

EXTRA-FINANCIAL

PERFORMANCE

DECLARATION

2021



Up

Making
every day better

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“For Up, investing in a CSR approach has always been a top priority. Why? Because we have been a pioneering company in the social, solidarity and local economy in France and Europe since 1964.”

Our commitment leads us to gather all our companies and employees around five areas of progress: governance, economic, social, societal and environmental areas. Throughout this Non-Financial Performance Statement, we share the policies we have implemented, the changes that have been made to the action plans, the results and the key performance indicators with all our stakeholders.

Our commitment also leads us to follow the ten principles of the United Nations Global Compact and to contribute to the Sustainable Development Goals.

Lastly, our commitment leads us to set corporate social responsibility as top priority for our corporate strategy and business model.

Therefore, in 2021, we have decided to build the CSR governance of Up group by establishing a new strategic and operational CSR steering committee from January 2022. It will enable the Group’s Board of Directors, the CEO and all the management teams in France and worldwide to work together on our five areas.

The digital transformation of our solutions and innovations is lead by our will to strengthen our impact in favour of participatory democracy, social justice, value sharing, territorial solidarity and sustainable consumption.

Throughout this new CSR governance, we aim to monitor Up group by combining economic development and social mission, like two sides of the same coin.

Youssef Achour
CEO of Up group

WE ARE UP



WHO ARE WE?

At Up we are 2,951 employees who work in 22 countries with the same purpose. We are committed to social progress and believe in collective development; our job is to converge the interests of individuals with the aim of serving a fairer society.

WHAT DO WE DO?

Up creates payment methods and services for social and local purposes. We help businesses and communities improve the purchasing power and quality of life of employees and citizens, working closely with local actors.

At Up, we fight for healthier food, culture, and leisure activities for all and more responsible consumption. True to our cooperative model, we contribute to a more sustainable society that puts people at the heart of the economy.

From its very beginnings, Up was able to involve all its stakeholders (beneficiaries, companies, merchants, public authorities, social partners, Social and Solidarity Economy organizations...) in creating the Chèque Déjeuner lunch voucher. This original and pioneering model then guided our diversification process and took our development path out into the world.

“Up, making every day better.”



A healthy diet for everyone

Food is a vector for health, well-being and pleasure. At Up we want to enable as many people as possible to eat well and enjoy all the benefits of their meal break: a balanced diet, and switching off and creating social bonds. Our solutions empower everyone to eat near their workplace or on the move, at a lower cost, without giving up quality. Our network of affiliates is growing day by day to offer more and more choices and social bonding on a daily basis.

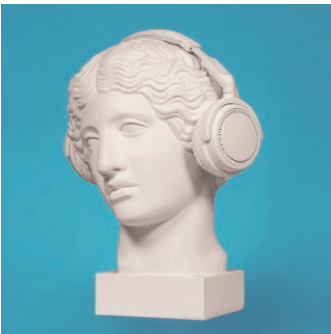
Our solutions create social bonding, strengthen group dynamics and contribute to local development.



We are all actors in our consumption

Economic, social and environmental issues are prompting us to question how we consume and invite us to take full responsibility. The world is becoming aware of the urgency of consuming differently and more sustainably. However, such a change needs to be made possible. Within our own purview, we encourage this momentum by empowering the greatest possible number of people to stay on top of their consumption through freedom of choice: being a better consumer means being able to choose food produced locally, ethically, organically...

This means providing everyone with access to a diversity of networks, which fosters more responsible consumption.



Culture without limits or discrimination

Too many people still never set foot inside a museum, a theatre or a bookstore because they do not feel "legitimate" entering there, or because of financial constraints. Working with cultural mediation funders and players, we are helping to break down the barriers that still keep too many people away from cultural and leisure activities. Our solutions help to forge social bonding and encourage open-mindedness and curiosity.

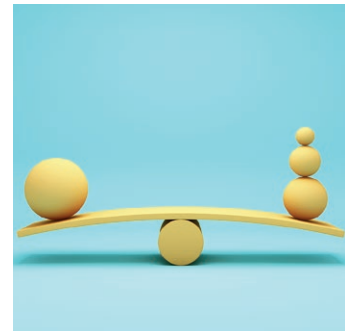
By democratizing access to culture, they promote artistic diversity and contribute to the vitality of cultural venues and events.



A better life balance

Today, everyone has different roles in society (parent, employee, family carer, etc.) and achieving a balanced life can sometimes be a daily challenge. And yet this balance is essential for our health and quality of life. In order to attract and retain talent, companies are evolving and looking for solutions that make everyday life easier for employees. This allows them to free their minds and be more serene and more efficient at work.

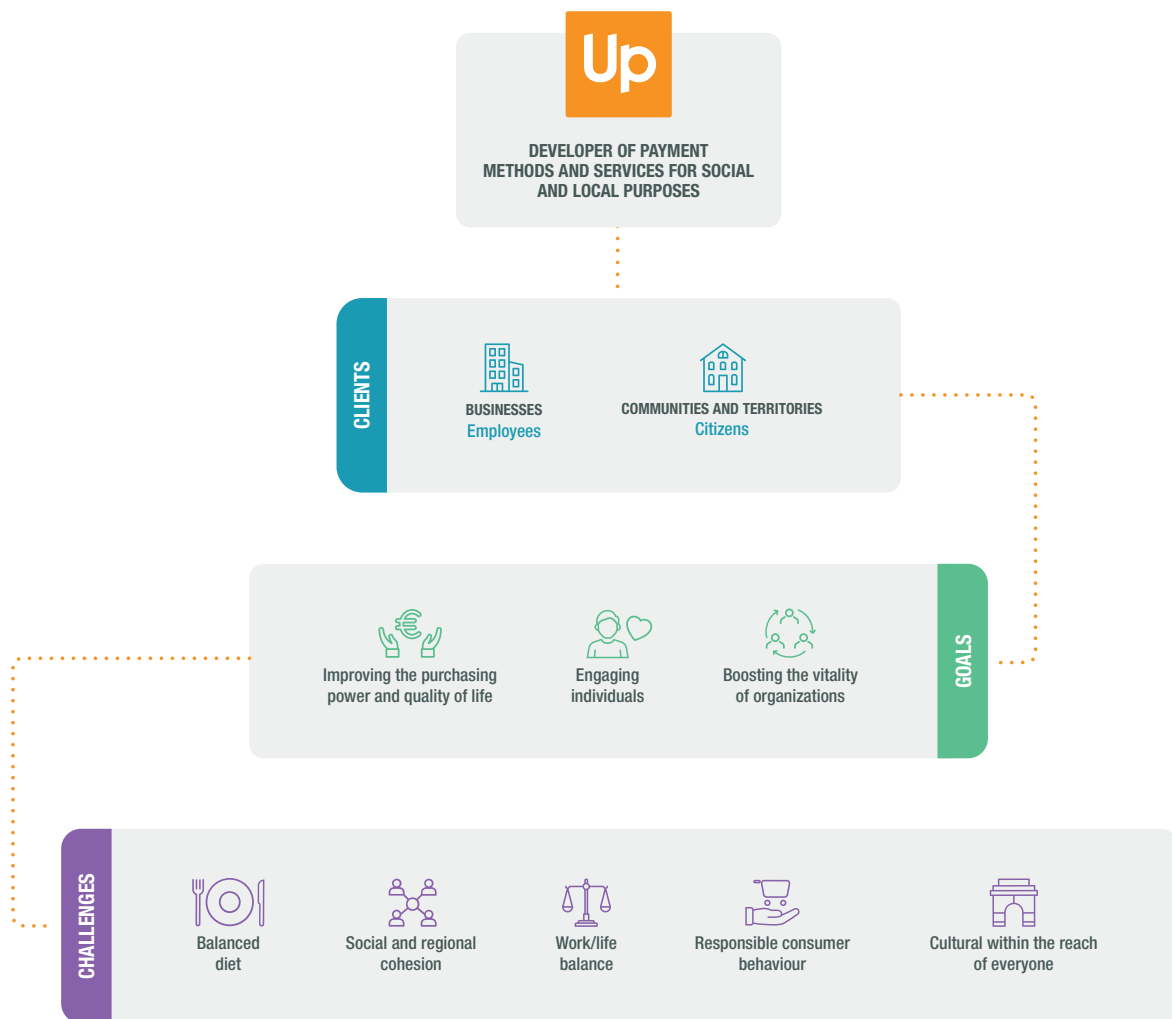
In an effort to meet these needs, we design à la carte solutions that can be used in a wide network of partners to facilitate the social policy of organisations and allow each individual to have a better work-life balance.



A society where everyone has a place

Disability, equal opportunity, autonomy, an aging population, energy transition... There are numerous issues in public and social action, yet all are essential to building an inclusive society. A society where everyone lives decently and is considered as a fully involved player. However, people now find themselves more frequently in vulnerable and uncertain situations, while public spending is shrinking. This means that allocating aid to the best effect has become essential, while ensuring the quality of the relationship with users. By dematerializing aid or grants, our solutions ensure that these are properly allocated and used, while also streamlining the relationship with users and improving coordination between the various stakeholders.

Up is committed to ensuring that the digital transition is an opportunity to address the major challenges of public and social action, thereby guaranteeing a place for all.



UP GROUP, A PLAYER IN THE SOCIAL AND SOLIDARITY ECONOMY

The cooperative statutes of the Group's parent company are linked to Up's main purpose. They have always made it possible to place the principles and values of the social and solidarity economy at the core of the company's strategy. The cooperative principles promoted by the International Cooperative Alliance (democracy, freedom of membership, sustainability and commitment to society) are universal in scope and form the basis of the company's strategy. Up's involvement in promoting these principles, both in France and in the countries where the Group operates, in conjunction with its stakeholders, demonstrates the company's desire to commit to a more sustainable economy that respects people and their environment.

Moreover, Up's membership and support for numerous organisations and associations representing the players in the Social Solidarity Economy, from the most local (regional unions of cooperative and participatory companies, regional chambers of the *ESS France*) to the most global (*ESS Forum International*, Institute for International Social Cooperation), show Up's commitment to promoting its economic and democratic model to the greatest number of people.



UP

IN THE WORLD



22 COUNTRIES
ON 4 CONTINENTS



1 M
OF CLIENTS*



€565.6 MILLION
IN SALES REVENUE*



24 MILLION
OF BENEFICIARIES*



2,951
OF EMPLOYEES

KEY FIGURES BY GEOGRAPHICAL AREA

AMERICAS



BRAZIL



MEXICO

NUMBER OF
EMPLOYEES
728

NUMBER OF
CLIENTS
239,238

NUMBER OF
BENEFICIARIES
4.6 MILLION

* Refer to the methodological note for the scope of this data

NORTH-WESTERN EUROPE

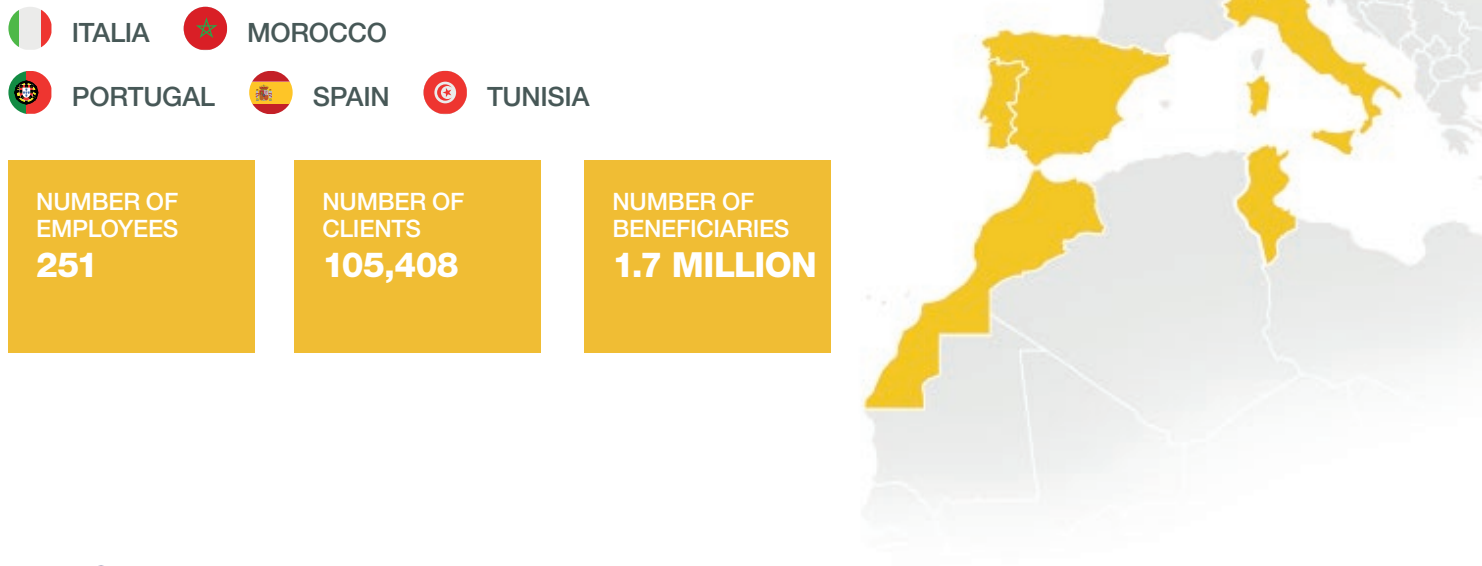


NUMBER OF
EMPLOYEES
1,280

NUMBER OF
CLIENTS
568,416

NUMBER OF
BENEFICIARIES
15.2 MILLION

MEDITERRANEAN EUROPE



NUMBER OF
EMPLOYEES
251

NUMBER OF
CLIENTS
105,408

NUMBER OF
BENEFICIARIES
1.7 MILLION

EURASIA

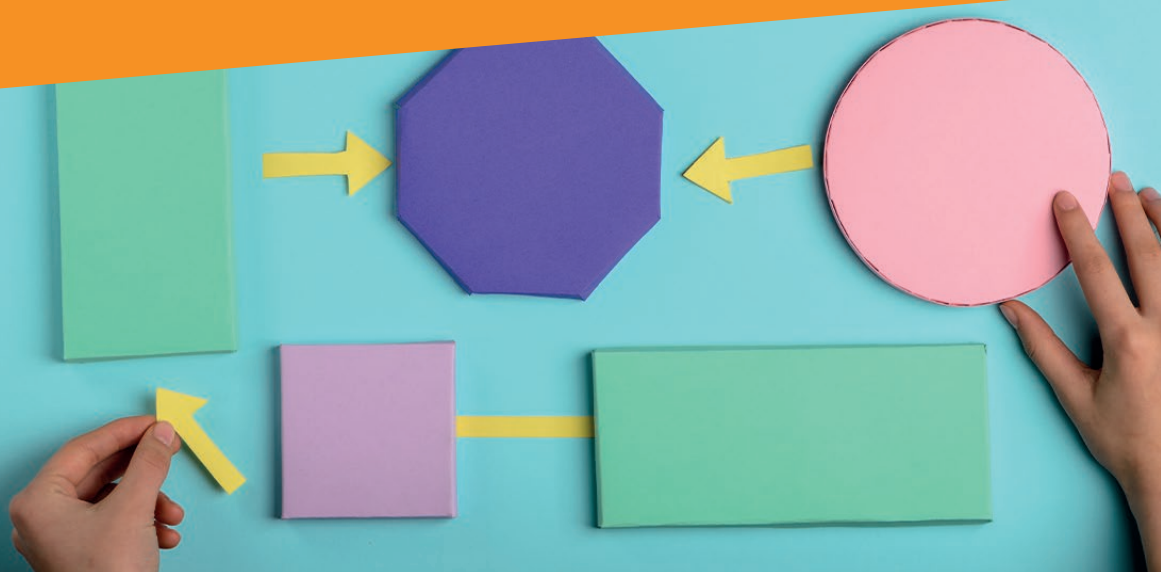


NUMBER OF
EMPLOYEES
692

NUMBER OF
CLIENTS
160,421

NUMBER OF
BENEFICIARIES
2.5 MILLION

BUSINESS MODEL



Our Expertise

- Customer service
- Electronic money
- Regulatory and Public Affairs
- E-money Services
- Digital expertise
- Industrial production Management

Our Resources

Human Resources



2,951 employees worldwide in 2021
Training access rate: **68%**

Cultural Resources



Cooperative DNA, a major player in the SSE sector worldwide
Research and development **partnerships** with start-ups
100% of the parent company capital is held by the cooperators

Environmental Resources



56% of the paper used in the production of our securities comes from sustainably managed forests
78% of the energy consumed by our head offices comes from renewable and recovered energy

Technological Resources



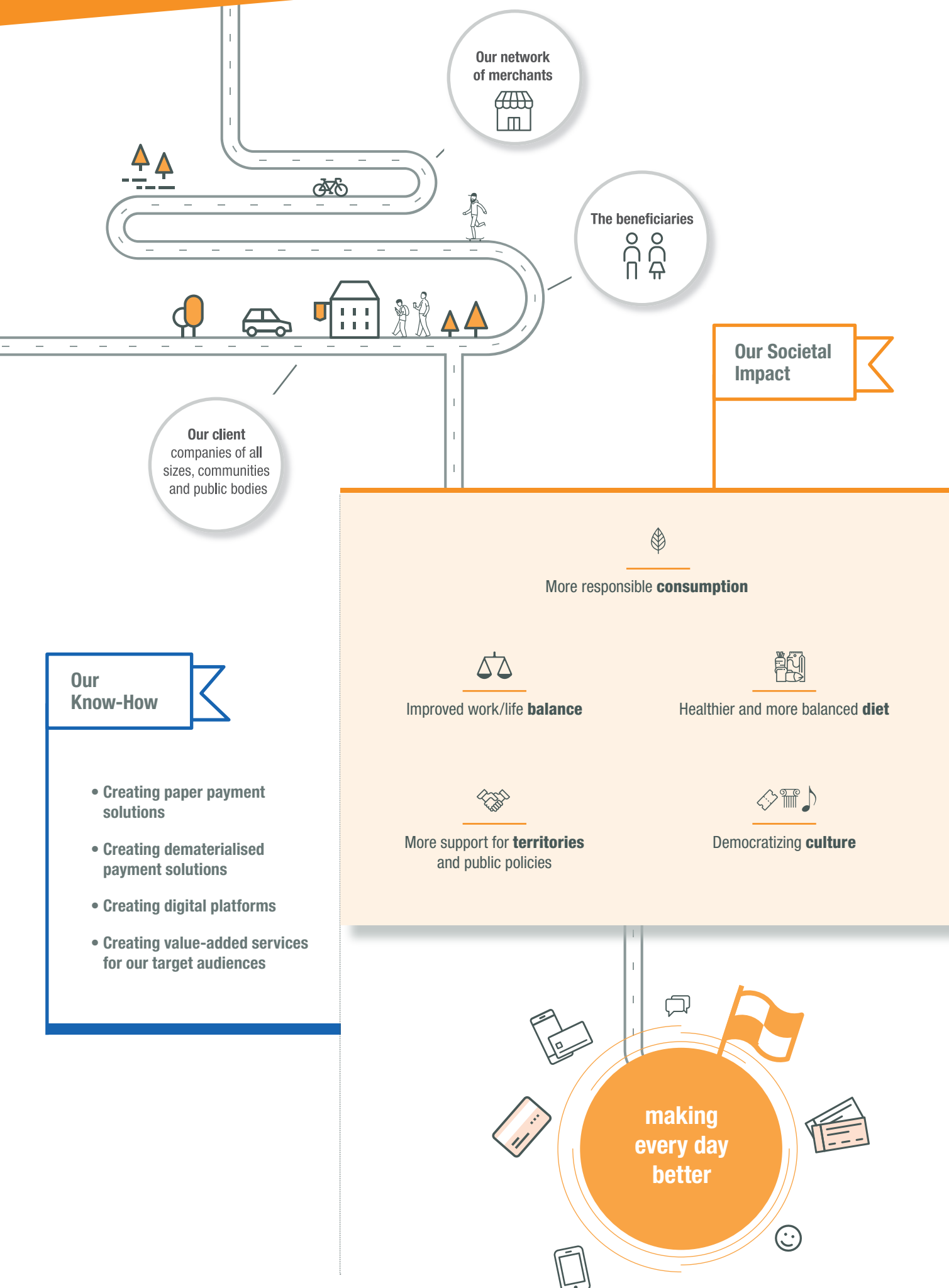
Electronic payment platforms, private payment systems

Economic Resources



Borrowing capacity, cash flow, negative working capital requirement (WCR), nine documents govern the relationship between Up with its suppliers and subcontractors





Our network of merchants

The beneficiaries

Our client companies of all sizes, communities and public bodies

Our Societal Impact

Our Know-How

- Creating paper payment solutions
- Creating dematerialised payment solutions
- Creating digital platforms
- Creating value-added services for our target audiences

More responsible **consumption**

Improved work/life **balance**

Healthier and more balanced **diet**

More support for **territories** and public policies

Democratizing **culture**

making every day better



THE BOARD OF DIRECTORS INCLUDES:

12

members
elected by the members
at the General Meeting in June 2019



3

members representing
the Trade Union Confederations
(CFDT, CGT and FO)



3

members
with advisory votes,
representatives of the Company's
Social and Economic Committee



A Director's term of office lasts **4 years**.

The role of the Board of Directors is to decide on the Group's strategic guidelines to ensure that they are implemented and to approve the accounts. The current Board of Directors was elected by the employee-members of the Up Cooperative at the General Meeting in June 2019 (the next one will take place in June 2023).

It includes 50% women and 50% men.

In 2021, fourteen meetings of the Board of Directors were held, during which all members either participated or were represented.

The internal regulations established in 2020 specify the rights and obligations of a director, the mission and operations of the Board of Directors and the roles and powers of the governance bodies. These rules are to be followed by all members of the Board of Directors and by anyone participating in the meetings of the Board of Directors and the work of its committees in any capacity. They also grant the Directors 15 hour delegated time per month. All Board members have also been trained to fight money laundering and the financing of terrorism.

ON JANUARY 1ST 2021, THE BOARD INCLUDED:

YOUSSEF ACHOUR
President and CEO

JACQUES LANDRIOT
honorary president

MARC BUISSON
Director, secretary general

SAMIRA AIMENE
Director

JULIEN ANGLADE
Director

VÉRONIQUE CHARBONNIER
Director

HAWA DIA ROGER
Director

FERNANDA DE AZEVEDO
Director

BERTRAND LÉGER
Director

GAËLLE DO DANG VINH
Director

MARINA FERREIRA
Director

EMMANUEL MAUFOUX
Director

GRÉGORY VAAS
Director

AMOKRANE AMEUR
Representative of the social
and economic committee

SERGE BREIT
Representative of the social
and economic committee

RAPHAËL POULAIN
Representative of the social
and economic committee

MARIE-ANDRÉE SEGUIN
Director - Representative
of the trade union CFDT

SANDY PENNE
Director - Representative
of the trade union CGT

ANNE BALTAZAR
Administrator - representative
of the trade union FO

GÉRALDINE NICOLETTI
Board secretary

**“WHO BETTER THAN A COOPERATIVE COMPANY
CAN LEAD TO THE EMERGENCE
OF A SUCCESSFUL COLLECTIVE?”**

THE EXECUTIVE COMMITTEE

The Executive Committee includes the President and CEO, Functional Directors and Area Managing Directors. It deals with all matters relating to the implementation of the Group's strategic project as well as the management of the Group and its subsidiaries, in accordance with the decisions made by the Board of Directors. The Committee meets about once a month.

AS OF JANUARY 1ST 2021, THE EXECUTIVE COMMITTEE INCLUDES:

YOUSSEF ACHOUR
Chief executive officer

JULIEN ANGLADE
Managing director for France

OLIVIER BERNON
Director of the Europe-
mediterranean zone

CHARLES LOSSY
Director of information systems

MARC BUISSON
Secretary general,
communication and Group
differentiation director and
chairman of Up Day (Italy)

GAËTAN CHAUDERLOT
Director of development
and partnerships and director
of the Americas

BERTRAND LÉGER
Director of northwestern
Europe

EMMANUEL MAUFOUX
Director of public affairs and
regulatory compliance

SYLVIE NOURRY
Marketing and innovation
director

ELENA PAP
Eurasia manager

RIJA RAKOTOARIVONY
Group financial and legal
affairs director

AUDREY RICHARD
Director of human resources
and employee commitment

STRATEGIC PROJECT AND CSR CHALLENGES



A CSR APPROACH TO SUPPORT ECONOMIC RECOVERY

The “CAP 2023” section of our strategic plan sets out the ambitions of Up group’s economic recovery. It is based on four areas and nine goals that represent the pillars of our collective success. It enables all the players within the company - directors, leaders, managers, employees - to refocus on the company’s fundamental challenges, for the benefit of our customers, partners and other stakeholders.

This year 2021, the priority of the Board of Directors and the Group was therefore first to maintain competitiveness, by setting our recovery plan to control costs, to focus on our “core business”, to improve and accelerate the digitalisation of our services, and to expand our ecosystem of meaningful partnerships and alliances in all our territories, in Europe and in the Mediterranean.

We also improved, adjusted and strengthened our corporate social responsibility approach with a new action plan, Up Social Impact 2025 which is designed to help and improve the recovery plan, over the long term, and by appointing our new governance strategy.

The Up Social Impact 2025 plan, the CSR section of our strategic project, will be implemented in 2022 and will be detailed in our extra-financial statement which will be published in 2023. It will follow the vision, commitments and goals detailed in our previous Non-Financial Performance Statements.

In-depth work was carried out in 2021 to develop Up group’s new CSR governance, which eventually was implemented in January 2022. This will result in the establishment of a strategic and operational CSR steering committee. It will enable the Group’s Board of Directors, the Presidency and all the management teams in France and internationally to work together on our five areas. Throughout this CSR restructuring, we aim to bring Up group more coherence, more impact, more differentiation and a new impetus for growth.

RISKS

OPPORTUNITIES

GOVERNANCE PROGRAM



Securing the Group

- Failure of the IS to meet business needs
- Business interruption
- Fraud
- Regulatory non-compliance

- Rely on the regulatory requirements of our businesses to improve our risk management
- Be a trusted third party recognised by our stakeholders

ECONOMIC PROGRAM



Fostering sustainable growth for the Group

- Deterioration of the result
- Non-optimisation of cash flow

- Optimise our expenses, diversify our investments and finance new investments

Engaging the Group in the recovery of its activities

- Difficulty in transforming our business models
- Disappointed clients
- The IS does not match with business needs

- Improve our current solutions and develop new services
- Increase customer satisfaction, growing our customer base and developing our market share

SOCIAL PROGRAM



Supporting employees in the transformation of the Group and its businesses

- Non-commitment of employees to the challenges
- Non-matching of skills with business needs
- Imbalance between transmission and evolution of ways of proceeding

- Benefit from motivated managers and employees to ensure a human-centred transformation of the company
- Anticipate changes in skills to meet business challenges
- Rely on the Group's cooperative DNA to promote a common culture

SOCIETAL PROGRAM



Co-building with our suppliers and partners


- Failure in the purchasing process

- Differentiate by buying differently
- Create new partnerships and synergies with our suppliers

Empowering people to act together and strengthening the bonds between our territories

- Commitment to civil society to (re)empower invisible people*

ENVIRONMENT PROGRAM



Protecting our environment together

- Risks related to the environment**

- Reduce the impact of our operations on the environment**
- Mobilise our employees on climate change issues**
- Offer our customers eco-responsible products and services that integrate the circular economy**

* Commitment to civil society to empower invisible people and to take into account future generations by contributing to the environmental transition constitute the commitments that have been an integral part of the Group's identity since its creation. It is through its commitments that the Group succeeds in reconciling economic success and the search for the common good.

** In the context of regulatory issues, animal welfare has not been retained as relevant to the management of our activities.

INDEPENDENT THIRD-PARTY ORGANISATION (ITO) REPORT

on verification of social, environmental and societal information in the management report.



NIORT
53 rue des Marais
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79024 NIORT Cedex

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Financial year ending on December 31st

To the Members,

As an independent third-party organisation accredited by COFRAC under the number 3-1103 (the scope of which is available on the website www.cofrac.fr), we hereby submit our report on the Extra-Financial Performance Declaration for the year ending on 31/12/2021 (hereafter the "Statement"), presented in the Management Report under the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the Commercial Code.

Responsibility of the Entity

It is the responsibility of the Board of Directors to establish a Statement in accordance with legal and regulatory provisions, which includes a presentation of the business model, a description of key extra-financial risks, a presentation of policies applied to these risks, and the results of said policies, including key performance indicators.

The Statement was drafted following the Entity's procedures (hereafter the "Repository"), the significant elements of which are presented in the Statement.

Independence and quality control

Our independence is defined by the regulations, the code of ethics of the profession as set forth in the decree of March 30th, 2012 relating to the practice of certified accountancy while factoring in the provisions in Article L. 822-11-3 of the Commercial Code. Furthermore, we have implemented a quality control system that includes documented policies and procedures, in order to ensure compliance with applicable ethical rules, professional standards as well as legal and regulatory texts.

Responsibility of the independent third-party organization

It is our responsibility, based on our work, to formulate a reasoned opinion expressing a conclusion of moderate assurance on:

- The Statement's compliance with the provisions of Article R. 225-105 of the Commercial Code;
- The accuracy of the information provided under 3° of I and II of Article R. 225 105 of the Commercial Code, i.e. the results of the policies, including key performance indicators, and actions, relating to key risks, hereinafter the "Information".

On the other hand, it is not our responsibility to take a stand on the following:

- The Entity's compliance with other applicable legal and regulatory provisions, including the plan for vigilance and combating corruption and tax evasion;
- Compliance of products and services with applicable regulations.

Nature and scope of the work

Our work as described below was performed in accordance with the provisions of Article A. 225-1 et seq. in the Commercial Code, which set forth the terms under which an independent third-party organization performs its mission, as well as in accordance with the professional guidelines of the National Company of Auditors as related to this assignment.

We performed the tasks which enable us to assess the regulatory compliance of the Statement and the accuracy of the Information:

- We have reviewed the activities of all the Companies included in the scope of consolidation, the statement on the main social and environmental risks associated with this activity, and, where applicable, its effects on respect for human rights and the fight against corruption and tax evasion, as well as the resulting policies and outcomes;
- We assessed the appropriateness of the Repository in terms of its relevance, comprehensiveness, reliability, neutrality and understandability, while taking into account industry best practices where appropriate;
- We have verified that the Statement covers each category of information as provided in Article L III. 225 102 1 on social and environmental matters;
- We have verified that the Statement sets forth the business model and key risks associated with the activity of all entities included in the scope of consolidation, including where relevant and proportionate, the risks created by its business relationships, products or services, as well as policies, actions and results, including key performance indicators;
- We have verified, where relevant to the main presented risks or policies, that the Statement presents the information provided in Article R II. 225-105;

- We have assessed the process of selecting and validating key risks;
- We have inquired as to the presence of internal control and risks management procedures implemented by the Entity;
- We have assessed the consistency of the results and key performance indicators chosen with respect to the key risks and policies as presented;
- We have verified that the Statement includes a clear and reasoned explanation as to the rationale for the absence of policy regarding one or more of these risks;
- We have verified that the Statement covers the scope of consolidation, i.e. all companies included in the scope of consolidation in accordance with Article L. 233-16 within the limits specified in the Statement;
- We have assessed the process of data collection implemented by the Entity with the aim of providing comprehensive and accurate information;
- We have implemented the following as regards key performance indicators and other quantitative results that we considered most important¹:
 - Analytical procedures to verify the correct consolidation of the collected data and the consistency of their evolution;
 - Detailed tests based on surveys, which consist in verifying the correct implementation of definitions and procedures, and reconciling data with relevant supporting documents. These tasks were performed based on a selection of contributing entities², covering between 26.8% and 63.3% of the consolidated data that have been selected for these tests.
- We consulted the documentary sources and conducted interviews to corroborate the qualitative information (actions and results) that was considered most important;
- We assessed the overall consistency of the Statement as compared with our knowledge of all the companies included in the scope of consolidation;

We believe that the work we have performed in exercising our professional judgment leads us to draw a conclusion expressing a moderate assurance; higher-level assurance would have required more extensive verification.

Means and resources

Our work involved the skills of 7 people and took place between November 2021 and April 2022 over a total period of approximately 4 weeks.

To assist us in our work, we involved our specialists in the areas of sustainable development and social responsibility. We conducted a dozen interviews with the people responsible for preparing the Statement in the departments that are in charge of the process of collecting information and, where necessary, who are responsible for internal control and risk management procedures. We conducted interviews with the parent company (Up Cooperative) and two subsidiaries of Up Group, namely Tombou and Up Slovensko.

Conclusion

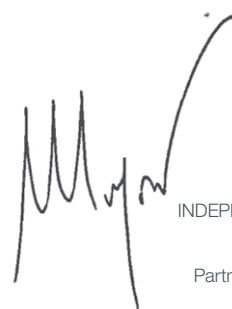
Based on our endeavours, we found no significant anomaly that would question the compliance of the Extra-Financial Performance Statement with applicable regulatory provisions, and the fact that the Information, taken as a whole, is presented in a manner that is accurate, in accordance with the Repository.

Comments

Without calling into question the conclusion expressed above and in accordance with the provisions of Article A. 225-3 of the Commercial Code, we make the following comments:

- We draw your attention to the need to improve the environmental program in order to specify the risks relating to this program within the risk map on the one hand, and to capitalise on the carbon assessments that were carried out on the other hand (presentation of action plans and determination of key performance indicator(s));
- In addition, the internal control will be improved to ensure that the data collected with the Metrio tool are properly integrated and that the supporting documents sent by the subsidiaries are consistent (the indicators in question are: training, absenteeism and responsible purchasing).

Done in Niort, April 15th 2022



INDEPENDENT THIRD-PARTY ORGANISATION
GROUPE Y Audit
 Arnaud MOYON
 Partner Sustainable Development Department

1- **“Securing the Group” guideline:** number of employees trained by regulatory topic (KPI).

“Helping employees transform the Group and its jobs” guideline: number of hours of training (KPI), number of employees trained by gender (KPI), workforce by gender (KPI), turnover rate (KPI), absenteeism rate (KPI).

“Co-building with our suppliers and partners” guideline: percentage of subsidiaries using at least one CSR criterion when purchasing or choosing suppliers (KPI), percentage of subsidiaries mapping their suppliers or purchases (monitoring indicator).

“Empowering people to act and strengthening the bonds between our territories” guideline: distribution of impulse grants by action type (KPI), number of employees who were made aware of social commitment, cumulated by year (KPI).

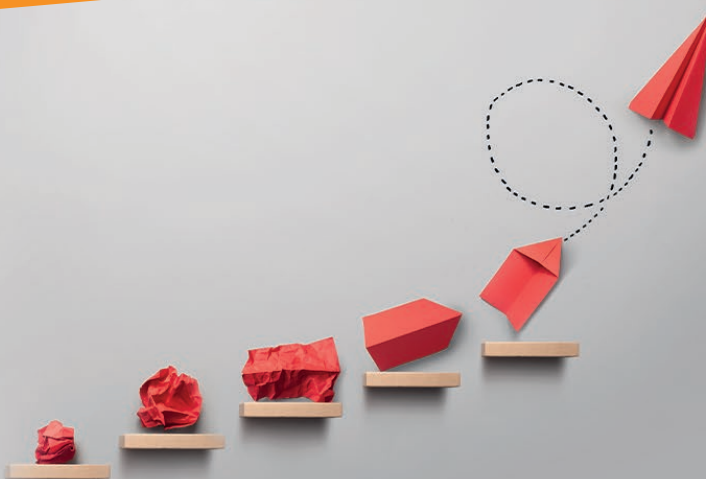
“Protecting the environment” guideline: Number of eco-friendly products (KPI), share of main subsidiaries recycling its paper vouchers (monitoring indicator), share of subsidiaries having carried out a carbon assessment (monitoring indicator).

2- Contributory entities mentioned in Appendix 1.

APPENDIX

	ORIENTATIONS	KEY PERFORMANCE AND MONITORING INDICATORS	SELECTED ENTITIES FOR TESTING
GOVERNANCE PROGRAM 	Securing the Group	Number of employees trained by regulatory topic (KPI)	Up Head office, Tombou, Up Slovensko
SOCIAL PROGRAM 	Helping employees transform the Group and its jobs	Number of hours of training (KPI)	Up Head office, Tombou, Up Slovensko
		Number of employees trained by gender (KPI)	Up Head office, Tombou, Up Slovensko
		Number of employees by gender (KPI)	Up Head office, Tombou, Up Slovensko
		Turnover rate (KPI)	Up Head office, CEV, Kalidéa, Tombou, Up Slovensko, Actobi, Interface Commerce
		Absenteeism rate (KPI)	Head office Up, Up Slovensko
SOCIETAL PROGRAM 	Empowering people to act together and strengthening the bonds between our territories	Distribution of grants by type of action (KPI)	Up Head office
		Number of employees made aware of social commitment, cumulative per year (KPI)	Up Head office
	Co-building with our suppliers and partners	Percentage of subsidiaries using at least one CSR criterion in the selection of their purchases or suppliers (KPI)	Head office Up, Up Day, Kalidéa, Tombou, Up Romania, Up Slovensko
		Percentage of subsidiaries that have carried out purchasing or supplier mapping (monitoring indicator)	Up Head office, Alios, CEV, Up Day, Kalidéa, Up Romania, Up Slovensko, Up Spain
ENVIRONMENT PROGRAM 	Protecting the environment	Number of eco-friendly products (KPI)	Up Head office, Bonus System Polska, Up Day, Monizze, Up Romania, Up Spain
		Percentage of main subsidiaries that have recycled their paper vouchers (monitoring indicator)	Up Head office, Tombou, Up Slovensko, Up Ceska Republika
		Percentage of subsidiaries that have carried out a carbon assessment (monitoring indicator)	Up Head office, Alios, CEV, Up Day, Kalidéa, Multinet, Sí Vale, Up Slovensko, Up Ceska Republika

METHODOLOGICAL NOTE



PURPOSE OF THE METHODOLOGICAL NOTE

Describing the various reporting stages that are implemented each year to collect, verify, consolidate and publish the Group's governance, compliance and risks, economic, social, societal and environmental data. The methodological note presents the specificities of the 2021 scope, the objectives, the tools, the stakeholders and a reminder of the definitions of reporting at Up.

Regulatory context of the Non-Financial Performance Statement (NFPS):

European Directive 2014/95/EU of 22 October 2014 amends Directive 2013/93/EU and makes changes to the content of the CSR Report. This directive on extra-financial reporting is transposed into French law by Order n°2017-1180 of 19 July 2017. Decree n°2017-1265 of 9 August specifies the terms of application. The legislative provisions are set out in Articles L.225-102-1 and R.225-104 to R225-105-2 of the Commercial Code.

This directive provides that the companies concerned must report on the implementation of their social, societal and environmental risk prevention policies through the presentation of their results in accordance with "due diligence procedures". This system gives rise to an annual Non-Financial Performance Statement audited by an Independent Third-Party Organisation (ITO). The ITO is independent of the audited entity and is approved by the French Accreditation Committee (Cofrac). Furthermore, the External Auditor must certify that the NFPS required by Article L.225-102-1 is included in the management report (Article L.823-10 of the Commercial Code).

In accordance with Article R225-105-1, the NFPS will be made public on the website within eight months of the closing date and must remain available for a period of five years.

<https://www.legifrance.gouv.fr/affichTexte.do?cidTexte=JORFTEXT000035401863&categorieLien=id>

Extra-financial reporting perimeter

1. Temporal scope

Barring exceptional cases, the quantitative and qualitative data cover the period from 1 January 2021 to 31 December 2021.

2. Legal scope

The scope of the extra-financial report is the same as the legal scope of the financial report. Entities meeting one of the following conditions are included in the scope:

- the shareholding is more than 50%;
- the shareholding is a minority one, but one of the Group's subsidiaries or the Group's parent company has operational control of the entity;
- Group entities with more than two employees between 1 January and 31 December 2021.

However, the following subsidiaries are excluded from the scope:

- companies dissolved during the 2021 financial year;
- entities sold during the 2021 financial year (Cityzen, Dôme, Glücky)
- entities acquired or created during the financial year and for which reporting will be gradually deployed (Leeto, Up Loyalty, Up Déjeuner Slovakia);
- proportionally integrated entities;
- equity-accounted entities;
- Real estate companies.

3. Consolidation scope

The data is published on the basis of the consolidated Group. However, for better readability and comparability of the data, they can also be broken down into six geographical areas:

- France (excluding Coopérative Up);
- Coopérative Up;
- Western Europe (excluding France);
- Mediterranean Europe;
- Eurasia;
- America.

Metrio reporting tools

Metrio is a reporting and steering platform accessible via the Internet in SAAS (software as a service) mode. It is a tool for collecting, consolidating and displaying indicators, calculating coverage rates and steering the five strategic programmes, namely: governance, social, economic, societal and environmental. The data to be entered is collected directly in the Metrio online tool. In 2021, we will continue to centralise CSR information in Metrio to enable the Group to monitor its strategy and key performance indicators.

Metrio automatically processes all the raw data collected and presents the data by programme, zone, country and subsidiary in table and/or graph form.

Methodological limitations

The methodologies used for reporting some CSR indicators may have limitations due to:

- the particularities of social or environmental laws in the different countries where the Group operates;
- varying levels of understanding within the Group’s various countries;
- the difficulty of obtaining certain information from the Group’s stakeholders (e.g. service providers, suppliers...);
- the unavailability of information on some perimeters.

Reporting community

The list of people involved in reporting, as well as the role they have been assigned, is permanently available in Metrio, and updated at the request of the Group Extra-Financial Reporting unit, members of the Management or Human Resources.

Stages of reporting

The frequency of reporting of non-financial data is quarterly or annual depending on the indicators.

Data collection

The collectors answer qualitatively and quantitatively the questionnaires assigned to them by expertise in Metrio. Supporting documentation is requested for certain information. When data is not tracked by a subsidiary or the applications to track this data do not exist, it is possible for the subsidiary to tick the “not available” box.

In this case, the coverage rate of the data is reduced.


When the data does not concern the subsidiary (e.g. a subsidiary producing cards and not paper), the subsidiary can tick the “not concerned” box.

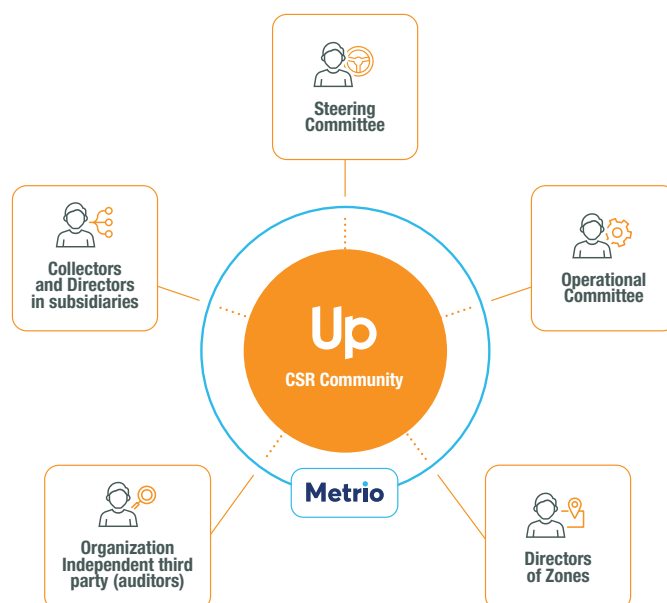
In this case, the coverage rate of the data is not impacted if this information is accurate and validated by the Extra-Financial Reporting team.

Consolidation of data and calculation of the coverage rate

Metrio consolidates and calculates indicators by entity, zone and Group from all the data. From the consolidation, the Metrio software offers a set of graphs and tables including percentages, coverage rates and variations compared between several years.

The information is available for all or part of the total scope. For this reason, a coverage rate is calculated for each of the Key Performance Indicators (KPIs), based on the NFPS reference perimeter and more precisely on the headcount of the main subsidiaries.

Our Key Performance Indicators (KPIs) can be identified via the following icon: .



2021 EFPD coverage rate

PILARS	CORRESPONDING (ICP DPEF)		COVERAGE RATE		SCOPE OF THE INDICATOR
GOVERNANCE	Number of employees trained by regulatory topic	100%	Taux de Couverture pilier Gouvernance	100%	All subsidiaries
SOCIAL	Workforce by gender	100%	Coverage rate social pillar	100%	
	Rate of absenteeism	100%			
	Turnover rate	100%			
	Hours of training	100%			
	Number of trained employees by gender	100%			
SOCIETAL (Sponsorship)	Distribution of grants by field of action	100%	Coverage rate societal pillar	100%	
	Number of employees involved by year	100%			
SOCIETAL (Responsible purchasing)	Percentage of subsidiaries with at least one CSR criteria in their purchasing	100%			
ENVIRONMENT	Number of products with an environmental focus	47,7%	Coverage rate environmental pillar	47,7%	
			Coverage rate 2021 EFPD	95%	

Mandatory topics of the NFPS

Article L. 225-102-1 of the French Commercial Code specifies that the NFPS includes information on:

- the consequences on climate change of the company's activity and the use of the goods and services it produces,
- commitments to sustainable development,
- commitments to the circular economy,
- commitments to the fight against food waste
- commitments to fight food insecurity,
- commitments to responsible, fair and sustainable food,
- commitments to respect animal welfare,
- collective agreements concluded in the company and their impact on the company's economic performance and on employees' working conditions,
- actions aimed at combating discrimination and promoting diversity and measures taken in favour of disabled people
- the promotion of physical and sporting activities.

Given Up group's sector of activity and the analysis of CSR issues, it does not seem relevant to report data on respect for animal welfare.

The rest of the mandatory themes will be addressed in the section on risk analysis and in the content of the NFPS.

Green taxonomy

In accordance with Article 2 of European Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 on the establishment of a framework to encourage sustainable investment within the European Union (EU), Up group is subject for the 2021 financial year to the obligation to publish the proportion of its turnover, capital expenditure and operating expenditure derived from products or services associated with economic activities considered to be environmentally sustainable according to the classification and criteria defined in the European Taxonomy.

For this first year of assessment, Up group has defined several levels of qualification for its activities reflecting its visibility on the regulatory framework at the date of consolidation of the 2021 financial year turnover. This analysis will be revised each year, depending on regulatory developments.

The eligible and qualifying activities for the two climate objectives of the European Green Taxonomy for the year 2021 (climate change mitigation and climate change adaptation) are as follows:

- percentage of green turnover: turnover from environmental activities
- percentage of green Capex: capital expenditure
- percentage of green Opex: operating expenses

In order to meet these objectives and report on Up group's ability to contribute to the reduction of its impacts, these Group consolidated ratios/indicators are currently being studied and prepared within our organisation to ensure their publication by 2024.

APPENDIXES:

Exchange rates

All financial data in the extra-financial report is in K Euros.

To help data collectors, we sent them the table of currency conversions below to ensure that the indicators are reliable and consistent.

EXCHANGE RATE ANNUAL AVERAGE EXCHANGE RATE : DECEMBER 31 2021

CURRENCY	VALUE FOR 1 EURO	
 US Dollar	1.1326	USD
 Bulgarian Lev	1.9558	BGN
 Czech koruna	24.858	HUF
 Hungarian Forint	369.19	PLN
 New Romanian Leu	4.5969	RON
 New Turkish lira	15.2335	TRY
 Moroccan Dirham	10.63272	MAD
 Brazilian Real	6.3101	BRL
 Mexican Peso	23.1438	MXN
 CFP Francs	119.33171	XPF
 Moldovan Leu	20.33471	MDL
 Tunisian Dinar	3.26702	TND
 Bosnian Mark	117.88741	RSD
 Bosnie Mark	1.95583	BAM
 Georgian Lari	3.53939	GEL

Environment

a) Definition of purchases with environmental criteria: products or services purchased with environmental criteria such as:

- certified, labelled or composed of a proportion of recycled, recyclable, biosourced, renewable, local or traceable materials
- whose use time or lifespan is extended;
- using a proportion of less material/energy.

Examples: paper, cardboard and packaging; supplies; IT equipment, telephony and servers; maintenance and cleaning products; furniture; travel, events; transport.

b) Environmental coefficients

An Up group guide specifies the methodology for collecting carbon footprint data.

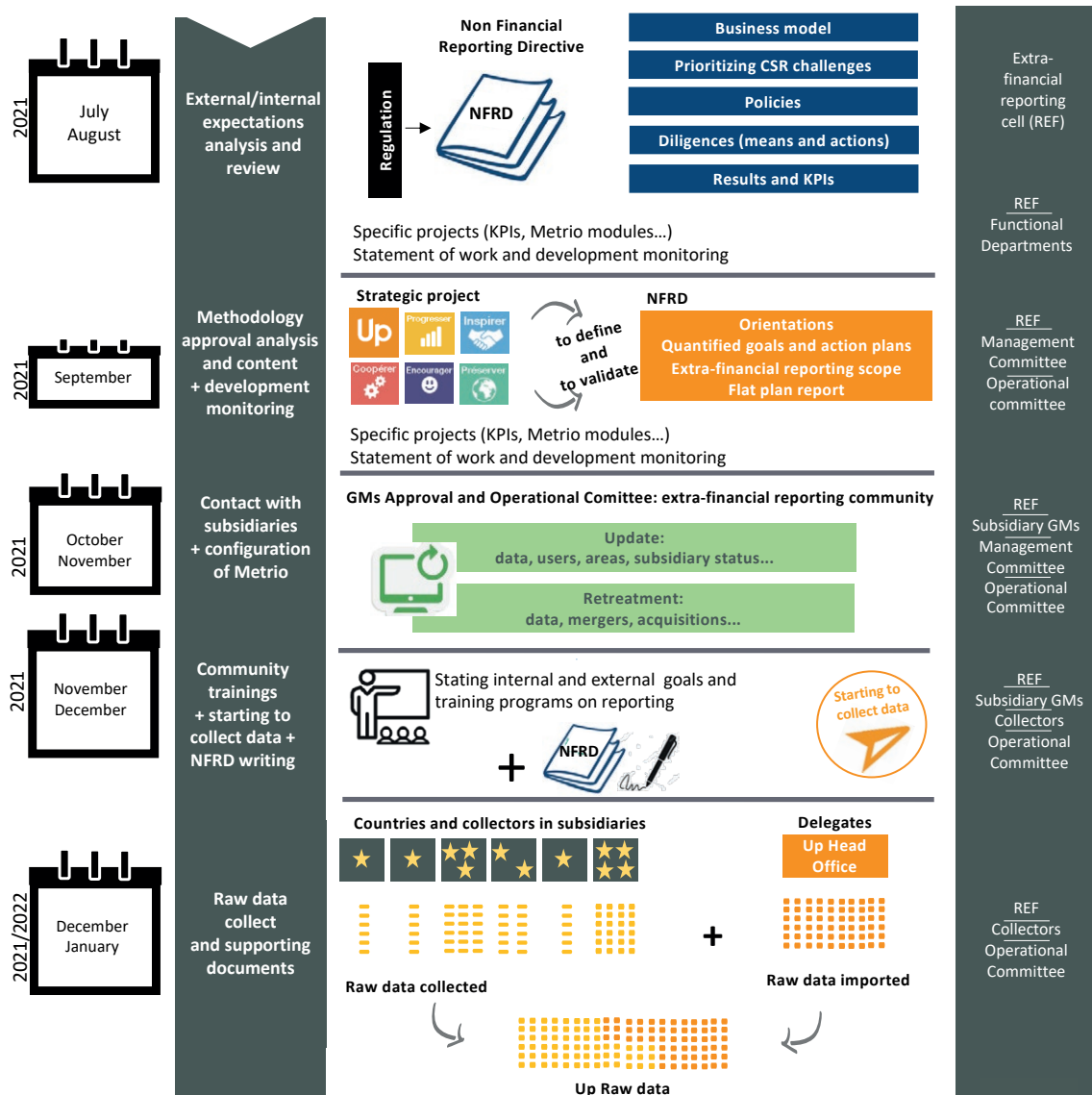
For calculations related to emissions: the reference website is www.bilans-ges.ademe.fr

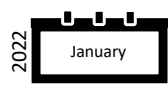
The technical document “Diagnostic Up des bâtiments” (Up diagnosis of buildings) methodology specifies the method for calculating the consumption of buildings in a constant climate.

For UDDs: the website used is www.degreeedays.net

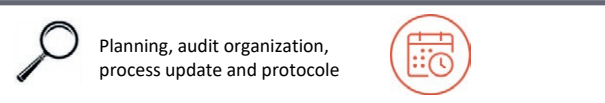
A set of details is given directly in the Metrio collection tool.

Extra-financial reporting process 2021

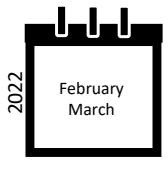




NFRD is drawn up

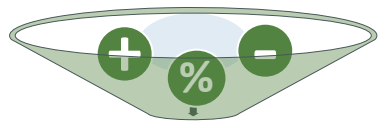


REF
Area GMs
Collectors
Management
Committee
Operational
Committee



Consolidation of raw data

Calculation of result indicators and KPIs

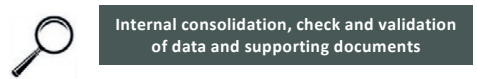


Subsidiaries
Calculated and consolidated
Up raw data

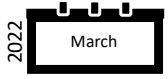
REF
Operational
Committee



Internal preaudit of data and supporting documents



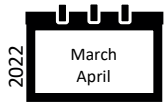
REF
Collectors
Operational
Committee



Variance analysis and comments Amendments to this year's and last year's NFRD



REF
Management
Committee
Operational
Committee



Audit External check



Statutory Auditors proof and approve the Management Report

Independent
Third Party (ITP)
REF Community
Financial SA



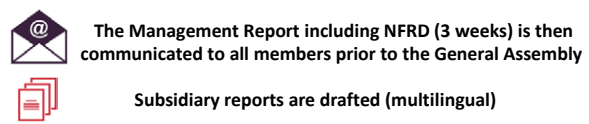
Presentation



Board of Directors
REF and ITP

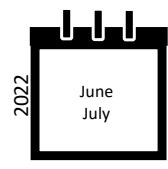


Communicated in-house + subsidiary reports sent

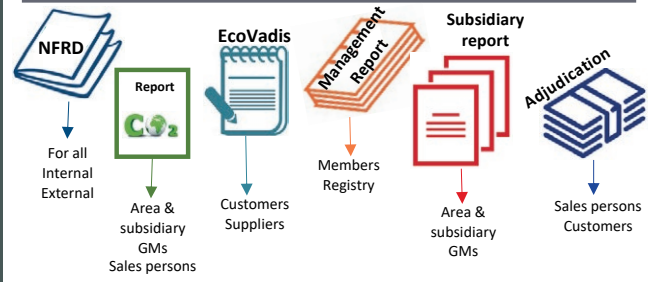


Communication
& Differentiation
Department
(CDD)
REF

Subsidiary reports are drafted (multilingual)



Leveraging indicators and data



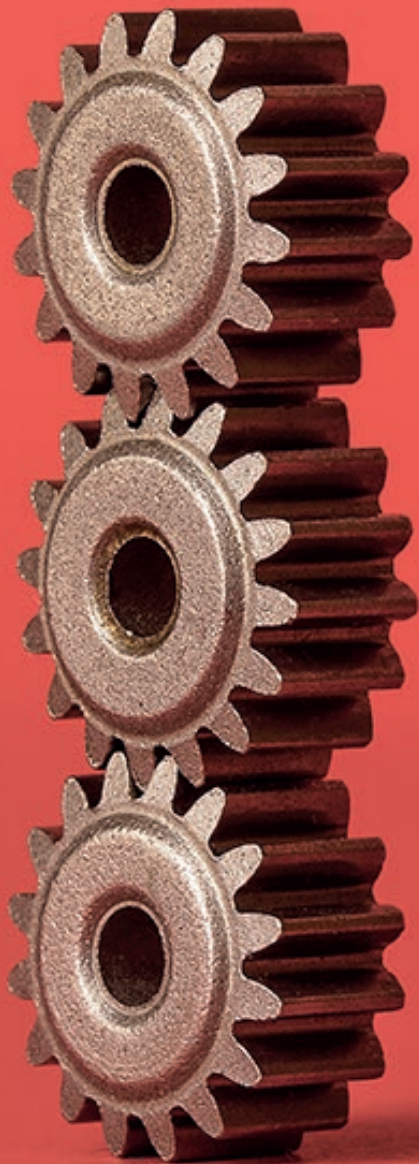
Posting on all media and networks



REF
CDD
REF Community

GOVERNANCE

PROGRAM



SECURING THE GROUP

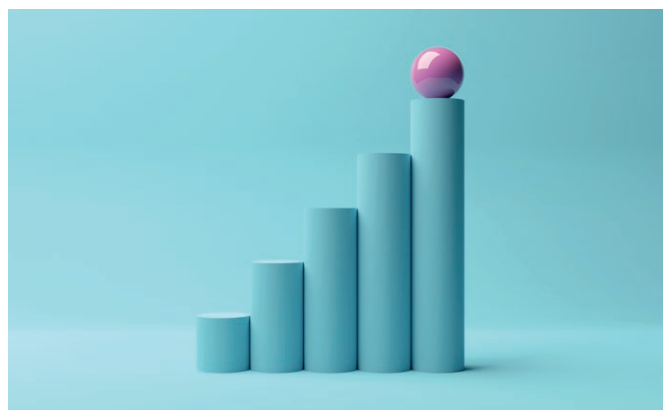
CONTEXT

Up is committed to risk prevention and control proportionate to its activities and oriented towards the protection of all its stakeholders.

The organisation put in place to ensure the control and management of risks is based on several levels. The procedures are part of the general framework defined by the Board of Directors (and monitored by its Audit and Risk Committee) and implemented under the direct responsibility of the General Management, its operational and functional departments (EXCOM) and the French and international subsidiaries. Thus, risk management concerns everyone.

More specifically, the subjects of control of major regulatory risks (General Data Protection Regulation (GDPR), Sapin II, Anti-Money Laundering/Fighting the Financing of Terrorism (AML/CFT), fraud) are documented and equipped by the Public Affairs and Regulatory Compliance Department (DAPCR), which leads the system of control of these risks within the Up Cooperative and supervises its deployment in the subsidiaries.

In addition, an audit department and a cybersecurity department (ISS) report directly to the General Direction and therefore to the Group's Presidency.



POLICY

Up's risk management revolves around six policies:



CONTROLLING

compliance

with our regulatory obligations, including personal data protection, fight against fraud, corruption, money laundering and the financing of terrorism, and compliance with ethics and competition law.

long-term risks

by introducing an annual risk assessment by the general management of subsidiaries and zones, with the request for supporting documents in order to make the assessment tangible.

short-term or operational risks

based on self-monitoring, managerial validation and control plans commensurate with the issues.



MANAGING

incidents

in all subsidiaries by recording and monitoring corrective and preventive actions.

periodic monitoring

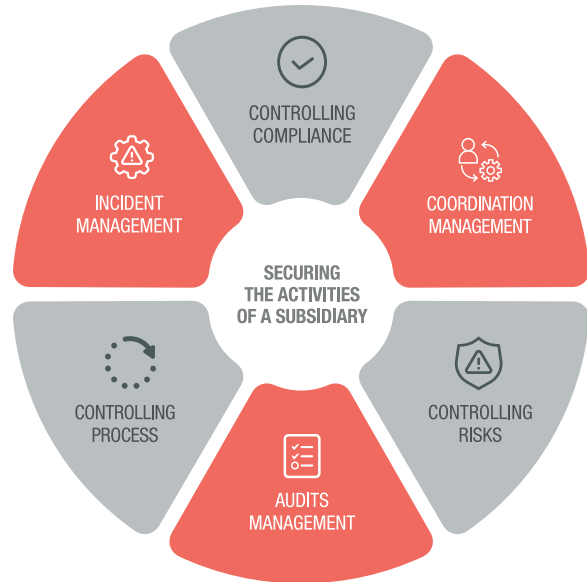
of periodic control by committing the necessary means to verify the robustness of business, support and steering processes.

coordination

of the various aspects of controlling activities by training the teams in the different areas and providing support.

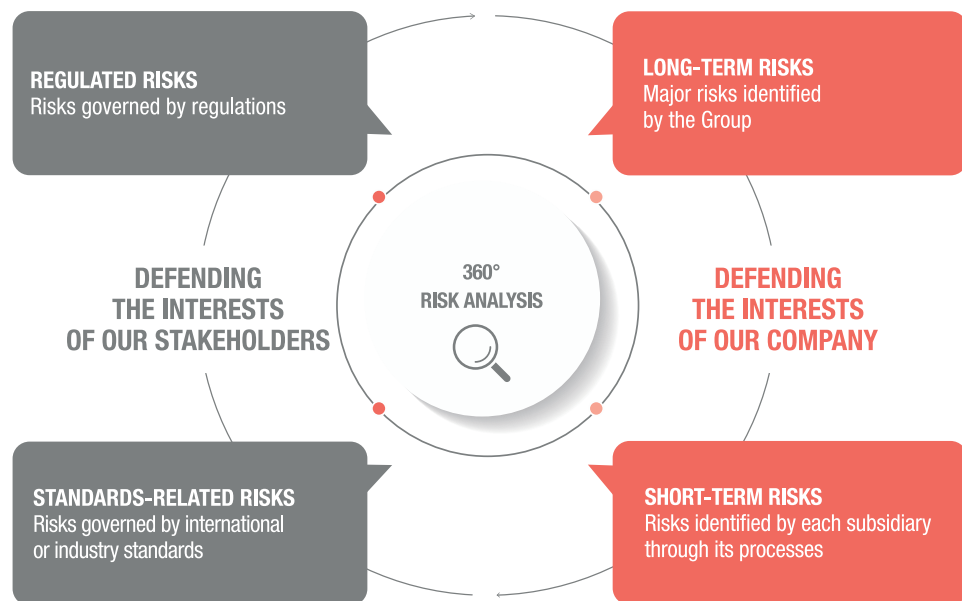
RISK CONTROL

Risk control for the Group's companies is based on two distinct but strongly connected missions: **risk control** (compliance, risks, processes) and **risk management** (incidents, audits, coordination).



THE 360-DEGREE APPROACH TO RISKS

In order to structure its risk management policy, Up classified the risks related to its activities and those of its subsidiaries into four major families that mirror the defence of the company's interests and those of its stakeholders. This 360-degree risk analysis was presented to all the subsidiaries' General Managers.



GOALS AND ACTION PLANS

Controlling compliance

- **Protect the data of our customers, beneficiaries, partners and employees** through data protection officers who organise compliance in each subsidiary. In addition, the Data Protection Officer provides frequent reports and regularly leads the network of referents. These exchanges of experience and best practices enable continuous improvement in risk management.
 - **Secure our activities**, whether regulated or not, by developing the fight against fraud, corruption, money laundering and the financing of terrorism within the Group's companies.
 - **Promote ethical behaviour** by publishing an ethics guide and strengthening the warning system for the entire Group.
-

Controlling risks

- **Document risk management** with a 360-degree approach based on four major risk families.
 - **Review the mapping** of long-term risks to update their criticality.
 - **Design a long-term risk assessment methodology** to measure the integration of the risk-based approach in the governance of subsidiaries.
-

Managing incidents

- **Industrialise the reporting of major incidents**, first at local level and then at central level.
 - **Increase the value of incidents and the implementation of corrective actions** following incidents.
-

Managing the periodic control

- **Encourage subsidiaries to use all controls carried out in a logic of continuous improvement:** certifications (ISO 9001, ISO 14001, ISO 27001, ISO 27701, auditors' report), ratings (EcoVadis, Great Place To Work), other measures similar to periodic control (customer satisfaction barometer, surveys), customer audits, internal audits.
-

Managing the leadership

- **Empower managers** in the conduct of their local compliance, risk management and control policy.
- **Inform, train, raise awareness and support** employees in the risk management system.
- Encourage cross-fertilisation of good practices by creating and leading networks of compliance and risk managers within the subsidiaries.

Following data protection regulations helps achieve success. Up Day is certified ISO 27001 and ISO 27701.

“The digital transformation process, which Day had strategically undertaken since 2019, benefited from an incredible acceleration during the pandemic thanks to the demand for dematerialised services from customers and users, a situation reached with the growth of cybersecurity risks.

Day has therefore decided to follow the ISO 27001/27701 certification to better protect its architecture with customer/user/member and member data, which is in continuity and complementarity with other procedures already in place (e.g. Quality, Privacy). Moreover, Day has at the same time taken advantage of this moment of great change to improve business processes, strengthen digital platforms and develop employee training.

The working group saw the participation of all teams and the 100% commitment of employees, resulting in a common awareness of security issues, better collaboration in internal activities and finally growth in service to our customers.

The commercial and financial results achieved reflect the improved competitiveness achieved and the recognition of the market.

Now, periodic audits required by the certification to check the skills and the organisation will help us improve.”

Mariacristina Bertolini,

General Manager and Vice President of Up Day (Italy).

“This year, Up Slovensko was awarded the EcoVadis silver medal, which shows that our CSR performance has improved. This result shows our commitment to ethical, responsible purchasing, environmental and social issues. Thanks to this assessment, UP Slovensko is among the top 7% of companies in its industry. Since 2019, we have taken various actions, including environmental and responsible purchasing. Our will to strive for excellence allows us to be a trusted partner.”

František Roček,

Asset/Property Management Specialist, Up Slovensko (Slovakia).



“Tombou has been ISO 27001 certified since 2018.

We are pioneers in our sector of activity in Bulgaria when it comes to standards on information security. Our work shows a real commitment on our part to securing our clients' and stakeholders' data, especially since the level of requirements to acquire this international certification is high.”

Boris Milev, Managing Director of Tombou (Bulgaria).

RESULTS AND KPIS:

CERTIFICATIONS

Since the General Data Protection Regulation (GDPR) for personal data came into force in May 2018, the ISO 27001 standard on information security has become a strategic issue and a competitive advantage.

Six companies in the Group are ISO 27001 certified:

- Multinet Teknoloji, Turkey;
- Tombou, Bulgaria;
- Up Brasil, Brazil;
- Up Day, Italy;
- Up Romania, Romania;
- Up Sí Vale, Mexico.

ASSESSMENT OF MAJOR RISKS

For the first time, in 2021, the major Group risks were assessed by the General Management of fourteen subsidiaries using a standard method consisting of answering five questions asked of them for each risk.

HERE ARE THE FIVE QUESTIONS TO MEASURE RISKS:

- Is there documentation on the subject?
- Have you defined and performed one or more checks related to the risk under review?
- Have you implemented a process for monitoring and managing action plans (APs relating to risks, permanent or periodic controls)?
- Have you already defined key performance indicators (KPIs) (in particular for risks, action plans and incidents)?
- Did any incidents specifically related to the risk under review occur during the reporting period?

Each General Management had to justify its assessment by providing supporting documents relating to each of the five questions. This exercise was more difficult in 2020/2021 and will have to be repeated for 2022. Over the next few years, we will have to focus our efforts on the evidence in order to make the evaluation more tangible.

RATINGS

In 2021, seven companies in the Group were assessed by EcoVadis: it is an excellent way to compare and improve CSR practices with other companies.

Seven companies in the Group were assessed by EcoVadis:

In France

- Up Cooperative, France (gold medal);
- CEV, France (gold medal).

Internationally

- Up Day, Italy (platinum medal);
- Up Romania, Romania (gold medal);
- Up Sí Vale, Mexico (gold medal);
- Up Slovensko, Slovakia (silver medal);
- Up Spain, Spain (gold medal);
- Up Slovensko, Slovakia (silver medal).

PROTECTING PERSONAL DATA

Compliance with the General Data Protection Regulation (GDPR)

Since 2018, the processing operations that the Group carried out in one register for each subsidiary has kept to improve. This shows the efforts made by the subsidiaries to comply with regulations. In 2021, 96% of the processing operations that the Group carried out have been described in a processing register by the subsidiaries in question. This represents an increase of one point compared to 2020 and confirms the ability of the Group and its subsidiaries to comply with the GDPR.

COMPLIANCE WITH THE GDPR

2018	2019	2020	2021
64%	85%	95%	96%



+ 1 POINT

Awareness raising/training

1,812 employees of Up group present on 31 December 2021 (i.e. 61% of its workforce) have been made aware of data protection. At the European level, 1,044 employees have been made aware of the GDPR.

PROMOTION OF ETHICS AND THE FIGHT AGAINST FRAUD, CORRUPTION, MONEY LAUNDERING AND THE FINANCING OF TERRORISM

Compliance with the Sapin II law

As of 2018, Up took massive action to facilitate the compliance work of subsidiaries.

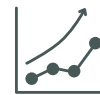
It has also translated the requirements of the Sapin II law into priority actions for its subsidiaries. Their progress rate corresponds to the rate of compliance with the text.

This rate had fallen by 9 points between 2018 and 2019.

It increased by 16 points between 2019 and 2020. This increase can be explained by the fact that the subsidiaries are now able to measure their progress in 25% increments rather than in binary mode in previous years. This measurement method has been selected in 2021. There has been an evolution of one point compared to 2020. Our subsidiaries are therefore maintaining their compliance with the Sapin II law.

RATE OF PROGRESS OF SUBSIDIARY ACTIONS

2018	2019	2020	2021
50%	41%	57%	58%



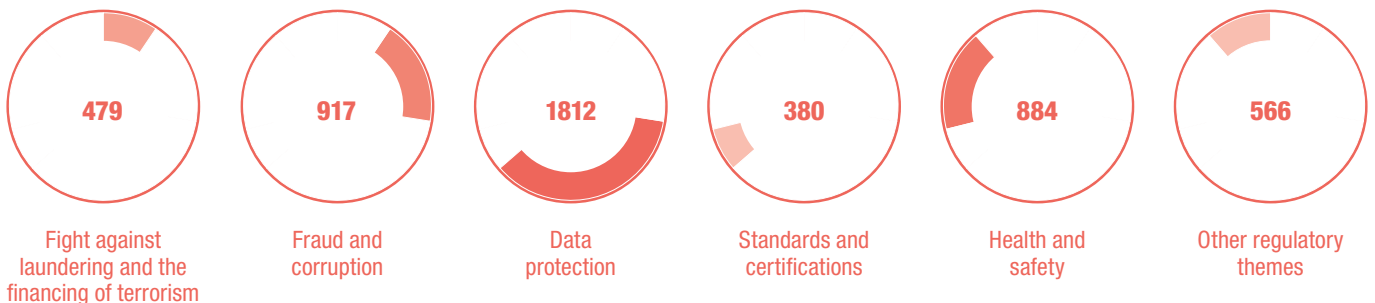
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Awareness raising/training

917 employees were trained in the fight against fraud and corruption in 2021.

479 employees were trained in the fight against money laundering and terrorist financing in 2021.

NUMBER OF EMPLOYEES TRAINED BY REGULATORY TOPIC



HIGHLIGHTS



EVOLUTION OF THE GROUP ETHICS GUIDE

The Group's ethics guide has been completed with a sheet entitled "Checking the reliability and reputation of our business partners". This sheet was inspired by the General Directorate for Internal Security (GDIS) and mentions the "do's" and "don'ts" for Group employees in terms of partner relationships. Principles have thus been defined to manage, secure and control the development and management of our partnerships.

PRACTICAL REGULATORY SHEETS FOR SALES STAFF WHICH CARRY OUT THE FIRST-LEVEL TESTS REQUIRED FOR THE ANTI-MONEY LAUNDERING/COMBATING THE FINANCING OF TERRORISM (AML/CFT).

In addition to the training provided by the teams of Public Affairs and Regulatory Compliance Department (DAPCR), infographics have been provided to all sales staff that has to enter into a business relationship with a company in the context of a regulated electronic money or payment services activity. These sheets explain five steps to follow in order to identify and check customers (the "Know Your Customer" procedure in the Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT).



SPECIFIC COMPETITION LAW TRAINING

In addition to the mandatory regulatory training (corruption, ethics guide, Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT), General Data Protection Regulation (GDPR)), a one-day competition law training course was provided to some senior managers, including the EXCOM Area Directors, by a reputable law firm.



CONSOLIDATION OF GOVERNANCE IN THE GENERAL SECRETARIAT

Three services have joined the general secretariat which is linked to Up presidency, in order to consolidate risk management. These are:

- an audit department whose main mission is to carry out the periodic tests necessary to prepare the accounts and operational performance, in accordance with our regulatory and contractual obligations;
- a dedicated cyber security (ISS) team;
- a manager in charge of coordinating and leading the "crisis and business continuity" management.



"In 2021, a periodic control team was set up within the General Secretariat. Two employees decided to retrain to become internal auditors and deal with third-level controls. In many strongly commercially driven companies, the control culture can be seen as a constraint rather than an opportunity for improvement. This implementation shows Up group's desire to reconcile the two worlds: compliance at the service of business. The periodic control system for the Cooperative on the one hand and for the Group on the other will have to be built step by step. Thus, the philosophy of level 3 controls must be sent to the subsidiaries so that they can adopt it. Locally, the zone and subsidiary Managers fully decide the design of their annual or even multi-year programme. They are the first general inspectors of the subsidiaries."

Catherine Candella et Gaëlle Do Dang Vinh, internal auditors.



THE CREATION OF A PUBLIC AFFAIRS AND REGULATORY COMPLIANCE DEPARTMENT

This department's main goal is:

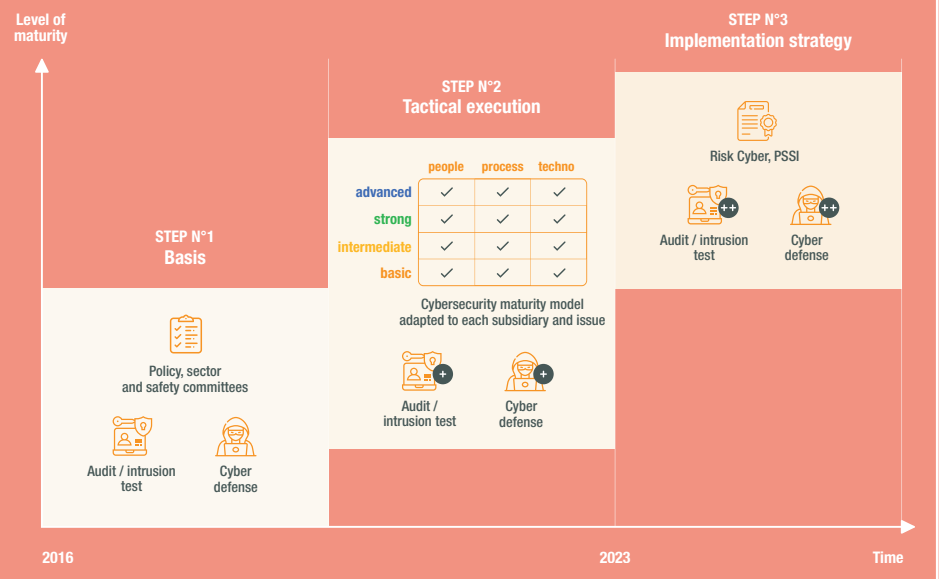
- on the one hand, to control regulatory changes in the business interests of Up group through public affairs actions aimed at securing the value chain, seizing opportunities to improve the business model and contributing to the development of new solutions;
- on the other hand, to secure the Group's development by ensuring the major regulatory compliance of its activities (mainly GDPR, Sapin II, AML/CFT, fraud) for the continuity of its operations, the maintenance of the quality of its services and its global reputation.

UP COMMITS TO IMPLEMENTING CYBERSECURITY RISK REQUIREMENTS

“Cybersecurity risk coverage is constantly evolving and insurance companies are tightening their expectations of their policyholders. Cybersecurity insurance is a ‘contractual and/or regulatory’ obligation for some of our main subsidiaries (e.g. Up Cooperative and CEV in France, PLG in Germany, etc.). For other subsidiaries, it is an ‘element of trust for our clients. The declarations made to the

insurer engage the responsibility of the managers. From now on, the effectiveness of implementation is expected in a concrete way and could be audited by the insurers. Hence, in December 2021, Up signed a new contract for the year 2022, through which it committed to implement the organisational and technical measures expected by the insurer.”

Ahmed Chebili,
Group Information Systems Security Manager ph



“Participating in the coordination of GDPR (General Data Protection Regulation) practices within the area means, among other things, offering advice and support for any project that companies wish to deploy, improving the level of internal compliance, designing applications and/or platforms, reviewing contractors or other suppliers, and maintaining a risk-free and result-oriented approach as far as possible, while keeping in mind the business benefits. But the projects that are carried out by our companies based outside the European Union require the most attention and flexibility, as they face certain obstacles: lack of national legislation, small teams and lack of specialised staff, limited possibilities to choose compliant suppliers, and the reluctance of European clients to contract non-EU based services. Given this, we need to be flexible, but also committed to assessing and finding the most appropriate solutions that comply with the requirements of the GDPR and the group guidelines.”

Carmen Iftode,
Data Protection Officer (DPO) of Eurasia

“GDPR, cybersecurity, AML/CFT, fraud..., we are facing new challenges that may be considered, at first glance, as regulatory constraints, or even obstacles to business. And yet we are adapting, evolving, progressing by learning..., and these ‘threats’ are, in fact, opportunities. By constantly improving these compliance measures, we aim for excellence, which must remain our trademark, especially when we are a privileged partner of the public policies of the State and local authorities.”

Yassir Fichtali,
Director of the public and social programmes market (France)

ECONOMIC

ECOGRAM



FOSTERING SUSTAINABLE GROWTH FOR UP GROUP AND ENCOURAGING THE GROUP TO TRANSFORM ITS ACTIVITIES

CONTEXT

Fostering sustainable growth for Up group and engaging the Group in the transformation of its activities

With the health crisis that has affected the entire world, Up group is taking a strategic shift: focusing on its historical activities (meal vouchers, culture, gifts, reading, company shares) and adapting to new work/leisure uses by offering a simple, robust and fluid experience to the users of its services.

Up group has chosen to lead the changeover of its products to online media, while improving its services with partnerships/acquisitions of start-ups.

“We encourage innovative alliances that contribute to accelerating the digitalisation of our ‘core business’ offerings and whose impact is positive for our ecosystem,” explains the CEO of the Coopérative Up, Youssef Achour



POLICY

In 2021, Up group's activities has been relaunched. A roadmap has been drawn up based on a dynamic of commercial development, economic revival, strengthening of organisational structures and control of structural costs.

GOALS AND ACTION PLAN*

Up group creates payment solutions and services of social and local utility. It provides companies and local authorities with the means to act, as close as possible to the regions, to improve the purchasing power and quality of life of employees and citizens. Up campaigns to promote access to healthier food, culture and leisure activities for all, and more responsible consumption. True to its cooperative model, Up group contributes to a more sustainable society that puts people at the heart of the economy.

The “CAP 2023” plan is organised around four independent but closely “interconnected” axes and 9 objectives

**CAP
2023**

4 PILLARS OF OUR DEVELOPMENT



**DEVELOP OUR
ACTIVITIES IN
EUROPE AND THE
MEDITERRANEAN**



**FOCUS
ON OUR CORE
BUSINESS**



**STRENGTHEN
THE DIGITALIZATION
OF OUR SOLUTIONS**



**ENLARGE OUR
ECOSYSTEM OF
PARTNERSHIPS
AND ALLIANCES**

9 OBJECTIVES



Be identified for the positive impact of our solutions in the territories/geographies



Develop our expertise at the service of local economic players



Turn our local presence into a **lever for shared sustainable growth**



Be a trusted third party for companies, public authorities/communities, employees and citizens



Enrich our payment solutions and services that have a social and local impact



Offer competitive digital solutions adapted to market needs



Accelerate our digital transformation to meet society changes and users' needs



Be a recognized partner to diversify our offerings and create synergies



Forge an ecosystem of partnerships and alliances that shares our challenges and values

* Action plans are covered in the 2021 financial management report.

RESULTS

UP GROUP'S NEW OFFERS:

58 new offers, services or functionalities have been launched in 2020-2021

Offers focused on our “core business”

(shares and payment solutions, employee benefits and public and social programmes in Europe and the Mediterranean):

- **Focus on multibenefits:** card and platform in the Czech Republic, UpMultibeneficii platform in Romania, Up card in Tunisia, new customer areas in Italy;
- **Benefits platforms:** Givve Shop in Germany, Dealzz in Belgium, Mes Bons Plans in France;
- **Improvement of the offer and market tests:**
 - mobility in France (Betterway) and Belgium (Ctec);
 - advance payments in Spain (Hastee) and the Czech Republic (Advanto);
 - remote working in Brazil (Up Teletrabalho with Premmiar), Mexico (Up Oficina en Casa), Spain (Up Teletrabajo);
 - UpHoliday holiday card in Greece.



100% digital offers:

about a quarter in cards, about three quarters in web platforms, apps or vouchers.



Offers supported by partnerships and alliances:

- four out of ten new products are produced with a partner;
- tactical acquisitions to support our multi-benefit offer in the “Employee Benefits” market: Gusto Karta in Slovakia, Leeto in France (platform and solutions for the Social and Economic Committees) and other projects are under consideration.

HIGHLIGHTS



THE GREEN TAXONOMY

In 2021, the European Commission created the Corporate Sustainability Reporting Directive (CSRD), which restructures the “sustainability” reporting requirements for companies. This directive provides for a restructuring plan which revolves around environment, social and governance (ESG) whose environmental content is aligned with the goal of the taxonomy.

In order to meet these goals and to report on Up’s ability to contribute to reduce its impacts, two Group consolidated ratios/indicators are already being studied with a view to being published by 2024:

- investment capacity (green CapEx), in this case the compensation of residual carbon emissions financing an environmental project by Up’s main French subsidiaries;
- operating expenses (green OpEx), such as purchases of sustainable services or raw materials (green electricity, electric vehicles, PEFC certified paper, recycled materials).

This regulation will apply to Up group and all its subsidiaries, regardless of their country of establishment, as its head office is located in Europe.

DIGITALISATION OF SERVICES FOR SOCIAL AND ECONOMIC COMMITTEES: UP GROUP ACQUIRES THE START-UP LEETO TO STRENGTHEN ITS RANGE OF SERVICES DEDICATED TO SOCIAL AND ECONOMIC COMMITTEES AND SUPPORT THEIR DIGITAL TRANSFORMATION



This acquisition is fully in line with Up’s strategic project. The cooperative favours innovative partnerships and alliances that contribute to the acceleration of the digitalisation of its “core business” offerings and have a positive impact on its entire ecosystem. In addition, and in accordance with its cooperative nature, Up will preserve Leeto’s governance and autonomy within an experienced and long-lasting group while favouring the complementarity of the solutions offered. Leeto and Up: a global solution for Social and Economic Committees and quality of life at work. Leeto is an innovative digital solution that improves Up group’s solutions for works councils.

It is a platform for accessing offers and benefits for employees, a tool for organising events and managing the life of Social and Economic Committees, and the first 100% online payment account offer for Social and Economic Committees. The health crisis has highlighted, even more than in the past, the major importance of well-being in the workplace while accelerating the digitalisation of professional and leisure practices. In this context, Social and Economic Committees, SMEs and employees are looking for more flexible and practical solutions to democratise access to cultural and social activities within companies. In between these trends, Up, a long-standing partner of Social and Economic Committees, wanted to accelerate the digitalisation of its services with the acquisition of Leeto.

Leeto makes life easier for employee beneficiaries, who can thus access the social and cultural benefits offered by their Social and Economic Committees or their company simply and instantly.



ELECTRONIC PAYMENTS TO BOOST COLLECTIVE ENERGY THROUGH MOTIVATION, LOYALTY AND REWARD SYSTEMS

As a source of performance for companies, encouraging employees and stakeholders is a major challenge. Up group offers solutions enabling companies (human resources departments, sales managers, managers, etc.) to boost and digitalise their motivation operations by developing a “loyalty” strategy with the following objectives:

- creation of a turnkey and customisable digital solution;
- management and design of challenge programmes in complete autonomy.

“The development of electronic payment systems within Up group highlights our legitimacy in the world of payment methods. It combines our historical expertise in the gift offer with new commercial opportunities in a digital world that has become unavoidable. Its expertise secures our independence and our model in a constantly changing competitive environment.”

Nathalie Costigliola, Director of the Incentive, Loyalty and Reward market.

SMART MONEY AT THE SERVICE OF PUBLIC POLICIES

For Up group, payment solutions are intended to be social and local. Up designs and deploys solutions that enable public action to gain in impact and visibility, both for public sector employees (State, local authorities, etc.) and citizens. They encourage the commitment of agents and give them the means to act for everyone, as close as possible to the territories. Our offers and solutions such as the meal voucher, the Cesu, Cohesia, the service voucher and the e-pass show our commitment.



“Making money smart: this is what we are doing by directing aid to the right place at the right time to give the greatest possible impact to public policies in the territories. We will exceed €1 billion at the service of populations in 2022: the challenge is huge because a revolution is underway, but we are proud to be one of its initiators in the public sphere.”

Yassir Fichtali,
Yassir Fichtali, Director of the Public and Social Programmes market

INTERVIEW

MARC BUISSON,
Secretary General, Group Communication and Differentiation Director,
Managing Director Euromed zone, President of Up Day (Italy).

What are the new growth drivers for Day in 2021?

First of all, 2021 was an opportunity for Day to give a new direction to its “anti-waste” solution carried by the start-up LastMinuteSottoCasa acquired in 2018. Day’s starting point was the slow but steady adoption of this solution by small local shops and the realisation that, in order to fight waste more strongly, its solution also needed to integrate small and medium-sized local supermarkets. An agreement was therefore reached with another start-up, lthanks, which was born like LMSC in Turin, to push forward a 360-degree integrated offer on the automated management of products with a consumption deadline. On a commercial level, and in line with what Day offers its partners, the economic model is based on a principle of revenue sharing between the two entities, both of which rely on Day’s commercial strength and presence in the target market of local supermarkets. This marks a watershed and an acceleration in the development of LastMinuteSottoCasa in its fifth year of existence, the third within the Day ecosystem.

With the “CAP 2023” plan, what are the sustainable growth factors in the Euromed zone?

Once again, 2021 was marked by Covid-19 in all the countries of the zone. While this has affected the subsidiaries’ business in different ways, it has also been an opportunity for some of them to support the local authorities’ territorial recovery plans. This was particularly the case for Day, which in 2021 was able to issue tailor-made solutions for those most affected by this pandemic crisis in a flexible way, financed



by Day’s new client municipalities. This is the case for the regions of Sicily (Palermo), Emilia-Romagna (Bologna), Piedmont (Turin) and other regions in Italy, with the issue of company shares, in paper, card, QR code or completely dematerialised format, even using the “national service card” in the possession of all people living in Italy. This is proof of the interest of our solutions in the allocation and management of aid to people in difficulty, but also of our ability to channel flows between funders, merchants and beneficiaries, whatever the format proposed.

What are the deployments of the new CSR challenges in 2021 in the Euromed zone?

For the Group, 2021 was also the year, in which the new “CAP 2023” strategic framework was deployed in the zones, accompanied by the structuring of a new approach to CSR, as close as possible to the ecosystems and territories. In this period of pandemic crisis, the various countries in the zone have endeavoured to continue to maintain social links, first of all within the entities, by helping employees to manage and then to emerge from these difficult times, by using moments of change in our working models to strengthen team cohesion and employee training, and also by continuing with “local impact” programmes,

“In 2021, Tombou continued and accelerated its strategy of alliances and partnerships, through the Tombou Fuel Company card (Shell, Petrol, Metro and T-Market). We created a complete fuel cost management service. The Tombou Shell Card allows small and medium-sized companies to benefit from the best practices usually reserved for large companies, and to supply their vehicle fleet with quality fuel at preferential prices in a vast network of service stations. This partnership has enabled us to offer our other products and to cross-sell. This offer is a real asset for Tombou and a win-win partnership!”

Boris Milev,
General Manager of Tombou (Bulgaria).

particularly through the Up Foundation. No new projects will be supported in 2021, but continuity in the actions carried out up to now. In addition, the reduction in business travel, which has had a significant impact on reducing our carbon footprint, has also led us to rethink our traditional sales models by optimising our travel and therefore our impact on our environment.

SOCIAL

PROGRAM



HELPING EMPLOYEES TRANSFORM THE GROUP AND ITS JOBS

CONTEXT

In 2021, the Human Resources and Employee Engagement Department supported the company's activities during and after the various waves of containment.

Our ability to stand by our employees in good times and in difficult ones helps keep our cooperative spirit and values alive on a daily basis, the values that make us proud to be part of the social and solidarity economy.

The Group was able to provide appropriate and proportionate responses to the health crisis, reconciling concerns for the protection of employees and the business continuity. To this extent, the HR policy had to adapt, in particular by strengthening the quality of working life (QWL) issues, developing relationships with employee representatives and seeking innovative solutions to support the Group's recovery.

As an employer of 2,951 employees worldwide, Up group considers its commitment to its employees as a key element of its success.

Our 5 values form the basis of the Up culture and its management:

- COMMITMENT: "we are all players in the Group's success";
- INNOVATION: "we value openness, curiosity and creativity";
- SOLIDARITY: "we give our time and expertise to serve the collective project and a shared ambition";
- ENTREPRENEURIALITY: "we encourage initiative and the development of responsibility in the service of the collective";
- EQUITY: "we pay particular attention to the diversity of situations and individuals"

The subsidiaries of Up group are supported in their social policy through monthly HR talks. This organisation allows practices to be adapted to the specificities of each country and to share experiences while applying a fixed social axis within the

framework of the following strategic guideline: "supporting employees in the transformation of the group and its businesses".



"The Human Resources and Employee Engagement Department supported the resumption of activity and the return to the site after months of lockdown. The teams provided support to strengthen the collective bond through commitment actions both towards customers (solidarity in the teams during the rush period) and towards societal issues (via the Foundation on health, food, housing and education actions)."

Audrey Richard,
Director of Human Resources and Employee Engagement, Up group.

POLICY

Since 2020, the HRD has chosen to combine two guidelines relating to employee loyalty and attractiveness. This unique guideline, supported by an employer brand, invites each employee to make his or her skills a strength for a simpler life and a fairer society.

Respond socially to the health and economic crisis

- **The health crisis continued in 2021.**
The Group maintained its actions, in line with 2020: managing national lockdowns and dealing with economic difficulties, particularly by rationalising costs. As securing knowledge is a necessary priority, particular emphasis was placed on promoting and supporting internal mobility in order to strengthen the markets most affected by the health crisis.
These measures made sure that employees were healthy and safe while securing economic performance.
-

Promote the quality of working life (QWL)

- **The 2020 situation and the Group's recovery plan have made QWL an important subject for social dialogue.**
Support and communication measures have been implemented, particularly in terms of work organisation (hybrid work), the workplace (co-working space, third place, etc.) and management (collaboration, trust, feedback culture, remote management).
Academy Up: the international deployment favours the sharing of a common culture and practices, while respecting the Group's values.
-

Fight against discrimination, sexual harassment and gender-based violence

- **Continue the fight against discrimination,** sexist and sexual harassment and promote diversity, in particular by ensuring the continued employment of people with disabilities, is the Group's major policy.
- Raise awareness and promote openness/acceptance by participating in and/or carrying out international events such as International Women's Rights Day, the International Day for the Elimination of Violence against Women, or the European Week for the Employment of People with Disabilities (EWPD).
- The Coopérative Up, as a signatory of the charter "France is a chance. Companies get involved!", has set up actions to raise employee awareness of the integration of young people, refugees and people in legal custody as part of the fight against discrimination.
-

Continue the digital transformation

- **The digital transformation of our activities was achieved through the following actions:**
- Express Up: a system to raise awareness of tech issues among management teams (Board of Directors, EXCOM and Management Committee);
 - creation of a team dedicated to data and support for skills development through a training programme;
 - digitalising our training offers with the launch of Academy Up, focusing on three priorities: integration/on-boarding, management and regulatory training;
 - modernising the French HRIS to make the employee and manager experience more fluid.
-

Maintain a common culture

- **To ensure that employees are committed to the Group's challenges,** international deployments were favoured, such as Academy Up, the animation and support of the HR community (HR Talk and HR Lunch) and the distribution of our HR brand "We Are Up Makers". The Presidency and the Group HRD went to meet the employees of our international subsidiaries to convey our strategic plan, our culture and our values.

GOALS AND ACTION PLANS

In 2021, the objectives of the HRD and the commitment of the employees concern both collective and individual actions to support the activity.

Respond socially to the health and economic context

- **Implement educational communication for employees** on understanding the health situation and the rules in place in each Group company in order to maintain the link with employees.
- Organise work** by taking into account our internal mobility issues and the management of hybrid work.
- Adapt training offers** to meet the need for remote management and adaptation to teleworking, while continuing to develop employees' skills with a view to ensuring business continuity.
- Search for and deploy national funding mechanisms** to support companies.

Promote the quality of working life (QWL)

- **Implement QWL actions** to alleviate health issues (mental and physical) and isolation difficulties generated by the health context.
- Remain vigilant about the quality of life** of employees in their professional and personal environments, and the organisation of teleworking.
- Offer mobility policies** adapted to the Group's needs.

Fight against discrimination and promote diversity

- **Raise employee awareness of professional equality between men and women** and the place of women in society.
- Fight against sexist and sexual harassment.**
- Raise awareness of actions to promote the employment** of people who are far from employment (people with disabilities, senior citizens, long-term jobseekers, refugees, people in custody).
- Actions for the integration of young people**, people with disabilities and people in custody: Job'Ac, job dating with the Second Chance School, job dating with employment centre of VLG, with the Justice Second Chance association, the Arpejeh association, participation in the Talent Handicap et partenariat online forum with the Aktisea firm.

Continue the digital transformation

- **Expand the international training offer** by deploying the Academy Up digital corporate university project in order to transmit fundamental knowledge and provide the Group with the appropriate business skills.
- Deployment of monthly/quarterly monitoring of human resources indicators** for the Group through the Metrio platform.
- Digital Work Place** : strengthening the use of digital sharing tools (videoconferencing, document sharing).
- SIRH project** : postponement, adaptation and recalibration with a view to deployment in January 2022.

Maintain a common culture

- **Continuation of the "We Are Up Makers" actions**, to support the feeling of belonging to a group.
- Development of Academy Up modules** around common skills.
- Construction of skills development plans for management teams** (international mentoring, start-up immersion, Executive programme, coaching...).

RESULTS

Respond socially to the health and economic context

- **Regular communication by all means** (e-mails, video conferences, TV screens, team meetings, managerial feedback, etc.).
- **Setting up of a weekly dedicated unit**, made up of management and staff representatives, as part of the social dialogue du personnel.

Fight against discrimination and promote diversity

- **Participation of the Group's employees** employees in International Women's Rights Day: a conference led by Egae open to all employees (more than 100 participants) and re-distribution of the guide "Together against sexist and sexual harassment" and communication on the occasion of the International Day for the Elimination of Violence against Women in cooperation with the Up Foundation.
- **Implementation of the disability agreement** signed in France and approved by DRIETTS: this new disability agreement, drawn up with the trade unions, reaffirms our desire to act in favour of the inclusion of people with disabilities. This is reflected in a series of concrete actions, as close as possible to the needs of our employees, in order to provide them with better support.
- **Gender-based violence and sexual harassment** referents are available to employees.
- **Actions for the integration** of people who are far from employment: Job'Ac, job dating with the Second Chance School, job dating with the employment centre of VLG, etc. As a result, three people were recruited (work-study, fixed-term contracts and internships) and around fifty people were supported (discovery of professions, exchanges with professionals, advice on CV interviews, etc.).
- **QWL week.**
- **Ligneethique.coop.**
- Participation of managers in the "**management of religious facts**" training and awareness-raising for HR. (122 people, managers, HR and HRM)

Promote the quality of working life (QWL)

- **The hybrid model of work.**
- **Free access to training** and awareness for stress management, healthy eating, managing and working remotely...
- Implementation of QWL actions to address health issues (mental and physical).
 - RPS training for managers to "look after the good health of their employees" and specific training for HR and elected representatives to "understand psychosocial risks and take a step back in their daily work".
 - Learning good posture at work to avoid musculoskeletal disorders.
 - Raising awareness of the link between health and diet via inspiring webinars to improve habits, optimise our lifestyle, sources of daily well-being, to preserve our health capital.
 - Face-to-face and/or remote team meetings, remote coffee/lunch breaks.
- The organisation of telework according to the activity and the job.
- Providing materials such as screens, study chairs, etc., to improve teleworking conditions and setting up the walking desk.

Continue the digital transformation

- Deployment of the first batch of the Academy Up corporate university in 15 countries in two languages (French and English) in three training areas accessible to 1,800 employees: on-boarding, regulatory training and management training with a mixed format that offers online support (tutoring, coaching, etc.)
- Strengthening of Microsoft Office collaborative tools in a context favourable to remote work: management meetings open to employee participation in all countries, webinars, HR document sharing portal, etc.
- Quarterly production of the five key performance indicators (KPIs) for the HR management of Up group through the Metrio solution.

for the HR management of Up group through the Metrio solution.

- Implementation of “job databases” to monitor the transformation of jobs on an international scale.
- The agreement on the management of jobs and career paths (GEPP) defines measures to support employees in developing their skills throughout their careers. Internal mobility remains the company’s priority. However, these measures are supplemented by a section allowing support for external professional development projects, on a strictly voluntary basis.

Maintain the perspective of a common culture

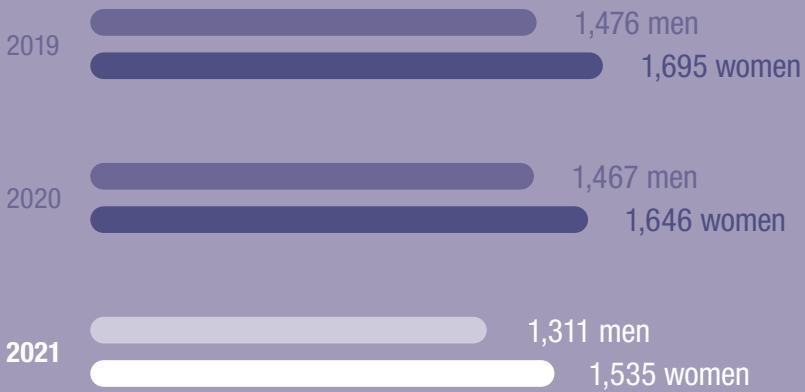
- Quarterly meetings (*HR Talks*) and social events (*HR Lunch*) in 2021 with international HR managers to manage health crisis and talk about the Group’s HR policies.
- Ninety-two employees integrated into “*les talents@ reviews*” in the Group’s five zones.
- Eight General Management/Managers meetings within the Coopérative Up.
- Two seminars for the Group’s management, bringing together the Board of Directors and the general management of all countries: organised face-to-face in April and September.
- Acquisition of a job library.
- Implementation of the “*International Mentoring*” and “*Co-dev*” programmes in the Euromed and Eurasia zones to encourage exchange between subsidiaries, the innovative “*Immersion Start-Up*” development and loyalty programme to enhance and develop their skills and discover different ways of working.
- Inspiring “*Express Up*” meetings for top management and “*Learning Expedition*” for EXCOM members.

KPIS

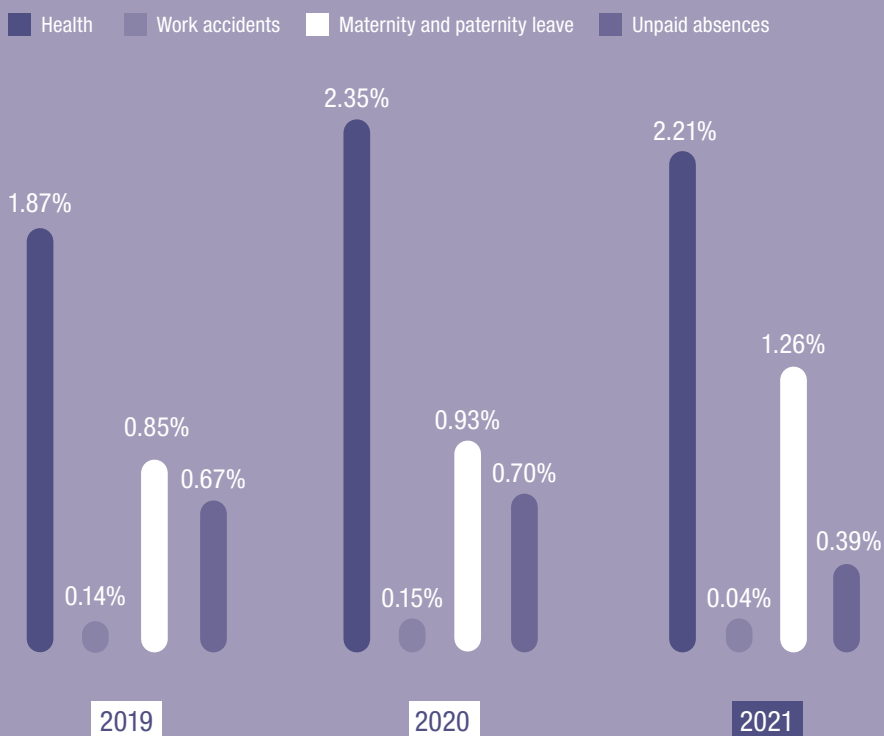
✓ NUMBER OF HOURS OF TRAINING



✓ NUMBER OF EMPLOYEES TRAINED BY GENDER

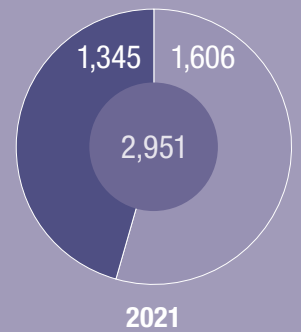
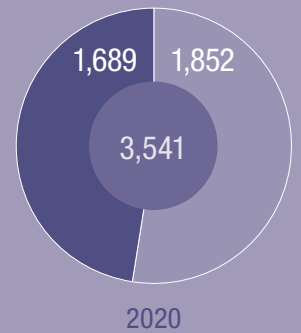
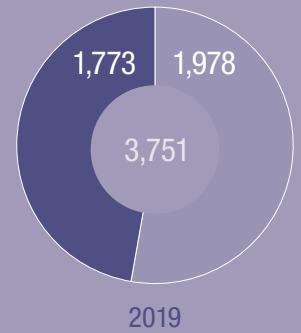


✓ RATE OF ABSENCE FROM WORK



✓ NUMBER OF EMPLOYEES BY GENDER

men women



✓ TURNOVER RATE

2019
17.88%

2020
15.71%

2021
17.83%

HIGHLIGHT

THE LAW OF 2 MARCH 2022 AIMED AT PROMOTING PHYSICAL AND SPORTING ACTIVITIES IN COMPANIES



The aim of the law of 2 March 2022 is to democratise sport in France and to encourage companies to promote sport among their employees.

For several years, Up group has been a forerunner in the development of sports activities for the greatest number of employees.

Several facilities have been set up and offered to Up group's employees: a gym at the head office, a "walking-desk", online courses in sophrology and yoga, webinars to improve the health of employees (diet, sleep, sport and stress management).

Products are also offered to our customers, notably through the sport voucher in France and solutions presented by Fitpass in Georgia, Bosnia and Serbia.



ACHIEVING GENDER EQUALITY.

Emphasis was placed on gender equality with a view to raising awareness, in particular by training the Executive Committee and the French Management Committee on sexist and sexual harassment. International Women's Rights Day was an opportunity to raise awareness of this issue among the Group's employees, and French employees received a guide, "Together against sexist and sexual harassment".

In 2022, two Group entities subject to the obligation to calculate the gender equality index on the basis of data for the 2021 financial year obtained the following scores:

- Coopérative Up : 86/100 ;
- Kalidea : 84/100.

DIGITALISATION OF THE OFFER: AN HRIS PROJECT AND ACADEMY UP.

An HRIS project has been launched: a deployment target of January 2022.

This project aims to modernise the human resources function for 900 paid employees in France. The objectives at stake are: dematerialisation, digitalisation, simplification, harmonisation, user experience and urbanisation.

This project also involves the employees of international subsidiaries in order to integrate them into Academy Up.

LAUNCH OF THE INTERNATIONAL MENTORING PROGRAMME IN ACADEMY UP.

Academy Up, the Group's corporate university, meets three key challenges:

- Transmitting a Group culture: formalising, capitalising on and disseminating the elements of Up group's cooperative culture to support the transformation of the business lines and develop the level of digital maturity in France and internationally;
- Skills development: recognise, develop and retain Up's key talents and skills by offering better visibility on possible development opportunities;
- Employer brand lever: increase the attractiveness of the Group, strengthen its image as an employer and develop the sense of belonging and pride of the teams.

The international mentoring project is one of the mechanisms that spontaneously respond to these three challenges.

In this programme, an employee (mentor) who wishes to share his or her experience is put in contact for a fixed period with another employee (mentee) who wishes to acquire knowledge or vice versa.

Mentoring is voluntary, a personal and free commitment. It is a mutual commitment between the two parties. The mentor and mentee pairing is based on a relationship of trust, openness and respect.



"Thank you for this initiative which gives us the opportunity to get closer to the rest of Up group companies. I would like this experience to be standardised and developed in a more usual way in the different subsidiaries of the Group."

Joaquín Cabrera Arroyo, mentee, Quality, Operations and Strategic Alliances Manager at Up Spain (Spain).

"It was a real pleasure to be involved in this project. It was an effective and targeted programme with employees. We set goals and took action together and ended up analysing the results of these actions."

Gül Bilgin Mogan, Mentor, Customer Experience and Governance Director, Multinet (Turkey).

SOCIAL DIALOGUE MAINTAINED AND EUROPEAN RELATIONS STRENGTHENED

In France and internationally, the health and economic context was a new challenge for maintaining social dialogue with elected representatives and trade unions.

In France, meetings were held remotely, both to discuss the health context, but also to continue monitoring and developing the collective agreements implemented within the Coopérative Up or the Group's French companies.

Internationally, the fortnightly meetings in English and French with the HRDs of the Group's subsidiaries are important occasions for discussing local HR policies.

These exchanges are particularly useful in preparing for future discussions with the members of the European Works Council (EWC), the Group's European social dialogue body.

List of agreements:

Coopérative Up scope:

- Agreement on the exercise of trade union rights ;
- Participation agreement;
- Working time agreement (working time, standby duty, modulation, holidays) (new in 2021);
- Agreement on professional equality and quality of life at work;
- Agreement on fixed-term contracts with defined objectives;
- Agreement on teleworking;
- Agreement on the management of jobs and career paths (GEPP) (new in 2021);
- Agreement on mandatory annual negotiations (NAO).

France scope:

- Job classification and salary scale agreements
- Group agreement in favour of disabled employees

- Inter-company Social and Cultural Activities Committee (CASCIE) agreement
- Group agreement on the fight against discrimination and for the promotion of diversity

International scope*:

- Collective agreement on the establishment of the European Works Council.

* This scope only takes into account collective agreements involving several Up group companies in several countries. The collective agreements of each company of Up group, managed by the local HR teams, are not mentioned.



SOCIETAL

PROGRAM

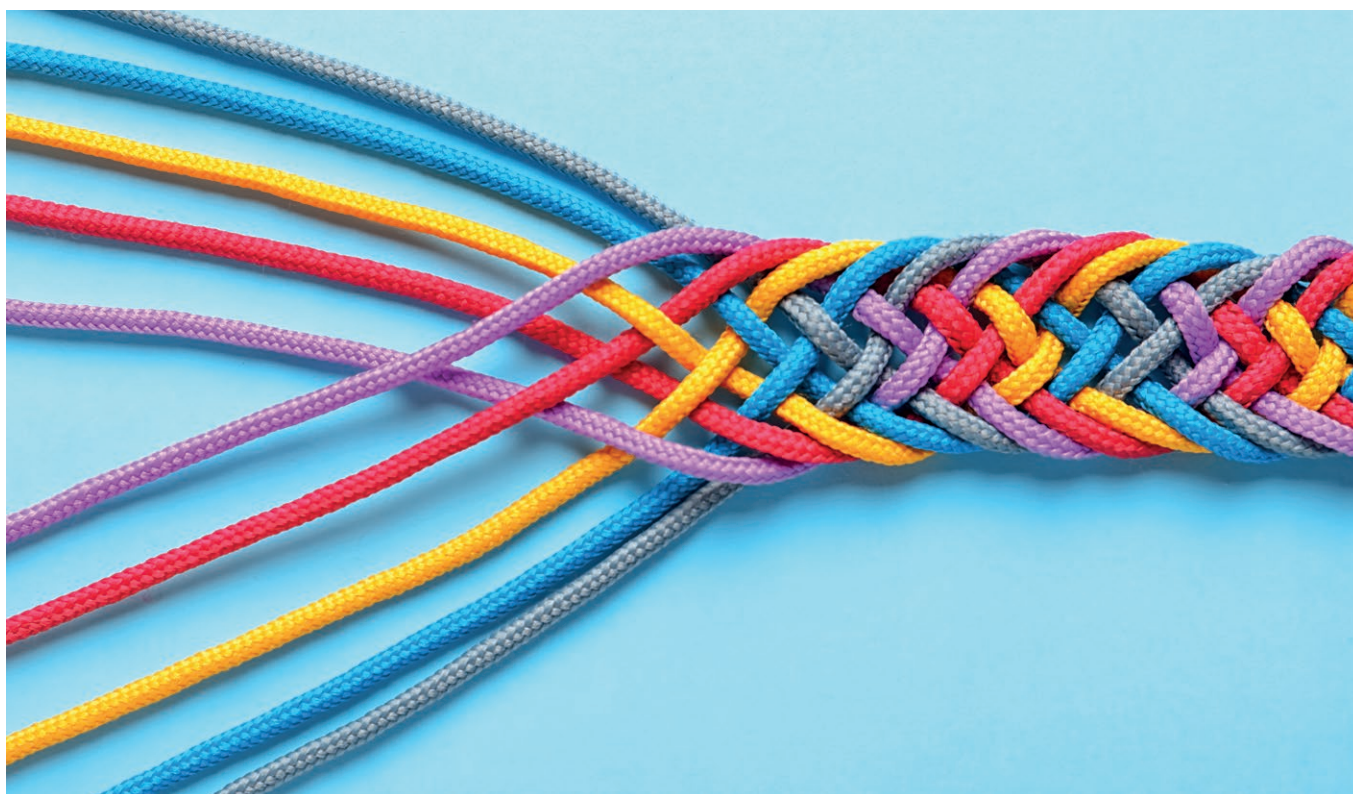


EMPOWERING PEOPLE TO ACT TOGETHER AND STRENGTHENING THE BONDS BETWEEN OUR TERRITORIES

CONTEXT

For Up group, belonging to the social economy sector is accompanied by a dual requirement of solidarity and responsibility. The numerous actions in support of civil society undertaken by Up over the past several years demonstrate, on a daily basis, its willingness and ability to commit to the general interest. It is on this fertile ground that Up group deploys its patronage policy, in the spirit and values of the social and solidarity economy.

Since 2017, Up group's sponsorship policy has illustrated and given concrete expression to the "power to act together", through which Up affirms its commitment and its desire to contribute to improving the daily lives of the greatest number of people, with the aim of social progress and impact in the territories. Its sponsorship policy is implemented in the countries where it operates and guides the sponsoring subsidiaries, with the support of local correspondents, in supporting their projects.



POLICY

Up group's sponsorship policy contributes to creating social bonding in order to fight against the exclusion of "invisible" people (people on the fringes of society, isolated or dependent).

It aims to give them back access to what is essential for them to develop freely in society, by supporting long-term projects in four main areas of action.

4 areas of action



Food

For everyone, it's about feeding ourselves. Our ambition is to **promote food production, sharing and "acting together"**.



Housing

For everyone, it's about housing. Our ambition is to promote **better housing accessibility, autonomy and "living together"**.

The essential is a vector of social cohesion to develop the potential to take action and fight against exclusion



Education & culture

For everyone, it's learning and understanding. Our ambition is to **promote a better understanding of the world, free access to culture and "to grow together"**.



Health

For everyone, it's taking care of oneself. Our ambition is to **encourage the fulfilment of both patients and their relatives, caregivers, and to "cope together"**.

DISTRIBUTION OF SUBSIDIES BY FIELD OF ACTION OF THE UP FOUNDATION PROJECTS (2021)



HEALTH



FOOD



EDUCATION /
CULTURE



HOUSING

GOALS AND ACTION PLAN

In 2021, Up is particularly committed to continuing the work undertaken with its sponsorship partners to strengthen the social link and encourage the power to act.

Expand Up group's sponsorship in its territories

The support provided to the subsidiaries has enabled them to develop their own sponsorship commitment, through financial aid and volunteer work. Although the year 2021 did not allow for the involvement of new countries in the sponsorship policy, new projects were launched in France and Italy.

Facilitate meetings with project leaders and evaluate the impact of projects

Up group participates in its partners' events and, where possible, takes part in social actions. It endeavours to encourage meetings between the players in a given territory around the same themes or identifies interesting cross-fertilisation, mainly in France. The Foundation's website and its social networks also help to promote each project supported and to relay the news of the partners.

After four years of support and evaluation of projects, the Up Foundation has drawn up an evaluation-balance sheet. This makes it possible to compile the social impact data and to better visualise the evolution and results of each project.

Engage employees in the service of the territories and the general interest

In addition to financial aid, Up group offers various opportunities for solidarity involvement with the partner organisations it supports. They enable the company's values to be given meaning and shared. The objective is to increase the number of employees who become involved each year.

A source of enrichment for the Group's identity, its corporate sponsorship complements its social actions (sponsorship, emergency aid and partnerships in the general interest) which contribute directly to its economic development and its renown.

FORMS OF SOLIDARITY WITHIN THE GROUP UP

IMPULSE Sponsorship

Empowering the invisible.
Commitment over a minimum of 3 years, with no commercial aim or compensation, to support actions in 4 areas: food, housing, health, education/culture.

NON-IMPULSE Sponsorship

One-time support granted without compensation to organizations of general interest to respond, for example, to emergency situations, climatic events, support for a specific population or cause.

SOCIETAL Actions

Partnerships, sponsorship actions agreed between the Up group and players in the field of solidarity (associations, foundations, etc.) with a view to obtaining direct compensation for the action carried out (image, reputation, commercial interest, for example).

RESULTS

In 2021, the overall budget dedicated to the implementation of solidarity actions within the Group is 565,672 euros. These actions to support civil society are carried out through sponsorship projects, mainly managed by the Up Foundation, one-off support in the context of emergency aid, for example, or through sponsorship actions.

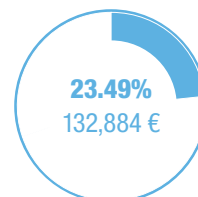
In 2021, the Up Foundation supported 29 projects. Six new sponsorship projects have been launched in France, Italy and Romania, thus maintaining the growth of Up sponsorship in the territories.

The coming year 2022 will see the end of the Foundation's 2017-2022 multi-year plan, with the emergence of the evaluation of the social impact of its action over five years.

In 2021, 128 actions to raise awareness of social commitment were offered to the Group's employees, in various forms: solidarity missions with associations, rounding of salaries, workshops, webinars, conferences, etc.



DISTRIBUTION OF GRANTS BY TYPE OF ACTION (2021)



NON-IMPULSE SPONSORSHIP



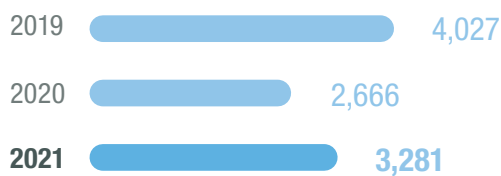
IMPULSE SPONSORSHIP



SOCIETAL ACTIONS



NUMBER OF EMPLOYEES AWARE OF SOCIAL COMMITMENT, AGGREGATED BY YEAR



HIGHLIGHT

IN THE FIELD OF SOLIDARITY

Throughout the year, Up employees are invited to get involved with the Foundation's partners by using their solidarity leave, made available in France by the Coopérative Up, which allows them to carry out a short volunteer mission. 149 Up employees were thus involved in France in 2021 to carry out fourteen solidarity missions, i.e. a rate of involvement that has doubled in one year, linked to the context of the face-to-face comeback.



"I relished the opportunity Up offered me to benefit from a day of social commitment. It gives meaning to the values we put forward to our customers every day. In addition to getting to know other employees of the company, it was also an opportunity to live an experience full of heart, solidarity and humanism. [...] It's great to have been involved in improving the living conditions of these mothers and children, to have heard their stories. [...] There are smiles that you don't forget and that are priceless."

Élisa Brasset,

Up saleswoman, volunteer on a mission with Emmaüs Solidarité.



UN ABRI

Mieux accueillir les femmes

POUR

dans les centres d'hébergement mixtes

TOUTES

A SHELTER FOR ALL

Up group has financially supported the Women's Foundation since its launch in 2016. This support continued until 2021 for the "Un abri pour toutes" (A shelter for all) project, which aimed to improve the reception conditions of women in mixed emergency accommodation centres. The Up Foundation supported this research project with 60,000 euros. The results were presented at the end of 2021 with a series of recommendations and concrete tools to improve the care of women in these centres.



ROUNDING OF SALARIES WITHIN THE GROUP

A simple and flexible system, the rounding of salaries allows Up employees to financially support the association of their choice by rounding down their salary to the nearest euro each month. In 2021, five countries in Up group - Spain, France, Italy, the Czech Republic and Slovakia - are offering rounding up of salaries to their employees. In total, 53,802 euros have been collected in this way over three years (2019, 2020, 2021) by an annual average of 536 employees.



FIGHTING AGAINST PRECARIOUSNESS AND FOOD WASTE

Up group is committed to fighting against precariousness and food waste and to the emergence of sustainable food models. This issue is an extension of Up group's core business: making quality food accessible to as many people as possible. Through the projects it supports, the Up Foundation strives to go beyond the sole issues of nutrition and to raise awareness in order to build a culture of healthy, balanced and sustainable food:

- Les Anges Gardins in France ;
- La Tablée des chefs in France ;
- L'écolieu Lascoste in France;
- Vagus in Slovakia;
- Friends of Good - Amigos do Bem in Brazil.

Indeed, beyond the fight against food insecurity, these socially innovative projects also contribute to the emergence of more responsible food models favouring the autonomy of populations and fighting against food waste. These projects, which are strongly rooted in the region, combine environmental, social, cultural and educational commitments.

The actors of the supported structures thus emphasise the multiplicity of their objectives as a key factor of their success and favour a qualitative project, defending the principle that the support provided in the field of food must be dignified, useful and sustainable, instead of only providing short-term quantitative food assistance.

“Beyond the financial support of the Fondation Up, which has enabled the Chemins d’Enfance association to design new educational games, its entrepreneurial approach has also been a source of inspiration for our association in order to spread the projects we implement over the long term. We have become aware of the need to bring the business world and the non-profit sector closer together. Raising awareness among employees is essential to shape a world where citizens regain their power to act.”

Julie Dutertre,
Operational and Educational Manager,
Chemins d’Enfances



“Thanks to Up, I was able to spend a few hours at the big food bank collection, a partner of the Group. Being the type of person who tends to keep my professional life separate from my private life, I didn’t think that my employer would give me the opportunity to get involved in socially useful actions. If I hadn’t had easy access to proposals for solidarity and civic missions several times a year, my desire to get involved would never have materialised.”

Clément Bernard,
Business Developer, volunteer at the national food bank collection.

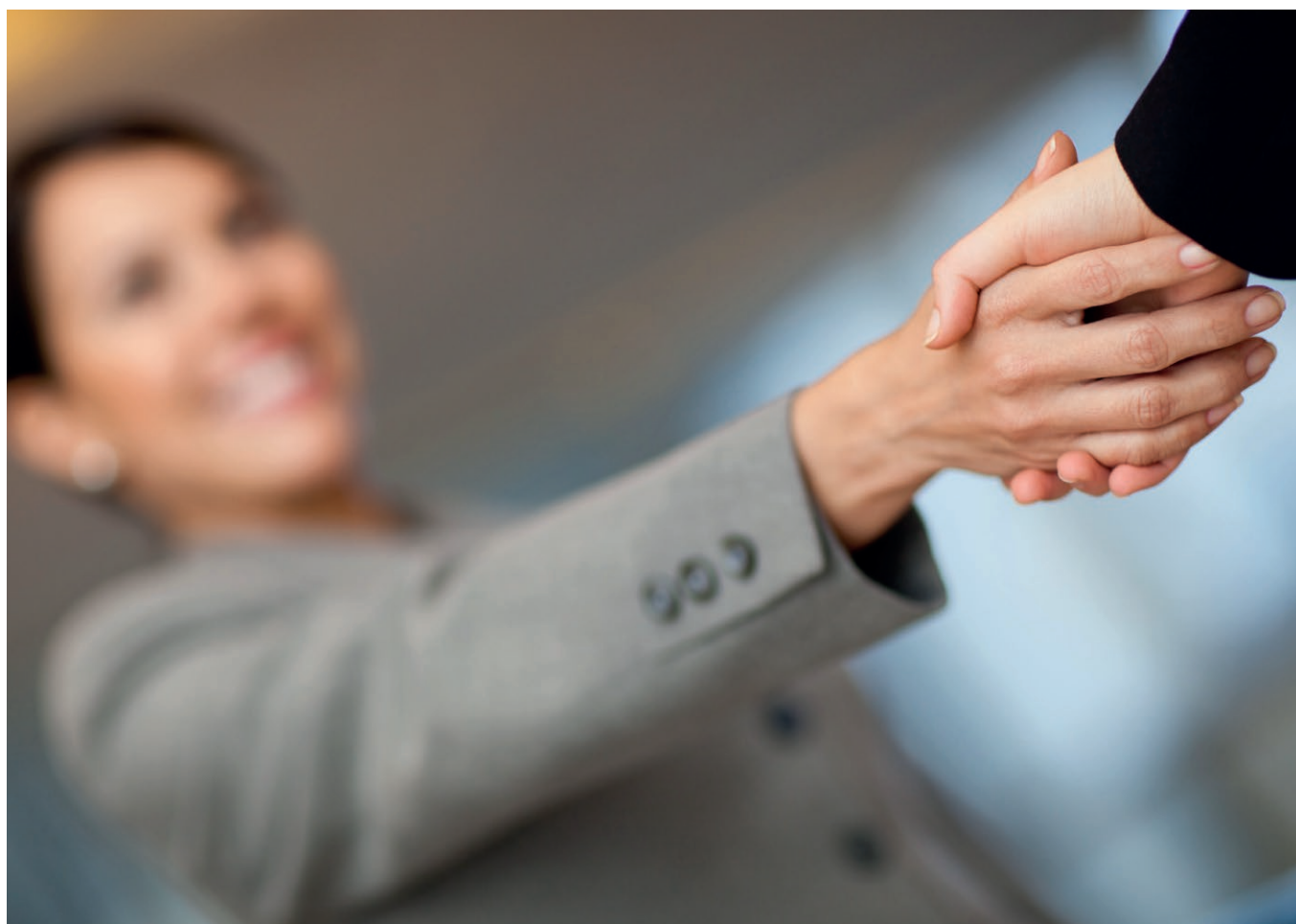
CO-BUILDING WITH OUR SUPPLIERS AND PARTNERS

CONTEXT

For Up, being a different and committed economic player means buying differently. In order to be consistent with its strategy and to build sustainable relationships with its suppliers, Up implemented a responsible purchasing approach.

This approach is based on the implementation of relationships and cooperation with its suppliers for bilateral control of sustainable development issues and control of risks in the purchasing process.

Beyond the so-called “standard” criteria (quality, costs, deadlines), responsible purchasing integrates the social, societal and environmental dimensions into the various stages of the purchasing process, particularly through the choice of suppliers, products and services.



POLICY

In order to contribute to the overall performance of Up group, responsible purchasing places as much importance on the notions of commitment to corporate social responsibility (CSR) as on the notions of creation of shared value and overall cost.

Since we joined the United Nations Global Compact in 2006, the legal and normative framework for sustainable procurement has evolved considerably in recent years. An international standard (ISO 20400) and three French laws, which have an impact on Up group, redefine the bases for the implementation of responsible purchasing: the law on the duty of vigilance, the Sapin II law, and recently the anti-waste law for a circular economy.

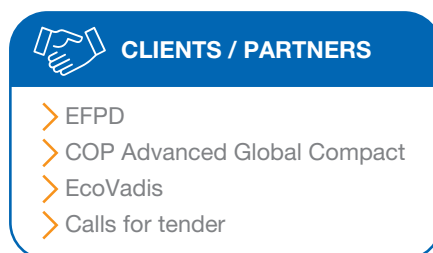
The responsible purchasing policy has been amended to take them into account and to continue the efforts undertaken since 2015 in building sustainable relationships with our suppliers.

This update allowed to:

- implement the Group's environmental challenges and make the link with its economic concerns;
- anticipate and respond to new environmental standards and regulations
- present concrete plans and means of action to establish a responsible purchasing approach;
- show its difference to its external stakeholders and develop win-win relationships with its suppliers.

This policy is based on two goals:

1. differentiate ourselves by buying differently;
2. create new partnerships and synergies with our suppliers.



GOALS AND ACTION PLAN

BUILDING LASTING RELATIONS WITH OUR SUPPLIERS THROUGH OUR RESPONSIBLE PROCUREMENT APPROACH

1. BRAND DIFFERENTIATION THROUGH A DISTINCTIVE APPROACH TO PROCUREMENT

MAPPING PURCHASES AND SUPPLIERS

- > Mapping purchases
- > Mapping suppliers

INTEGRATING CSR CRITERIA

- > CSR criteria (2020 action sheets)

TRAINING AND RAISING AWARENESS

- > Purchaser training
- > Employee awareness

2. CREATING NEW PARTNERSHIPS AND SYNERGIES WITH OUR SUPPLIERS

EVALUATING THE CSR APPROACH

- > Evaluating supplier CSR
- > Evaluating subsidiary CSR
- > RP documents

DEVELOPING A WIN-WIN RELATIONSHIP

- > Supplier payment accounting times
- > Projects co-constructed with responsible suppliers

FRAMING THE PROCUREMENT APPROACH

- > Teams DCD Sustainable purchasing, Environment

RESULTS*

In 2021, two educational tools (action sheets) on the mapping of purchases and suppliers have been produced and will be made available to the main subsidiaries at the beginning of 2022 via the dedicated collaborative space so that they can appropriate them and improve their usual practices.

These maps are used to segment the supplier and purchasing portfolio by category. They make it possible to carry out an analysis of expenditure, to identify the challenges and to highlight the categories on which the subsidiaries wish to prioritise their actions.

In 2021, 53% of the subsidiaries within the scope had carried out at least one of these mappings, i.e. 8 subsidiaries: Alios, Up Day, Kalidéa, Monizze, Tombou, Coopérative Up, Up Brasil, and Up Slovensko.

The challenge for all the main subsidiaries of Up group will be to carry out one or other of these mappings within three years.

The Group has also set up indicators to monitor the three commitments it has made in its responsible purchasing charter:

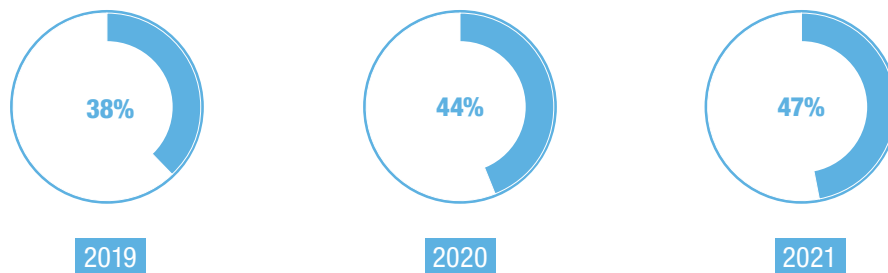
- **to place CSR at the heart of buyer-supplier relations: 9 out of 15 subsidiaries communicate a responsible purchasing charter or equivalent documents to their suppliers: Coopérative Up, Kalidea, Up Ceska Republika, Up Day, Up Multinet, Up Romania, Up Sí Vale, Up Slovensko and Up Spain;**

- **respect all stakeholders involved in the value chain: in 2021, the Coopérative Up, Kalidea, Tombou, Up Day, Up Romania and Up Slovensko evaluated their suppliers with CSR criteria, which represents 164 suppliers, or 3.98% of the Group's suppliers;**
- **working to preserve the common good for future generations: 153 suppliers from the protected, adapted and integration sector represent 3.71% of suppliers.**

More than half of the subsidiaries in the scope of consolidation make purchases with environmental criteria*.

In 2021, 47% of the subsidiaries in the scope of consolidation will include at least one CSR criterion in the selection of their purchases or their suppliers, i.e. 7 subsidiaries: CEV, Coopérative Up, Kalidea, Up Day, Up Spain, Up Slovensko and Up Romania.

✓ PERCENTAGE OF SUBSIDIARIES WITH AT LEAST ONE CSR CRITERION IN THE SELECTION OF THEIR PURCHASES OR SUPPLIERS



* All calculations presented below relate to the main subsidiaries only.

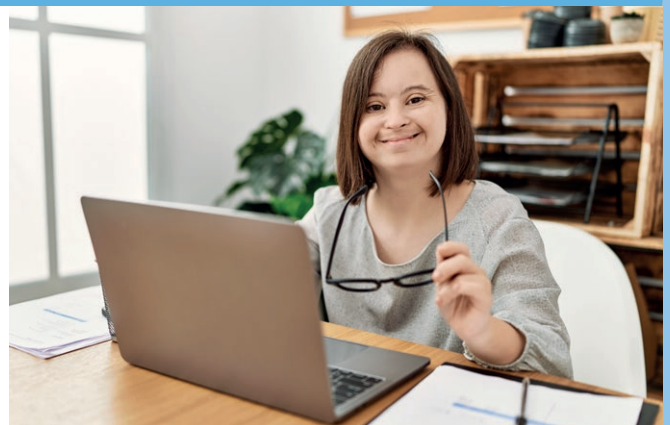
HIGHLIGHTS

INTEGRATING CSR INTO PURCHASES

TOWARDS MORE SOLIDARITY-BASED PURCHASING

As part of the responsible purchasing policy and its implementation at the parent company, a review of solidarity-based purchasing was conducted in 2021. A catalogue of suppliers in the disability sector (ESAT, EA, TIH*) was therefore created to list them in thirteen purchasing categories. The catalogue was built by referencing each service provider according to different criteria such as the capacity to intervene on our different sites in France, turnover, date of creation, and customer references. These are value-added suppliers for Up.

* Establishments or services providing assistance through work, adapted companies, disabled self-employed workers.



UP SÍ VALE TRAINS ITS BUYERS IN RESPONSIBLE PURCHASING

Based on an EcoVadis recommendation on training buyers on CSR issues, Up Sí Vale undertook to train five of its employees, including three buyers, in responsible purchasing in 2021.

This training covered the following topics: systematic sustainability, circular economy, resilience, code of ethics, and procurement mapping.

In addition to this training, an external expert conducted a stocktaking exercise and proposed recommendations for implementing responsible purchasing practices.

COOPERATIVES ARE RESISTING THE CRISIS!

Despite the economic and health crisis, the development of cooperative societies has continued over the last two years in France and internationally. Their actions during the crisis have shown the potential and resilience of this more sustainable and inclusive economic model.

This represents 3 million cooperatives worldwide and 10% of the world's active population. The top 300 cooperatives generate \$2.14 billion in turnover*.

At a time when SSE structures must be increasingly implemented into public procurement and calls for tender, calling on cooperatives meets their CSR selection criteria.

* Sources: <https://www.monitor.coop/> and <https://www.ica.coop/>

“In a regulatory and economic context that is increasingly affecting purchasing practices, it was necessary to update our responsible purchasing policy. In addition to the commitments and principles defined by the Group, it specifies in a more concrete way the plans and means of action used to establish a responsible approach and build sustainable relationships with suppliers, regardless of the countries in which they operate. It was distributed internally in early 2022.”

Cécile L'Hopital,

Head of environmental commitments and responsible purchasing, Up group.

OFFERS CO-DEVELOPED WITH SUPPLIERS

CO-DEVELOPING OUR OFFERS WITH OUR SUPPLIERS

Up group is changing its development process to design new products and services by involving suppliers more in the design and industrialisation of its offer. This mutually beneficial relationship enables the co-development of relevant, competitive and meaningful solutions.

This dialogue is a source of innovation, generates a win-win relationship and the creation of shared value for both parties.



UP DAY JOINS IMPRONTA ETICA

Up Day, in Italy, has joined the Impronta Etica association, created for the promotion and development of corporate social responsibility. This association, which celebrated its twentieth anniversary in 2021, promotes institutions and companies that voluntarily and publicly assume their social responsibility. Up Day is all the more involved as it participates in the association's executive committee.



JOINING FORCES TO ACT AS CLOSE AS POSSIBLE TO THE NEEDS

"Accelerating the development of our offers by favouring partnerships and alliances" is one of the challenges of Up group's strategic framework. The offers launched in 2021 are recent illustrations of this strategy of alliances with start-ups.

In France:

- Betterway: a solution promoting sustainable mobility;
- HopHopFood: a solution to combat food waste and food insecurity;
- Toutes mes aides: a solution that facilitates the process of claiming employees' rights;
- Wittyfit: a solution measuring employee satisfaction at work.

In Belgium:

- C.tec: bicycle leasing solution for SMEs.

In Spain:

- Hastee: solution for immediate access to work income through salary advances

In the Czech Republic:

- Up Plná Pěněženka: solution for obtaining discounts when paying for purchases with Up solutions.



"With the sustainable mobility pass, Betterway's mission is to make mobility accessible to all. Every day, we make sure that everyone can choose the sustainable mobility solution that suits them best. Working with Up group allows us to benefit from the power of an international group and thus to offer our expertise to the largest number of organisations in France."

Denis Saada,
President of Betterway.

ENVIRONMENT

PROGRAM



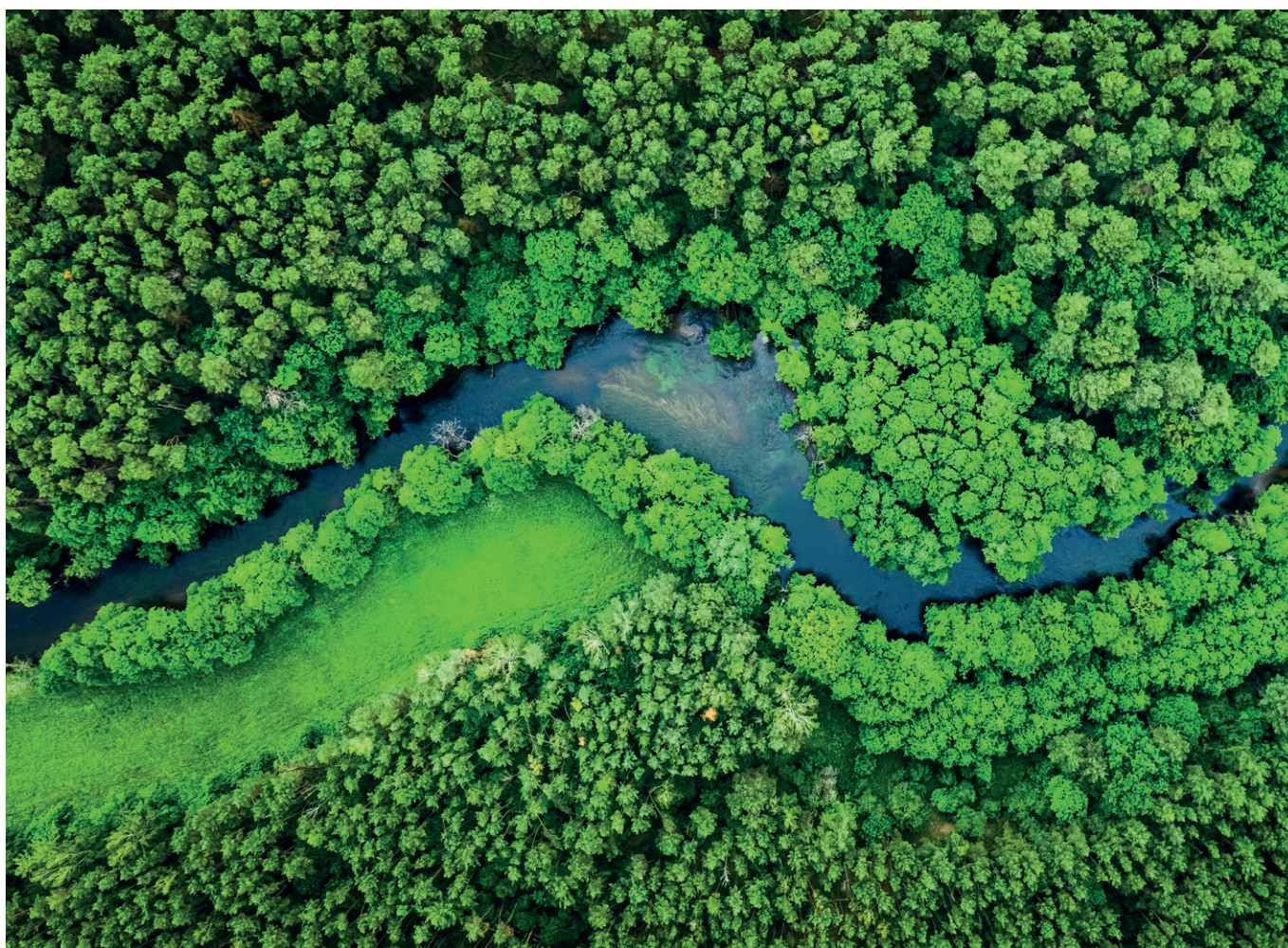
PROTECTING THE ENVIRONMENT TOGETHER

CONTEXT

Global warming is a global issue that needs to be addressed collectively. In addressing this major challenge, Up is being proactive and responsible.

By joining the United Nations Global Compact, by including the fight against global warming in its strategic project, by encouraging its subsidiaries to carry out substantive measures and by enhancing the initiatives undertaken by its employees, Up is acting at its own level and is helping to build a better world for future generations.

Since the Paris Climate Agreement in 2015, the legal and extra-financial reporting framework has also changed significantly. The draft European directive on CSRD in 2021 (Corporate Sustainability Reporting Directive) and two French laws (the anti-waste law for a circular economy in 2020 and the climate and resilience law in 2021), which have an impact on Up group, are redefining new bases for the implementation of its environmental policy and its “sustainability” reporting.



POLICY

While the environmental policy was initiated in 2018, it was therefore logically revised in 2021 in order to take into account these regulatory changes and to continue the efforts already underway to reduce the impacts of Up group's activities, by prioritising them according to their most significant weight.

Thanks to the measurements of the carbon footprint of the Group's activities carried out in recent years, it has been possible to identify the major emitting items, i.e. where the impacts are most significant in relation to environmental issues, particularly climate change.

Based on this observation, the Group redefined its environmental objectives, selected and prioritised action plans and means adapted to its activities to meet them, as well as steering indicators.

This new version aims to make these objectives concrete, to help the departments to implement their environmental actions and to provide proof of their commitments.

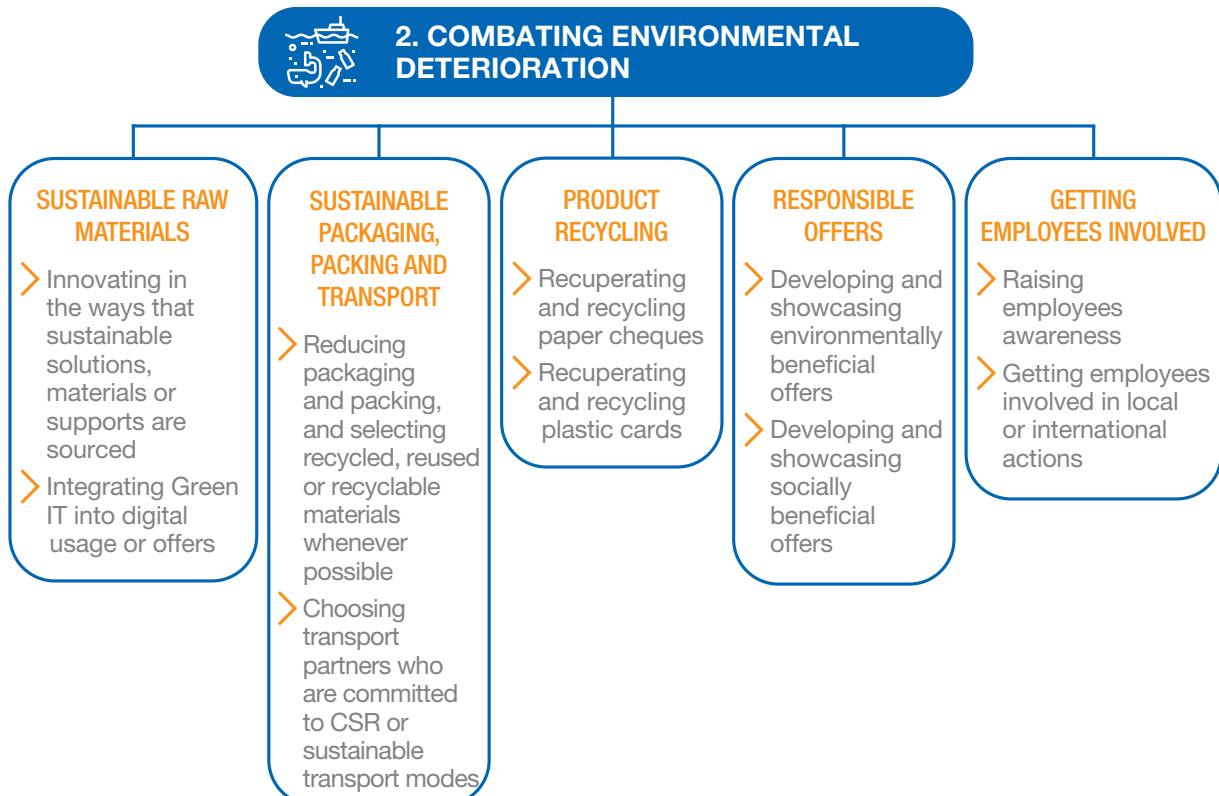
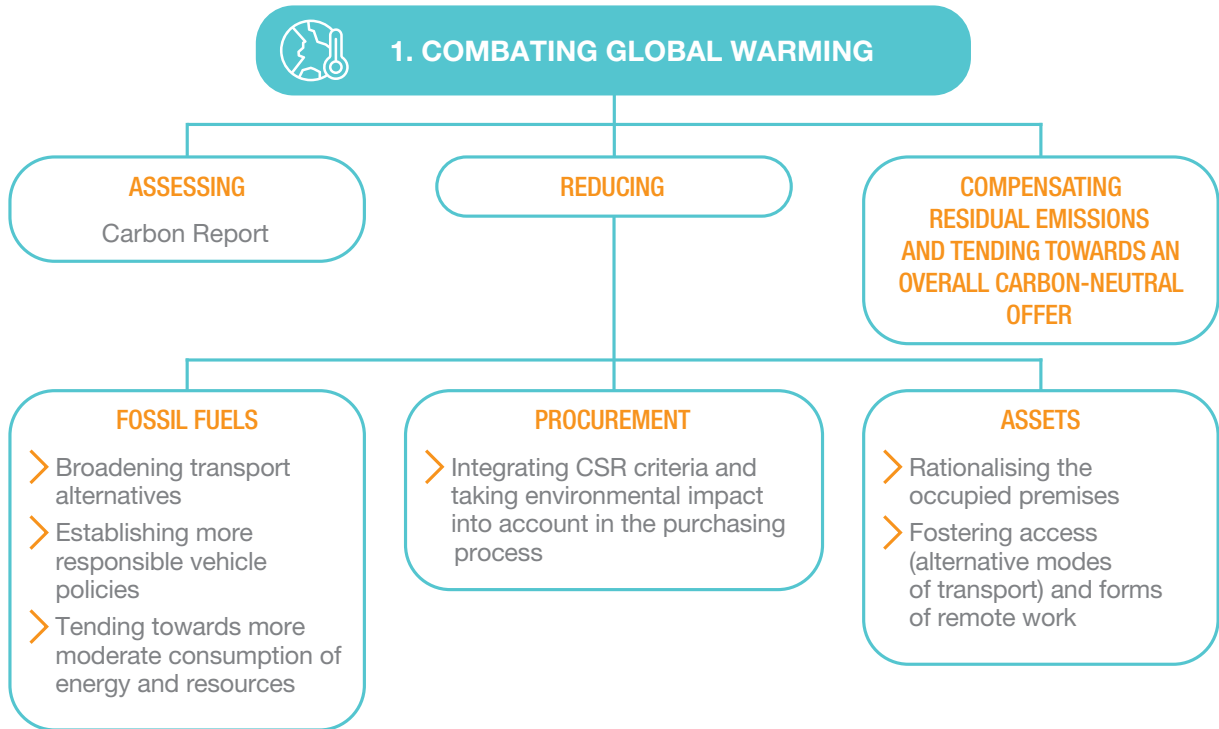
Up has thus set itself two ambitious objectives, consistent with the principle of a sustainable economy, to contribute every day to preserving the planet for the benefit of future generations:

1. **fight against global warming;**
2. **fight against environmental degradation.**



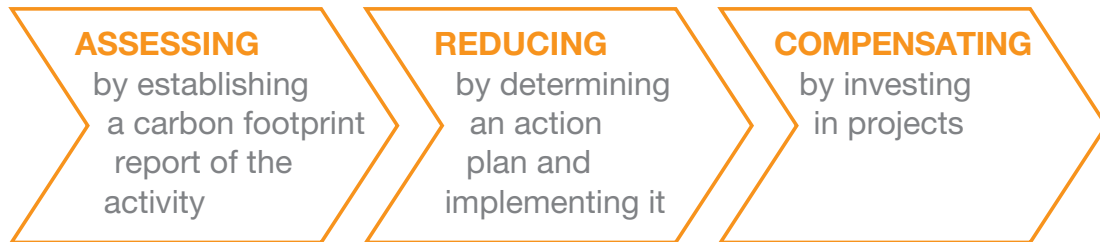
GOALS AND ACTION PLAN

PROTECTING OUR ENVIRONMENT TOGETHER



RESULTS

FIGHTING AGAINST GLOBAL WARMING



Up group continues to measure its carbon footprint. Until now, this annual exercise was mandatory for French companies offsetting their residual carbon emissions and was voluntary for the others.

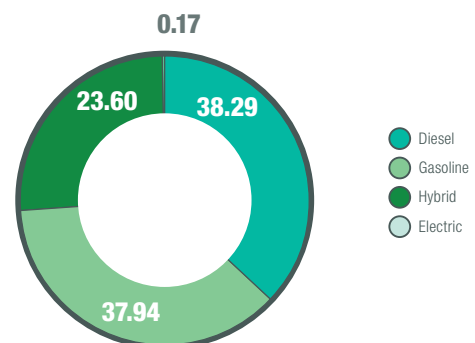
In 2021, 60% of the main subsidiaries have carried out their carbon footprint on their 2020 emissions: Alios, CEV, Coopérative Up, Kalidéa, Up Ceska Republika, Up Day, Up Multinet, Up Sí Vale, and Up Slovensko, as well as one secondary subsidiary: Up Givve.

From 2022, with the redesign of the questionnaire collecting environmental data and carbon footprint data on the four most emissive items (travel, energy, purchases and fixed assets), all the main companies will carry out their carbon assessment.

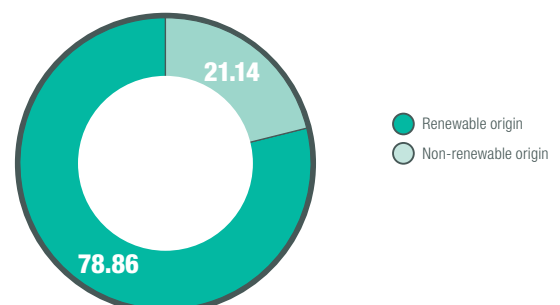
Thanks to this annual measurement, action plans will be put in place to reduce the source of greenhouse gas emissions as much as possible in these four priority areas.

In 2021, for the fourth consecutive year, Up in France has opted for carbon neutrality. The main French companies are voluntarily offsetting their residual carbon emissions by financing three projects with strong social and environmental benefits certified by internationally recognised standards.

BUSINESS TRIPS: DISTRIBUTION OF VEHICLES BY MOTORIZATION (IN %)

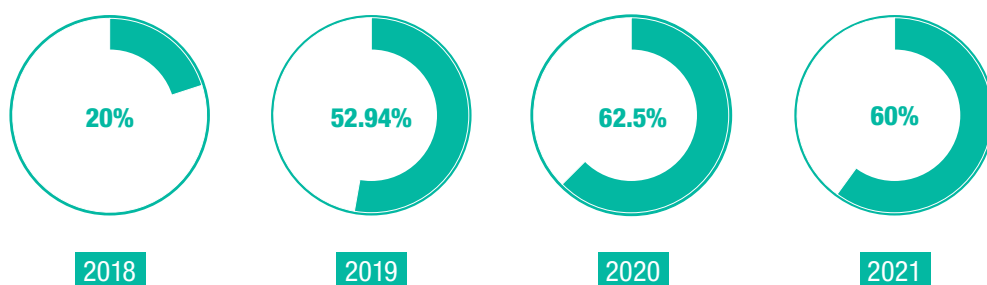


ENERGY SHARE OF RENEWABLE AND RECOVERED ENERGY IN THE ENERGY CONSUMPTION OF ALL SITES (IN %)



PURCHASING

PERCENTAGE OF SUBSIDIARIES MAKING PURCHASES WITH ENVIRONMENTAL CRITERIA* (AR)



* Purchases with environmental criteria: products or services purchased with environmental criteria such as: certified, labelled, labelled or composed of a proportion of recycled/recyclable/biosourced/renewable/local/traceable materials; whose use time or life span is extended; using a proportion of less material/energy.
Examples: paper, cardboard and packaging; supplies; IT equipment, telephony and servers; maintenance and cleaning products; furniture; travel, trips, events; transport, etc.

FIGHTING AGAINST ENVIRONMENTAL DEGRADATION

As an issuer of products and services, Up group controls the impact of its activity on its entire supply chain. It raises awareness and mobilises its employees around local or international actions to protect the environment.

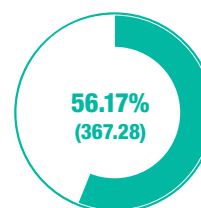
Through the supply of its raw materials, the Group seeks to use more sustainable solutions or materials. It is beginning to integrate Green IT (or sustainable digital) into its business practices and digital offerings.

Similarly, it is reducing and using recyclable materials for its packaging and choosing environmentally committed delivery suppliers.

The Group markets paper vouchers, mainly made from sustainable materials, and card vouchers, mainly made from PVC. A number of subsidiaries have set up solutions for recovering and recycling their vouchers at the end of their life, and have organised the collection and recycling of the products sold. Increasingly, the Group is developing social/social/environmental offers, the impact of which can be passed on to its customers.

To change individual behaviour, the Group informs and raises awareness among its employees and mobilises as many people as possible through cross-functional actions and annual events. In 2021, 73% of the main subsidiaries have raised their employees' awareness: Bonus Systems Polska, Up Cooperative, Up Ceska Republika, Up Day, Up Monizze, Up Romania, Up Si Vale, Up Slovensko, Up Spain and Tombou.

RAW MATERIALS: SHARE OF PAPER PRODUCTION FROM SUSTAINABLY MANAGED FORESTS IN 2021



Autres forêts :
43,83% (286,59)

PRODUCT RECYCLING PERCENTAGE OF SUBSIDIARIES THAT HAVE IMPLEMENTED A RECYCLING SOLUTION FOR THEIR PAPER/CARD VOUCHERS

47%

OF COMPANIES
MARKETING PAPER
VOUCHERS
have implemented a
recycling solution for their
products.

20%

OF COMPANIES
MARKETING CARD
VOUCHERS
have set up a product
recycling solution.

✓ SUSTAINABLE PRODUCTS AND SERVICES: NUMBER OF ECO-FRIENDLY PRODUCTS OR SERVICES

7 environmentally oriented products*: Up Day (and its LastMinuteSottoCasa anti-waste food solution), the Coopérative Up (and its Adéquation customised offer and its Betterway mobility offer), Up Monizze (and its Ecochèque solution), Bonus Systems Polska (and its EKOnto Podarunkowe offer), Up Romania (and its Eco-voucher offer) and finally Up Spain (and its Up Transporte offer).



* Environmentally oriented products: solutions offered to our clients whose use by the final beneficiary encourages more environmentally friendly use, behaviour and purchase of products or services.

HIGHLIGHTS

TAKING MASSIVE ACTION

LESS PLASTIC

Reduce plastic to better protect the environment. At Up Givve, a German subsidiary, up to 20% recycled plastic is used to make the cards and their production consumes green energy. At Alios, in France, a recycling system has been set up which has resulted in the collection of almost 33,000 cards at the head office since 2020. In this way we are helping to reduce plastic and protect our environment.

Because the pandemic has also disrupted employee mobility, the Up Monizze subsidiary has joined forces with the market leader in bicycle leasing, C.tec, to offer a solution for SMEs. With this solution, the Up subsidiary in Belgium is raising its customers' awareness of an alternative mode of transport that is more environmentally friendly. A win-win partnership for all: partners, customers and beneficiaries... and above all the planet!



“We have set up two systems for recovering end-of-life plastic cards from customers and beneficiaries. Customers in France can slip up to three cards, whether smart or tracked, into an envelope and send it to us free of charge: since the beginning of 2021, 5,620 cards from Up employees have been recovered in a collection located in the atrium.”

Intissar Le Goubin,
PCI Quality/Security Manager, Alios.

A PARTNERSHIP FOR SUSTAINABLE MOBILITY

As the pandemic also disrupted employee mobility, the Up Monizze subsidiary has joined forces with the market leader in bicycle leasing, C.tec, to offer a solution for SMEs. With this solution, the Up subsidiary in Belgium is raising its customers' awareness of an alternative mode of transport that is more environmentally friendly. A win-win partnership for all: partners, customers and beneficiaries... and above all the planet!



ACTING BY ENCOURAGING COMMITTED INITIATIVES AND RAISING AWARENESS AMONG EMPLOYEES

SORT, RECYCLE, DONATE

For the fourth consecutive year, nearly 200 Up employees took part in World Cleanup Day in ten countries. From Brazil to Greece and Germany, more than 4,121 kilos of waste were collected and recycled. This year, four countries invited their employees to digitally clean up their data, resulting in the deletion of 442 gigabits of data.

In France, as in Romania, this mobilisation went beyond the annual event by giving life to circular economy projects, which invited employees to sort, recycle and give a second life to their office and IT equipment, for the benefit of associations.



TRAVELLING SUSTAINABLY WITH UP

As part of the European Mobility Week in 2021, Up has chosen to raise awareness among its employees of the ten simple gestures for responsible driving: vehicle maintenance, speed regulation, traffic conditions, air conditioning management, all good practices to remind them of in order to encourage more environmentally friendly modes of travel.



NATURE'S TIME

World Environment Day, celebrated annually on 5 June, is one of the main events through which the United Nations raises global awareness of environmental issues and generates political attention and action. On this day, in 2021, Up raised awareness among its employees of good practices to reduce energy consumption and become aware of the environmental impact of its daily activities on the planet. Through this communication, Up encourages its employees to change in a positive and progressive way towards a fairer and responsible world.

“At a time when 30% of companies’ carbon impact is linked to their employees’ travel and mobility has become a matter of mandatory social negotiation, the payment card solution dedicated to employee mobility, designed with Betterway, is very relevant. We are delighted to provide our customers with a solution that facilitates the sustainable mobility of employees and civil servants!”

Julien Anglade, Managing Director of Up France.

UP ROMANIA ACTS ON BEHALF OF REFORESTATION

For two years, Up in Romania has been supporting the Se Poate association, which is working to plant 30,000 trees. In 2021, several Up employees volunteered to participate in this collective effort, to offer the local community a healthier environment.





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UP.COOP