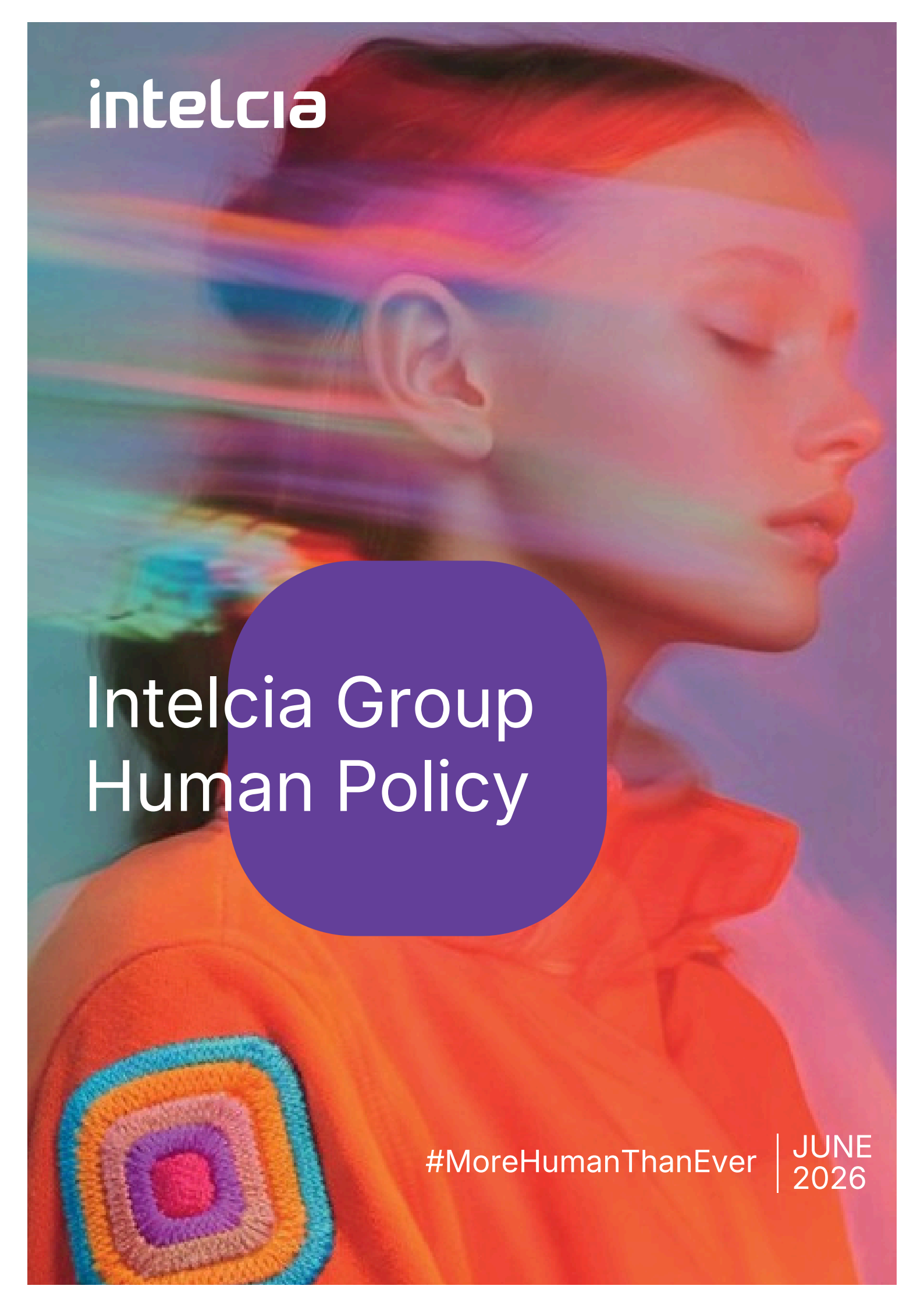


The background of the cover is a close-up, profile view of a woman's face with her eyes closed. She is wearing an orange jacket with a colorful, multi-layered square patch on the shoulder. The image is overlaid with a purple circle containing the title and a white circle containing the Intelcia logo.

intelcia

Intelcia Group Human Policy

#MoreHumanThanEver | JUNE
2026



Introduction: what we are seeking to build

The mission statement of the Group HR Direction

Enforceability and current laws

Scope of the document

Group entities in charge

Resources deployed

Links to the Group's other documents

I- Ethics and the law at the heart of our concerns

1. Human rights: an unshakeable principle
2. Proper use of AI in our HR processes
3. Respect for personal data



II- The journey of an Intelcia employee

1. Recruitment based on equal opportunity
2. Diversity, anchoring and inclusion
3. Onboarding: a key stage
4. Training to develop skills and employability
5. Assessments and professional development

III- Wage and social policies that promote performance, retention and commitment

1. Wage policy
2. Beyond legal obligations
3. Employee benefits and negotiated agreements

IV- Group health and safety policy

1. A healthy environment for all
2. Risk assessment
3. Legal obligations
4. Training and awareness-raising initiatives
5. PSRs and MSDs

V- A unique employee experience

1. Tools to make life easier for our employees
2. Teleworking
3. A dynamic corporate life
4. Channels for dialogue
5. Measuring satisfaction



VI- An open and constructive social dialogue

1. Respect for the bodies
2. Resources made available and non-discrimination

VII- The impact of technological developments on our profession

VIII- Post Intelcia

1. Departure of an employee
2. Collective redundancy or restructuring plans

IX- External workforce at Intelcia

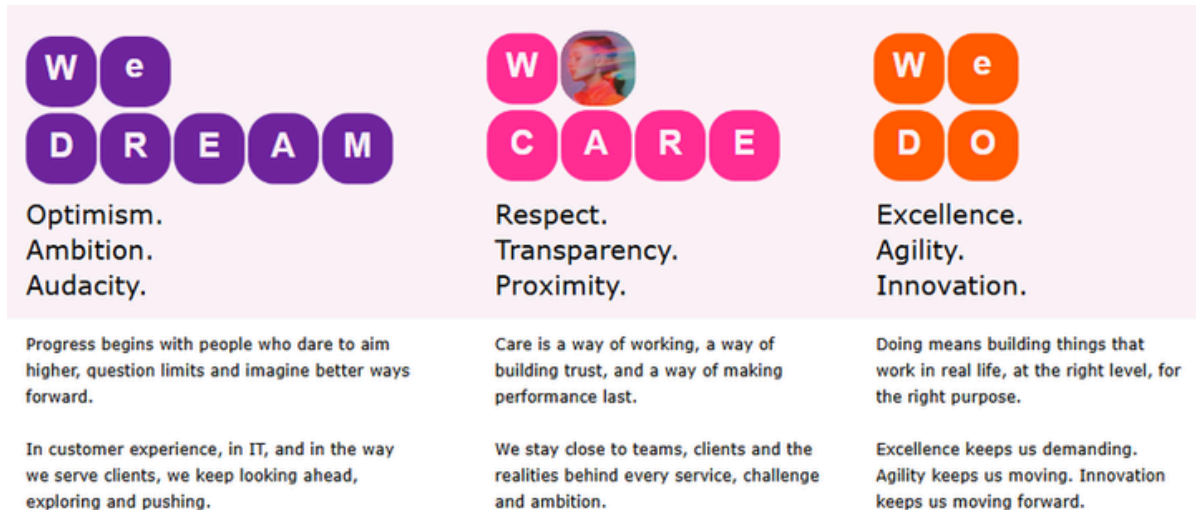
X- Solidarity with our communities

XI- Our ecosystem and sustainable development



Introduction: what we are seeking to build

At Intelcia, we are building much more than a success story: we are building a human narrative. This vision is deeply rooted in our DNA and is part and parcel of our raison d'être: to have a positive impact on the women and men in the regions and communities where we operate and to be true to our values.



Our talents are our most valuable asset. We strive to offer them the best working conditions to help them grow and fulfill their potential as they work on the Group's projects and within their community.

Thus, at Intelcia, the adventure and the performance are driven by its people, and the company strives to ensure that they are well looked after in return. As such, the company's efforts revolve even more around its employees. Intelcia is committed to safeguarding their dignity and rights, diversity and equal opportunities, transparency and the opportunity to be heard, health and safety, career management to help their talents flourish and develop, the assurance of social dialogue, decent pay and a stimulating corporate life that creates bonds of fulfillment and solidarity.

Our "We Care" commitment also extends to our communities in the areas where we operate. Intelcia strives to include people who are far from the labor market and those with disabilities, offering them decent employment and opportunities for advancement and thus contributing to their (re)integration.

Finally, there is a sense of solidarity among our employees, who readily get involved in company initiatives to help the most disadvantaged and support causes in the areas of health, children and education, poverty, disability and other issues, thus making a positive impact on society.

The mission statement of the Group HR Direction

Our HR mission at INTELICIA is to cultivate a workplace that celebrates diversity, fosters collaboration, and nurtures individual and collective development and growth.

We are dedicated to attracting, developing, and retaining top talent by providing meaningful opportunities for advancement and growth. Through robust recruitment strategies, comprehensive onboarding programs, and personalized development plans, we aim to create a positive and engaging employee experience that fosters commitment, engagement and high performance.



Furthermore, we are committed to promoting a culture of continuous learning and innovation, where every employee is encouraged to challenge the status quo, embrace change, and pursue excellence in everything we do.

By serving as a strategic partner to all our departments, providing strategic talent management solutions, and driving operational excellence, we aim to build a high-performance organization that drives sustainable growth and creates long-term value for our company, all our stakeholders and our clients.

Enforceability and current laws

This policy document is in line with the principles of the International Labor Organization (ILO) and the Universal Declaration of Human Rights.

This policy sets out Intelcia Group's general principles for the management of everyone, whether they are employees, employees of partners, suppliers or subcontractors, or members of local communities.

All Intelcia countries and entities must adhere to these principles in their policies and processes, it being understood that each country or entity must draft its own documents, which must be in line with this Group Policy and, above all, with local legislation.

The local laws and regulations, as well as labor law, under which employment contracts, in particular, are drawn up, prevail and constitute a more specific operating framework for each country and entity.

Scope of the document

This document sets out the Intelcia Group's policy, which applies to all its entities, and its subsidiaries in particular.

The policy's principles must be adhered to by all stakeholders, especially strategic partners, suppliers, service providers and subcontractors.

The Intelcia Group undertakes to review this policy at regular intervals, at least every five years.

Group entities in charge

Alongside the Group's Human Resources Department, which is the originator and main guarantor of this document, several entities have been involved at various stages, from its drafting to ensuring its implementation:

- The Training departments
- The Human Resources departments of the entities in each country
- The Group's CSR departments
- The Group's General Resources departments
- The Legal departments.



This document has been shared with staff representatives of the countries, distributed in-house to all, and can be made available to any relevant stakeholder as needed.

Resources deployed

Intelcia needs to make sure that all its entities have the appropriate and sufficient resources to implement its policy:

- Dynamic and appropriate organization and governance, in place at all levels
- Procedures that take into account industry best practice as well as the Group's guiding principles and commitments
- Management tools, including information systems at the central level
- Regular reports focusing on indicators for each of the key components of the policy
- Continuous training of the teams in charge, alongside regular awareness-raising initiatives
- Legal, regulatory and innovative monitoring of the various matters at hand.

Links to the Group's other documents

This document forms part of the set of documents governing the Intelcia Group at various levels. It is thus closely linked to:

- The Human Rights Commitment
- The Diversity Policy
- The Code of Ethics.

All these documents are available on the company's website.

An assessment of people-related risks (human resources, communities and territorial anchoring, external workers) is carried out and regularly fine-tuned by the Group's various departments. It is performed in accordance with the principles set out in this document.

When an employee joins the Intelcia Group, they are given a paper and/or digital welcome pack, including at least the following documents that refer to this Policy and the aforementioned undertaking documents:

- The employment contract
- The job description
- The rules of procedure of the country in question
- The IT charter
- The confidentiality document.

Other framework documents are given to or made available to employees, as appropriate to all countries.



I- Ethics and the law at the heart of our concerns

1- Human rights : an unshakeable principle

In line with our Code of Ethics, our Commitment to Human Rights, as well as international and national legislation, any entity or subsidiary of Intelcia is strictly prohibited from and must use all means to prevent, identify, put an end to and punish, in particular:

- Child labor and the labor of minors
- Forced, unpaid and underpaid labor
- Slavery in its traditional or modern forms
- All other forms of illegal or concealed labor.

Similarly, in connection with the aforementioned documents and legislation, as well as our Diversity Policy, the same stance is required with regard to:

- Any form of discrimination
- Any form of harassment, whether psychological or sexual
- Any other form of exclusion or violation of human rights.

Reporting and complaint channels at different levels have been set up and shared with everyone, including the Intelcia Integrity Counts whistleblowing platform, available on Intelcia's website.

The disciplinary sanctions that the company may impose are based on objective facts and are in strict accordance with the legal provisions of the countries in which it operates. They are mentioned in the documents provided to employees.

If a minor is required to perform occasional work for the company, such as shadowing, for example, or for the purposes of their study program, a formal document explicitly governing this occasional relationship and signed by all parties (company, school, intern) is put in place. This person is afforded the same level of protection as any other Intelcia employee, and specific care, attention and support are provided to them.

As a 2030 objective, all employees, with no exceptions, must complete the compulsory training courses related to this document, in particular trainings related to the following topics :

- The principles mentioned in our Code of Ethics
- Anti-discrimination and anti-harassment
- Our Brand: Company Values and Leadership Model.

2030 Objectives:

100% of employees to complete each of these training courses.



2 - Proper use of AI in our HR processes

Among the many evolutions our sector is dealing with is the raising of technology use and artificial intelligence (AI). At Intelcia, we undertake to use artificial intelligence (AI) with regard to ethics, laws and regulations, as much as responsibly in all our HR processes. We ensure that all AI applications, particularly in recruitment, performance management and professional development, are guided by strict ethical principles to avoid bias and ensure fair, transparent and informed decision-making.

We strive to integrate human oversight into our use of AI, ensuring that the technology strengthens our HR processes without replacing human expertise. Our solutions are designed to support analysis and decision-making, while respecting our principles of fairness, transparency, and ethics.

This legal and ethical framework is vital to maintaining the trust of our employees and strengthening our corporate culture based on integrity and respect for each individual.

3- Respect for personal data

Intelcia is committed to protecting the personal data of its employees, candidates, and partners with the highest standards. All personal data collected as part of our HR processes—whether for recruitment, career management, or payroll—is treated confidentially and in compliance with applicable laws and standards.

To this end, our HR tools and platforms comply with personal data protection laws and are regularly assessed to ensure their reliability and compliance.

Furthermore, our internal processes ensure responsible and ethical personal data management. This approach strengthens the integrity of our practices, protects the rights of everyone, and consolidates a corporate culture based on respect and responsibility.



II- The journey of an Intelcia employee

1- Recruitment based on equal opportunity

Our entire HR recruitment and development policy is based on skills, merit, fairness and equal opportunity.

The quality of our recruitment relies on:

- Specialized teams trained to use evaluation techniques and to combat discrimination, and familiar with the principles of human rights and our undertaking documents,
- Tools, tests and assessments that ensure the hard and soft skills are assessed objectively and fairly.

A recruitment procedure, which is now digitalized, ensures transparency, meritocracy and fairness.

Candidates attending our recruitment process are updated on assignment alternatives.

One of the challenges of recruitment is also to adapt to changing circumstances, as is currently the case with GenZ, for whom the focus is on familiarizing them with the codes and aligning their standard practices with new expectations.

2- Diversity, anchoring and inclusion

We use recruitment to further our mission; as such, we consider recruitment to be not only about inclusion and local anchoring, but also about diversity, which is formally enshrined in our Diversity Policy and our practices.

The diversity of our group is reflected in different areas: age, gender, nationalities, backgrounds and many other characteristics which, when harmoniously combined, constitute our strength and our assets. We focus our recruitment on this openness and strive for overall consistency with all the programs we have implemented.

We therefore use a range of recruitment methods. In addition to unsolicited applications, recruitment also involves private partners or local associations and organizations that provide us with access to groups that are considered to be far from the labor market, such as people with disabilities, minorities and refugees, or other categories of people to whom we want to give a chance of inclusion, in accordance with local conditions and the legislative context of the countries.

In this way, we ensure that we have a positive presence and impact in the communities where we operate, by creating long-term, high-quality jobs and improving the employability of the people who join us.

2030 Objectives:

50% of the workforce, including management, to be women.

Legal rate with regard to persons with disabilities (in countries where this applies).

At the group level, 2% of the workforce to be persons with disabilities.



3 - Onboarding: a key stage

The onboarding of new employees is a crucial stage in enabling them to quickly take up their duties, develop their sense of belonging in the workplace and rapidly ramp up their skills. New employees must feel that they are appreciated and welcome, and must understand the challenges of their mission.

For agents and customer advisors, although the onboarding process spans several days or even weeks, the first days are crucial: during the onboarding process, Intelcia provides key information for all of our group's employees. A group-wide onboarding process is put in place, which consists of:

- Providing employees with all the necessary information: presentation of the company, the teams, the premises, the values, the conditions of employment, the rules, the rules of procedure, etc.
- Providing employees with comprehensive training on the product, the processes, soft skills, as well as the code of ethics and the anti-discrimination and anti-harassment policy.

Each person who joins one of our entities is given a welcome pack containing the above-mentioned information, most of which is in digital format.

A digital application is available for new agents and customer advisors, to support them through their onboarding process and help them deal with all the administrative aspects.

For managers and support staff, a customized onboarding program is designed for each new hire or promoted employee, allowing them to quickly become familiar with the company and the people they will be working with, and to obtain support as they settle into their new position.

Access to the "MyIntelcia" intranet allows employees to view various administrative features and documents, job descriptions, publications, the employee directory, etc., as well as group news.

For people with disabilities or special cases, the company strives to put in place measures to accommodate and train them, for example specialized training engineering, if available and affordable, to promote the inclusion in skills development, or flexible working hours, under certain eligibility conditions.

2030 Objectives:

At the group level, more than 80% of employees complete their trial period and are confirmed in their position.



4 - Training to develop skills and employability

We aim to create a culture of continuous learning and to train all our employees, which we do by investing in basic and continuing education.

Each organization in the countries in which we operate implements a training plan that is aligned with the group's objectives, as well as the specific objectives of that organization and its clients.

The company has developed comprehensive, tailored and innovative training programs, led by teams of qualified in-house trainers, in order to optimize the skills and commitment of our resources. Several systems are in place and are constantly being improved:

- Intelcia Academy, which caters for Client Advisors
- Intelcia University, which caters for Managers and support functions
- An e-Learning tool available to everyone on the intranet (MyLearning)
- Other resources that are client-specific or even location-specific.

As soon as Customer Advisors take up their role, they undergo an induction course tailored to their position, focusing on the development of their hard and soft skills that enable them to align with the company's principles such as ethics and sustainability, to gradually integrate into their teams, and to start to interact with customers and take calls.

Throughout their career at Intelcia, they will continue to get training through the training plans to make sure they can keep working and develop professionally.

For managers and support staff, training courses are developed for each job, as well as on cross-functional, managerial and technical skills.

Furthermore, for support staff, a community of experts, comprising employees with in-depth knowledge in a particular field, contributes to the training of their peers on specific needs related to their area of expertise.

2030 Objectives

At least 60% of employees take at least one training course during the year



5 - Assessments and professional development

Intelcia's promise is not just to provide its employees with a job, but a structured and fulfilling professional career for those who have the desire and the potential.

Fairness and equal opportunity are paramount in these assessments and development processes to underpin our meritocracy policy and focus on individual development, thus building trust with our employees.

The assessment campaigns are performed on digital interfaces, for the sake of traceability and transparency, as well as efficiency.

Well-established, clear and disclosed criteria are used to assess employee performance in relation to performance objectives, commitment and interpersonal skills.

Managers are required to organize regular "One to One" meetings with each member of their team to assess performance and implement individualized operational improvement and development plans. These meetings also provide an opportunity for dialogue to raise and resolve any issues or constraints.

Full reviews of performance, skills and potential for development are carried out on a yearly basis. Based on the skills of a formalized leadership model, the company has rolled out the following tools:

- My Eval, an annual review to assess performance and set objectives
- My Feedback, a 180° review for the team to assess managers' skills and leadership
- Talent Review, an assessment of potential, to identify employees with the potential to progress and to develop individualized development plans and succession plans to secure the organizations.

As a result of these reviews, which the entities are required to carry out, training plans are drawn up and deployed according to the requests made by managers and employees.

All vacancies are available on MyMobility, which can be accessed by all employees on the intranet, and employees can apply directly if they meet the criteria.

The internal recruitment process is neutral and objective, based on interviews, tests and assessments to determine whether the sought-after criteria are in place. It must also comply with our principles of meritocracy and equal opportunity.

A group Mobility Charter has been drawn up to share the rules on mobility and promotion, and to enable employees to play an active role in their career development.

2030 Objectives:

Gender equality in terms of career development

At least 90% of eligible employees complete an annual performance review

At least 70% of positions (management and support) are filled through internal promotion



III- Wage and social policies that promote performance, retention and commitment

1. Wage policy

Our wage policy strives to be transparent, fair, attractive and engaging in order to drive the performance and excellence of our employees and thus better serve our clients. It ensures inclusion and diversity, particularly gender equality, based on the following:

- The repository of job descriptions, available on the intranet, which sets out the organization of the company. A classification of an employee's position is established based on each job description.
- A socio-professional category, including the current classifications.
- The Delivery Guide, the applicable collective agreement or their equivalent in each country, provides further details on the missions and roles of the production functions.
- Basic salary scales can be based on the applicable collective agreement and/or market benchmarks, meeting the minimum social standards of each country and ensuring decent pay for our employees. These salary scales allow for salary progression based on individual performance and seniority, according to clearly established processes and the applicable collective agreement whenever they apply.
- According to current employment contracts or collective agreement when applicable, performance-based bonuses with clearly defined criteria that encourage self-improvement and excellence for our clients.
- Insurance covering the various risks for people during working hours.

Wage policies are set specifically for each country, based on market conditions and legal or contractual regulations, and are clearly communicated to our employees when they are hired.

Intelcia complies with each country's working time regulations, the right to paid leave and parental leave, the payment of overtime, and the payment of taxes and social security contributions.

We aim for stable and long-lasting working relationships. As such, according to our activity flow, we mainly offer permanent contracts and eventually transform fixed-term contracts into permanent ones.

The employment contract must stipulate all of these elements, in accordance with the local labor code and the internal or interprofessional labor conventions and agreements of each country.

2030 Objectives:

Full gender equality in terms of pay, whatever the grade/level



2. Beyond legal obligations

Depending on the practices and legislation of different countries, and depending on company agreements negotiated with labor representatives, employees may be offered:

- Salary provisions that are more generous than the basic salary
- Pension or retirement schemes
- Additional days of leave
- Partial or full pay during periods of sick leave
- Employee savings scheme
- Etc.

Intelcia pays special attention to parenthood, respecting all rights related to maternity or parental leave, and without penalty in terms of salary or career advancement. Depending on the country, specific measures are also offered, such as additional breaks for pregnant women, and breastfeeding breaks or nursing rooms.

3. Employee benefits and negotiated agreements

Locally, depending on the country, additional benefits for employees may be negotiated, such as agreements with gyms, medical services, nurseries and schools, hotels, and others.



IV- Group health and safety policy

1- A healthy environment for all

At Intelcia, we want our company premises to embody our “One Intelcia” vision, right down to the workspaces, which are designed according to strict and relatively uniform specifications, meeting the same standards of safety, hygiene, ergonomics and aesthetics.

The goal is to create safe, pleasant, friendly, energizing and communicative spaces that promote well-being and sharing. These spaces need to meet the following requirements:

- A workspace designed to be fluid, collaborative and digitalized through its various facilities, while embodying the company's culture and values;
- Layout of spaces, with closed workplaces, other collaborative ones, specific spaces for filming or training, not to mention places for eating, relaxing and networking;
- Thermal, lighting and sound installations that comply with the best standards and norms in order to limit disturbances and promote a pleasant and livable workplace for all;
- Ergonomic design of spaces and furniture aimed at ensuring the safety of employees, reducing the risk of injury and preventing poor posture responsible for musculoskeletal disorders;
- Equipment for daily use, for example: water fountains, refrigerators, microwaves, display screens;
- Implementation of security measures including fire protection equipment, evacuation plans, access control and a video surveillance system;
- In-house infirmary for occupational medicine in accordance with the legislation of the countries concerned
- Special attention is paid to the accessibility of the premises, particularly for people with disabilities, when new sites are being developed and depending on the constraints of the premises.

2- Risk assessment

The health and safety policy is based on periodic risk assessments during audits within all sites, in collaboration with occupational physicians, ergonomists and/or staff representatives. These assessments make it possible to develop action and prevention plans to reduce risks and improve health and safety conditions at work.

These action plans are carefully monitored at dedicated meetings.

2030 Objectives:

100% of the sites undergo an Occupational Health and Safety (OHS) assessment or audit every year



3- Legal obligations

Controls of the sound, acoustic and bright atmosphere are carried out on all sites, in collaboration with specialized organizations, in order to guarantee a quality work environment. These evaluations are carried out in accordance with local regulatory requirements, recommendations for occupational medicine, or at least every three years.

The risk factor associated with noise is a major issue in our line of work. The company provides headsets that comply with current standards and reinforces prevention messages on their proper use. In accordance with each local legislation, the company :

- Ensures that all compulsory medical check-ups are carried out
- Adapts workstations for people with disabilities or health problems
- Organizes occasional prevention or information campaigns as required
- Ensures that the sites meet the appropriate safety requirements.

In addition to these preventive measures, the company must, consistently across all its sites, take steps to deal with any incident, such as:

- having a sufficient number of first-aiders, safety officers and evacuation wardens, who receive regular training
- having response equipment available such as defibrillators, first aid kits, fire extinguishers, etc.
- organize annual evacuation drills, with an in-depth analysis of the feedback.

2030 Objectives:

Training a sufficient number of First Aiders at Work / safety officers and evacuation wardens at each site each year
1 evacuation drill per site each year

4- Training and awareness-raising initiatives

Intelcia organizes a whole program comprising a variety of training courses in the field of health and safety. These may be compulsory or non-compulsory training courses, such as:

- First Aid at Work or Fire Prevention certifications, according to the intervals set by local legislation
- Training in body language and posture, anti-discrimination, anti-harassment during all on-boarding sessions
- Evacuation drills, carried out at least once a year
- Awareness campaigns on certain physical risks or psycho-social risk issues.



5- PSRs and MSDs)

Intelcia adopts a proactive approach to prevent and treat musculoskeletal disorders (MSDs) as well as psycho-social risks (PSRs).

The company recognizes the impact of MSDs on the health and availability of employees. It collaborates closely with occupational health services and experts in order to optimize the ergonomics of posts and to limit the appearance of these disorders as much as possible.

At the same time, Intelcia pays particular attention to RPS by setting up suitable devices, such as the presence of advisers, on-site assistance services and listening cells.

On the preventive level, in-depth work on well-being, in particular through the "In the Move" program, constitutes one of the major actions deployed in all the countries of the group.

Finally, the monitoring of the developed action plans systematically integrates into the agenda of the meetings of the responsible bodies, thus guaranteeing a continuous and rigorous management of these issues.

2030 Objectives:

1 risk prevention plan updated yearly for each site



V- A unique employee experience

1- Tools to make life easier for our employees

To make administrative procedures easier for our employees, Intelcia has developed tools and committed at generalizing them all over its countries.

Those tools are available on the MyIntelcia intranet and, in some cases, on mobile phones, such as:

- For information on standard matters: MyExperience (HR data), MyPay (payslip), MyPerf (performance), MyTransport (if organized by the company) and MyVacation to request leave
- MyPlanning for scheduling working hours, MyFlex for requests to adjust working hours and MySwap for requests to swap schedules
- MyRequest for HR or IT questions and issues, with a 72-hour response time
- To browse internal job offers and apply: My Mobility and My Profile
- To sponsor a candidate: MySponsoring.

2- Teleworking

Teleworking contributes to a better work-life balance as it meets people's new expectations when it comes to hybrid working methods – not to mention the potential indirect impact on the environment and on our employees' purchasing power due to fewer commutes.

The company has introduced teleworking in countries where conditions and projects permit, and has defined a framework for this on a country-by-country basis, through teleworking charters or policies that set out the rules associated with it.

Teleworking is based on eligibility criteria that vary according to the project or the organization. An addendum to the employees' employment contract is signed as required. A minimum number of days worked on site per week may be required in order to preserve team spirit, social ties and personalized support for individuals.

A teleworking charter is laid down locally, detailing the rules that apply, the resources made available by the company, any company agreements, the duties and responsibilities of the teleworker, particularly with regard to attendance and data security, etc.

Training managers in remote team management is a key success factor, as are remote communication tools (emails, chats, videoconferencing, etc.) for communication and monitoring that is as seamless as it is efficient.



3- An In The Move corporate life

The motivation, commitment, feeling of belonging and the well-being of employees are largely based on the quality of corporate life. At Intelcia, we have the ambition to offer a rich, diversified, dynamic and friendly internal experience, by instilling the positive values of sport such as stimulation, challenge and the spirit of success.

We therefore want to offer our employees different options from a menu that reflects our objective:

- Some fun – examples: themed days where the sites are decorated, employees dress up, and activities and talent competitions such as dancing or singing are organized
- Emulation and recognition – examples: challenges organized to boost performance, events bringing together top performers
- Commitment – examples: events in solidarity with our communities and humanitarian or environmental causes bringing together employee volunteers
- Awareness-raising – examples: campaigns to raise awareness of disability, nutrition and the environment
- Wellness – examples: wellness activities (relaxation, nutrition, sport, etc.) at the sites during wellness weeks
- Sports – examples: The in The Move program and sports competitions.

Another important aspect of corporate life is internal communication, which is essential to ensure that employees are well informed and feel valued and part and parcel of a common endeavor.

Various communication channels must be used, such as the intranet, on-site display screens, newsletters, team meetings, town hall meetings, middle management meetings, team-building exercises, and coffee mornings to bring together employees and site management.

Our communication must be transparent, with no topic off-limits, and based on a two-way dialogue.

4- Channels for dialogue

Dialogue between employees and the company is a key element in developing employee commitment and cultivating workplace belonging.

This is the objective of the various channels for direct dialogue that have been developed and are to be developed, depending on the country.

For example:

- Townhalls, to share the vision and news and answer questions, or morning coffees, which pursue the same aim on a targeted scale
- Quarterly Management Meetings (QMMs), which bring together the management and site management in a light-hearted moment of sharing
- Meetings with staff representatives to share information, consider demands and proposals and build a future that takes everyone's interests into account
- HR or IT ticketing tools to resolve issues or answer questions
- An Intelcia Integrity Counts whistleblowing tool for ethics alerts

In addition, site management, managers and HR departments are made aware and trained on a daily basis to be constantly attentive and available to employees in case of problems encountered.



5- Measuring satisfaction

The company has various systems in place to measure employee satisfaction and commitment.

These may take the form of:

- Satisfaction surveys after training courses, events, or on specific topics
- The yearly Tell Us staff satisfaction survey
- Indicators such as the turnover rate or the absenteeism rate.

We analyze the results and draw up action plans at local or group level with the aim of continuously improving employee satisfaction.

As part of the dialogue and transparency, the survey results are also shared with all the collaborators.

2030 Objectives :

At least 67% staff satisfaction rate in the Tell Us survey or equivalent at the group level.



VI- An open and constructive social dialogue

1- Respect for the bodies

Communication also involves open and constructive social dialogue with staff representatives. Intelcia complies with the law in this area in each of the countries in which it operates and strives to maintain an open, constructive and ongoing dialogue with its social partners, following up on the decisions taken at meetings.

Staff representatives are kept informed and consulted in accordance with the requirements of local law. The departments maintain close collaboration with them, in particular on questions relating to health and safety at work.

Depending on the country, company agreements are negotiated with the social partners to improve pay and benefits in relation to the legal or contractual minimums.

2- Resources made available and non-discrimination

As part of their skills development to perform their duties, staff representatives may be trained to carry out their responsibilities, in accordance with the legal provisions of each country or locally available arrangements.

Intelcia also ensures that the staff representatives can carry out their duties in good conditions. It provides them with premises and equipment, notice boards, and it grants them dedicated time to carry out their responsibilities according to the legal legislation.

Finally, Intelcia ensures that there is no discrimination against staff representatives, whether in terms of salary, training or professional development.



VII- The impact of technological developments on our profession

At Intelcia, we remain attentive to developments in our sector and our clients' expectations, integrating the latest technological advances, particularly artificial intelligence, as real levers for progress.

These innovations represent an opportunity for us and our employees to offer ever-more efficient services while advancing the businesses we serve. Technology is not intended to replace humans: it supports them by freeing them from repetitive or time-consuming tasks, assisting them in analyzing massive amounts of data, and refocusing them on higher-value missions, mobilizing their cognitive and emotional intelligence.

This commitment goes hand in hand with the ethical and responsible use of AI. Our ambition is clear: to align human resources and technology with what each of us does best.

To successfully achieve this paradigm shift, we prioritize information, listening, and dialogue with our employees, while investing in ongoing training to preserve and develop their employability. This ethical and responsible framework is essential to maintaining the trust of our teams and consolidating a corporate culture based on integrity, respect, and responsibility.



VIII- Post Intelcia

1- Departure of an employee

In the event that an employee is leaving the company, whether as a result of resignation, dismissal or retirement, Intelcia complies with the legislation in force in each country with regard to the procedures for separation, notice periods, compensation, settlement of accounts and certificates of employment.

A dismissal is always experienced as a failure, both for the employee and for the company. Intelcia pays special attention to this type of separation, on the one hand by trying to avoid dismissal through individualized performance improvement plans and, if dismissal is the only solution, by supporting the employee in this separation to reduce the negative psychological impact.

2- Collective redundancy or restructuring plans

In the event of a decline in activity or the loss of a client, we make every effort to reassign the employees concerned to other activities to avoid restructuring or redundancy plans.

Thus, the Career Center remains the internal redeployment tool par excellence.

We also consider having employees work from home for a period of time, in order to safeguard their jobs and benefit from the flexible working arrangements.

Historically, Intelcia has been able to avoid the use of collective layoffs, thanks to proactive manual management and internal mobility and adaptation devices.

If a layoff plan were to materialize in the future, it would be negotiated and agreed upon specifically with the social partners and the competent authorities in accordance with local legislation, while taking into account the impact on the employees concerned.

In addition to the solutions mentioned, every effort will be made, including making use of outplacement. Restructuring and redundancy plans are not desirable and would only be a last resort.



IX- External workforce at Intelcia

The external workforce at Intelcia, whether consultants, temporary workers, service providers or subcontractors, is treated with the same respect as our employees. They have access to the same high-quality infrastructure and benefit from the same health and safety and occupational wellness measures as our employees.

They are also subject to the same obligations, particularly with regard to respect for human rights and compliance with labor laws.

Temporary workers, if any, are entitled to the same conditions and benefits as Intelcia contract employees in equivalent positions.

Special attention is paid to subcontractors involved in construction or site maintenance work to ensure that they can work safely.

Intelcia has formalized a Responsible Purchasing Charter clearly specifying its requirements in terms of human rights and the manner in which its suppliers and subcontractors treat employees.



X- Solidarity with our communities

The solidarity promoted by Intelcia is also extended to the communities in the host territories, to which the company commits both its human and financial resources in order to create decent conditions and development, and to sow seeds of hope among vulnerable populations, in areas such as poverty, childhood, education, employment, health, violence against women, children and vulnerable populations, as well as environmental subjects.

Working with local associations and partners, the company organizes events in which employees are encouraged to volunteer (donation collections, charity runs, blood drives, litter collections, mentoring, etc.).

The company mobilizes resources in the form of financial patronage, skills patronage, partnerships and sponsorships.



XI- Our ecosystem and sustainable development

All our stakeholders, starting with our employees, are kept abreast of our CSR and sustainable development policy and initiatives.

Intelcia aims to raise awareness, provide training and even support its stakeholders in a sustainable development effort, in different ways and at different levels, including:

- Internal e-learning on sustainable development
- Regular awareness-raising activities
- Information and/or support for its suppliers
- Initiatives to support local associations and communities through meaningful activities with a long-term impact
- Publication of a yearly CSR report.



A people-oriented company with a people-centered approach

Our goal is to build a top-performing organization that delivers sustainable growth and creates shared, long-term value for all: our employees, our clients, our partners, our communities and all our stakeholders.

W E

Transparency.Respect.Benevolence.

Our corporate culture is based on sharing. Generosity and cohesion are our leitmotifs. At Intelcia, we respect differences. This is our way to create enriching and sustainable relations that lead inevitably to collective success.

We also look after the well-being of our collaborators, our clients and our partners.

**C
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CEO

M.Karim BERNOUSSI

Deputy CEO

M. Youssef EL AOUFIR

intelcia