

# MISSION REPORT

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This report covers the 2024 Fiscal Year



[www.humanandwork.com](http://www.humanandwork.com)



## HÉLÈNE SANCERRES

CHAIR OF THE COMMITTEE,  
CONSULTANT-COACH, AND FORMER  
DIRECTOR OF CHANGE MANAGEMENT  
AND CSR AT CISCO

“As Chair of the Human & Work Mission Committee, I have had the opportunity throughout the year to observe the evolution of a company still in the early stages of its mission, yet already forging a distinct identity.

This second Mission Report reflects that journey. It highlights concrete progress, thoughtful questioning, and a clear determination to move forward.

## ÉDITO

Enshrined in the company's bylaws since 2023, Human & Work's mission

***Building Together an Inclusive, Responsible and Serene Workplace***, can only come to life through daily choices: often complex, sometimes constrained, but always meaningful.

This report demonstrates how this purpose is being brought to life through tangible actions and decisions within the company.

The Committee fully delivered on its role: questioning consistency, highlighting areas for attention, recognizing the efforts made, and measuring progress.

Our discussions have been frank, open, and always constructive.

I would like to thank the teams for their availability and for the space they give to this ongoing dialogue, which lies at the heart of the dynamics of a Mission-Driven Company.

This report marks another step in the journey: it reflects what has already been set in motion while keeping open the path to what remains to be built.

A careful, thorough process gives real meaning to long-term commitment.”

# THE HUMAN & WORK GROUP

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# THE HUMAN & WORK GROUP

## OUR MISSION

**“BUILDING TOGETHER AN INCLUSIVE,  
RESPONSIBLE AND SERENE WORKPLACE”**

Human & Work is the leading European consulting group dedicated to workplace challenges that directly affect people. We support HR leaders in caring for their teams and organizations. Present in France, Italy, Spain, and Germany, the group brings together 255 employees who work with over 1,000 companies and their 8 million employees worldwide.

Since December 2024, we have joined TELUS Health, the group's dedicated health and wellness division.

TELUS Corporation is a telecommunications company headquartered in Vancouver, British Columbia.

Known for its innovation and social commitment, it is one of the largest telecommunications companies in Canada.

TELUS Health, its specialized health technology division, is dedicated to making health and wellness more accessible and effective through digital solutions.

## OUR DNA

We are experts in the human aspect of work.

Our leadership is built on:

- A highly specialized strategy
- Premium brands recognized in their markets
- High-level expertise grounded in scientific research
- A European culture combined with international reach
- A continuous pursuit of innovation and improvement
- A strong focus on the client experience

## OUR VALUES

1

### EXCELLENCE

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

2

### SOLIDARITY

Cultivate co-responsibility. Create a climate of mutual aid and conviviality. Transform individual success into collective success. Foster respect and kindness.

3

### BOLDNESS

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

## OUR EXPERTISE

STRATEGIC CONSULTING FOR  
HRMS

LEADERSHIP DEVELOPMENT

MENTAL HEALTH AT WORK

EXECUTIVE COACHING

DIVERSITY & INCLUSION

CAREER COACHING

One ambition: **building the European Leader of Human & Work**



**255**

work experts

**+1 000**

companies  
supported

**€35M**

of turnover

# **HUMAN & WORK AND ITS FRENCH ENTITIES, MISSION-DRIVEN COMPANIES**

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# HUMAN & WORK AND ITS FRENCH ENTITIES, MISSION-DRIVEN COMPANIES

In July 2023, convinced that companies have a political role to play and a duty to act in the public interest, Human & Work and all our French subsidiaries, Stimulus, Nexmove, EQUILIBRES, and Talentis obtained the status of Mission-Driven Company.

By taking this significant step, they have embedded their purpose at the core of their identity and have invited all their stakeholders to engage with it.

## WHAT IS A MISSION-DRIVEN COMPANY?

The PACTE law, enacted on May 22, 2019, introduced the quality of Mission-Driven Company. It redefined the role of companies in society by introducing a legal and innovative framework. Human & Work has chosen the highest and most demanding commitment: **the quality of a Mission-Driven Company**. The purpose of the Mission-Driven Company is to combine the quest for economic performance with a contribution to the general interest.

Eligible companies are those that:

- Have a mission statement consisting of a purpose and social and/or environmental objectives, set out in the **company's articles of association**.
- Have set up a **Mission Committee**, the governance body, which assesses progress and questions the relevance of the actions and strategies chosen.
- Have appointed an **Independent Third-Party Verifier** to check that the mission is being fulfilled every two years.

Our genuine commitment relies on a control system involving three parties: Human & Work, the Mission Committee, and the Independent Third Verifier.



## A MISSION-DRIVEN FRAMEWORK BUILT ON OUR CORE BUSINESS

At Human & Work, our mission is clear: "Building together an inclusive, responsible and serene workplace". As a Mission-Driven Company, we have set ourselves ambitious Objectives.

For our statutory objectives, we have chosen to focus on our core areas of expertise and activity, which **underpin the first three pillars of our impact strategy**.



**JULIETTE CERDAN-GUYON**

PARTNER PEOPLE, IMPACT & CULTURE  
HUMAN & WORK

"Gaining Mission-Driven Company status is an important milestone in our long-term commitment."

Since defining our purpose in 2020, we have gradually built an approach that places social value at the heart of our development.

By adopting this legal status, we made our commitments public and embraced them fully.

It is also an opportunity: to express what makes us unique and what we stand for, through objectives that reflect who we are.

The creation of a Mission Committee also paves the way for more open governance, engaging all our stakeholders. It is a way to bring the mission to life on a daily basis, to challenge it, question it, and help it grow.

For our teams, it provides a clear, meaningful framework that fuels their engagement and helps turn our collective project into a demanding but deeply coherent journey."

## OUR MISSION

"BUILDING TOGETHER AN **INCLUSIVE, RESPONSIBLE**  
AND **SERENE** WORKPLACE"

1

Building a responsible and ethical future of work

Supporting **skills development, mobility and career development**

Promoting and sharing an **ethical and responsible vision** of management

**Engaging and nurturing dialogue** with our stakeholders

2

Developing Mental Health, Well-Being and Health in the Workplace

**Opening up the debate** on mental health in the workplace by sharing our expertise

Measuring satisfaction and impact **for excellence**

Cultivating **serenity and balance**

3

Acting for an inclusive growth

Acting for the inclusion of **people with disabilities** as an employer, partner and expert on the subject

Promoting **gender equality** among our employees, customers and partners

Acting to promote **equal opportunities** and inclusion for all

Mission

Statutory objectives

Operational objectives

## OUR FIRST STEPS AS MISSION-DRIVEN COMPANIES

# 2018

Joining the Global Compact France

# 2019

Structuring and promoting of the first actions in our impact strategy

# 2021

Publication of our 1st impact report

# 2022

Publication of our 2nd impact report

from  
september  
**2023**

Communication campaign to promote our Mission-Driven Company status to all our stakeholders

october  
**2023**

First meeting of the Mission Committee: meeting of members and definition of roles, presentation of the Group

may  
**2019**

Promulgation of  
the PACTE law

january  
**2020**

- Publication of the decree implementing the PACTE law
- Reflection and formalization of our purpose and values

july  
**2023**

- Inclusion of our Mission in our Articles of Association
- Creation of our Mission Committee
- Sharing our Mission Driven Company status throughout the Group
- Joining of the Community of Mission-Driven Companies
- Publication of our 3rd Impact Report

june  
**2024**

- Publication of our 1st Mission Report
- Publication of our 4th Impact Report

april  
**2025**

First audit of our Mission-Driven Company status, conducted by KPMG to assess the alignment of our actions with our commitments.

# OUR GOVERNANCE

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# OUR GOVERNANCE

## ROLE, MISSIONS AND FUNCTIONING OF THE MISSION COMMITTEE

The Mission Committee brings together people who are committed to supporting Human & Work and its French entities in implementing their mission.

### ROLE

The Committee's role is defined by law:

- It is responsible for overseeing the execution of Human & Work's Mission and the strategic and operational implementation of its mission.
- The Committee also monitors the proper application over time of the 3 statutory objectives and the associated roadmap.

### MISSIONS

- It assesses the effectiveness of the actions implemented to achieve our objectives: it provides an impartial, constructive and attentive viewpoint and is the guarantor of our commitment.
- It validates the overall coherence of the mission model and assesses the ambition and achievement of the selected objectives.
- Finally, it anticipates societal trends and emerging solutions.

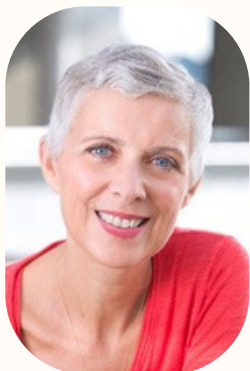
### FUNCTIONING

- The Committee meets face-to-face at least three times a year, with intermediate meetings scheduled according to the subjects to be dealt with and the Committee's requests.
- It submits an annual report on the execution of the mission.

## COMPOSITION OF THE MISSION COMMITTEE

The Mission Committee, made up of four members from diverse backgrounds and with complementary personalities and viewpoints, offers a global, impartial perspective on Human & Work issues.

### MISSION COMMITTEE MEMBERS



#### HÉLÈNE SANCERRES

CHAIRWOMAN OF THE COMMITTEE,  
CONSULTANT-COACH AND FORMER DIRECTOR  
OF CHANGE MANAGEMENT AND CSR AT CISCO

A pioneer of civic engagement in the high-tech sector in France, Hélène Sancerre leads an ambitious digital transformation program in partnership with the government.

With 25 years of experience, she drives high-impact projects in areas such as cybersecurity, smart cities, and education and training.

Deeply committed to CSR, governance, and inclusion, she designs concrete initiatives in close collaboration with stakeholders.

Trained as a coach, she now shares her expertise at university and at Sciences Po, where she explores the challenges of leadership, ESG, and organizational transformation.



#### AXÈLE LOFFICIAL

TALENTIS ASSOCIATE DIRECTOR  
EXECUTIVE COACH HUMAN & WORK

After working as a financier, change management consultant and then HR Director in major international groups, Axèle Lofficial set up her own coaching practice in 2006. In 2016, she joined BPI group, an HR consulting firm, as head of the BU Development, before joining Talentis as Associate Director in 2022.

In parallel with these activities, she has been involved in a number of associations, both at HEC au Féminin to support women's careers, and through Business Professional Women (BPW) to promote gender equality in companies with the French Ministry of Gender Equality.

A keen observer of changes in organizations and leadership styles, she has co-authored several books.





## CLAUDIA KIENTZLER

BUSINESS PARTNER - SUSTAINABILITY & POSITIVE IMPACT

Claudia has been committed for many years to driving the sustainable transition of business models. She began her career in audit and sustainability strategy consulting (KPMG, Des Enjeux et des Hommes).

She now leads impact initiatives at GENE Capital Entrepreneur, working alongside more than 25 innovative French SMEs and mid-sized companies to co-create and implement their sustainability strategies.

Mission Manager at GENE since the firm adopted Mission-Driven Company status in 2023, and a former consultant specializing in Mission-Driven strategies and mission-led business models, Claudia now brings her expertise to the Human & Work Mission Committee.



## ANNE SOPHIE - NOMBLLOT

PRESIDENT OF SNCF'S GENDER BALANCE NETWORK AND MEMBER OF THE SNCF GROUP'S CSR EXECUTIVE COMMITTEE.

After a diverse career within the SNCF group, where she held operational and managerial positions as well as roles within subsidiaries, Anne-Sophie took over the presidency of the SNCF Mixité network in 2020.

A member of the Mission Committee since its creation, Anne-Sophie supported us throughout 2024 before stepping down from her mandate.



## DENIS MAILLARD

CO-FOUNDER,  
TEMPS COMMUN

Trained as a political philosopher, Denis Maillard has pursued a dual career, combining corporate roles—Editor-in-Chief of Médecins du Monde publications (1996), Deputy Director of Communications (1999), then Director of Communications and Strategy at Technologia (2011), a consultancy specializing in occupational risk prevention—with intellectual endeavors, including the creation of Revue Humanitaire (2001), serving as Editor-in-Chief of Revue politique et parlementaire (2017–2018), and publishing several essays: Tenir la promesse faite au tiers état (Observatoire, 2020) and Indispensables mais invisibles: reconnaître les travailleurs en première ligne (Aube, 2021).

He is now the co-founder of Temps Commun, a consulting firm that helps companies understand and respond to the social transformations impacting their organizations. He is a recognized expert on social issues, the transformation of work, the current reshaping of labor relations and unions, as well as the evolving engagement of younger generations.

## MISSION MANAGEMENT



**JULIETTE CERDAN-GUYON**

PARTNER PEOPLE, IMPACT & CULTURE



**ALICE MAISONNIER**

CSR & POSITIVE IMPACT PROJECT MANAGER

The Mission Committee  
is supported by:



**DAVID MAHÉ**

PRESIDENT & FOUNDER  
OF HUMAN & WORK

“With this second Mission Report, Human & Work reaffirms its commitment to actively embody its mission: *building together an **inclusive, responsible, and serene** world of work.*”

This year marks a turning point: for the first time, our commitments have been audited by an independent Third-Party Verifier.

We embraced this rigorous process, confident it would strengthen our credibility and help us learn and improve.

I would like to thank our Mission Committee for the quality of its discussions and the relevance of its recommendations. Thanks to their work and the ongoing dedication of our teams, we continue our journey with consistency and determination toward an ever more positive and measurable impact.”



## REVIEW OF THIS SECOND YEAR

### HÉLÈNE SANCERRES

PRESIDENT OF THE COMMITTEE,  
CONSULTANT-COACH, AND FORMER  
DIRECTOR OF CHANGE MANAGEMENT  
AND CSR AT CISCO

"Our first year as a Mission-Driven Company was a foundational learning phase. It allowed us to clarify our vision, build an ambitious roadmap, and set our objectives with both rigor and care.

Guided by collaborative governance, we experimented, adjusted, and strengthened our convictions.

Today, this exploratory phase gives way to the concrete implementation of our action plan. This structured framework, now audited by an Independent Third-Party Verifier, demonstrates our long-term commitment.

I have strong confidence in our ability to fully embody our mission and make sustained progress over time."

# OUR MISSION IN PRACTICE

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# OUR MISSION IN PRACTICE

## OUR MISSION AND OUR OBJECTIVES

To bring its mission to life, the Group has chosen to translate each of its three statutory objectives into **three operational objectives**, which constitute the company's levers of action.

These objectives, validated by the Mission Committee, are designed to be actionable, positively impactful, and accelerators of transformation.

The operational objectives make the statutory objectives **concrete and measurable and form the roadmap for the mission**. They are associated with performance indicators and targets to be achieved.

In a continuous improvement approach, some indicators may evolve or be supplemented over time.

1

purpose

3

statutory  
objectives

8

operational  
objectives

18

performance  
indicators

## Building a Responsible and Ethical Future of Work

### Building a responsible future means:

- Acting with transparency and commitment at every step of our collective journey
- Implementing management practices consistent with our human values
- Encouraging active participation in shaping our future decisions
- Fostering a culture of learning by supporting the skill development of our teams

To successfully achieve and monitor the fulfillment of this primary statutory objective, Human & Work and the Mission Committee have selected **the following operational Objectives and indicators:**



DENIS MAILLARD

*"The Mission Committee wishes to acknowledge the resources committed to achieving the statutory ambition of building a responsible and virtuous future of work."*

*The Committee particularly highlights the coherence and clarity of the chosen trajectory, as well as the strong engagement of the teams around these key objectives.*

*These results are promising and provide a solid foundation to continue and amplify the momentum underway.*

*We therefore strongly encourage the group to sustain this drive and to promote this vision of meaningful work."*



Selected indicators	Affected Entity(ies)	2024 objectives	2024 results	2025 objectives
Average duration of an outplacement	Nexmove	Between 1 and 9 months	Between 1 and 9 months	Stability
Number of people trained in leadership	Talents	2 500 people trained	2 815 people trained	Stability
Global revenue generated by Human & Work's training offers	Stimulus EQUILIBRES	<b>France :</b> €3.12M  <b>International :</b> €900k	<b>France:</b> €3,786,194.55  <b>International:</b> €1,040,758.56	Stability

## Key Internal Initiatives

Among the key internal initiatives, the People Reviews hold a central place.

This process, now firmly embedded in our practices, is an annual meeting between each employee and their manager, designed as a true tool for guidance and career development.

It enables the objective assessment of contributions, identification of key skills, formulation of growth opportunities, and better alignment of individual expectations with Human & Work's needs.

By providing a regular and rigorous framework for professional dialogue, the People Reviews concretely demonstrate our commitment to proactive, transparent, and sustainable career management.



Selected indicators	Affected Entity(ies)	2024 objectives	2024 results	2025 objectives
Number of clients who have acquired our e-learning / trainings /workshops	Stimulus Talentis EQUILIBRES <sup>1</sup>	<b>Stimulus</b> 80 clients  <b>Talentis</b> 50 clients	<b>Stimulus</b> 126 clients  <b>Talentis</b> 140 clients  <b>EQUILIBRES</b> 64 clients	Stability

### Key Internal Initiatives

Establishing ethical and responsible management cannot rely on intention alone: it requires structured, long-term support.

With this in mind, we developed The Art of Feedback program, designed for our managers and leaders. This initiative aims to strengthen a shared management culture based on active listening, clear expectations, and high-quality working relationships.

We strive to make feedback a real catalyst for growth and learning.

In 2023, 19 employees took part in two coaching workshops of two hours each. In 2024, 31 employees completed the program.

Selected indicators	Affected Entity(ies)	2024 objectives	2024 results	2025 objectives
Share (%) of capital <sup>2</sup> held by employees	All Group entities	70%	70%	NA
Proportion (%) of suppliers/partners having signed our ethical charter	All Group entities	30%	30%	Stability

## Developing **Mental Health, Well-Being** and **Health** in the Workplace

We implement concrete actions to prevent psychosocial risks and foster a work environment where mental health is a priority.

For us, it is essential that everyone feels free to openly express their concerns related to psychological well-being.

Through Stimulus, our specialized mental health unit, we offer training sessions and awareness campaigns aimed at enhancing the understanding and management of mental health in the workplace, thereby contributing to a more peaceful and sustainable professional climate.



HÉLÈNE DE SANCERRES

*"In its second year, the Mission Committee is pleased to confirm that Human & Work's statutory objective has been fully achieved and validated.*

*The company's Mission now serves as a genuine guide for all strategic and operational decisions.*

*To continue making progress, some indicators will be revised to better reflect developments and adapt to the evolution of our initiatives. This adjustment process is part of a continuous improvement approach.*

*This positive momentum confirms that Human & Work is moving forward with confidence and responsibility toward fulfilling its purpose."*

Selected indicators	Affected Entity(ies)	2024 objectives	2024 results	2025 objectives
Number of employees trained on psychosocial risks (PSRs) <sup>1</sup>	Stimulus	10 000 employees trained	8 629 employees trained	Stability
Number of outreach initiatives: articles, webinars, podcasts, interventions...	Stimulus	<b>Stimulus Care Services:</b> 47 pieces of content 17 webinars  <b>Stimulus (excluding SCS):</b> 11 demo webinars 10 expert breakfasts 5 podcasts 1 theatrical conference	<b>Stimulus Care Services:</b> 49 webinars presenting our program 41 pieces of content 10 newsletters 7 hosted webinars  <b>Stimulus (excluding SCS):</b> 12 demo webinars delivered 10 expert breakfast sessions Over a dozen articles Podcasts Roundtables and workshop facilitation at conferences 1 theatrical conference	Stability

## Key Internal Initiatives

Opening up conversations about mental health in the workplace first requires us to focus on our own teams.

That is why we regularly conduct the “Cordonnier test,” an initiative developed by Human & Work to transparently measure high stress levels and motivation within our teams.

Far from being a mere consistency exercise, this process has become a key benchmark in how we live our mission: it helps us adjust our practices, detect potential tensions, and foster ongoing dialogue around workplace well-being.

By assessing ourselves, we strengthen the credibility of our expertise and the of our commitments.

## **Indicator Revisions and Variance Analysis of Results**

The discrepancy observed in the indicator "Number of employees trained on psychosocial risks (PSRs)" is primarily due to a change in the calculation methodology.

Indeed, in 2023, the reported figure of 9,247 employees trained was based on a calculation method that, although valid at the time, was neither retained nor documented in detail.

In 2024, we adopted a new, more structured and reproducible methodology, which we applied retrospectively to 2023, resulting in a revised figure of 7,922 employees trained.

The 2024 target was set based on the initial figure of 9,247, and therefore relies on a different reference framework than the one currently used.

It is important to highlight the significant progress between the 2023 and 2024 results, reflecting the expected growth.

The gap between the target and the actual result does not indicate a decline in our commitment to training but rather reflects an adjustment in how we measure and monitor our actions.

### **Mission Committee Note**

Taking this new calculation methodology into account, the data show a significant increase: 707 additional employees were trained on psychosocial risks between 2023 and 2024.

The Committee has decided to acknowledge this progress in concluding that the commitment regarding the number of employees trained on psychosocial risks has been met.

To assess the excellence of our interventions, we combine satisfaction survey results with an in-depth analysis of other relevant criteria.

This approach allows us to gain a more nuanced understanding of maturity levels, which vary depending on the entities and areas of activity.

Selected indicators	Affected Entity(ies)	2024 objectives	2024 results	2025 objectives
<p>We have not selected an indicator for this objective, but we have the following action plan:</p> <ul style="list-style-type: none"> <li>• Inventory of satisfaction and impact measures conducted across all Group entities</li> <li>• Considerations to increase response rates for various surveys and measures of satisfaction and impact</li> </ul>	All Group entities	Implement indicators across all activities and ensure proper monitoring of the roadmap	<ul style="list-style-type: none"> <li>• Kimso beneficiary surveys</li> <li>• Stimulus Care Services client surveys</li> <li>• Client satisfaction questionnaires</li> </ul>	Being reviewed

Selected indicators	Affected Entity(ies)	2024 objectives	2024 results	2025 objectives
Total revenue generated from diagnostic missions	Stimulus	Approximately €1,81M	€1,720,485	Approximately €1,81M

### Key Internal Initiatives

Promoting psychological well-being in the workplace starts with leading by example within our own organization.

Measuring, supporting, preventing, and fostering a work environment conducive to individual well-being are key priorities, backed by a range of complementary actions and tools.

All our employees are covered by the Stimulus Care Services program. In 2024, 61 made use of it.

## **Indicator revisions and variance analysis of results**

In 2024, total revenue generated from diagnostic missions fell slightly short of the target. This variance is mainly attributable to a decline in demand within the consulting market, particularly in Diversity and Inclusion, and to intensified competition in this segment.

Despite these challenging conditions, the target was nearly achieved, demonstrating the robustness of our offering and our capacity to maintain a strong level of activity.

The indicator “Number of employees covered by the Stimulus Care Service” will not be published this year, a decision made with the approval of the Mission Committee.

This indicator plays a key role in guiding our mission, both as a measurement tool and more broadly as a reflection of the impact of our preventive actions.

It is precisely because of its importance that we have decided to postpone its publication until more consolidated data and a sufficiently robust historical record are available to ensure reliable monitoring.

As of now, the data as of end-2024 do not allow for a meaningful comparison with 2023 figures. This suspension is therefore a temporary measure, driven by a commitment to methodological rigor.

The indicator will be reinstated from the 2025 reporting period, following the completion of ongoing efforts to improve the reliability of its collection and interpretation.

This decision reflects our commitment to maintaining a high standard of quality and transparency in the information we disclose.



## Acting for **Inclusive Growth**

Driving inclusive growth means supporting all stakeholders in our ecosystem, especially the most vulnerable.

It also means actively working to challenge exclusionary criteria by re-examining our practices and raising awareness among our teams.

We are building an open and inclusive world of work, where everyone has equal opportunities, rights, and working conditions, while respecting each individual's uniqueness.



AXÈLE LOFFICIAL

*« As a Mission Committee member and a committed team member, I am proud to see that the statutory objective "Driving inclusive growth" has been achieved.*

*Employees strongly identify with the values upheld by our Mission-Driven Company.*

*This shared identity gives meaning to our daily actions and creates a unique collective strength.*

*These commitments are also recognized by our clients. This shared momentum is a true driving force that inspires us to move forward responsibly.*

*I am convinced that it is through this collective energy that we will continue to meet future challenges and build a sustainable future, in line with our commitments."*

Selected indicators	Affected Entity(ies)	2024 objectives	2024 results	2025 objectives
Number of clients who have acquired our services and training on disability	EQUILIBRES	3	5 clients	5
Number of suppliers/subcontractors employing vulnerable individuals <sup>1</sup>	Human&Work	3	Two suppliers employ people with disabilities: Café Joyeux and A.P.I.  One supplier employs refugees: Les Cuistots Migrateurs	3

### Key Internal Initiatives

At Human & Work, our commitment to inclusive growth is reflected both in the support we provide to our clients and in our internal practices.

We are deeply committed to serving as a model of diversity and inclusion within our teams, with particular attention given to disability-related issues.

Our initiatives are primarily focused on two key areas:

- Awareness and engagement**

We implement awareness campaigns in which our employees actively participate. In 2024, these initiatives yielded the following results:

- **Activ’ Challenge:** This initiative raises awareness among all employees about disability in the workplace and encourages engagement as a “Progress Activator.” This fully digital challenge takes place annually in June.
- **SEEPH (European Week for the Employment of People with Disabilities):** This week aims to raise awareness and highlight our actions and ambitions regarding disability, as well as to strengthen the role of disability coordinators across all our subsidiaries.
- **Conducted an action-oriented diagnosis** in collaboration with Agefiph and Unirh to establish the foundations of a structured disability policy and to define a sustainable operational roadmap.

## 2

## Promoting **Gender Equality** Among our Employees, Clients, and Partners

Gender equality is built on a coherent strategy that combines training, awareness-raising, and support.

This involves engaging all employees around key themes such as workplace equality and the prevention of sexist and sexual violence, addressed through initiatives led by EQUILIBRES and Stimulus.

Additionally, the development of female talent is a priority focus, supported by structured programs implemented in partnership with Talentis to ensure equitable and sustainable career advancement for women within the company.

We are committed to creating an inclusive professional environment that offers everyone equal rights, conditions, and opportunities, while respecting individual uniqueness.

Choosing inclusive growth means taking concrete action to include and empower all stakeholders, especially the most vulnerable. It also means adopting a proactive stance of self-reflection to evolve practices and strengthen collective awareness.

Selected indicators	Affected Entity(ies)	2024 objectives	2024 results	2025 objectives
Number of trainings sold on gender equality	EQUILIBRES	35	23	35
Number of trainings sold on Gender-based Violence (GBV)	EQUILIBRES Stimulus <sup>1</sup>	270	63 Stimulus training sessions 161 EQUILIBRES training sessions 224 training sessions in total	270
Support for female talent	Talentis	20 programs 586 participants <sup>2</sup>	19 programs 838 participants	20 programs 800 participants

<sup>1</sup> The Stimulus entity was added to the scope in 2024.

<sup>2</sup> The initial target of 100 participants, as stated in the 2024 Mission Report, was found to be inaccurate. A recalculation in 2024 has corrected this figure.

## **Indicator revisions and variance analysis of results**

In 2024, EQUILIBRES undertook a strategic realignment of its priorities in response to evolving legislative frameworks and growing market expectations around diversity and inclusion issues.

Following the Full Employment Act of December 2023 which strengthened provisions supporting people with disabilities, a significant portion of resources was dedicated to assisting organizations on these matters.

This repositioning enabled a targeted and responsive approach to new demands, particularly concerning disability and inclusion.

Within this context some indicators, especially those related to gender equality and the prevention of sexist and sexual violence, show slight declines compared to the initial ambitions set in 2023.

These targets had been established based on a different strategic framework and no longer fully reflect the operational priorities for 2024.

Therefore, the results should be interpreted in light of this adaptive dynamic which demonstrates EQUILIBRES' capacity to adjust its actions swiftly while maintaining a strong level of commitment across all its focus areas.

The Mission Committee has been informed of this evolution and fully supports this assessment, viewing the realignment as appropriate given current challenges and the resources deployed.

## **Key Internal Initiatives**

On this operational objective, Human & Work undertakes internal actions aimed at setting an example.

We focus on three main axes:

### **Our formal policy against Gender-based Violence (GBV)**

We have implemented an awareness and prevention campaign against sexist behaviors and sexual harassment:

- All our employees are informed about the mechanisms, alert procedures, and designated contacts, achieving a 100% knowledge rate in 2023 through biannual email communications and onboarding sessions.
- 80% of new arrivals in France underwent the 'Prevention of Gender based Violence' training in 2024.

## **Gender Equality Index**

In 2024, our gender equality index stands at 94 out of 100, reaffirming the strength of our commitment to an equitable and inclusive corporate culture.

More information is available here: <https://humanandwork.com/nos-engagements/>

## **Balance between team gender diversity and governance**

The composition of our leadership bodies, with 80% women on the Executive Committee, reflects the reality of our workforce, which is 75% female.

This representation is consistent with our structure.

However, we remain attentive to maintaining a balanced dynamic and seek, when appropriate, to encourage diversity of profiles.

### 3

#### Acting for **Equal Opportunities** and Fostering Inclusion for all

We firmly believe that diversity and inclusion are key drivers for enriching our work environments and strengthening social cohesion. As a responsible employer and stakeholder, we have an important role to play in promoting these values.

We are committed to building an open workplace that offers everyone equal opportunities, rights, and conditions, while respecting individual differences.

Promoting inclusive growth means supporting all stakeholders in our ecosystem, with particular attention to the most vulnerable.

It also means questioning our own practices and raising awareness among our teams to combat all forms of exclusion.

Selected indicators	Affected Entity(ies)	2024 objectives	2024 results	2025 objectives
Number of young people supported by the association NQT and employment rate (apprenticeship, internship, permanent contract...) after one year.	Human&Work	16 young people supported  Employment rate after one year: 4%	15 young people supported  Employment outcomes: 8 employed (including 2 apprenticeships, 3 permanent contracts, and 2 internships)	Stability
Number of trainings sold on inclusion	EQUILIBRES	50	86	55
Number of beneficiaries of our Aidants+ offering in partnership with Prev&Care	Human&Work	No quantified target set	5 beneficiaries	NA

**NQT:** NQT is a French nonprofit organization. Its main objective is to promote the professional integration of young graduates from priority neighborhoods designated by urban policy. NQT offers personalized support to young talents by connecting them with mentors, experienced professionals from the business world.

**PREV&CARE:** In June 2023, Stimulus integrated Prev&Care into its Employee Assistance Program, Stimulus Care Services, offering its beneficiaries a comprehensive range of psychological, social, legal, and family caregiver support services (Aidants+). Starting in 2025, the indicator “number of beneficiaries of our Aidants+ offering in partnership with Prev&Care” will no longer be tracked, as our partnership with Prev&Care is not being renewed. For this reason, we did not consider it relevant to set a quantified target for the 2025 fiscal year.

### **Key Internal Initiatives**

At Human & Work, we are committed to applying the same values internally as those we promote externally.

To achieve this operational objective, we have implemented actions across three fundamental axes:

- **Parenthood:**

To support parenthood, we have reached an agreement, the 'Family Act', with elected representatives, and have established support measures for employees:

- We have decided to maintain salaries during maternity and paternity leave without any length of service requirement, contrary to what is stipulated in the collective bargaining agreement.
- We have negotiated with our health insurance provider so that health coverage for children does not result in any additional contributions for parent employees.



# REVIEW AND VISION FOR THE FUTURE

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## AXÈLE LOFFICIAL

ASSOCIATE DIRECTOR, TALENTIS  
EXECUTIVE COACH, HUMAN &  
WORK

*"As the Mission Committee, we are deeply convinced that Human & Work's Mission is not just a statement. It is embedded in the company's DNA and reflected in recruitment, project delivery, and internal governance.*

*We take great pride in observing that the significant transformations of this year, far from diluting our values, have in fact strengthened and amplified them.*

*The Committee has evolved into a true forum for rigorous and inspiring dialogue, where the mission is not only discussed but actively brought to life through strategic decisions and everyday actions.*

*Seeing this mission fully embraced and driven forward is both energizing and profoundly motivating as we look to the future."*



## DENIS MAILLARD

CO-FOUNDER,  
TEMPS COMMUN

*"This second year has confirmed the strength and vitality of Human&Work's mission.*

*The Mission Committee has witnessed a rise in meaningful initiatives. Seeing the mission translated into concrete actions across every team and at all levels fills us with pride.*

*Exchanges within the Committee continue to grow in depth and impact, reflecting a collective determination to push the boundaries of innovation and excellence.*

*It is inspiring to see that Human&Work continues to grow while remaining true to its core values, driven by renewed energy and a deep commitment to positively transforming the world of work."*

## REVIEW AND VISION FOR THE FUTURE



T2024 was a key milestone in Human & Work's journey as a Mission-Driven Company.

Beyond implementing the commitments made, it was an opportunity to subject our approach to external review through an audit conducted by an Independent Third- Party Verifier, in accordance with legal requirements.

This initial audit was a pivotal moment. It helped us assess progress, highlight completed actions, and identify areas for improvement to strengthen the impact of our mission.

This external evaluation enriches our governance and reinforces our commitment to ensuring alignment between the objectives set and the resources deployed.

Human & Work thus continues its engagement with rigor and transparency, in a spirit of continuous improvement, true to its Mission and its vision of a more inclusive, responsible, and serene workplace.

# APPENDIX

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# METHODOLOGICAL NOTE

This methodological note aims to provide a clear and structured written record of how our indicators are calculated, ensuring transparency, consistency, and reproducibility.

## Building a responsible and ethical future of work

Selected indicators	Affected Entity(ies)	Calculation Methodology
Average duration of an outplacement	Nexmove	The average duration of an outplacement at Nexmove corresponds to the average time between the start of personalized support and the resumption of professional activity (permanent contract, fixed-term contract, assignment, or business creation) by the beneficiaries. This average is calculated arithmetically by summing the individual transition durations and dividing by the total number of beneficiaries supported.
Number of people trained in leadership	Talentis	We calculated the number of people trained in leadership by adding, on one hand, the number of seminar participants (obtained by multiplying the number of seminars held by the number of participants per session), and on the other hand, the number of individual coaching sessions conducted on this topic. The average number of participants per seminar as well as the average session duration were taken into account to refine the estimate.
Global revenue generated by Human & Work's training offers	Stimulus EQUILIBRES	The total revenue generated by Human&Work's training offerings corresponds to the sum of income from all training sessions sold in 2024, including in-person sessions, remote sessions, and customized training.
Number of clients who have acquired our e-learnings / trainings /workshops	Stimulus Talentis EQUILIBRES	The indicator corresponds to the number of distinct clients who purchased at least one e-learning course, training session, or workshop, across all formats, in 2024.

## Developing **Mental Health, Well-Being** and **Health** in the Workplace

Selected indicators	Affected Entity(ies)	Calculation Methodology
Number of employees trained on psychosocial risks (PSRs)	Stimulus	The number of employees trained in psychosocial risks was determined by individually counting, via the Easy tracking file, each employee who participated in at least one training session dedicated to psychosocial risks during the year 2024.
Number of outreach initiatives: articles, webinars, podcasts, interventions...	Stimulus	The number of outreach initiatives was determined by individually counting each action such as articles, webinars, podcasts, or external interventions in 2024, provided that the action aimed to share our expertise or increase our visibility.
Measuring satisfaction and impact in service of excellence	All group entities	The measurement of satisfaction and impact is based on a collection, within each entity (Stimulus, Nexmove, Talentis), of existing evaluation systems: satisfaction questionnaires, client surveys, pre- and post-training knowledge tests, or other tools enabling the tracking of beneficiary satisfaction and the impact of the actions carried out.
Total revenue generated from diagnostic missions	Stimulus	The total revenue generated from diagnostic missions was calculated by summing all income from diagnostic services delivered in 2024.

## Acting for **inclusive growth**

Selected indicators	Affected Entity(ies)	Calculation Methodology
Number of clients who have acquired our services and training on disability	EQUILIBRES	The number of clients who purchased our disability-related services and training corresponds to the total number of clients who acquired at least one offering specifically dedicated to disability inclusion.
Number of suppliers/subcontractors employing vulnerable individuals	Human & Work	<p>For the purposes of our reporting, the term “vulnerable” refers to individuals facing specific barriers to accessing or remaining in employment due to their personal or administrative circumstances. This includes in particular:</p> <ul style="list-style-type: none"> <li>• Individuals with disabilities, officially recognized by a competent authority (e.g. MDPH, AGEFIPH), who require specific accommodations to carry out their professional activities</li> <li>• Individuals with a migratory status, such as refugees, asylum seekers, or holders of temporary residence permits, who may face integration barriers related to language, access to rights, or recognition of qualifications</li> </ul> <p>This definition reflects an inclusive approach aligned with European social standards, and is used to identify partners committed to supporting the professional inclusion of these populations.</p>
Number of trainings sold on gender equality	EQUILIBRES	The number of training sessions delivered on professional equality was calculated based on data exported from Easy, our internal training tracking tool. The “professional equality” theme encompasses modules on gender equality, anti-discrimination, prevention of sexist behavior, and legal obligations.
Number of trainings sold on Gender-based Violence (GBV)	Stimulus	The number of training sessions sold on the topic of Gender-Based and Sexual Violence (GBSV) was calculated using data exported from Easy, our internal training monitoring tool. This figure includes all training sessions and e-learning modules categorized under “moral and sexual harassment” and “sexual harassment and sexism”.
Support for female talent	Talentsis	To measure our support for the development of female talent, we aggregated the total number of participants across all client programs specifically dedicated to this topic.
Number of young people supported by the association NQT and employment rate (apprenticeship, internship, permanent contract...) after one year.	Human & Work	<p>The number of young people supported through our partnership with NQT is based on the annual report provided by the association. NQT helps young graduates from underprivileged backgrounds or priority neighborhoods to enter the workforce.</p> <p>The employment rate includes sustainable job outcomes (permanent contracts, fixed-term contracts over six months, apprenticeships, or business creation), measured within six months following the support.</p>
Number of trainings sold on inclusion	EQUILIBRES	The number of inclusion-related training sessions sold was also calculated using data from Easy. It includes all training sessions categorized under “diversity and inclusion” and “recruitment without discrimination”.
Number of beneficiaries of our Aidants+ offering in partnership with Prev&Care	Human & Work	The number of beneficiaries of our Aidants+ offering, in partnership with Prev&Care, is based on the annual report shared by our partner, which tracks individuals supported through this program.



# Independent Third- Party Verifier Report

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## **Independent Third-Party Verifier Report – Detailed Summary (KPMG)**

As the independent third-party verifier, accredited by COFRAC (Accreditation No. 3-1884, available at [www.cofrac.fr](http://www.cofrac.fr)), KPMG carried out a limited assurance engagement covering the execution of Human & Work Project Group's social and environmental objectives, in line with its Mission-Driven Status, for the period from January 1, 2023 to December 31, 2024.

This engagement was conducted in accordance with applicable standards, including ISAE 3000 (Revised) and Article R.210-21 of the French Commercial Code, and aimed to provide a professional, substantiated opinion on the effective implementation of the group's commitments as a Mission-Driven Company.

### **Conclusion**

Following its review, KPMG did not identify any material misstatements or issues that would call into question:

- The achievement of operational targets underpinning the group's mission-related social and environmental commitments;
- The appropriateness and consistency of the resources deployed, assessed in light of the company's available means and the management's action plan;
- Or the company's overall compliance with the statutory objectives formally embedded in its legal mission.

This leads to a positive opinion: Human & Work Project Group is considered to be effectively fulfilling the objectives set in its bylaws, in coherence with its purpose and core activities.

### **Key Observations and Areas for Improvement**

Despite this favorable conclusion, KPMG highlighted several improvement points:

- The mission model is harmonized across the entire group, including its subsidiaries Stimulus, Talentis, Nexmove, and Equilibres, all of which share the same Mission and Statutory Objective. Consequently, the group's performance depends directly on the ability of each subsidiary to meet its own targets.
- A critical area for improvement lies in the governance, oversight, and reliability of performance indicators. KPMG recommends strengthening data collection processes and internal controls to ensure consistency and traceability across all entities.
- The performance indicator "Number of employees covered by Stimulus Care Services" was not published in 2024 due to concerns about the robustness of the underlying reporting methodology. This indicator requires further methodological validation before it can be considered reliable.

- Some operational objectives defined for 2024 were found to be obsolete or no longer applicable at the end of the reporting period. These targets will be subject to revision in future cycles to better reflect the evolving strategic direction and mission alignment of the group. Specifically, the subsidiary Equilibres failed to meet two of its operational targets, as a result of a mid-year strategic shift, which led to a misalignment between actual performance and the initially set objectives.

## **Verification Approach and Methodology**

The assurance work was performed between March and July 2025, over approximately three weeks, and mobilized a multidisciplinary team including experts in sustainability and non-financial performance auditing.

KPMG's procedures included:

- Interviews with senior management, Mission Committee members, and key stakeholders involved in data preparation;
- Assessment of the internal consistency between the group's purpose, its statutory commitments, and the operational objectives used to measure progress;
- Review and validation of key performance indicators, including the methodologies, calculation models, and internal controls applied;
- Evaluation of whether resources and action plans were adequate and aligned with the expected progress trajectory.

These procedures were designed to ensure the credibility and coherence of the group's mission implementation across the entire scope of its "société à mission" perimeter.

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