they can choose to convert into a donation paid by the Group to a charity of their choice.

100%

of permanent
employees are covered
by the Group health
and welfare plan

AROUND

10%

of our recruitments
are carried out by
employee referral



Social dialogue as a driver of progress

Partnaire Group puts dialogue with representative bodies at the heart of its HR policy through a single body, UES Partnaire. In 2025, this collaboration resulted in a sustained consultation dynamic, leading to unanimously favourable opinions on major projects such as the deployment of Artificial Intelligence or the updating of whistleblowing procedures.

This constructive dialogue also led to the signing of a major three-year agreement on professional equality and quality of working life. Approved by all trade unions, it sets targets on recruitment neutrality, career progression, pay equity and working time arrangements.

This collaboration is reflected in elected representatives' direct involvement in substantive projects, such as the disability diagnosis carried out with Agefiph, ensuring a social policy aligned with on-the-ground realities and the company's culture.



3

agreements signed in 2025



OUR 2026 AMBITIONS

Become a learning organisation

by centralising the training offer on a single LMS (learning management system). This initiative will personalise learning pathways according to the role and profile, entrusting the employee with managing their learning. HR and managers will jointly oversee skills monitoring and the mandatory validation of learning outcomes through quizzes.

Global health plan: strengthen the protection of employees' physical and mental health by building on the first cohort of mental health first-aiders who will be trained in early 2026.

Assessment centre "recruitment officers":

make the recruitment of our future employees more reliable through predictive tools and targeted simulations.

Managing incivility: protect the safety of our permanent employees by equipping them with behavioural techniques to prevent, defuse and manage aggressive situations in agencies.

Equality and revised status of permanent employees: explain, in a pedagogical way, the overhaul of employment status and the new European directive on remuneration to give meaning to these changes.

WE SUPPORT THE UN
GLOBAL COMPACT

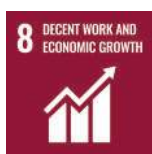


CHILD LABOUR, FORCED LABOUR AND MODERN SLAVERY: ZERO TOLERANCE

A signatory to the UN Global Compact, Partnaire Group places Human Rights at the top of its priorities. We apply a zero-tolerance policy to child labour, forced labour and modern slavery, in accordance with ILO principles. We secure our recruitment processes through constant technological and human vigilance, combined with a whistleblowing mechanism that enables the reporting of any unethical practice. We act for responsible growth that protects the dignity of every employee, whether permanent or temporary.



Our HR vision for temporary staff: secure their everyday lives and enhance their career paths



In the face of changing attitudes to work, our role is to reconcile companies' need for flexibility with temporary staff's aspiration for stability. The work of OIR¹ confirms this: securing career paths, skills development and the quality of human relationships form the three core expectations of temporary staff. We address this on the ground through a simplified candidate experience, enhanced access to training and the roll-out of the CDI Intérimaire. In addition to this pursuit of stability, we provide tangible everyday benefits, thereby guaranteeing our clients qualified, loyal professionals.

OUR LEVERS to meet the expectations of our temporary employees



Combine digital responsiveness with the professionalisation of teams

An effective combination serving the candidate experience.



Skills development

Training as a springboard for employability.



Retention

A lasting relationship to showcase our talents.



Partnership dynamic

Key collaborations to facilitate recruitment in agencies.

¹Temporary Work and Recruitment Observatory



Candidate experience and recruiter expertise: the alliance of digital responsiveness and a human touch

Our approach combines the effectiveness of digital tools with the strength of human interactions. By automating the initial stages of the recruitment process, we ensure immediate responsiveness to candidates while optimising our teams' time. This time is directly reinvested in what adds value: personalised support and human relationships.

To achieve this, our recruiters follow a comprehensive training programme. This programme enables them to master every key stage of the journey: from combating discrimination and health and safety to onboarding the employee into the company. Thus equipped, our teams devote quality time to interviews and build mutual trust.

MORE THAN

92%

of temporary staff are satisfied,
of whom 57.6% are very satisfied



Retaining our employees: from job security to day-to-day benefits

To retain our employees, we address their primary concern: professional peace of mind. The CDI Intérimaire, a social innovation in our sector, secures career paths by guaranteeing a minimum monthly salary, even between assignments. This protective framework is essential for carrying out personal projects such as renting accommodation or obtaining a loan. With our "CDI Parcours" approach, periods between assignments are used to provide training to employees. We stabilise employment for our employees while ensuring our clients have qualified professionals.



718

temporary
employees under
contract in 2025

In addition to this stability, tangible benefits include the time savings account, which is free, has no length-of-service requirement and is managed with complete flexibility; it allows employees to allocate, among other things, their end-of-assignment allowance (IFM) and their paid leave. To support purchasing power, saved amounts earn interest at an annual rate of 5%. Temporary staff also benefit from the advantages of the Social and Economic Committee (CSE) and have access to the Mozaik digital library. Finally, our employee referral programme rewards each successful referral with gift vouchers of up to €100.





Develop skills and secure career pathways: training as a springboard for sustainable employability

Training is embedded in our daily professional practices, and we are also involved in the branch's joint bodies. For our employees, this expertise guarantees the mobilisation of the best temporary work arrangements — whether professional development contracts (CDPI) or insertion contracts (CIPI) — to build tailor-made career paths.

With nearly 184,000 hours delivered to more than 5,700 temporary staff, we offer both mandatory training (CACES, authorisations...) and technical modules adapted to the critical skills needs of our client companies. This pragmatic approach helps remove hiring barriers and paves the way for stable career paths.

MORE THAN

5,700

temporary staff trained.
Nearly 184,000 hours of
training in 2025.



Our partnership momentum: recruit, specialise, extend our reach

We form targeted partnerships to raise awareness of and showcase our on-the-ground expertise. This national strategy is put into practice at our agencies, providing them with direct support for their complex recruitment. Complementing our close collaboration with employment actors such as France Travail, and with inclusion partners like Les entreprises s'engagent and the FACE Foundation, we rely on targeted sectoral dynamics. This is notably the case in transport and logistics and agri-food, where our links with organisations such as AETL or AREA strengthen the positioning of our specialised agencies.

FOCUS

THE "BOÎTE À L'EMPLOI" INITIATIVE

To overcome hiring barriers and, among other things, reach candidates who are distant from traditional channels, Partnaire Group has deployed an innovative mobile solution: a connected truck equipped with a mobile video studio. A real boost to applications, it travels directly to local residents to enable them to record their video CVs and thereby improve their access to employment. On site, the walk-in process is organised in four stages:

1. Welcome and discussion with an adviser about the career plan
2. Guided coaching to help candidates structure their arguments and strengths
3. Self-recording in the connected booth
4. Automated creation of a high-quality video CV

The objective of this approach is to highlight candidates' presentation and potential rather than their written background alone. This short format enables recruiters to initiate immediate connections.

MORE THAN

100

video CVs produced
in 2025





OUR 2026 AMBITIONS

Deploy artificial intelligence in our sourcing tools to identify and instantly suggest suitable profiles as soon as a need is expressed, thereby reducing response times.

Automate pre-selection and appointment scheduling to simplify the registration process, ensuring a faster and smoother experience.

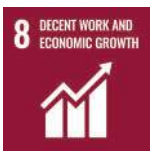
Strengthen retention among our candidate community by prioritising our candidate database to build on trusted relationships and speed up the placement process.

Optimise the financial engineering of our programmes and maximise the leverage of co-funding to rationalise costs, thereby widening access to training for a greater number of temporary staff.

Accelerate skills development from the onboarding of new temporary staff and during intermissions via the "CDI Parcours", targeting key roles in our specialisations to ensure immediate and lasting employability.



Social innovation: between digital ethics and people-friendly recruitment



In the digital age, social innovation means putting technological advances at the service of people, not the other way around. Whether deploying artificial intelligence in an ethical, collaborative way with our teams, or shaking up recruitment practices in the field through sharing and conviviality, Partnaire Group acts daily to make its purpose a reality, give everyone the chance to succeed and make employment more human.

🔗 OUR LEVERS to make employment more human in the digital age



Creation of the data & Artificial Intelligence hub

Use technology to enhance the efficiency of our teams and the comfort of candidates.



A collective and ethical approach

Experiment with Artificial Intelligence in the field with our beta testers and govern its uses through a protective charter.



Co-innovate with our ecosystem

Open our doors to the younger generation to co-create the human resources solutions of tomorrow.



Recruit differently

Challenge traditional recruitment norms in the field through sharing and a friendly atmosphere.



Creation of the data & Artificial Intelligence hub

To anticipate technological shifts in our professions while safeguarding our values, Partnaire Group established in 2025 a division dedicated to data and artificial intelligence, led by Yoann Grondin. Far from a mere technical exercise, this division's mission is to put data and algorithms at the service of team effectiveness and candidate comfort. It designs and deploys concrete innovations to turn them into genuine tools of social progress, ensuring a smoother and more accessible experience for all.



A collective and ethical approach to AI in the service of people

For Partnaire Group, AI is not a substitute for people, but a lever to support them. It is with this vision that our employee beta-testers explored our new secure office software environment. The data & AI division relied on feedback from these first field users before rolling out deployment and training more widely. To anchor this approach, our ethics charter (compliant with the AI Act) lays down an absolute rule: technology is a supporting tool, and humans always retain the final say and ultimate control in every recruitment.

WORD OF AN EXPERT



YOANN GRONDIN,
HEAD OF DATA AND AI

Graduating with a master's degree in econometrics and statistics, Yoann

Grondin has built solid experience in data management through large-scale multisector roles at Bouygues Télécom, EDF and Canal+ before joining Partnaire Group to establish the data and AI division.

Data and Artificial Intelligence strategy: How to combine operational performance and ethical governance?

The creation of this new division is first based on centralising and standardising data to break down silos and make decision-making more reliable. But the human dimension is equally crucial. Technological success depends above all on teams' buy-in; teams must understand its full value for their day-to-day work. This is the purpose of our nationwide tour: to run educational workshops directly in the field to demystify AI, allay concerns and co-design seamless innovation that respects regional specificities.

To make this transformation sustainable, the company must set clear boundaries and be pragmatic. The integration of Artificial Intelligence requires strict ethical governance and the absolute safeguarding of our stakeholders. It is essential to forge smart alliances between technology and people by deploying an internal regulatory framework (AI charter and code of ethics). This structuring framework safeguards usage against compliance risks, protects the company's ecosystem and prevents the use of unauthorised third-party tools (Shadow AI), ensuring that technology remains a safe and trusted enabler for our clients and employees.

"External generative AI is a tremendous accelerator, but our real gold is our internal data. That's where our added value lies, provided we nurture it with the best ideas, which always come from the field."



Co-innovate with our ecosystem and the younger generation

To inform its thinking and ensure that tomorrow's tools remain at the service of people, Partnaire Group opens up to its ecosystem and fosters collective innovation. By involving students and future talent from tech, design and management, Partnaire Group seeks to anticipate the uses of Artificial Intelligence through a fresh, deeply ethical lens. This co-construction approach brings perspectives together to design HR solutions that are more transparent, inclusive and adapted to the expectations of new generations of candidates.

FOCUS PARTNAIRE GROUP AND LAB'O ARE PARTNERING TO INNOVATE IN HR IN THE ERA OF ARTIFICIAL INTELLIGENCE



It was in this spirit of openness that, last November, LAB'O Village by CA d'Orléans hosted the very first hackathon organised by Partnaire Group. Over two days, 90 students from ISC Paris, CODA (computer science school) and ETIC (design school in Blois) brought together their multidisciplinary skills. The aim of this collective challenge was to imagine the future of recruitment in the era of Artificial Intelligence, designing solutions focused on the augmented ATS (applicant tracking system) and the candidate experience. Launched by Edouard Gobinet, a member of the Executive Board, this project was overseen by five colleagues from Partnaire Group: Julien Nobile, Yoann Grondin, Ségolène Carnezat, Patrice Gabin and Marielle Bourdeau (pictured). Ecosystem professionals also came to guide the 14 teams before their presentation to a jury of experts, notably including Edouard Gobinet and Arnaud Bregal, a member of the Executive Committee. This collaborative work has produced concrete, responsible proposals designed to address the real challenges of recruitment and to put technology at the service of people.



Recruit differently

Faced with tensions in the labour market, Partnaire Group is disrupting the norms of traditional recruitment to facilitate labour market integration. The agency network is deploying alternative approaches that dispense with the CV to directly assess behavioural competencies and soft skills in real-life conditions. This approach is illustrated by concrete initiatives that use board games in Brittany for the agri-food industry, cooking as a way to meet and share, and sustainable integration pathways for young women through the 'L dans la Ville' programme [See page 39].

FOCUS SAVEURS ET TALENTS: AN INNOVATIVE INITIATIVE HEADING TO THE HR INNOVATION AWARDS 2026

True to its purpose centred on people and proximity, Partnaire Group is reinventing how its clients and candidates connect. Born out of a solidarity initiative, the 'Saveurs et Talents' event is a concrete example of this. The idea for this project emerged during a day of skills-based volunteering with the association Les P'tites Cantines, which was attended by Aurélie Gobinet Gmuender (Chair of the Management Board) and Lyda Meunier (Head of Communications and Philanthropy). The recognition of the positive impact of working together gave the impetus to scale this model nationally.

The event brings together Partnaire Group teams, client companies and candidates to prepare a dish, in collaboration with local solidarity associations. This convivial moment breaks the conventions of the traditional interview to directly assess teamwork and soft skills in a real-life situation. Although the activity relies on a culinary setting, the scheme targets the Group's key sectors such as logistics, industry and construction. The aim is to reveal candidates' potential beyond the CV and to guide them towards career paths suited to their expectations. This positive outcome received widespread media coverage, notably in a report on France 3 Bretagne that was picked up by the Télématin programme on France 2. Building on this success and proud of this innovative recruitment approach, Partnaire Group has chosen to take the project further by entering it for the HR Innovation Awards (2026 edition) organised by République RH. A great opportunity to showcase an initiative where the human element and sharing translate into actual employment. See you in 2026 to find out the results!



ARTIFICIAL INTELLIGENCE GOVERNANCE

It combines strategic vision and operational oversight to anticipate market changes and safeguard our projects. At the heart of this initiative, the Data & Artificial Intelligence hub led by Yoann Grondin builds and deploys solutions close to the field, while structuring the upskilling of employees in line with the principles of our Artificial Intelligence usage charter. This division is supported by Edouard Gobinet, a member of the Executive Board, who provides continuous monitoring of industry issues and technological advances. This synergy helps to inform the Executive Committee and to continuously align our innovations with the Group's strategic directions.



© Grégory Picout

OUR 2026 AMBITIONS

Put the human at the heart of augmented intelligence:

make augmented intelligence a tool for support rather than replacement by raising awareness among all employees. Our approach aims to generalise upskilling through an active community and shared spaces, so that each team adopts these tools in daily practice.

Optimise the experience of temporary workers and recruiters through innovation: deploy a strategy guided by operational impact, focusing on priority business use cases. The objective is to streamline recruitment, simplify the day-to-day work of our recruiters and to sustainably enrich the journey of our candidates.

Leverage our data assets:

establish ourselves as a leading player in innovation in the temporary work market by transforming our exclusive data assets into customised solutions. By developing our own algorithms, we create unique value for our clients.

Ensure an ethical, secure and environmentally responsible deployment: embed artificial intelligence in an absolute framework of trust: total data security, strict compliance with current regulations (AI Act, GDPR) and the systematic integration of environmental impact management into our technological choices.

Review of the actions and commitments of the Partnaire Foundation

Since its creation, the Partnaire Foundation has supported projects of general interest that reflect the Group's values: excellence, solidarity and equal opportunities. In 2025, our philanthropic policy follows a sustainable partnership approach. By prioritising loyalty to our beneficiaries, we ensure the sustainability of the actions carried out and strengthen the Group's social impact on its ecosystem across three pillars.



Sport and disability

Sport is a powerful driver of social inclusion, health and changing attitudes in the workplace. The Foundation renews its support for structuring programmes.

- **The Performance Pact** (Fondation du Sport Français): support for five elite para-athletes in their professional careers.
- **The Loiret Paratennis Open** (AS Handisport Orléanais): support for organising this international tournament to promote wheelchair tennis, increase awareness of the sport among a wider audience and highlight diversity.



Education and equal opportunities

To foster pathways to professional and civic success, the Foundation supports initiatives in education, gender balance and access to employment.

- **Work-based labour market integration, ADAPEI 45:** participation in funding the photo exhibition "Compétents autrement", held notably at Partnaire Group headquarters to highlight the potential of workers and raise awareness of intellectual disability. (See page 24)
- **Education and equal opportunities:** support for Cours Henri Guillaumet (Espérance Banlieues Orléans) to promote access to quality education in disadvantaged neighbourhoods and instil a taste for success in pupils.
- **Gender balance and future careers:** partnership with Social Builder through a sporting and solidarity challenge to promote the inclusion of women in tech professions, and with "L dans la Ville" (Sport dans la Ville) for the integration and empowerment of young girls from priority neighbourhoods.
- **Civic pathway and higher education:** support for the Cadets of the Loiret Gendarmerie to prepare 16- to 18-year-olds for their civic pathway, and promotion of the master's degree in Social Law and Human Resources Management (DS-GRH) at the University of Orléans.
- **Long-standing support for APEM (Amitié pour l'enfant malgache):** assistance for the operation and expansion of the reception centre for children in severe difficulty in Antananarivo (Madagascar).
- **FACE Foundation:** support for the integration of Loiret youth to combat poverty and social determinism. This donation is earmarked for access to first employment via the FACE fund hosted by the Orléans foundation.



Open Paratennis of Loiret (2025 edition): our Head of Communications and Philanthropy, Lyda Meunier, alongside Dutch finalist Tom Egberink.

© Cédric Picout



Health and access to care

The foundation supports social and medical innovation projects to break isolation and protect the most vulnerable people.

- **Les Petites Cantines Tassin-la-Demi-Lune:** funding for a community canteen to combat urban isolation and promote sustainable food. This project partners with the Group's "Saveurs et Talents" recruitment initiative, which relies on shared culinary workshops (see p. 36).
- **Medical innovation (Fonds Synchronie - CHU Orléans):** support for funding the single reception centre for adult and child victims of violence.
- **Fighting disease:** support for the Rose Up association as part of the Pink October solidarity challenge to provide support and raise awareness of women's cancer.

CALL FOR PROJECTS

YOUTH & EMPLOYABILITY: "TOGETHER, LET'S BUILD PATHWAYS TO SUCCESS"



260

applications
received

In response to the growing challenges of young people's labour market integration, the Partnaire Foundation has launched its first call for projects to support initiatives that promote the sustainable labour market integration of young people aged 15 to 30 facing social or educational barriers.

- **Target audience:** young people in vulnerable situations (precarity, disability, school dropout).
- **Funding:** up to 3 winners selected for financial support ranging from €4,000 to €20,000.
- **Support:** in addition to funding, winners will receive two days of skills-based volunteering provided by experts from Partnaire Group (HR, CSR, marketing, IT, etc.).
- **Eligibility:** organisations eligible for sponsorship, based in France, with at least two years' existence and at least one employee. The project must be located in a department with a Partnaire agency.

The selection of laureates is based on a rigorous, participatory process. The applications are evaluated by a joint committee of the foundation's experts and committed employees, before a final presentation to the board of directors scheduled for spring 2026. To strengthen this collective dimension, a "People's Choice Award" is also put to a vote by all Group employees.



**Jeunesse et
employabilité :**
ensemble, construisons
des parcours de réussite



Our 2025 activities in pictures



ORDINARY TALENTS MADE EXTRAORDINARY |

A campaign for and with the network's employees and support services. It aims to showcase these everyday superheroes through a series of portraits shared on our networks.



PINK OCTOBER | Our teams from Antenor, ID Search and Partnaire, together with some members of the Executive Committee, are always ready to mobilise for Pink October.



SAFETY AND INCLUSION DAY | The winners of the challenges organised for our second Safety and Inclusion Day.



CHILDREN'S DAY | When children visit their parents at work.



"COMPÉTENTS AUTREMENT" | At the opening of the "compétents autrement" exhibition at the Group's headquarters, Elsa shares how satisfied she is with the work she does at ESAT Adapei 45 - Lignerolles site.



— ENVIRONMENT



P44. Carbon transition plan

P46. Decarbonisation levers for scope 1

P47. Decarbonisation levers for scope 2

P48. Decarbonisation levers for scope 3

Committed to the climate: our decarbonisation approach

Partnaire Group seeks to take its share of responsibility by structuring its environmental approach step by step. Guided by our 2022 baseline year and our alignment work with the *Science Based Targets initiative* (SBTi) towards 2029, we strive to translate our commitments into concrete emissions reductions.

Building on the progress measured over 2022–2025 and aware of how much remains to be done, we focus our efforts on everyday levers: optimising the energy performance of our premises, evolving our vehicle fleet, supporting shared mobility for our teams and temporary staff, and improving our waste recovery.



Scope 1 decarbonisation levers

Covers direct emissions from our stationary and mobile combustion sources.



Scope 2 decarbonisation levers

Covers our indirect emissions related to purchased energy consumption.



Scope 3 decarbonisation levers

Represents the portion of the value chain's indirect emissions corresponding to temporary staff travel.

CARBON TRANSITION PLAN

Initiate the process

As part of its environmental strategy, Partnaire Group initiated an analysis of its carbon footprint in 2021 covering scopes 1 and 2 and part of scope 3 related to energy. Since 2022, Partnaire Group has published a full carbon footprint covering all scopes, making that year the reference for steering its trajectory.

This work could enable the climate trajectory to be validated by the Science Based Targets initiative (SBTi) by 2026, in line with the Paris Agreement's goals to limit warming to 1.5 °C.

Measuring emissions

The assessment of emissions is partly based on methodological assumptions:

- Purchases of goods and services: in the absence of supplier data, the calculations are based on ADEME's monetary ratios.
- Home-to-work travel of permanent employees: estimate based on addresses and workplaces, excluding company cars (scope 1) and public transport. Emissions are calculated based on an average engine type, which constitutes an approximation.
- Temporary staff travel: calculated from home-assignment journeys using an average emission factor. Lack of information on transport modes may lead to an overestimation. A cap of 100 km per day was applied to limit biases, and this method was used to recalculate the data from 2022 to 2024.

Reducing the carbon footprint

Between 2022 and 2025, on a like-for-like basis, the Group's emissions decreased by 24% across Scopes 1, 2 and 3, which appears compatible with a trajectory aligned with the Paris Agreement. These results will be submitted to the SBTi for validation of the "Near-term Target".

Scope 3 represents 96% of total emissions. The main item is commuting by temporary staff (62%), followed by purchases of goods and services (27%).

Regarding Scopes 1 and 2:

- the decarbonisation of heating systems was completed in 2023,
- some emissions from refrigerant gases remain,
- Purchasing green energy now results in very low market-based emissions.

Investments in electric vehicles continue. However, the Group's growth resulted in a 21% increase in emissions associated with the vehicle fleet. Bringing its management back in-house should improve this outcome, with a target of full electrification by 2035.

Furthermore, emissions from temporary staff travel are decreasing at similar rates to those from purchases. Carbon intensity improved markedly, from 79 to 53 kg CO₂/k€ of turnover between 2022 and 2025, a decrease of nearly 33%.

Contributing to neutrality

The Group aims for carbon neutrality for Scopes 1 and 2 by 2030. Residual emissions will be offset through carbon contribution actions.

The development of solar self-consumption production is also part of this overall approach to environmental responsibility.

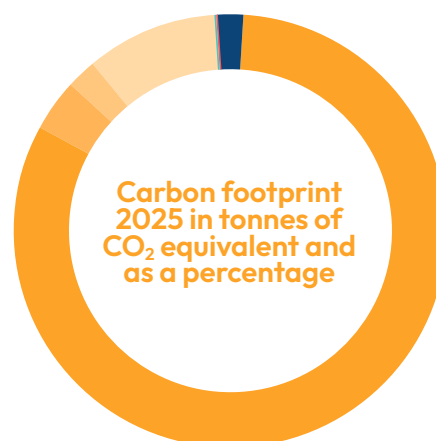
Structuring the transition plan

The transition plan, currently being defined, will be based on several levers:

- the strengthening of responsible purchasing, with the collection of emission factors from suppliers,
- developing more sustainable mobility solutions for employees and temporary staff,
- controlling the carbon impact in a growth context, notably by reducing carbon intensity when opening new agencies.

SCOPE 1
Travel in company cars or service vehicles; **1,146 (4%)**

SCOPE 2
Electricity; **27 (0%)**



SCOPE 3

- Temporary staff commuting home/work; **24,111 (82%)**
- Purchases of products and services; **2,977 (10%)**
- Capital assets; **442 (2%)**
- Permanent employees commuting home/work; **681 (2%)**
- Direct waste: **0%**

In tonnes of CO ₂ equivalent	2022 (reference year)	2024	2025	2025/2022 Variation
SCOPE 1	1,156	1,253	1,146	- 1%
SCOPE 2 (MARKET BASED)	35	5	27	- 22%
SCOPE 3 (UPSTREAM)	12,443	10,791	4,102	- 67%
SCOPE 3 (DOWNSTREAM)	25,234*	19,268	2,411	-4%
SCOPE 3	37,677	30,059	28,213	- 25%
TOTAL SCOPE 1+2+3	38,867*	31,317	29,386	- 24%

*Recalculation of data using more reliable estimates of long-distance travel by the temporary workers concerned (capped at 100 km per day).



Decarbonisation levers for scope 1: building performance and review of the company car policy

*SCOPE 1 focuses on direct emissions from
our stationary and mobile combustion sources.*

➤ Energy performance of infrastructure

Around forty sites in the network eligible under the tertiary decree are the subject of a regulatory declaration on the Operat platform to monitor their consumption trajectory. In parallel, a regular review of actual consumption across all agencies is carried out, enabling the identification and planning of the works necessary to optimise energy use while maintaining a quality working environment.

➤ Evolution and optimisation of the vehicle fleet

The Group continuously adjusts the powertrains of its employees' vehicles based on their usage, relevant market offers and climate considerations. In 2025, the fleet includes a total of 101 efficient hybrid and electric vehicles (representing 19% of the total fleet). The company maintains its short- and medium-term course, notably by strengthening incentives to use 100% electric vehicles.

➤ Change management support

To facilitate the operational use of electric vehicles, connected charging cables are provided to permanent drivers. This system provides an automated and fair financial compensation for electricity charged at home for professional use.

19%

of the vehicle fleet is made up
of electric or hybrid vehicles



Decarbonisation levers for scope 2: renewable energy and self- consumption

*SCOPE 2 covers our indirect emissions related
to purchased energy consumption.*

🕒 Global green energy contract

In line with its environmental commitment, Partnaire Group relies on a 100% renewable electricity supply for all its buildings (agencies and head office). In 2025, this volume of green electricity certified by guarantees of origin amounted to 1,621,752 kWh.

100% green energy
powers our sites

🕒 On-site solar production for self- consumption

To extend the environmental approach at our head office in Olivet, we are adding local short supply-chain electricity production. This project creates a tangible bridge between the performance of our buildings and our mobility needs by supplying the energy required to charge our vehicles.

FOCUS

THE INSTALLATION OF PHOTOVOLTAIC PANELS AT THE GROUP'S HEAD OFFICE

As part of our decarbonisation strategy, Partnaire Group has initiated a local energy production initiative in collaboration with JP Énergie Environnement, an independent French producer and a mission-driven company. This project materialised in May 2025 with the start of work on the roof of its head office in Olivet.

Deployed on an existing area of 345 m² to avoid any land artificialisation, the photovoltaic installation was specifically sized to match the teams' daytime consumption profile, while anticipating the needs related to charging electric vehicles. Thanks to an optimised technological configuration providing a capacity factor of 1,087 hours, the plant will generate 83 MWh of clean electricity each year.

The advantage of this project lies in its efficiency: the headquarters will directly self-consume 68% of the energy it produces on site, with no loss or unnecessary transport. This short local energy-circuit approach will enable the company to autonomously cover nearly a quarter of its annual needs, while strengthening its resilience to the structural volatility of energy costs.



**Photovoltaic self-consumption plant installed in May
2025 on the roof of our headquarters, Obeya.**



Decarbonisation levers for scope 3: ecosystem, sustainable procurement and shared mobility

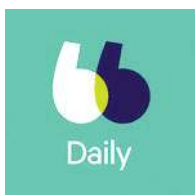
SCOPE 3 represents the share of indirect emissions in the value chain, including trips by temporary staff.

1 Eco-driving awareness

Aimed at our temporary lorry drivers, this one-day, small-group programme teaches key techniques to reduce the environmental footprint of transport. Reducing fuel consumption mechanically reduces CO₂ emissions. In 2025, 55 drivers benefited from this training. Combining theory and real-world practice, this programme also helps to reduce driver fatigue and the risk of accidents.

1 Shared mobility partnership with BlaBlaCar Daily

To reduce the carbon footprint of commutes between home and work for temporary staff and permanent employees, the Group maintains its partnership with BlaBlaCar Daily. With 1,027 trips carried out in 2025, use of the platform doubled compared with the previous year. Although this volume remains modest at Group level, this encouraging momentum prompts us to intensify our engagement activities to firmly embed this habit.



1,027

trips made for 6,165 kg of CO₂ avoided

1 CSR criteria and procurement governance

We include 25% of criteria directly related to sustainability in the annual performance evaluation of our strategic suppliers. The comprehensive revision of our responsible purchasing charter and our CSR questionnaire demonstrates an excellent compliance trend (90% of responsible purchasing charters signed and 93% of questionnaires completed in 2025).

1 Office waste recovery

Beyond mere regulatory compliance, the Group deploys source-separation and consumables recovery solutions across its network of agencies and at its head office, thereby reducing the indirect impact associated with the end of life of our waste.



Norip: since 2019, we have been working with this local company active in the social and solidarity economy (ESS), specialising in the collection and recycling of our waste electrical and electronic equipment (WEEE).



Les Cycloposteurs (an ESS organisation) for the collection of our bio-waste (at the head office), locally converted into compost.



Conibi for the responsible management of our printing consumables.



Cy-Clope for the collection and recycling of cigarette butts.



Elise for the sorting and recycling of paper.

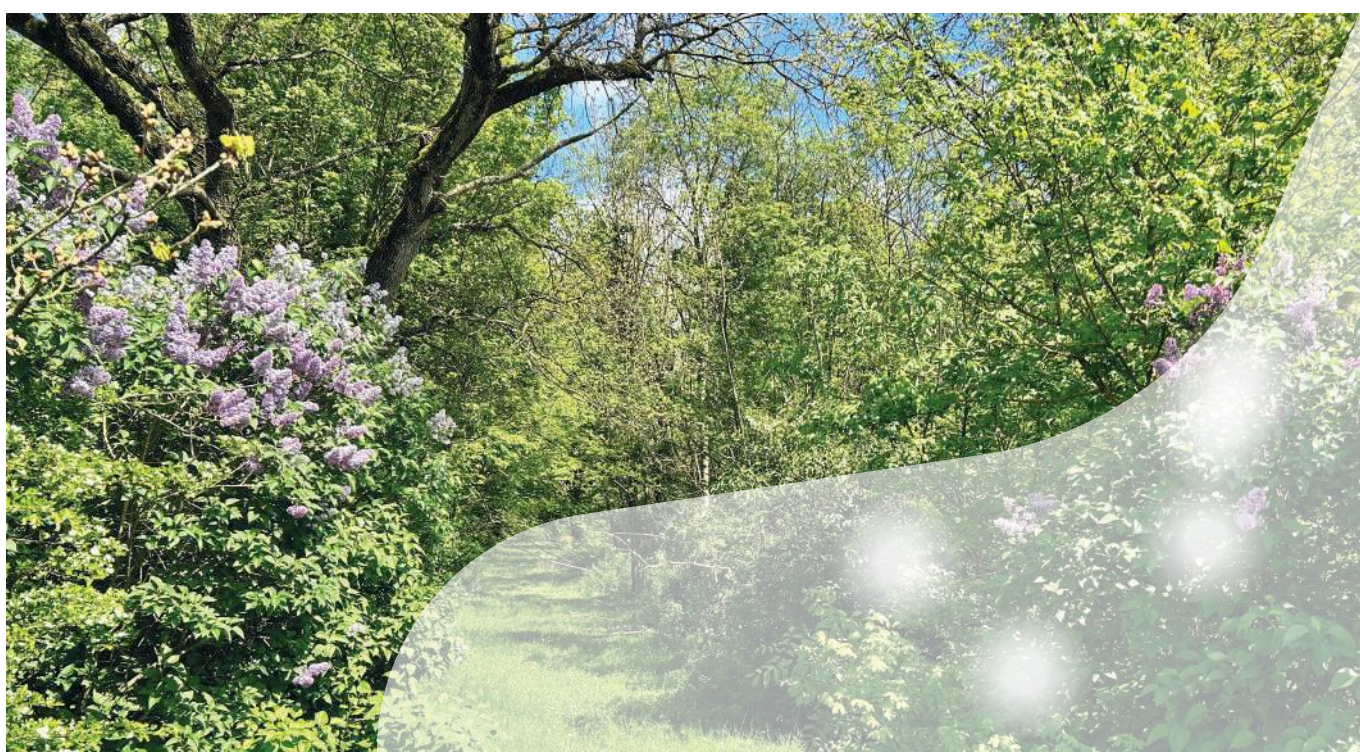
The Occitanie - PACA team is always on hand to preserve its environmental capital.



FOCUS

WORLD CLEANUP DAY

This annual event is, above all, an opportunity for volunteer employees to combine a litter-picking action with a shared moment of conviviality and camaraderie among colleagues.



OUR 2026 AMBITIONS

SBTi: after our official commitment in April 2025, we expect validation of our climate pathway by the Science Based Targets initiative (SBTi), in line with the Paris Agreement objectives.

Vehicle fleet: a significant increase in the proportion of electric vehicles across the Group.

Cartridge recycling: optimise our internal collection processes to give fresh impetus and accelerate the recycling of our ink cartridges with Conibi.



Our governance



P52. Our family
governance

P53. Non-financial
risks

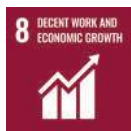
P55. Business ethics
and compliance

P57. Our value
chain

P60. Compliance

OUR FAMILY GOVERNANCE

Overall performance at the heart of our strategy



In the face of changes in employment and ecological emergencies, Partnaire Group reaffirms its commitments. Partnaire Group, backed by a stable family governance that ensures a long-term vision, achieved an outstanding score of 91/100 in November 2025, confirming its EcoVadis Platinum level.



To anticipate the CSRD, we publish a voluntary non-financial performance report, audited by an independent third-party body (OTI). This approach guarantees the transparency and reliability of our data for all our stakeholders.

The Supervisory Board

Role: oversees the company's management and strategy.

Composition: family-based.

Philippe Gobinet in his capacity as Chair, his wife, Elisabeth Gobinet, and Delphine Boutens, alongside the other members appointed in accordance with the statutory provisions.

Meeting frequency: monthly.

The Executive Board

Role: leads the company, oversees operations and support services and sets the strategic direction, taking social and environmental issues into account.

Composition: Aurélie Gobinet Gmuender (Chair), Édouard Gobinet and the Chief Executive Officer.

Meeting frequency: quarterly (minimum).

The CSR Manager reports to the Chair of the Executive Board, given the importance of the subject to the Partnaire Group.

The Management Committee

Role: operational body that leads projects, specifically monitors the CSR action plan and ensures its implementation.

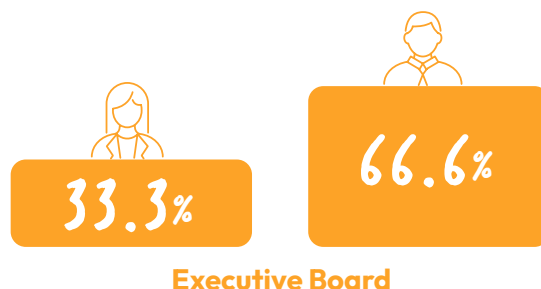
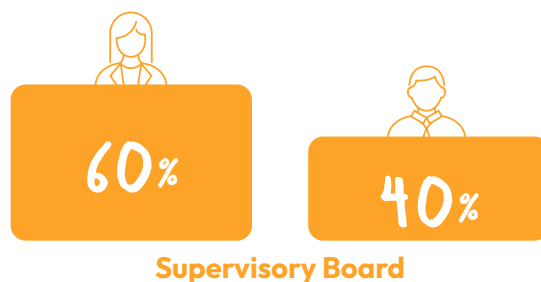
Composition: six operational departments (human resources, finance, France and international sales, recruitment, candidate experience and transformation, General Secretary).

Meeting frequency: monthly, in the presence of the Chair of the Executive Board.

GOVERNANCE STRUCTURE



BREAKDOWN BY GENDER



NON-FINANCIAL RISKS

Type of risk	Description of the risk	Management arrangements and levers for action
Governance & regulation		
Non-compliance or delayed adaptation to regulations (CSRD, labour law, social, fiscal, sustainability).	Risk of sanctions, deterioration of ratings, notably EcoVadis (currently Platinum level), or disqualification by demanding clients.	• Early completion of the first double materiality matrix. • Active regulatory monitoring and membership of Prism'emploi (participation in regulatory committees and the CSRD working group). • Commitment to the UN Global Compact.
Human resources		
Algorithmic ethics risks related to Artificial Intelligence.	Risk of inadvertent introduction of bias or discriminatory criteria into selection processes, contrary to the diversity policy.	• Supervision of usage by the new Data and AI service, in accordance with the internal charter and the code of ethics and conduct. • Keeping people at the centre: over 91% of recruiters trained in 'recruiting without discrimination' and regular testing campaigns by an accredited organisation.
Discrimination in recruitment and unequal treatment.	Legal risk (civil and criminal) and major damage to the group's reputation in the event of proven discriminatory treatment of permanent or temporary candidates.	• Strict enforcement of the internal equal opportunities and treatment charter. • Rollout of Parcours TH-labelled agencies (more than 160 agencies in the network) for disability inclusion. • Systematic training of recruiters and regular external testing (testing).
Attractiveness deficit and risks related to the employer brand.	Risk of talent shortages, difficulty attracting new profiles, or disengagement of employees in the face of increased competition.	• Employee journey, development plan and systematic annual talent review for permanent employees. • Creation of a 'Recruitment Expert' position to highlight this key role. • Welcoming work-study students with prospects of hiring and an active employee referral policy (permanent employees and temporary staff). • Skills-based volunteering through the Partenaire Foundation and local partnerships to attract, establish a local presence and retain talent. • Ongoing improvement and streamlining of the candidate experience (temporary staff).
Anticipating recruitment difficulties and matching skills.	Risk of mismatch between temporary staff's skills and clients' technical or safety expectations.	• Use and development of the CDII (permanent contract for temporary workers) to secure and retain temporary staff in hard-to-fill roles. • Targeted training plans and upskilling aligned with local market needs.
Health & safety		
Workplace accidents (permanent employees and temporary workers).	Risk of impact on employees' physical and mental health, on clients' operational activities and on the group's legal liability (inexcusable fault).	• ISO 45001-certified management system and MASE and CEFRI 1241 I reference frameworks • Over 8,700 Behavioural safety diagnostics (DCS) carried out in 2025, serving as a tool for dialogue and prevention between temporary staff, clients and permanent employees (frequency rate reduced by half over ten years).

Type of risk	Description of the risk	Management arrangements and levers for action
Information system		
Cybersecurity and stakeholder data breaches.	Risk of data breaches, cyberattacks and business interruption.	• Annual resilience tests of information systems in accordance with robust frameworks. • Implementation of a business continuity plan (BCP) and a disaster recovery plan (DRP). • Regular cybersecurity awareness sessions for all employees.
Environment		
Control of the carbon trajectory	Risk of lagging behind regulatory requirements and client expectations, the implementation of which depends largely on external factors.	• Use of the SBTi framework to progressively guide and structure our alignment towards Net-Zero. • Review of the company car policy with strong incentives for electric or hybrid vehicles, eco-driving training for transport professionals, and a BlaBlaCar Daily carpooling partnership.
Excess energy consumption and waste management.	Risk of increased operational costs, non-compliance with building environmental regulations (tertiary decree) and direct climate impact.	• Annual review of sites' energy consumption (m²) to prioritise possible works or consider relocation. • Supply of 100% green energy and installation of photovoltaic panels at the headquarters in 2025. • Specialised recycling and recovery partnerships (Elise, Cycloposteurs, Conibi), as well as local WEEE streams (Norip).
Business ethics		
Risks of corruption, fraud or conflicts of interest.	Criminal and financial risk and major, lasting damage to the group's reputation in the event of breaches of probity rules.	• Strict enforcement of the code of ethics and conduct with systematic presentation and explanation to new hires. • Risk mapping (Sapin 2 law), strict control procedures and e-learning training for all exposed employees (200 trained over 3 years). • Secure professional whistleblowing channel that preserves anonymity and protects whistleblowers.
Financial impact / value chain		
ESG failure or non-compliance of strategic suppliers (tier 1).	Risk of supply disruption or reputational impact on the Group if a partner fails to meet social or environmental criteria.	• Ongoing dialogue and rigorous analysis of third parties' financial and operational risks. • Annual performance evaluation including 25% ESG / sustainability criteria. • Mandatory signing of the responsible purchasing charter and completion of a CSR questionnaire. • Adherence to the RFAR charter (supplier relations and responsible purchasing) since early 2024.
Financial impact / customers		
Volatility of energy costs and customer insolvency.	Risk of repercussions from the energy crisis on clients' economic health, leading to payment defaults, loss of volumes or loss of commercial outlets.	• Development strategy based on diversifying the client portfolio to limit sectoral dependence. • Implementation of client risk insurance covering the majority of the portfolio. • Strict quarterly review for uncovered clients, led by the client risk department. • Specific analyses for clients severely affected by geopolitical crises.

Ethics at the heart of our practices



As a family-owned company, Partnaire Group bases its development on lasting relationships and mutual trust. Without waiting to be legally required to do so, Partnaire Group has structured its practices to ensure rigorous prevention of fraud and corruption. This operational approach combines individual accountability, strict internal controls and active participation in professional bodies.

OUR LEVERS for ethical and responsible professional practices



Ethical framework

A structured code of ethics and conduct, shared with all employees upon onboarding.



Whistleblowing procedure

A confidential reporting channel to report any dysfunction or irregularity.



Training

Awareness programmes to instil lasting good practices.



Gifts, travel and expenses policy

Strict oversight and approved processes to safeguard employees' expenses.



Control processes

Rigorous verification of payroll and invoices with no possibility of self-approval.



Commitment within the sector

An active presence within Prism'emploi to share and apply the profession's ethical standards.



Ethical framework

A reference framework that precisely defines expected day-to-day conduct, systematically explained during onboarding and officially provided to each new employee when they sign their employment contract.



Whistleblowing procedure

To ensure an independent reporting mechanism and to encourage people to speak out with confidence, an email address outside the Partnaire domain (conformite.partnaire@gmail.com) has been set up. It is managed neutrally and confidentially by the compliance team to enable reporting of any ethical breach or serious incident.

No alerts have been reported to the address conformite.partnaire@gmail.com



Training

Our training pathways are based on a pragmatic mapping that assesses each employee's level of exposure according to the formula "impact x probability". This targeted approach enables the employees concerned to be trained so that they internalise the appropriate reflexes and adjust their behaviour when facing risky situations.

38

people trained
in 2025

200

employees trained
in 3 years.



Gifts, travel and expenses policy

Strict oversight of invitations, gifts, expense claims and travel through the Cleemy and Yooz management tools. Precise limits are set to prevent any risk of undue influence, complemented by dual approval from the finance department for any expense above one thousand euros.



Control processes

Rigorous safeguarding of temporary staff payroll and client invoices, carried out by a dedicated service and local management centres. Compliance with the requirements of client framework agreements is ensured upon integration into our business tools. The mechanism notably relies on the absence of self-approval when validating statements. At the end of the process, the management control department completes this step with monthly analyses to identify and correct any potential anomalies.



Commitment within Prism'emploi

A longstanding involvement in Prism'emploi led by Philippe Gobinet, founder of Partnaire Group, treasurer and vice-president for many years. This anchoring is reflected in the signing of the union's code of ethics and conduct — a foundation ensuring the ethics and compliance of our temporary work, CDII (permanent contract for temporary workers) and placement activities — as well as the active presence of several experts from the organisation on the branch's committees and working groups.

OUR AMBITION 2026

Revision of the code of ethics and conduct to reflect social and societal changes.

OUR RESPONSIBLE PURCHASING

Sustainable commitment across our value chain



As a family business, Partnaire Group bases its development on sustainable, equitable relationships and mutual trust with its partners. Integrated into the core of our ISO 9001 and ISO 45001 certifications, our responsible purchasing process is structured to anticipate and address environmental, social and ethical risks. This operational approach combines rigorous assessment of our strategic suppliers, concrete support for sheltered work structures and a voluntary commitment to sustainable purchasing initiatives.

OUR LEVERS for virtuous business partnerships



CSR charter and questionnaire

A contractual basis to engage our strategic suppliers on sustainability issues.



Risk mapping

A proactive approach to identify and anticipate financial, legal, social and environmental risks.



Performance evaluation

An annual rating that gives sustainability criteria equal weight to price competitiveness.



Support for the sheltered sector

A commitment to involve work assistance establishments (ESAT) and adapted enterprises (EA) in our purchasing



Adherence to the RFAR charter

A national commitment to disseminate and apply best practices across our supplier ecosystem.



Supplier dialogue

An annual meeting, in person or remotely, to exchange our respective best practices.



The responsible purchasing charter and the CSR questionnaire

A mutual commitment embodied by our responsible purchasing charter and our CSR questionnaire, created in 2019 and fully revised in 2024. Deployed to around fifty suppliers that we have identified as strategic, these updated tools allow us to confirm that our supply chain aligns with our non-financial requirements.

10%

of our strategic suppliers have signed our responsible purchasing charter

93%

have completed our CSR questionnaire



Supplier risk mapping

A proactive, ongoing approach led by the general services and procurement department, in liaison with the finance department and the CSR manager. This mapping evaluates each partner according to strict criteria (contractual, operational, social and environmental) and is regularly readjusted in line with developments in the economic or geopolitical context.

100%

of risk analyses carried out with our tier-1 suppliers



Performance evaluation

Our processes include a rigorous annual rating of our key partners. Far from being a mere bonus, non-financial criteria account for 25% of the overall evaluation, alongside technical compliance, adherence to deadlines and the pricing grid.

25%

of our overall supplier evaluation score is directly based on sustainability criteria



Support for the sheltered sector

In line with our purpose of making employment more humane and our procurement policy, the Group engages with the social and solidarity economy (ESS). We prioritise the use of work assistance establishments (ESAT) and adapted enterprises (EA) to realise our commitment. More than €114,000 was paid in 2025 to various work assistance establishments (ESAT).

€114,710K

paid to work assistance establishments (ESAT) in 2025



Adherence to the RFAR charter

To consolidate our approach and ensure balanced, transparent dialogue, Partnaire Group aligns itself with the most exacting national frameworks for commercial relations. Since January 2024, Partnaire Group has been an official signatory to the Supplier relations and responsible purchasing (RFAR) charter, initiated by the Mediation of Enterprises and the National Purchasing Council.

Charte 
RELATIONS FOURNISSEURS
ET ACHATS RESPONSABLES



Supplier dialogue

To co-create a continuous improvement dynamic, Partnaire Group organises an annual meeting, in person or remotely, to share our feedback and help nurture a mutual relationship of trust with our partners

FOCUS SUPPLIER DIALOGUE 2025

This annual session marked an important milestone for transparently sharing our non-financial results, our performance indicators and the progress of our commitments. By a fortunate quirk of the calendar, this meeting took place on 25 November, offering the opportunity to celebrate together our latest EcoVadis results (91/100 – Platinum recognition) received five days earlier. Partnaire Group took advantage of this momentum to reaffirm a strong message to its entire partner ecosystem: despite the absence of a legal obligation to publish a sustainability report in 2025, the company remains firmly on course and committed to its engagements.

OUR AMBITION 2026

Train buyers on the new CSR challenges

In order to anticipate and address future regulatory developments, a new training programme is planned for our buyers.

Adherence to the "responsible supplier relations and purchasing" charter

As indicated on the RFAR Charter's eponymous website, "designed in 2010 by the Médiation des entreprises and the Conseil national des achats, the Supplier Relations and Responsible Purchasing Charter aims to encourage companies and public bodies to adopt responsible practices with regard to their suppliers". We signed the "responsible supplier relations and purchasing" charter in January 2024.

🕒 The charter is structured around ten principles:

- 1 Ensuring a responsible financial relationship with suppliers
- 2 Maintaining a respectful relationship with all suppliers, nurturing the development of collaborative relationships
- 3 Identifying and managing reciprocal dependencies with suppliers
- 4 Involving signatory organisations in their sector
- 5 Assessing all the costs and impacts of the life cycle
- 6 Integrating environmental and social responsibility issues
- 7 Ensuring that its organisation is territorially responsible
- 8 The professionalism and ethics of the purchasing function
- 9 A purchasing department responsible for the overall management of supplier relations
- 10 A "supplier relations" mediator, responsible for smoothing relations within and outside the company

Charte 
RELATIONS FOURNISSEURS
ET ACHATS RESPONSABLES



Visit the
Charter
website

FOCUS

VISIT TO RICOH INDUSTRIE FRANCE'S RECONDITIONING AND RECYCLING SITE IN ALSACE

In autumn 2025, Partnaire Group visited its supplier Ricoh Industrie France at its Alsace site in Wettolsheim. This visit showcased the site's reconditioning and value-recovery activities at the 21-hectare facility established in 1987, which today employs more than 550 people.

The tour of the workshops, notably the printer reconditioning area, highlighted a concrete circular economy model. The visit also demonstrated the on-the-ground implementation of the Sustainable Development Goals (SDGs). Finally, the many direct exchanges with the local teams fully reinforced our shared values of social and environmental responsibility.



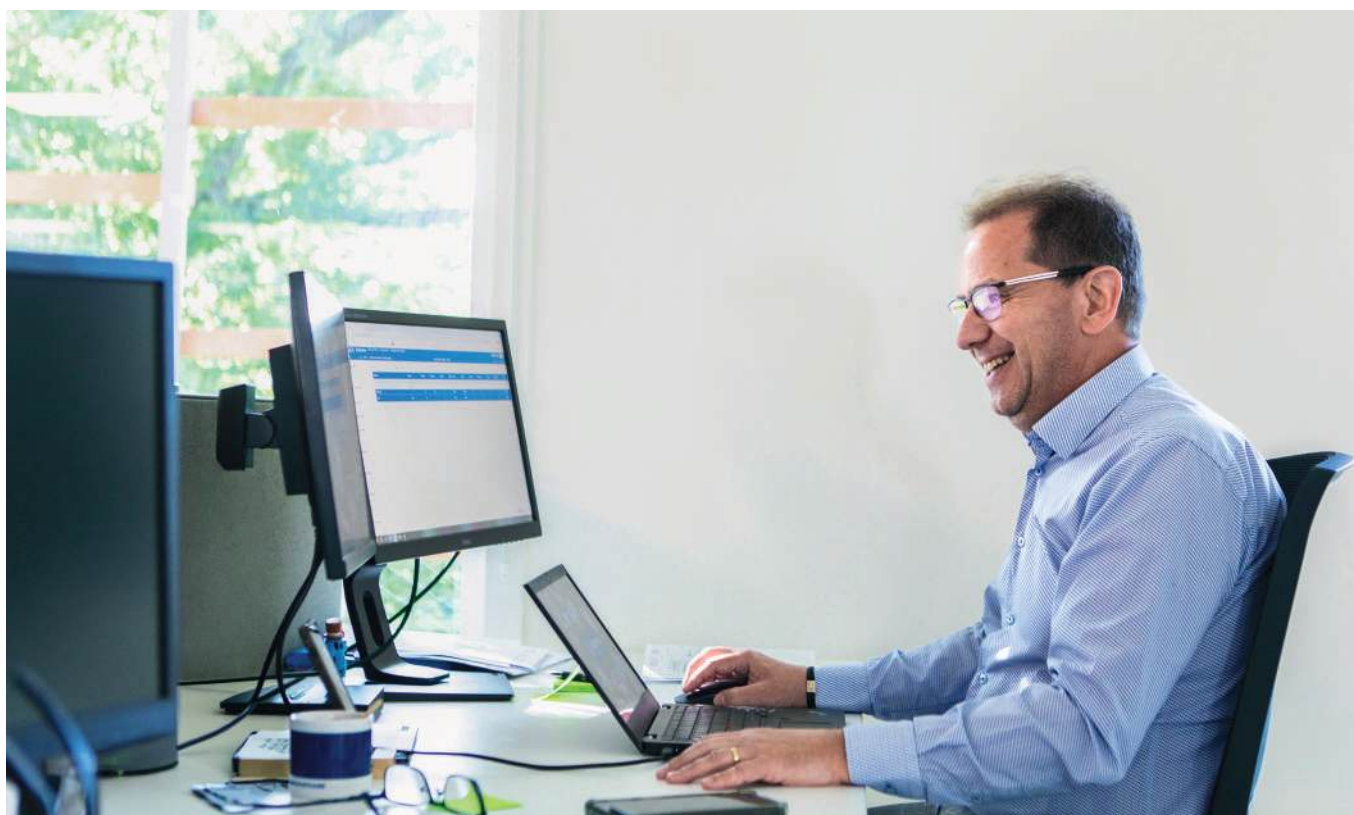
Pillars in the colours of the SDGs: at our partner Ricoh, sustainable development supports operations both literally and figuratively.

COMPLIANCE

Securing information, controlling our operations



The protection of our data and the security of our information systems are important priorities to ensure our stakeholders' trust and our business continuity. Our action is built on the ongoing structuring of our GDPR framework, a shared culture of vigilance against cyber risks, and a rigorous internal audit system that demonstrates the continuous improvement of our professional practices.



OUR LEVERS for ethical and responsible professional practices



Data governance

Structured GDPR management overseen by experts.



Continuous training

Cybersecurity habits embedded at every level of the organisation.



Audit culture

Ongoing field vigilance to ensure exemplary operational standards.



Data governance: the requirement at the heart of GDPR protection

Deployed since 2019, our GDPR compliance system is supported by one of our specialised legal advisers, working in close liaison with the Group's Data Protection Officer (DPO). This governance guarantees strict compliance with data collection and storage obligations.

To go further, the Group rolled out in spring 2024 a feature allowing temporary employees to independently delete their data from their personal account. This transparency initiative continued in the first half of 2025 with an in-depth analysis of processing activities and data retention periods to keep our register fully up to date.



Cybersecurity: training to ensure everyone becomes an active participant in our vigilance efforts

Cybersecurity is an absolute priority to reassure our stakeholders. To address this, a training programme is being rolled out to all employees. In order to turn individual competence into collective vigilance, the information systems department leads regular randomised simulation campaigns tailored to the teams' professional practices.



Audit culture: ensuring compliance and control of our operational risks

Risk assessment and control in the field involve regular monitoring of our agencies, with a total of nearly 300 audits carried out across the network over three years, 117 of which were in 2025 alone. This approach classifies risks into four strict levels. Today, 76% of sites have a satisfactory or very satisfactory level of compliance, while the share of structures showing major risks has fallen by nearly 3 points compared with the previous year. If an agency receives a critical assessment, a second control audit is systematically scheduled within six months. This mechanism also includes targeted verification of pre-employment declarations and supporting documents for transport and meal allowances.

AROUND

300

conducted over
3 years, including
117 in 2025



OUR 2026 AMBITIONS

GDPR: data protection impact assessments on the new recruitment support features using PIA, the CNIL's open-source software.

Cybersecurity: energise our digital security culture by deploying new learning pathways to optimise our responses to everyday risks.

Audits: capitalise on audit feedback to share identified best practices.



Reference area



P64. Methodological information

P65. Concordance table

P66. 2025 CSR performance indicators

P69. Statutory auditor's report

P71. List of verified indicators

Methodological information

SCOPE

This Voluntary Non-Financial Performance Report covers the scope of Société de formatique et financière, S2F. S2F is a public limited company with an Executive Board and Supervisory Board and share capital of €1,000,000. Our holding company includes our entire network of agencies operating under the Partnaire, Adeva and Gerland intérim brands, as well as our support services. The scope of our holding company also includes our recruitment agencies Antenor, ID Search and Index RH, as well as the HR engineering entities Partnaire Onsite, TalentSkills and WePort. All these structures are located in France. The headquarters of our organisation is located in Olivet. The indicators are 2025 data, and the information in this report covers the 2025 period. Our publications are annual. This ESG report covers 89% of the holding company's activity (international activity is excluded from this report).

STAKEHOLDER IDENTIFICATION

As a reminder, the stakeholder mapping exercise is being carried out as part of the Group's ISO 45 001 certification. This process reveals that the main ones are: clients, permanent employees, temporary employees, candidates and partners in the employment sector. Their expectations have been identified and are presented on page 14. Those of customers were identified in the process of responding to calls for tender and questionnaires such as the one on the EcoVadis platform. Those of employees and temps are based on surveys to measure their satisfaction (with eNPS (Net Promoter Score) for permanent workers and Vocaza for temporary workers). Moreover, thanks to the Group's involvement in Prism'Emploi, societal expectations are shared.

DUAL MATERIALITY MATRIX

The dual materiality matrix was created in anticipation of the implementation of the CSRD directive (before it was postponed due to the Omnibus directive). The Group's ESG challenges identified in previous materiality matrix exercises have been cross-referenced with the ESRS (European Sustainability Reporting Standards).

This exercise is based on a dual assessment:

- **The materiality of impact**, making it possible to assess the effects of the company's activities on its stakeholders, the environment and society in general.
- **Financial materiality**, which analyses the impact of social and environmental issues on the company's economic performance and financial value.

Impacts, risks and opportunities have been identified. The dual materiality analysis was carried out using the following methodology, divided into four stages described below.

It is important to note that this process of identifying and assessing sustainability risks, which complies with the GOV-5 requirement, is integrated into the Group's overall risk management process (see pages 53 and 54).

The 4 stages of the methodology:

1. Document analysis: review of internal documents (previous simple materiality analyses, CSR strategy, risk mapping assessment) and external documents (ESRS standards, sector reports and work by the professional sector). The Group took part in the work carried out on this subject by Prism'emploi to ensure that its challenges were consistent with those of the sector. This process is therefore informed by ongoing dialogue with S2F's stakeholders over many years.

2. Identification of impacts, risks and opportunities (IRO)
3. Assessment and rating: a robust rating methodology, based on a quantitative scale, has been applied to assess the materiality of each impact, risk and opportunity. A materiality threshold of 2.5 on a scale of 5 (for both financial materiality and impact materiality) has been established to identify the most significant issues.
4. Validation and reporting: the final results, including the materiality threshold and the list of material issues, have been validated by the project governance, i.e. the CSRD Steering Committee, which includes the members of the Executive Committee and the Group Vice President.

EXCLUSIONS

It should be noted that, given our activity as a provider of services to companies, not all sections of the GRI table are relevant.

REPORT IN ACCORDANCE WITH GRI STANDARDS (SELF-DECLARATION)

- **Requirements 1, 2 and 7:** Partnaire Group aligns its reporting process with the GRI guidelines. Thus, performance indicators are assessed against this framework to identify the criteria recommended by the GRI for compliant reporting.
- **Requirement 3:** a materiality analysis has been carried out.
- **Requirements 4 and 5:** material subjects: policies, action plans, indicators and targets are detailed throughout this document.
- **Requirement 6:** the Partnaire Group discloses all information exhaustively.
- **Requirement 8:** specified above.
- **Requirement 9:** every year, the Partnaire Group report is sent to the GRI.

Concordance table

	Pages	Global Reporting Initiative	Principles of the UN Global Compact	SDG	ESRS*
Organisational profile (and scope of report)					
Name of the organisation	1	G4-102-1			2
Activities, brands, products and services	7	G4-102-2			2
Location of headquarters	72	G4-102-3			2
Location of operations	64	G4-102-4			2
Ownership and legal form	64	G4-102-5			2
Markets served	7	G4-102-6			2
Scale of the organisation	12, 13	G4-102-7			2
Information on employees and other workers	16 to 37	G4-102-8 1,2 5,1	1.2	5.1	S1 and S2
Supply chain	57 to 59	G4-102-9	5.6		S2 and G1
Precautionary principle or approach	53, 54	G4-102-11			2
External initiatives	20, 21, 24, 25, 28, 32 and 36	G4-102-12	1,2,4	10	2
Membership of associations	24, 25, 28, 38, 39 and 40	G4-102-13	1,2,4	8.1	2
Strategy					2
Statement from senior decision-maker	2	G4-102-14		8.17	
Key impacts, risks and opportunities	15	G4-102-15			
Ethics and integrity			1,2,4,10	16	G1
Values, principles, standards and norms of behaviour	8, 12	G4-102-16			
Mechanisms for advice and management of ethics	55, 56	G4-102-17			
Governance					2
Governance structure	52	G4-102-18			
Delegating authority	52	G4-102-19			
Effectiveness of risk management processes	53, 54	G4-102-30			
Stakeholder engagement			1 to 4 and 7 to 10	17	2
List of stakeholder groups	14	G4-102-40			
Collective bargaining agreements	29	G4-102-41			
Identifying and selecting stakeholders	14	G4-102-42			
Reporting practice				8	
Reporting period	64	G4-102-50			
Reporting cycle	64	G4-102-51			
Contact point for questions regarding the report	72	G4-102-53			
GRI content index	64, 65	G4-102-55			
External assurance	69 to 71	G4-102-56			

*European Sustainability Reporting Standards

REFERENCE SPACE

2025 CSR performance indicators

Indicators	2023	2024	2025	2026 Targets	References * ** ***		
Overview							
Turnover in millions of euros	519.5	523.2	554		201-1	8	G1
Coverage rate	87%	See page 68	89%				G1
Number of customers (siren) at least 1 hour worked	4,665	5,283	5,181			8	S4
Temp satisfaction rate (Vocaza)	92.50%	92.6%	92.30%			8	S1
Percentage of temps very satisfied	54.11%	55.6%	57.60%	60%		8	S1
Customer satisfaction rate (willing to recommend us)	96.60%	97.80%	97.60%	98%		8	S4
Number of hours worked in millions	20.1	19.6	20.4			8	S1
Number of locations	236	258	264			8	G1
Employment							
Permanent staff							
Full-time equivalent of permanent employees	756	784	794		102-7	8	S1
Breakdown of permanent employees by age	< 18: 0% < 25: 20% between 25 and 29: 21% between 30 and 39: 29% between 40 and 49: 17% ≥ 50: 12%	< 18: 0 < 25: 15% between 25 and 29: 22% between 30 and 39: 31% between 40 and 49: 19% ≥ 50: 13%	< 18: 0 < 25: 13% between 25 and 29: 21% between 30 and 39: 31% between 40 and 49: 21% ≥ 50: 14%		405-1	10	S1
Number of minors under 16 who worked (temporary and permanent staff)	None	None	None		-	-	S1
Breakdown of permanent employees by category	Executives: 26% Supervisors: 39% Employees: 23% Apprentices: 12%	Executives: 26% Supervisors: 36% Employees: 30% work/ study trainees: 8%	Executives: 29% Supervisors: 34% Employees: 30% Apprentices: 7%		-	-	S1
Breakdown by type of contract	Permanent: 81% Fixed-term: 19%	Permanent: 85% Fixed-term: 15%	Permanent: 88% Fixed-term: 12%		102-8	8	S1
Working hours (permanent employees)	full time: 97% part-time: 3%	full time: 97% part-time: 3%	full time: 97% part-time: 3%		102-8	8	S1
Average length of service for executives (permanent employees)	6.67	7.25	7.34		102-8	8	S1
Average length of service for non-executives (permanent employees)	2.68	2.99	3.55		402-1	8	S1
Number of agreements signed	1	2	3	2			S1
% of total workforce represented by elected employees	98%	99%	98%			8	S1
% of the total workforce covered by mutual health insurance	NAv	NAv	100%				
% of the total workforce covered by health and provident insurance	NAv	NAv	100%				
% of total workforce covered by collective agreements	100%	100%	100%		-	-	S1
Temporary workers							
Number of temporary workers present in 2025 (at least one hour worked)	54,817	54,886	60,141		102-7	8	S1
Distribution of temporary workers by age	< 18: 0.1% < 25: 37.9% Between 25 and 29: 15.2% Between 30 and 39: 20.9% Between 40 and 49: 14.5% ≥ 50: 11.4%	< 18: 0.07% < 25: 37.67% Between 25 and 29: 15.29% Between 30 and 39: 20.69% Between 40 and 49: 14.61% ≥ 50: 11.67%	< 18: 0.08% < 25: 37.66% between 25 and 29: 15.57% between 30 and 39: 20.19% between 40 and 49: 14.48% ≥ 50: 12.03%		405-1	10	S1
Number of minors ≥16 years and <18 years with details of 16/17 and 17/18 age groups in number and FTEs	< 16: none ≥ 16 and < 17: 8 ≥ 17 and < 18: 41 in FTE: 2.84*	< 16: none ≥ 16 and < 17: 12 ≥ 17 and < 18: 28 in FTE: 2.32	< 16: none ≥ 16 and < 17: 6 ≥ 17 and < 18: 40 in FTE: 3.04		102-8	8	S1
Number of temporary employees under contract	711	698	718			8	S1
Health & safety							
Frequency rate (number of lost-time accidents per million hours worked) for all employees	29.2	31.68	28.53	26	403-9	3	S1
Frequency rate for temporary staff	31.08	31.68	30.71	27			
Severity rate (number of days of absence due to accidents per thousand hours worked) for all employees	0.90	1.00	1.28		403-9	3	S1
Severity rate for temporary staff	0.96	1.00	1.38	≤ 1.5			
% of comprehensive risk assessment documents completed	100%	100%	100%	100%			S1
Number of deaths	0	0	1				
Number of behavioural safety diagnostics carried out (BSD)	9,453	7,359	8,776	25% of FTEs	403-9	3	S1
Number of occupational diseases	13	8	22		403-10	3	S1
% Risk management awareness of new recruits (permanent staff)	72.62%	80.17%	75.28%	100%	403-9	3	S1
Number of audits carried out	114	68	117		403-9	3	S1
Risk control measured by audit (controlled + perfectly controlled)	53%	58%	76%	80%	403-9	3	S1
Number of events carried out with Fastt (Health Truck)	19	12	29		-	-	S1
Permanent VM updates	65%	67%	67%	100%	-	-	

Indicators	2023	2024	2025	2026 Targets	References * ** ***		
Inclusion / disability - diversity							
Number of temporary workers with disabilities	803	990	1114		405-1	10	S1
of which women	321	354	382		405-1	10	S1
of which men	482	636	732		405-1	10	S1
Number of hours worked for temporary workers with disabilities	337,477	367,135	441,525		405-1	10	S1
Delegation rate of temporary workers with disabilities	1.64%	1.87%	2.19%	2.7%	405-1	10	S1
Number of customers taking on temporary workers with disabilities	665	758	941		405-1	10	S1
Number of permanent staff with disabilities and overall obligatory declaration of disabled worker rate	3.59% or 25.88 FTEs	4.06% or 31.80 FTEs	4.62% or 36.70 FTEs		405-1	10	S1
Number of DuoDay duos formed	53	55	40		405-1	10	S1
Number of agencies with the Parcours TH label (cumulative)	87	151	162	80%	405-1	10	S1
Parity (Men/Women) among temporary workers	67.5% M/32.5% W	68.36% M/31.64% W	68.64% M/31.36% W		405-1	5	S1
Parity (Men/Women) among permanent staff	24% M/76% W	23% M/77% W	22% M/78% W		405-1	5	S1
Gender parity (Men/Women) in managerial positions	28.5% M/71.5% W	30% M/70% W	30% M/70% W		405-1	5	S1
M/F Equality Index	90/100	90/100	91/100	90	405-1	5	S1
% of women on the Executive Board	33%	33%	33%		405-1	5	G1
% of women on the Supervisory Board	60%	60%	60%		405-1	5	G1
Number of participants in the Hope programme	1	0	1		-	-	S1
Number of people in the Hope programme	3	0	2		-	-	S1
% of permanent staff trained in non-discrimination (at 31/12)	80.13%	88.5%	91.45%	≥ 90%	405-1	5	S1
Number of nationalities among our temporary workers	144	145	149		405-1	5	S1
Priority urban neighbourhood (QPV) score calculated by the Mozaïk Foundation	NAv	18%	27.10%				
Careers & training							
Permanent staff							
% of annual appraisals carried out	98.60%	99.29%	98.38%	100%	401-1	8	S1
Return rate of attitude surveys	66%	69%	84%	>70%	404-1	4	S1
Percentage of new employees who have completed an onboarding programme - permanent contracts (including CSR)*	73%	82%	86%	100%	401-1	4	S1
Turnover rate (excluding end of trial period, end of fixed-term contract and transfers)	21.68%	24.07%	20.19%		401-1	8	S1
Absenteeism rate	3.26%	4.49%	3.46%	< 5%	401-1	8	S1
% of students on work-study placements (apprentices and professional training contracts) hired in current year (2025)	12/157	11/134	13/64		405-1	10	S1
Internal promotion rate	6%	8%	6%	> 10%	-	-	S1
Number of people trained	861	872	782		404-1	4	S1
Number of hours of training	15,205	15,592	14,378		404-1	4	S1
Average number of training hours/beneficiary	17.65	17.88	20.27		404-1	4	S1
Temporary workers							
Number of temporary workers who have attended at least one training course	4,340	6,032	5,744		404-1	4	S1
Number of hours of training for temporary workers (as provided for in training agreements)	138,975	211,952	183,919		404-1	4	S1
Average number of training hours/beneficiary	32.02	35.14	32.02		403-5	4 3	S1
% of safety-related training	63%	69%	87%		403-5	4 3	S1
Fastt							
Number of services provided	1,520	2,037	1,997			17	S1
Number of employment days saved	2,028	2,934	2,852			17	S1

Indicators	2023	2024	2025	2026 Targets	References * ** ***
ENVIRONMENT					
Number of electric and hybrid vehicles	119	139	101		305-1 and 2 13 E1
% of electric and hybrid vehicles in the fleet	23%	27%	19%		305-1 and 2 13 E1
Greenhouse gas emissions: scope 1.	1,047 tons eq CO ₂	1,253 tons eq CO ₂	1,146 tons eq CO ₂		305-1 and 2 13 E1
Greenhouse gas emissions: scope 2.	2 tons eq CO ₂	5 tons eq CO ₂	27 tons eq CO ₂		305-1 and 2 13 E1
Greenhouse gas emissions: scope 3.	30,362 tons eq CO ₂ **	30,059 tons eq CO ₂	28,213 tons eq CO ₂		305-1 and 2 13 E1
Carbon intensity (CO ₂ /K€ of sales)	60 kg**	60 kg**	53 kg	60 kg	305-1 and 2 13 E1
Electricity consumption in kwh (buildings)	1,321,154 kWh	1,447,018 kWh	1,621,752 kWh		302-1 13 E1
% of green energy	100%	100%	100%	100%	E1
WEEE weight	2,468 T	1,3 T	0,989 T		306-4 15 E5
Weight of recycled cartridges	20 kg	NAv	NAv		306-4 15 E5
Recycled paper weight	236.3 kg	3,34 T	6,25 T		306-4 15 E5
Total weight of waste recovered.	2,72 tons	4,64 T	7,24 T		306-4 15 E5

VALUE CHAIN							
% of responsible purchasing charters signed	92%	92%	90%	100%	204-1	8	G1
% of CSR questionnaires completed	92%	94%	93%	100%	204-1	8	G1
% of performance assessments carried out (strategic suppliers)	100%	100%	100%	100%	204-1	8	G1
% of CSR criteria for supplier assessment	25%	25%	25%		204	8	G1
% of risk analyses carried out	100%	100%	100%	100%	204	8	G1
Number of suppliers audited	1	0	0		204	8	G1
Number of contracts with environmental and human rights clauses (combined)	7	NAv	NAv				G1
Number of buyers trained in CSR issues	100%	100%	100%	100%	204	8	G1

Business ethics							
Number of people trained in anti-corruption measures	79	83	38		205-2	16	G1
% of trained people exposed to risk 1	84%	91%	85.8%	100%	205-2	16	G1
% of trained people exposed to risks 1, 2 and 3	79%	83%	78.8%	100%	205-2	16	G1
% of operational sites with at least one employee trained in anti-corruption	81.76%	88.1%	75%	100%	205-2	16	G1
% of support departments with at least one employee trained in anti-corruption	100%	100%	100%	100%	205-2	16	G1
Number of alerts (including incidents of corruption)	0	0	0		204	8	G1
Number of data breach declarations made to the CNIL	0	0	0		419	16	G1

References

- * GRI (Global Reporting Initiative)
- ** SDGs (Sustainable Development Goals)
- *** ESRS European sustainability reporting standards

* new calculation method - indicator monitored over a sliding month

** Recalculation of the data using more reliable estimates of long-distance travel by the temporary workers concerned (capped at 100 km per day).

NA: not applicable

NAv: not available at time of publication

Statutory auditor's report

On the Extra-financial Performance Report

Year ending 31 December 2025

To the Chair of the Management Board,

In our capacity as statutory auditor of your company, we performed work to form a limited assurance conclusion on the Environmental, Social and Governance (ESG) information voluntarily prepared by SOCIETE DE FORMATIQUE ET FINANCIERE SA – GROUPE PARTNAIRE (hereinafter 'the Entity') in accordance with the procedures of the S2F-PARTNAIRE group (hereinafter the 'Framework'), for the year ended 31/12/2025 (hereinafter the 'Information') listed in the appendix.

Our work does not cover information relating to prior periods, nor does it cover any information presented in the declarative statement other than that which is the subject of our report.

Limited assurance conclusion

Based on the work we performed, as described in the 'Nature and scope of the work' section, and on the evidence we collected, we did not identify any material misstatement that would call into question whether the Information has been prepared, in all its material respects, in accordance with the Framework.

Preparation of the Information

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of Information means that different, but acceptable, measurement techniques can be used, which may affect comparability between the entities over time. Consequently, the Information should be read and understood with reference to the Framework, the significant elements of which are presented in the Declarative Statement.

Limits inherent in the preparation of the Information

As indicated in the Declarative Statement, in the paragraph 'Initiating a transition plan', the Information may be subject to uncertainties inherent in the state of scientific or economic knowledge and in the quality of the external data used. Some Information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation and presented in the Declarative Statement.

Responsibility of the Entity

The Information has been prepared under the responsibility of Management, and it is for Management to:

- select or establish appropriate criteria for the preparation of the Information (i.e. the Framework) ;
- prepare the Information by applying the Framework ; and
- design, implement and maintain internal control that it deems necessary for the preparation of the Information, so that the Information is free from material misstatement, whether resulting from fraud or error.

Statutory auditor's liability

It is our responsibility to:

- plan and perform the procedures to obtain limited assurance that the Information has been prepared, in all material respects, in accordance with the Framework and is free from material misstatements, whether arising from fraud or error;
- form an independent conclusion based on the work we have performed and the evidence we have obtained;
- communicate our conclusion to the entity's management.

as it is our responsibility to form an independent conclusion on the Information as prepared by management, we cannot be involved in the preparation of that Information, as this could compromise our independence.

Applicable professional guidance

The work described below was carried out in accordance with the professional guidance of the French National Company of Statutory Auditors (CNCC) relevant to this engagement.

Independence and quality control

Our independence is defined by the provisions set out in the Commercial Code and the code of ethics for statutory auditors. Moreover, we have designed, implemented and maintained a quality management system comprising policies and procedures to ensure compliance with ethical requirements, professional standards, applicable laws and regulations, and the professional guidance of the French National Company of Statutory Auditors (CNCC) relevant to this engagement.

Nature and scope of the work

We planned and performed our work taking into account the risks of material misstatement of the Information. As part of our limited assurance engagement and based on our professional judgement, we:

Updated our understanding of the entity and its environment, including the elements of internal control relevant to the preparation of the Information;

- Assessed the appropriateness of the Criteria in terms of their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, good industry practice;
- Reviewed the internal control procedures implemented by the entity to ensure that the Information complies with the Framework;
- Assessed whether the methods used by the Entity to prepare the Information are appropriate with respect to the Framework and, where applicable, assessed the relevance of changes in methods and assumptions;
- Verified that the Information has been prepared within the scope indicated in the Framework;
- For the Information subject to our work presented in Appendix 1, we implemented substantive procedures consisting of assessing the correct application of the calculation methods and assumptions described in the Framework.
- Assessed the overall consistency of the Information with our knowledge of the entity.

We consider that the evidence we have obtained is sufficient and appropriate to form our conclusion.

The procedures performed in a limited assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional standards of the French National Company of Statutory Auditors (CNCC); a higher level of assurance would have required more extensive verification work.

Nancy, 10 July 2026



BATT AUDIT

Isabelle SAGOT
Statutory Auditor

Appendix 1

List of key performance indicators and other quantitative results that the statutory auditor (CAC) considered most important

CHALLENGES	SELECTED KEY PERFORMANCE INDICATORS
Social information	Employment indicators • Full-time equivalent of permanent employees • Distribution of permanent employees by age • Number of minors under 16 who worked (temporary and permanent staff) • Breakdown of permanent staff by category (managers, supervisors, employees, alternates) • Breakdown by type of contract (permanent employees) • Working hours (permanent employees) • Number of agreements signed • Average length of service for executives (permanent employees) • Average length of service for non-executives (permanent employees) • Number of temporary workers present (at least one hour worked) • Distribution of temporary workers by age • Number of temporary employees under contract Commitment to diversity and inclusion • Number of temporary workers with disabilities (with number of men and women) - Process verification • Number of hours worked by temporary workers with disabilities • Rate of delegation for disabled workers (temporary workers) - Process verification • Number of permanent employees with disabilities • Number of customers taking on temporary workers with disabilities - Process verification • Parity (Men/Women) among permanent staff • Parity (Men/Women) in management positions • Parity (Men/Women) among temporary workers • Number of nationalities among temporary workers • % of women on the Executive Board • % of women on the Supervisory Board • % of permanent staff trained in non-discrimination Promoting talent and boosting careers • Turnover rate (excluding end of trial period, end of fixed-term contract and transfers) • Absenteeism rate - verification of process • Number of work-study trainees (apprentices and professionalisation contract holders) hired in 2025 and total number of work-study trainees under contract • Internal promotion rate • Average number of hours of training (permanent employees) • Average number of hours of training per beneficiary (permanent employees) - Process verification • Average number of hours of training per temporary worker beneficiary - Process verification • Number of hours of training for temporary workers (as provided for in training agreements) (temporary employees) Health and safety at work • Frequency rate / Severity rate (number of lost-time accidents per million hours worked) for all employees • Number of audits carried out - process verification • Number of events with Fastt Supporting temporary workers through various social actions (FASTT) • Number of services provided • Number of employment days saved
Environmental information	• Number of electric and hybrid vehicles • % of electric and hybrid vehicles in the car fleet • Greenhouse gas emissions: Scopes 1, 2 and 3 • WEEE weight • Recycled paper weight • Total weight of waste recovered • Power consumption • % of green energy
Corporate information	• % of responsible purchasing charters signed • % of CSR questionnaires completed • Number of people trained in anti-corruption measures
Economic themes	• Coverage rate of voluntary Environmental, Social and Governance (ESG) information for the activity of the S2F holding company

Acknowledgements

We would like to thank our permanent and temporary staff, our customers and suppliers who have contributed to the production of this report, in particular those whose photos illustrate it.



**groupe
partenaire**

Laurence Gendry

CSR Manager

+33 (0)2 38 78 94 60
lgendry@partnaire.fr



Head office

Parc d'activités du Moulin
420 boulevard Duhamel du Monceau
45160 Olivet

www.groupepartnaire.com

