Odial Solutions

ANNUAL REPORT

ACTIVITY & SUSTAINABLE DEVELOPMENT

2023

A message from the Chairman

It's time to stop thinking that we're not concerned!

3 years that have shaken our habits and certainties

These last few years have brought their share of major impacts and upsets to our daily lives.

First of all there was the Covid pandemic, which brought the world to a standstill for almost two years, and forced us to drastically change our behaviour in a way no-one would have thought possible just six months earlier.

Then came the return of an armed conflict between two European countries, something we had deliberately not envisaged since 1945 and the end of the horrors of WW2, naively counting on human common sense.

After this came irrational and scandalous speculation, in raw materials and transport in particular, and we know what a destructive impact that has had. What kind of a world are we living in? Still thinking we can ignore the future consequences of our present actions, arguing that it is up to others to set things straight.

SDG6: the pitiful state of progress in rural Africa, at the halfway mark

The same applies for the SDGs: only 8 years left to try and attain them...

We felt that the simple fact of having set out ambitious goals would be enough to get the ball rolling, as if by magic. As a result, far too little has happened in the water sector since 2015. And through wanting to do too much, we turn our backs on any innovative opportunity and, in doing so, neglect the rural water sector. But actually we have to understand that we will never succeed in urban areas if we fail in rural ones.

Achieving the SDGs, and in particular SDG 6, requires changes in approach that we have not yet managed to make. There are too many obstacles, too much red tape, too much fear of changing things even when they don't actually work all that well. Force of habit?

Disruptive and duplicable models can still make a difference

Aiming for perfection can get in the way of doing good. We need to rethink models that were initially built by looking at the plight of the poorest of the poor to the detriment of the majority. It would be more effective to build sustainable balance, designed for all in the first instance, and that could incorporate specific measures for the most vulnerable.

Fortunately, large-scale disruptive models are appearing in the rural water sector, in Benin for instance. Let us ride the wave of this sustainable initiative for changing access to drinking water in rural environments and roll out this example more widely. It is in all our interests.

2030 will be upon us in no time. But it's not too late. If we react now, we can still make a difference!

Thierry BARBOTTE
Chairman

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The DMD's editorial

Pandemics, armed conflicts, inflation: what doesn't kill you makes you stronger!

Armed with resilience in a turbulent context

Our business and our activities mean that we regularly need to travel by air. We all dread, to a greater or lesser degree, hitting turbulence. Getting shaken about during a flight is no pleasant experience. AIRBUS announced at the turn of this year that it had carried out very promising tests of a new "folding" wing profile, reducing not only the effects of turbulence on passengers but also – the icing on the cake – reducing kerosene consumption by around 20%. Ultimately, by tackling a problem head on, the R&D engineers at AIRBUS have made progress which brings benefits on two major fronts.

I would be tempted to draw a parallel with what we have been going through for nearly 3 years now. All the turbulence in the markets, in economic life, which started in March 2020, continues to be felt to this day, and just as tangibly. First the pandemic, then the war in eastern Europe in February 2022, and which continues to rage, with the consequences we all have to face every day: inflating energy costs, a galloping rise in the price of commodities, geopolitical contexts in flux, and so on.

We could just throw up our hands in dismay in the face of all this turbulence. But that is not how we are made. On the contrary, if this turbulence is going to shake us up, it needs to shake us up for the better and, like AIRBUS, we have to seize this opportunity to seek solutions that will make us stronger every day.

New internal organisation to meet market expectations

And we are getting there, as is testified by the upturn in our margin and our revenue compared to 2021.

So what were the two big projects put in place?

The first is to offer an even more suitable response than that available until now for supplying water to the populations of sub-Saharan Africa. This may appear obvious, but for an industrial player like VERGNET HYDRO, which has built its historic reputation in the distribution of water by hand or pedal pump, it constitutes a mini-revolution. The inhabitants of African villages no longer dream of getting their water supply from a human-operated pump installed in the village, but from a tap in their yard. And even if the hand pump still allows millions of people living in rural communities to get water, the market trend is declining in favour of drinking water supply systems (DWS), more complex infrastructures with their production and treatment stations, their storage facilities, and their water distribution points. VERGNET HYDRO is ringing the changes and constantly consolidating its position as the go-to supplier for water supply facilities in Africa.

The second big project involves adapting our teams to respond to these new markets. More complex markets need to be addressed through more efficient organisation. The supply chain department created in 2021 has now become an Operations department, ensuring improved supply chain management to provide our customers with all kinds of materials – which are often complex, sometimes unique – from order placement to the preparation and dispatching of packages. This organisation is of course perfectible, but we are resolutely on the path to improvement. Production is spread over the year and VERGNET HYDRO revenue, up 20%, has been absorbed by improving our productivity through working more efficiently.

Supporting the skills ramp-up of our African subsidiaries

There are still lots of areas to be reinforced, such as ramping up the skills of our subsidiaries in Africa which, ultimately, need to become the driving force of our activities. It is they who, with the support of head office, will be responsible for the Group's future revenues.

This skills ramp-up is underway, but at varying levels. SAHER is benefiting from the dynamism of Côte d'Ivoire. UDUMA MALI and VERGNET BURKINA are striving to succeed in increasingly precarious security contexts. Above all, however, things are happening in Benin where our OMILAYE subsidiary, which is held jointly with the ERANOVE Group, signed its first major contract in April 2022. With the aim of supplying more than 9 million Beninese with drinking water within 10 years, this contract is a major motivational factor. Equipment transfer, diagnostics, construction works, commercial development, seamless distribution of water to users... such is the day-to-day work of an on-site team that is growing daily.

Maintaining our activities in often precarious security contexts

In Mali, despite a very complicated local geopolitical context, we are continuing our activities on 3 drinking water supply system (DWS) construction projects, funded by Germany, Belgium and the European Union.

We do not boast about these activities. We remain prudent. Security plans have been implemented to protect our personnel and our partners, who are courageously working in these zones.

We are also going to launch our first DWS construction projects in Chad, a country where our revenue only previously came from the distribution and installation of hand pumps.

The development and promotion of our drinking water services

We are making strong activity inroads in many other countries of central Africa, but also around the Gulf of Guinea. In Côte d'Ivoire, 2022 was marked by the deployment by VERGNET HYDRO and its SAHER subsidiary of autonomous, solar-powered water distribution points installed on renovated distribution points that initially ran off human-operated pumps. UDUMA provides a management solution for this.

Our management solutions come under particularly close scrutiny by the financial partners and contracting clients. At their request, our teams regularly participate in conferences and seminars. We are continuing our collaboration with the UPTIME research programme initiated by Oxford University with a view to testing other forms of financing for running the infrastructures linked to water distribution in a rural context. In 2022, we saw an almost 50% increase in our audience (social media and websites) with an ever-higher number of followers, demonstrating the curiosity and high level of interest that we are able to generate.

We are and shall remain a partner for development in Africa, and we shall above all reinforce this in conjunction with our colleagues and partners. This is something that we hold dear.

Christophe LEGER,
Deputy Managing Director

About us

Our mission statement

Africa, the source of our commitments to the planet!

Drawing on 50 years of history and experience in supplying water and energy, we continue to work with populations in rural or isolated regions to tackle the challenges that they face. Our aim is to guarantee everyone a future in which well-being goes hand-in-hand with protecting resources. Think, adapt, innovate.

Operating in **35** **countries in Africa**

3,500 **repair technicians in Africa**

More than **50** **million** people have access to drinking water thanks to the Group's activities

45 **years' experience**

€16 **million** in revenue

104 **employees**, parent company and subsidiaries included

A brief history

1974 Marc Vergnet invents the HPV pump in Burkina Faso:

1976-1988 30,000 pumps are distributed, primarily in Côte d'Ivoire, Mali and Burkina Faso

1988 VERGNET SA is founded with its head office in Ingré (Loiret, France), covering all the pumps activity

2000 A range of tanks is added to meet growing demand for drinking water supply systems (DWS)

2004 VERGNET HYDRO is created to separate the "water" business from the "energies" business within the VERGNET Group

2009 VERGNET HYDRO supports its partners to become DWS and pump operators under delegated public service contracts

2014 VERGNET HYDRO is spun off from VERGNET SA Group and becomes part of the newly created ODIAL SOLUTIONS Group

2015 An innovative subsidiary, UDUMA, is created to supply drinking water to rural populations in sub-Saharan Africa

2016 An UDUMA concept demonstrator is set up in Burkina Faso (financed by UNICEF)

2017 VERGNET HYDRO launches an ergonomic "deep well" manual pump, the MPV60

2018 VERGNET HYDRO sets up the first solar desalination unit using direct solar energy (Mozambique)

2019 The first photovoltaic power plant Burkina Faso

UDUMA's innovative drinking water service is rolled out for 560,000 rural dwellers in Mali

2020 The ODIAL SOLUTIONS Group redefines its strategy and adopts a Purpose Strategy

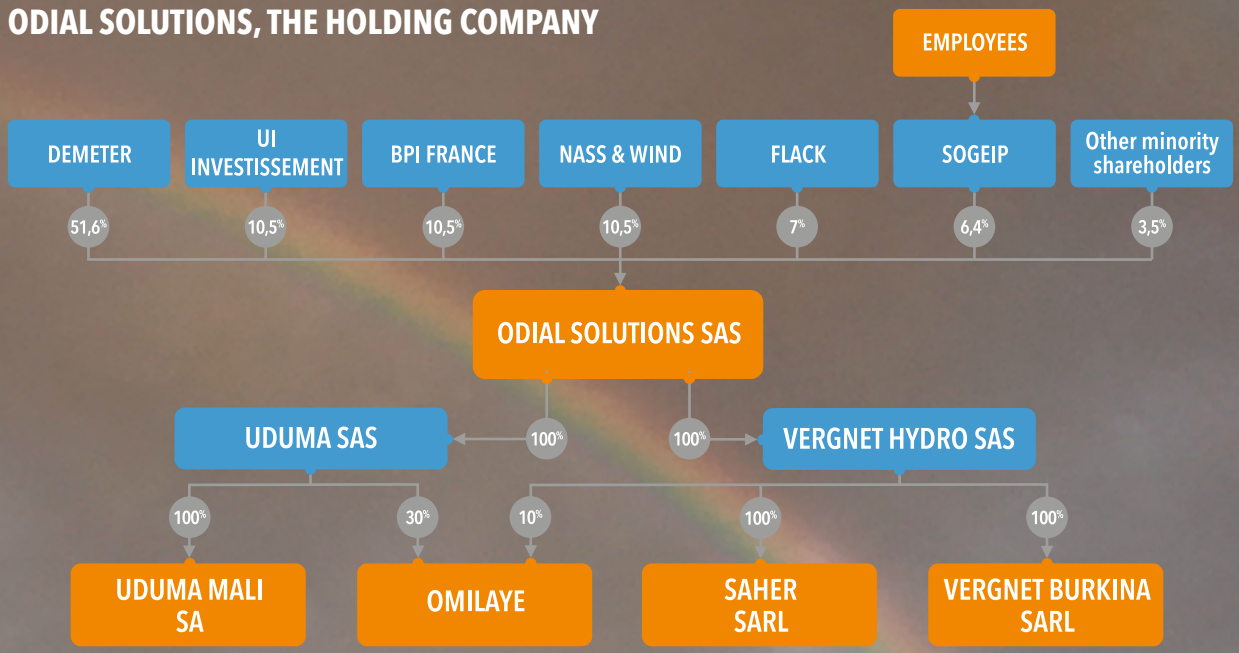
VERGNET HYDRO launches an ergonomic "deep well" manual pump, the MPV100

2021 VERGNET HYDRO launches the automatic solar standpipe (BFA)

2022 With the ERANOVE Group, UDUMA and VERGNET HYDRO create the Beninese drinking water company, OMILAYE.

About us

ODIAL SOLUTIONS, THE HOLDING COMPANY



Ambassador company of the UNITED NATIONS GLOBAL COMPACT

ODIAL SOLUTIONS is one of the 21 ambassador country companies of the UNITED NATIONS GLOBAL COMPACT (2022-24 mandate). Via the people who work for it, the Group undertakes to promote the values of the GLOBAL COMPACT in its ecosystems and to support the actions of the GLOBAL COMPACT in the Centre-Val de Loire region of France.

With more than 19,000 members based in 164 countries, and 70 local networks, the GLOBAL COMPACT is the largest international initiative for sustainable development and corporate social responsibility (CSR).

Photo credit: Titouan GAREL.

Vergnet Hydro
Groupe Odial Solutions
Odial Solutions Group

Products and construction

From the most isolated sites...
Manual pumps

... to small towns
Drinking water supply systems (DWS)

About us

Photo credit: Fondation Hanns Seidel.

UDUMA
SERVICES EN ZONE ISOLÉE
REMOTE AREA SERVICES

Services

Local sales outlets

Increasing awareness among locals

Service continuity

Electronic payment

Data analysis

Ongoing maintenance and monitoring

Data collection and transfer

Core business and United Nations Sustainable Development Goals (SDG)

A core business contributing significantly to achieving 2 SDGs

Goal 6.1: Access to drinking water
By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

Goal 6.b: Community water management
Support and strengthen the participation of local communities in improving water and sanitation management.

Goal 1.4: Access to resources
By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, the new technologies, and suitable financial services, including microfinance.

We contribute directly to four more SDGs

Goal 3.3: Communicable diseases
By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases, and combat hepatitis, waterborne diseases and other communicable diseases.

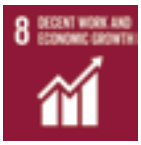
Goal 5.a: Rights and access to resources
Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

Goal 7.1: Access to energy
By 2030, ensure universal access to affordable, reliable and modern energy services

Goal 7.2: Renewable energy
By 2030, increase substantially the share of renewable energy in the global energy mix

Goal 17.3: Additional financial resources
Mobilise additional financial resources for developing countries from multiple sources

We contribute indirectly to nine other SDGs



A strong news story of 2022

BENIN:
ERANOVE, UDUMA and VERGNET HYDRO will deliver a continuous drinking water service to 9.3 million Beninese by 2030

By 2024, OMILAYE will deliver its drinking water service to 6.7 million people via 424 drinking water supply systems

On 11 April 2022, the government of Benin (population 12.5 million in 2021) signed a 10-year leasing contract with a consortium comprising ERANOVE (Paris, France), UDUMA, and VERGNET HYDRO to provide a continuous drinking water service by 2030 for 9.3 million people in the country's rural areas. *"This reform of the rural water sector in Benin, in the form of a public-private partnership, is a first on a nationwide scale in Africa. This gives tangible expression to our ambition to transform this sector and ensure it gets the attention it deserves with regard to the Sustainable Development Goals [SDG] and 2030 Agenda. The Benin government has paved the way and we hope other African countries will soon follow suit,"* enthuses Thierry BARBOTTE, Managing Director of UDUMA and of VERGNET HYDRO.

The government has created a delegated service company under private Beninese law to steer the project. Its name, OMILAYE, means *"water, source of life"* in Yorouba. By 2024, OMILAYE will be delivering its drinking water service to 6.7 million people living in the Alibori, Borgou, Collines, Zou, Couffo, Mono, Ouémé and Plateau departments, via 424 drinking water supply systems (DWS). *"By expanding the service to new areas, adding new production units [22 multi-village drinking water supply systems are planned], and expanding and increasing the density of existing distribution networks, we will reach 100% coverage by 2030. That means 9.3 million people will have access to drinking water thanks to a network of more than 18,450 km of pipes,"* says Christophe LEGER, Deputy Managing Director of VERGNET HYDRO.

A major commitment combining public sector power and professionals in the private sector

This programme, backed by Benin's national agency for water supplies in rural locations (ANAEPMR), provides a model for the continent of Africa through its size and critical mass. *"The aim of the Republic of Benin's government investment programme is to ensure universal access to a quality drinking water service at an affordable price [...] by 2030. This challenge calls for a major commitment combining public sector power and private sector professionals. We are delighted that we can count on the solid experience of leading operators, such as the consortium comprising ERANOVE, UDUMA and VERGNET HYDRO, to help us meet this challenge for the long term,"* declares Sylvain ADOKPO MIGAN, Managing Director of ANAEPMR.

Short-term challenges for OMILAYE (2023-2024):

1. Being the trusted partner of the State of Benin
2. Putting in place the company's steering and management tools
3. Putting together a close-knit team focused on satisfying the end customer
4. Guaranteeing OMILAYE's professionalism
5. Initiating the Operations process
6. Launching diagnostics and the compliance and extension works

Where do we stand at the end of 2022?

- **Signature of the Public Service Delegation** (PSD) contracts for 424 drinking water systems (DWS).
- **Effective takeover of the drinking water service** from 20 October 2022.
- **Hiring of a Managing Director** (Dominique DA CRUZ), **a Director of Operations** (Konan N'GUESSAN KOUADIO) **a Director of Administration and Finance** (Odon Armel AIZANSI), **a Human Resources Manager** (Blandine GOMEZ), **a Sales Manager** (Nelly AMOUSSOU) and 59 other employees (communications manager, maintenance engineer, chemical engineers, etc.).
- **Creation of 4 regional branch offices:** North (head office: Kandi, department of operation: Allibori), North-East (head office: Parakou, department of operation: Borgou), Centre (head office: Dassa-Zoumé, departments of operation: Collines, Plateau and Ouémé) and South (head office: Abomey, departments of operation: Couffo, Mono and Zou).
- **Renting premises for the head office at Cotonou** (No. 349 RFU situated at Dégbédji, 7th district), of a 1,700 m² materials storage site at Abomey-Calavi, and of the Centre and South branch offices.
- **Drafting of the environmental and social management plans** and water safety management plans for a sample of 6 drinking water systems (DWS) (validated by ANAEPMR).
- **Finalising the inventory and transfer operation** for the 424 DWS.
- **Drawing up the list of maintenance and compliance works** needed for ensuring continuity of the drinking water service at each of the 424 DWS.
- **Holding events** at Parakou and Dassa-Zoumé to explain the transfer process for the delegated assets (OMILAYE) to representatives of the local authorities and decentralised water services.

The direct human and social impact of our activities

***Sustainable Development Goal 6** (SDG6) **of the United Nations' 2030 Agenda** aims to provide universal and fair access to water, sanitation and hygiene (WASH) services by 2030. However, in sub-Saharan Africa, 55% of those living in rural areas do not currently have access to basic drinking water (Joint Monitoring Programme, UNICEF, WHO, 2019). ODIAL SOLUTIONS' core business supports achieving SDG6. The services its companies provide are responses to **article 25 of the 2010 UN Universal Declaration of Human Rights** ("Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food") and to the recognition by the UN of access to drinking water as a **basic human right**. Through their **technical and social innovations**, the Group's companies are **eliminating the economic and political barriers** that have historically blocked access to sustainable services in sub-Saharan Africa.*

Some key statistics

1.11 million more people have access to drinking water thanks to the work carried out by ODIAL SOLUTIONS in sub-Saharan Africa in 2022:

Drinking water supply projects first inaugurated in 2022:
- **45,000 people** have benefited from the "Bougouni Region" (Mali) project described on page 12
- **30,000 people** have benefited from the "Koulikoro Region" (Mali) project described on page 13
- **21,000 people** have benefited from the "Mouhoun Province" (Burkina Faso) project described on page 14.

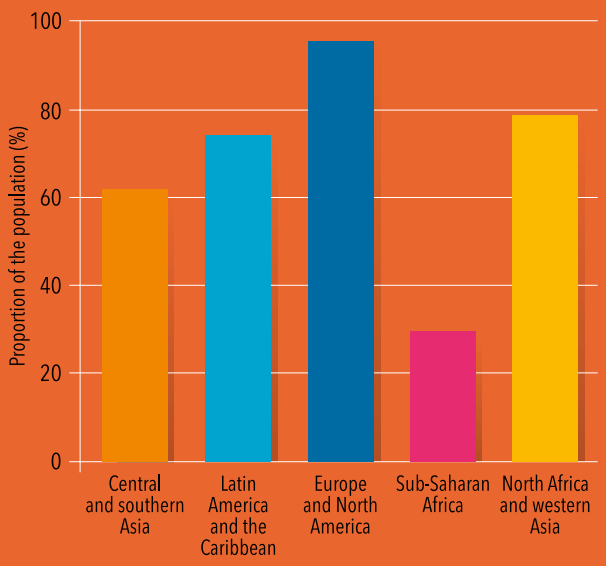
Management contracts for water distribution points:
- **328,000 new subscribers** to the VERGNET BURKINA drinking water service in 2022
- **106,800 new subscribers** to the UDUMA MALI drinking water service in 2022.

1,450 human-operated pumps sold, benefiting **580,000 people**.

7.4 million people benefited from regular maintenance of their human-operated pump in 2022.

436,800 people saw large-scale maintenance carried out on their human-operated pump in 2022.

Proportion of the population using safely managed drinking water services (2021, www.sdg6data.org, WHO, UNICEF).



MALI:
guaranteed and convenient access to drinking water, 7 days a week, for more than 45,000 people!

UDUMA MALI offers more than 45,000 Malians access to drinking water by simply turning a tap. In the first semester of 2022, the Dutch Ministry of Foreign Affairs (through the RVO, the Netherlands Enterprise Agency) gave the green light for the installation of 75 Improved Village Water Supply Systems (mini solar-powered drinking water systems (DWS)) in the Bougouni region. This is a milestone in the company's history.

The private operator is now providing its drinking water supply service to each of these 75 mini solar-powered DWS, for the next 15 years. Until now, UDUMA MALI only managed renovated manual pumps. With the introduction of these mini solar-powered DWS, users have several grounds for satisfaction:

1. the guarantee of the UDUMA service long-term at any type of water distribution point, and
2. more modern and more comfortable access to water.

Progress demands that, within the next few years, everyone should have access to a truly reliable and sustainable water service (*"By 2030, achieve universal and equitable access to safe and affordable drinking water for all"*, goal 6.1 of the 2030 Agenda). But is this economically feasible in the short term in all rural African settings? Backed by funding from the VITOL Foundation, in spring 2021, UDUMA MALI set up 18 demonstrator mini solar-powered DWS in volunteer villages equipped with manual pumps in the Bougouni region.

Originally intended to study the equalisation of revenues generated by manual pumps and mini solar-powered DWS, this R&D project proved the main inspiration for the extensive programme co-financed by UDUMA MALI and RVO. The initial results from this full-scale test proved that a mini solar-powered DWS yields much higher financial contributions from users than a manual pump. These contributions generate revenues that can cover not only the operating costs of these solar installations, but also a share of the costs of the other associated drinking water points, notably those with manual pumps.

Like the 18 demonstrators, the 75 mini solar-powered DWS will comprise a community standpipe and a 5 m^3 water tower (4 m high) topped with solar panels powering a submersible pump.

The direct human and social impacts of our activities

MALI:

10 new drinking water supply systems for the long-term supply of more than 30,000 people in the Koulikoro region

In early 2022, Mali's National Agency of Hydraulics (Ministry of Mines, Energy and Water) selected the consortium bringing together VERGNET HYDRO and the SMEs MTCS (Bamako, Mali) and ATC (Bamako, Mali) to install 10 drinking water supply systems (DWS) for the long-term supply of over 30,000 inhabitants in the Koulikoro region (south-west Mali). These installations are all the more essential in that they bring drinking water to very isolated communities in Sahelian territories where surface water is, by definition, rare.

As part of the National Water Resources Mobilisation Programme (PNMRE), the project (with a budget of €1.15 million and funding from KREDITANSTALT FÜR WIEDERAUFBAU [KfW]) is designed to supply these populations with drinking water via 87 standpipes and 36 private connections. The 10 water towers will be supplied by 8 solar pumps, 2 heat pumps and 108 km of pipework. The combined power of the 8 solar pumps will reach 38 kWp to produce 650 m^3 of water a day.

CHAD:

VERGNET HYDRO supplies manual pumps to provide over 150,000 Chadians with drinking water

Chad's Ministry of Economy, Development Planning and International Cooperation called on VERGNET HYDRO in mid-2022 for the supply and installation of 489 human-operated pumps and the construction and renovation of their superstructures. These foot pumps – 429 HPV60-2000 and 60 HPV100 "deep well" pumps – ensure the day-to-day drinking water supply for over 150,000 inhabitants in rural parts of the Wadi-Fira province in the east, and Logone Occidental and Tandjilé provinces in the south-west.

The local partners, BATIFOR MEM and SOTCHAM, with support from the recently created company HYDROBAT MEM, carried out the civil engineering works and installed the manual pumps. Meanwhile, VERGNET HYDRO supplied the pumps then ran the training programme to certify the repair technicians, as well as taking charge of the HPV60-2000 and HPV100 spare part distribution network.

With a total budget of €3.34 million (2.18 billion CFA francs), this project is part of the Food and Nutritional Security Programme, funded by the European Development Fund (EUROPEAN UNION).

BURKINA FASO:

3 solar-powered drinking water supply systems to bring drinking water to 21,000 inhabitants of the Mouhoun province

VERGNET BURKINA supplied and installed all the components of three drinking water supply systems (DWS) serving the 21,000 inhabitants of Fakouna, Karo and Lah in the Mouhoun province of Burkina Faso. For these DWS, powered by solar farms and comprising chlorination systems, two 100 m^3 water towers and one 50 m^3 tower, along with 20 km of pipework and civil engineering infrastructure, the National Office for Water and Sanitation (ONEA) has once again turned to VERGNET BURKINA for their wide-ranging skills and know-how.

For each of these 3 DWS, groundwater is pumped using power from a dedicated photovoltaic solar farm. However, to ensure service continuity for the system come rain or shine, these sites are also fitted with a second pump connected to the national SONABEL power grid or to a generator. This is a necessary precaution. The people living in the area have high expectations, with a requirement of 5-20 m^3 of water per hour at each site.

With financial backing from the German Federal Ministry for Economic Cooperation and Development (BMZ) via the KREDITANSTALT FÜR WIEDERAUFBAU (KfW) bank, this project is part of the *"Water Supply and Sanitation Programme for small and medium-sized towns located in the south-west region and neighbouring regions in the Mouhoun river basin"* of Burkina Faso.

UPTIME GLOBAL: *Supporting sustainable drinking water services for 100 million Africans by 2030*

UPTIME GLOBAL supports operators who combine technical and economic performance and have the results to prove it.

Since the 1970s, African ministries, international donors, NGOs and other backers have invested heavily in rural water supply projects which have all too often failed to provide long-term access to drinking water for the local people. It is a situation that partially justifies the gradual and steady decline in international public development aid attributed to drinking water access in rural parts of sub-Saharan Africa. *"UPTIME GLOBAL strives to bring international financiers back to this sector by encouraging them to fund operators who combine technical and economic performance on the ground, and who have the results to prove it,"* says Duncan MCNICHOLL, CEO of social enterprise UPTIME GLOBAL (Oxford, UK), founded in the first semester of 2022.

"This partnership is now in place with UDUMA to help run its drinking water service serving almost 140,000 Malians and over 350,000 Burkinabes,", enthuses Mikael DUPUIS, Deputy Managing Director of UDUMA. In this respect, every quarter UDUMA consolidates its operating results and closely tracks three performance indicators:

1. service continuity rate
2. volume of water supplied
3. revenues generated.

Until recently, this information was sent to the UPTIME CATALYST FACILITY Foundation (UK), a financial engineering demonstrator launched in 2020. Its results were so promising that the UPTIME GLOBAL company was set up.

UPTIME GLOBAL aims to support the long-term viability of UDUMA's service supplying 2.5 million subscribers by 2025

To summarise, UPTIME GLOBAL will subsidise a drinking water service for an amount equal to 50% of the revenue the service has collected and US$0.50 per cubic metre supplied (or US$50 per water point if a flat-rate payment applies), if and only if that service has demonstrated a service continuity rate of over 96%. *"Drinking water services, especially in these rural sub-Saharan areas, suffer from problems of financial equilibrium. UPTIME GLOBAL's subsidies are therefore particularly valuable, as they consolidate and secure the sustainability of services which, with this little extra support, can hope to achieve much sought-after viability. UPTIME GLOBAL aims to support the long-term sustainability of UDUMA's service, supplying 2.5 million subscribers by 2025,"* Mikael DUPUIS goes on to say.

In partnership with service providers, financial backers, bilateral agencies and Oxford University, UPTIME GLOBAL today subsidises 7 drinking water service providers in seven African countries: Burkina Faso, Kenya, Malawi, Mali, Uganda, Central African Republic and Tanzania. *"At present, 1.5 million users benefit from a drinking water service made more economically viable through UPTIME GLOBAL subsidies. Our objective is now to apply this model on a large scale to enable 100 million rural dwellers to benefit from a drinking water service by 2030,"*, declares Duncan MCNICHOLL.

The development and fulfilment of our people

ODIAL SOLUTIONS is a simplified joint stock company incorporated in France. We work to both French law and international labour standards: staff representatives to defend workers' rights, no forced labour, no child labour, and so on. At ODIAL SOLUTIONS we go above and beyond these international standards in guaranteeing our teams high levels of well-being and a pleasant working environment.

Some key statistics

27.11% of days worked in 2022 were **worked from home** by employees based in Ingré (44.18% in 2021).

2% of days off sick out of all days worked by employees based in Ingré in 2022 (1.32% in 2021).

24.4% staff turnover across all ODIAL SOLUTIONS Group companies in 2022 (24.3% in 2021): 30 new arrivals and 10 departures.

28.84% of staff at ODIAL SOLUTIONS Group companies **were women** in 2022 (26% in 2021).

69% of employees based in Ingré (aside from those on work-study training schemes) **were able to take at least one training course** in 2022 (96% in 2021). On average, each staff member received 39 hours of training during the year (42 hours in 2021).

Average age of Group employees: **39.5**.
Average length of service: **7.6 years**.

A Sustainable Development Committee

ODIAL SOLUTIONS set up its Sustainable Development Committee (SD Committee) in 2022. This new governance body meets quarterly to validate:

- **the actions defined** in the Sustainable Development action plan, ensuring their compliance with the Group strategy for 2035 (BOUM strategy): if necessary, updating the objectives of an action, prioritising actions, etc.
- **the key action milestones** (assigning pilots, validating budgets, etc.).

Main sponsor and stakeholder in the "BOUGE TA PLANETE" charity run

VERGNET HYDRO was one of the main sponsors of the first edition of the BOUGE TA PLANETE charity run (held on 27 March 2022, in Orléans). This first foray into sports sponsoring was an opportunity to raise awareness among the runners and their supporters of the Group's activities, on a dedicated stand.

Eight of the Group's employees also rose to the 10 km challenge.

The development and fulfilment of our people

Support for the Malian artist, Kani SISSOKO

ODIAL SOLUTIONS is keen to promote work by African artists on its communications materials. The aim is to give these artists a boost by remunerating them and allowing them to benefit from the Group's reputation. Extracts from the photo series: *"Bogoko, Affaire de terre" ("Bogoko: land matters")* by Malian photographer Kani SISSOKO are, for example, showcased on the Group's 2023 greetings card and calendars.

BPIFRANCE virtual forum on professions that makes sense

The Group's Human Resources department actively contributed to the *"Recruitment forum for professions that make sense"*, a 100% digital event organised by BPIFRANCE from 30 March to 1 April 2022. For its first participation, none of the interviews actually led to anyone being hired within the Group.

Yet the quality of the applicants' profiles and the discussions encourage us to repeat the experience, not least to continue raising awareness among the participants about the Group's activities and the diversity of its professions.



From left to right:
Aïssata CISSE, Valentin COLLIN, Camille GORDET

ODIAL SOLUTIONS Group welcomed 8 people as part of training programmes in 2022

The Group's companies hosted 5 interns, 2 apprentices, and 1 PhD student in 2022, representing 7.69% of their headcount:

Nom la personne	Apprenti(e) ou stagiaire	Diplôme préparé	Mission	Entreprise
Aïssata CISSE	Intern	Safety and Environment Engineer. diploma	Sustainable Development Assistant	ODIAL SOLUTIONS
Valentin COLLIN	Intern	BTS in International Trade	Logistics	VERGNET HYDRO
Camille GORDET	Intern	National school leavers' diploma	Observation internship	VERGNET HYDRO
Nohlan JEAN	Intern	National school leavers' diploma	Observation internship	VERGNET HYDRO
Orhiane LEFEUVRE	Apprentice	Bachelor's in Marketing	Marketing Assistant	ODIAL SOLUTIONS
Julie MANTE	Intern	National school leavers' diploma	Observation internship	VERGNET HYDRO
Julien THORET	Apprentice	Vocational Degree in Mechanical Design	Technician in the engineering design office	VERGNET HYDRO
Johannes WAGNER	PhD student	Thesis	Research into funding the water service in the rural African environments	UDUMA



From left to right:
Nohlan JEAN, Orhiane LEFEUVRE, Julie MANTE

From top to bottom: Julien THORET and Johannes WAGNER

Employees at the Ingré head office have a new multi-activity relaxation space, with table football, a box library, darts, and more.

Focus on the training of local partners in Guinea-Conakry

In March 2022 in Kindia, Jérome GREGOIRE, an electrical engineer at VERGNET HYDRO, trained representatives from the Guinean company, EVG, and from local Water Utility Management Units on the basic notions of safety and maintenance on a pumping site powered by photovoltaic energy:

- Summary of the standards in force
- Fitting, servicing, and maintenance of an installation
- Presentation of Personal Protective Equipments (PPE).

This training came as part of a project designed to provide drinking water to more than 60,000 villagers belonging to 120 isolated rural communities and spread over all 8 Guinean administrative regions, via 60 HYDROPUR treatment stations (by the Belgian company ALTECH).

The African subsidiaries of VERGNET HYDRO have acquired the essential skills for completing projects from A to Z

Civil engineering capabilities that have expanded in recent years

Historic supplier of equipment for drinking water supply systems (DWS), VERGNET HYDRO has also become a key player in hydraulic works over the last 10 years. *"This skills development is particularly prominent in our Burkinabe and Ivorian subsidiaries, VERGNET BURKINA and SAHER, which have now brought in-house the local skills essential for conducting projects,"* declares Thierry BARBOTTE, Managing Director of VERGNET HYDRO.

The "Works" offer from the two African subsidiaries covers a wide range of skills, ranging from drilling to installing hydraulic equipment, the laying of pipes for drinking water (and various utilities), and civil engineering. *"Our civil engineering capabilities have considerably expanded in recent years. We now construct water towers, crossing structures, technical buildings, and so on,"* says Wagna MOTA, Director of SAHER.

Work to convert manual pumps into mini-DWS

SAHER has, for example, recently installed the drinking water, firefighting, stormwater and wastewater networks, various water treatment systems and the dry networks for the new TERRA-2 RO-RO terminal at the port of Abidjan (2020), laying more than 12 km of HDPE pipes in the Grand Campement district of Abidjan (2021), building a 50 m^3 reinforced concrete water tower (15 m high), laying 16 km of pipes in the town of Bouaflé (2022), and installing 10 solar-powered drinking water supply systems for the Coffee-Cocoa Board (2022).

"We are currently carrying out the preliminary work of blowing, cleaning and checking the borehole, installing a solar pump, a manual pump, a 4 m^3 tank, valves, and all associated equipment (pipes, cables, etc.) and building the superstructures on more than 600 available sites to convert manual pumps into mini-drinking water supply systems within the framework of a large project (€18 million, or 11.9 billion CFA francs), funded via a concessional loan from the General Directorate of the Treasury (French Ministry of Economy and Finance) to Côte d'Ivoire," Wagna MOTA goes on to say.

"Works" skills that go beyond the hydraulics sector

The VERGNET BURKINA teams are today busy installing the solar farms, electric pumps, chlorination systems, the 20 kilometres of pipes and the water towers, and conducting all the civil engineering works for three DWS located in the Boucle du Mouhoun province. *"Competence is acquired as our projects progress. But it is truly consolidated when our customers express their confidence in us by coming back for more. And we are particularly proud of having such faithful clients,"* declares Bertrand BUREAU, Managing Director of VERGNET BURKINA.

It should be noted that the "Works" skills of the VERGNET HYDRO subsidiaries are not restricted to the hydraulics sector. For example, in 2019, the VERGNET BURKINA teams took charge of the earthworks, civil engineering, building construction, solar array assembly, and installation of photovoltaic power plants (587.5 kWp, 120,000 inhabitants). This contract was part of an eco-electrification project for the rural zones of the North and Centre-North regions of Burkina Faso.

Our environmental commitments

Through its industrial and sales activities, ODIAL SOLUTIONS provides solutions to ***strengthen the resilience of populations facing climate change****, in a place where such changes are particularly devastating: sub-Saharan Africa. Moreover, our company combines a* ***culture of reuse and waste reduction with a genuine commitment to the environment.***

Some key statistics

ODIAL SOLUTIONS has bolstered the resilience to climate change of **1.11 million people** who were most vulnerable to this risk in 2022.

Electricity consumption per staff member per day at our Ingré site went down by **-53.81%** between 2021 and 2022.

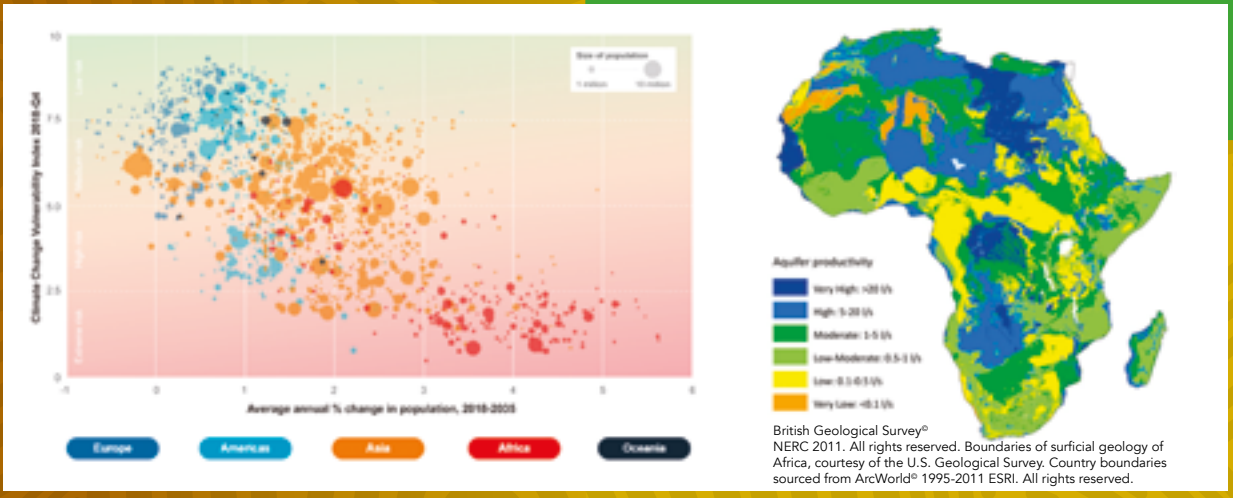
Water consumption per staff member per day at our Ingré site increased by **7.87%** between 2021 and 2022.

Products and services to boost resilience to climate change

Combating the effects of climate change

For 45 years, ODIAL SOLUTIONS Group has been providing drinking water supply solutions to rural populations in sub-Saharan Africa, in other words, those the most affected by global warming. The company's products and services strengthen these populations' resilience to the impacts of climate change. This is completely in line with Sustainable Development Goal 13 (take urgent action to combat climate change and its impacts).

Another significant factor is that the group's products and services encourage the use of groundwater rather than surface water. Groundwater is far more prolific and sustainable than surface water, and its use actually features among the actions recommended to reinforce the resilience of populations to climate change (Groundwater resilience to climate change in Africa, British Geological Survey Open Report, 2011).



Climate Change Vulnerability index 2018 (Verisk Maplecroft)

African groundwater can easily support the needs of rural communities (0.1-0.3 L/s).

Our environmental commitments

*Electricity **consumption** in kWh per staff member per day worked on our Ingré site*

*Water **consumption** in cubic metres per staff member per day worked on our Ingré site*

Limiting the environmental impacts of facilities

The invitations to tender for rural hydraulics projects to which ODIAL SOLUTIONS Group companies respond often specify pumps that are oversized or distribution systems that are inefficient with regard to the real needs of populations. Wherever possible, the Group's technical teams propose alternatives that are less energy-intensive and have a smaller environmental footprint.

Since 2019, we have developed a comprehensive environmental, social, health and safety implementation and safeguard plan, which we adapt to the context of the projects we carry out, according to the country and the local legislation.

Where it is financially viable, our teams will always choose a solution powered by solar energy over a solution powered by fossil fuels.

We also choose materials (stainless steel, galvanised steel, etc.) that guarantee that all the facilities we install are free from metal particle pollution.

Limiting the volume of ground water drawn off

It is impossible to estimate the volumes of water wasted (through non-consumption) by villagers in sub-Saharan Africa using manual pumps or other supply systems to draw their drinking water. What is certain is that charging by the litre for drinking water is an efficient way to fight wastage. Consequently, the management strategies offered by UDUMA limit the volumes drawn from groundwater.

Ecological commitments

Adopting an energy-saving plan

As part of the national Energy-Saving Plan, the French government has called upon companies to reduce their energy consumption by 10% by 2024. The French teams of the ODIAL SOLUTIONS Group have therefore adopted an internal savings plan aimed at achieving this objective. These are its measures:

→ **Better use of space:**

Redistribution of services to reduce office space requirements.

→ **23% reduction of the time of heating operation:**

Extending the daily cut-off period for radiators (from 8 pm-7 am to 6 pm-8 am) and restricting corridor and lobby radiators to 15°C. The radiators are turned off on Saturdays and Sundays.

→ **Full utilisation of off-peak periods:**

Energy-intensive operations not requiring any particular monitoring (test facility, computer calculation, equipment charging, etc.) are now scheduled to be conducted, preferably, during the night or on Sundays.

→ **Turning off small water heaters outside working hours:**

Installation of timers on water fountains, to turn them off from 6 pm to 8 am Mondays to Fridays and at weekends.

→ **Changes to our procurement of IT equipment:**

Preference given to energy-efficient equipment (EPEAT, Energy Star eco-labels, etc.).

→ **Raising awareness about eco-friendly actions:**

• Signs to raise awareness of "physical" eco-friendly actions (heating, lights, computers, etc.).
• Ratification of a Charter on digital eco-friendly actions.

Signs to raise awareness of physical eco-friendly actions displayed in each of the offices on the Ingré site.

Our environmental commitments

ISO 1400: VERGNET HYDRO is addressing its environmental impact

VERGNET HYDRO has been certified ISO 14001:2015 since November 2021. 2022 is the reference year. The company is therefore now capable of assessing the global environmental impact of its activities. It has also identified points for improvement, drafted an action plan for reducing its environmental impact, and come up with indicators for overseeing the smooth running of this action plan. VERGNET HYDRO has also chosen to integrate quality, environment and CSR within one and the same policy, with the publication of a QE-CSR policy and the updating of the VERGNET HYDRO Environment policy.

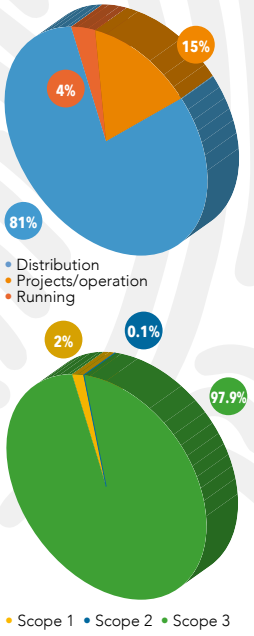
VERGNET HYDRO and its subsidiaries have produced their first greenhouse gas (GHG) balance sheet

With the support of a consultancy firm, VERGNET HYDRO has conducted its first estimation of the quantity of greenhouse gas emitted by its activity and the activities of its SAHER and VERGNET BURKINA subsidiaries. To do so, the company applied the BILAN CARBONE® (ADEME) GHG inventory method for its activities in 2021. It emerged from this that VERGNET HYDRO and its two subsidiaries emitted 15,200 tCO_2eq in 2021, broken down as follows:

- 75.30%: manufacturing of marketed products,
- 15.27%: project and water service management activities,
- 3.90%: running of the 3 structures,
- 3.55%: end of life of marketed products,
- 1.27%: use of marketed products,
- 0.71%: freighting of marketed products.

This first BILAN CARBONE® GHG inventory for the company has identified the aspects that account for the most GHG emissions. The exercise will now be run annually.

2021 BILAN CARBONE® analyses of VERGNET HYDRO and its subsidiaries



The manufacturing of marketed products represents 75.30% of the 2021 BILAN CARBONE® carbon inventory of VERGNET HYDRO and its subsidiaries

A waste recycling ratio amounting to 89.62%

As part of its ISO 14001 certification, VERGNET HYDRO now calculates annually its waste recycling ratio on the Ingré site (France). This amounted to 89.62% in 2021. The 2.4 tonnes of paper/cardboard waste produced in 2021 by our French teams were recycled in the paper industry. And, out of the 2.59 tonnes of wooden pallets returned to the recycler, BURBAN PALETTES, in 2021, 1.83 tonnes (70.66%) were reused as pallets and 0.76 tonnes (29.34%) were recycled as biofuel.

In early 2022, the Group chose to entrust the management of its waste to a new service provider, which proposes a recycling channel for plastic waste in addition to the channels for cardboard and industrial waste.

85% of the Group's suppliers and service providers are based in France

ODIAL SOLUTIONS' responsible procurement charter (adopted in 2020) aims to minimise the Group's carbon footprint, notably by reducing transport distances. The charter makes geographical proximity a primary criterion when choosing service providers and suppliers.

In 2022, by value, 90.09% of the ODIAL SOLUTIONS suppliers and service providers were European (85.44% in 2021); 84.78% were French (79.47% in 2021); and 16.37% were based in the Centre-Val de Loire region (15.62% in 2021).
Our Purchasing department also prioritises complete shipments over partial shipments.

Carbon offsetting: a patronage agreement with GERES

ODIAL SOLUTIONS and its subsidiaries undertake to offset annually the carbon impact of their air travel, and contribute to the collective effort to achieve carbon neutrality by providing financial support for projects with a positive impact on the environment in the nations of the South. To this end, the Group has signed a patronage agreement with the international development and solidarity NGO GERES (www.geres.eu), which supports it in this approach.

Odial Solutions

CHARTE ACHATS RESPONSABLES

Depuis plus de 40 ans, le travail des salariés du groupe Odial Solutions et de ses filiales contribue à améliorer l'accès à l'eau potable dans les zones isolées. Participer à la construction d'un avenir durable pour les populations isolées est le moteur de nos actions.

Cette charte des achats responsables a pour ambition d'aller au-delà des législations en vigueur en impliquant nos fournisseurs à nos côtés dans une démarche active de responsabilité à la fois sociale et environnementale.

Nous prenons les engagements suivants :

- Le respect de la planète en maîtrisant l'impact environnemental de nos activités
- La mesure de la répartition femme/homme dans l'entreprise dans l'objectif de parvenir à plus d'équité
- La sollicitation prioritaire des savoir-faire du territoire
- La prise en compte des coûts totaux – acheminement inclus – ainsi que des risques et enjeux lors de la sélection de nos sources
- Le respect de nos engagements contractuels

Nous formalisons ainsi nos pratiques déjà en œuvre pour aller plus loin en termes de performance et de pérennité de nos activités.

Thierry Barbotte
Président

Responsible packaging

The packaging of products dispatched by ODIAL SOLUTIONS does not contain polystyrene chips which could be scattered when a package is opened or during transport, polluting African rural environments. Our packaging materials are recyclable and, where possible, reusable (essentially wood, cardboard, etc.). Pallets are compliant with the International Standard for Phytosanitary Measures N° 15.

Our environmental commitments

The environmental, social, safety and health requirements of our customers grew considerably between 2021 and 2022

SUMMED UP IN 2 STATISTICS

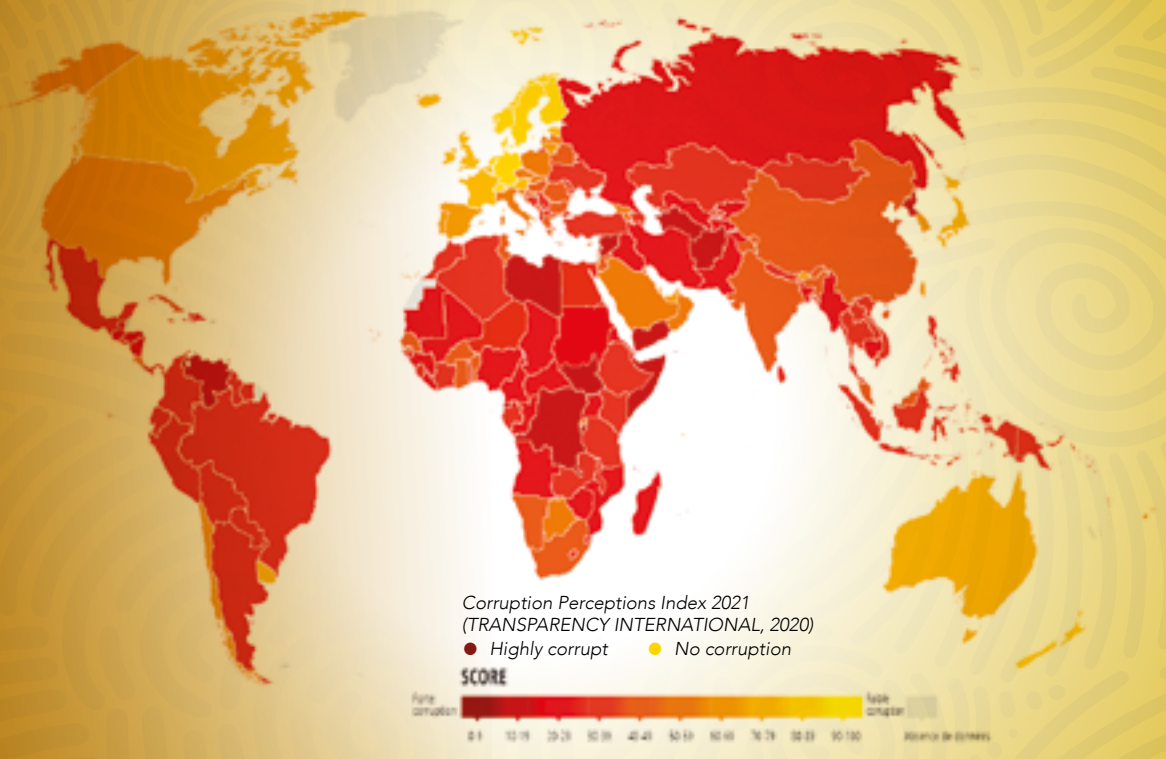
Out of all the invitations to tender to which VERGNET HYDRO responded:

- Only **26.6%** required (at least) **one mark of environmental, social, safety or health commitment in 2021**
- A proportion that increased to **46.2%** in 2022.

Details of this increase:

Out of all the invitations to tender to which VERGNET HYDRO responded, proportion of tender files requiring these marks of environmental, social, safety or health commitments		In 2021	In 2022
Signing a document included in the tender file	Declaration of Environmental, Social, and Health & Safety Performance (ANT-3 form)	13,3%	21,4%
	Specific Experience in the Management of Environmental and Social Aspects (EXP 4.2.c form)	6,6%	28,5%
	Declaration of Integrity, Eligibility, and Environmental and Social Responsibility	6,6%	21,4%
	Environmental, Social, Health, and Safety Specifications for works management	6,6%	7,1%
	Staff code of conduct	13,3%	21,4%
Providing a pre-existing VERGNET HYDRO document	Environmental, Social, Health and Safety Charter	0,0%	7,1%
	ISO 14001 certification	0,0%	7,1%
	Environmental, Social, Health and Safety application inspection procedures	0,0%	7,1%
	CV of an Environmental and Social Responsibility manager	20,0%	35,7%
Producting a specific document	Environmental and Social Management Plan	**0,0%**	**21,4%**
	Environmental, Social, Health and Safety Methodology	**6,6%**	**28,5%**

A requirement for transparency



ODIAL SOLUTIONS Group meets the transparency requirements of its international financial backers and, through its UDUMA subsidiary, has put in place an efficient response to fraud and clientelism in the management of water in sub-Saharan Africa.

International tenders require transparency

Most of our Group's business (more than half its revenue) is generated by responding to international tenders put out by financial institutions such as the WORLD BANK, THE AFRICAN DEVELOPMENT BANK, THE ISLAMIC DEVELOPMENT BANK, and the like. These major international institutions have been zealously fighting fraud and corruption since the late 1990s. As well as inserting suspensive conditions into their tenders, they have also created units to investigate these issues, such as the WORLD BANK'S INTEGRITY Vice Presidency and the AFRICAN DEVELOPMENT BANK'S INTEGRITY and Anti-Corruption Department.

Article continues

International tenders require transparency *(cont'd)*

Moreover, when we respond to a call for tenders issued by one of these international institutions, we and all the other candidate companies sign a charter stating explicitly that we will comply with a set of strict ethics guidelines. In doing this, we rule out both corruption and all forms of fraudulent, collusive, coercive and obstructive practice. These commitments are particularly important to us. We cannot afford to run the risk of, for example, being struck off the list of companies eligible to respond to WORLD BANK tenders.

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Section VI. Règles de la Banque en matière de Fraude et Corruption

Directives de Passation des marchés de biens, travaux et services (autres que les services de consultants) financés par les prêts de la BIRD, et les dons et crédits de l'AID aux Emprunteurs de la Banque mondiale, Janvier 2011 :

« Fraude et Corruption

1.16 La Banque a pour principe, dans le cadre des marchés qu'elle finance, de demander aux Emprunteurs (y compris les bénéficiaires de ses prêts) ainsi qu'aux soumissionnaires, fournisseurs, prestataires de services, entrepreneurs et leurs agents (déclarés ou non), personnel, sous-traitants et fournisseurs d'observer, lors de la passation et de l'exécution de ces marchés, les règles d'éthique professionnelle les plus strictes[1]. En vertu de ce principe, la Banque

Extract from an African Development Bank tender response document.

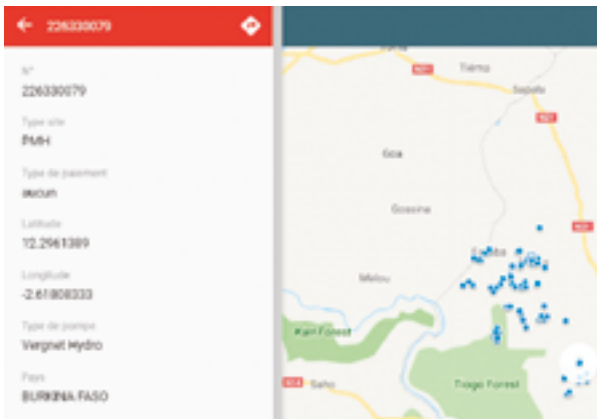
How UDUMA brings transparency

The UDUMA model's viability and durability are based on the fact that the villagers pay for every litre of drinking water drawn at any water distribution point managed by UDUMA. Although the sums collected are modest, they are sufficient to pay the pump operators, repair technicians and kiosk staff, and also to purchase the necessary parts, payment terminals, etc. Complete transparency in the transactions between the villagers and the pump operators is therefore a prerequisite of the UDUMA model.

This transparency is guaranteed by the automatic correlation between the volumes of water drawn at an UDUMA water point and the volumes of water billed by the pump operator responsible for this same water distribution point. Because of this, it is impossible for pump operators to distribute water other than through

a transaction recorded by UDUMA. The transaction is all the more transparent since it is entirely electronic (cashless payment).

Consequently, the UDUMA model intrinsically brings transparency to the water management sector in sub-Saharan Africa, the area of the world that needs it most (Corruption Perceptions Index 2020, Transparency International). It also enables public authorities and financial backers to check installations are working and ensure funds have been spent correctly.



Application used to monitor consumption in real time at various water distribution points managed by UDUMA.

2022's new recruits

Dominique DA CRUZ

A general engineer by trade, Dominique has more than 30 years of experience in the development and management of public drinking water services and liquid sanitation. He was notably Deputy Managing Director of the Côte d'Ivoire Water Distribution Company (SODECI) for 12 years. He was appointed ***Managing Director*** *of* ***OMILAYE*** *in January 2022.*

Chiaka DIAKITE

For 20 years, Chiaka has been accumulating experience in project management in the sectors of drinking water procurement and solar electrification of rural and semi-urban centres in Mali, as well as in Burkina Faso and Guinea Conakry. He joined ***UDUMA MALI*** *as a* ***Project Manager*** *in June 2022.*

Clémence DUROUCHOUX

Clémence has been ***a Bids and Projects Officer*** *at* ***VERGNET HYDRO*** *since April 2022. Having graduated in general engineering two years ago, she already has gained professional experience combining innovation, sustainable development and the African context, including an internship in Namibia.*

Komlan HOEDAN

After 10 years of professional experience in consultancy firms and large corporations, Komlan joined ***UDUMA MALI*** *as its Accountant in January 2022. He has a degree in Finance and Management Control.*

Pavla HOURDEQUIN

Pavla has been ***Industrial Buyer*** *for* ***VERGNET HYDRO*** *since January 2022. A trained manager, she joined the company on the back of 8 years' experience in the Purchasing department of an automotive sector equipment manufacturer.*

Myriam TOGUYENI

A Masters' graduate in International Trade, Myriam has taken part in the planning of activities and the coordination of civil society organisations based in Burkina Faso, France and Senegal. Since April 22, as a ***Projects Officer****, she has been coordinating the implementation of the drinking water service of* ***SAHER*** *in Côte d'Ivoire.*

Sustainable Development Action Plan 2018-23

Innovate
to make rural areas attractive

1. **Undertake** a societal impact study into ODIAL SOLUTIONS' business activities:
   - Quantitative impact: benefiting populations, job and business creation, etc.
   - Qualitative impact: employing local people, enhancing living standards for the local population, limiting rural-urban migration, awareness raising, health impact, etc.
   - Ensure the goods and services we propose offer maximum value for money
   - Identify local (private) players with whom we could work in synergy for a local impact
2. **Plan** for the needs of the future:
   - Continue developing services around our core business: water and energy
3. **Raise awareness** about sustainable development among our partners in Africa

Engage
employees in our project

1. **Develop and implement** tangible actions promoting diversity within the Group.
2. **Promote** in-house mini training sessions to improve staff skills in specific areas and encourage communication on these subjects between different departments
3. **Optimise** the onboarding of new arrivals in all Group companies
4. **Create** a matrix of the group's current skill set and future skill requirements – strategic workforce planning (GPEC)
5. **Consider** organising seminars during which staff can work together on the sustainable development strategy, and/or create topic-based task forces to work throughout the year
6. **Facilitate** the organisation of team-building events
7. **Continue** to look at how workshop handling can be optimised to maximise efficiency and safety and work on ergonomics for all job roles
8. **Continue** to reflect on how to optimise travel to improve both efficiency and safety/security (personal safety and data security)
9. **Optimise** staff safety on work sites
10. **Encourage** cycling as a mode of transport ☑
11. **Consider** introducing a remote working policy ☑
12. **Extend** projects to improve staff welfare (gym, massages, sports tournaments, table football, etc.)
13. **Conduct** a benchmark study into remuneration practices across similar posts to assess how attractive our pay scales are
14. **Include** sustainable development in job descriptions ☑
15. **Look into** a humanitarian project run by staff in connection with our business area
16. **Build** links with social economy organisations (community-supported farming, charities, etc.)

Reduce
the environmental impact

1. **Raise staff awareness** to the consequences of 14001 certification
2. **Conduct the BILAN CARBONE®** carbon inventory of VERGNET HYDRO and its susidiaries ☑
3. **Put in place** an offsetting mechanism for all the Group's carbon emissions ☑
4. **Study the possibility** of issuing carbon credits ☑
5. **Assess** the energy efficiency of buildings ☑
6. **Assess** the quality of lighting in premises ☑
7. **Set up a monitoring system** for all staff travel with a view to optimisation
8. **Roll out** measures to reduce the environmental impact of local projects and travel
9. **Better integrate** environmental protection in the design of our products
10. **Identify** possible approaches to reduce production waste volumes ☑
11. **Promote** sustainable habits (e.g. recycling) and repeat awareness-raising projects with new staff ☑
12. **Set up** consumption monitoring for electricity, water, gas and other consumables (e.g., paper) ☑
13. **Configure** computers to print in duplex and black and white by default ☑
14. **Formalise** a strategy to digitise part of our documentation ☑
15. **Promote** sustainable mobility solutions for day-to-day journeys ☑
16. **Reduce** our soap consumption by the use of distributors ☑

Promote
good governance

1. **Write** a good governance charter (e.g. fighting corruption and discrimination) ☑
2. **Continue** to develop service management tools that optimise services and transparency for customers and users (fault reporting, accountability, etc.)
3. **Formalise** a responsible sourcing charter ☑

☑ *This pictogram indicates that the goals linked to this action have already been achieved. All other measures in the CSR 2018-2023 Action Plan are in progress.*

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