



ESG Report 2024



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Prepared by Dunin

Message from the President

Dear partners,

This first ESG report marks an important milestone for Dunin. Our company, built on technological innovation and human potential, is firmly committed to a more sustainable and responsible future.

The results of our internal survey, showing a high satisfaction rate, demonstrate the strength of our liberated corporate culture. This success encourages us to go further, particularly through our personalized career management program and our new workplace wellness initiatives.

On the environmental front, we are putting our commitment into action through the creation of a green committee and the adoption of eco-responsible practices. Our goal of reaching 70% local and sustainable sourcing illustrates our desire to have a positive impact on our community.

2025 will be a pivotal year for transforming these commitments into concrete actions. I am convinced that our teams' collective intelligence and our capacity for innovation will enable us to successfully meet these challenges.





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About Dunin



Vision

Our goal is to create opportunities that enable each individual to reach its full potential, regardless of its background or differences. By cultivating lasting and authentic relationships with our stakeholders, we contribute to build a more inclusive and equitable society.

Mission

At Dunin, we develop computer technologies to unleash human creative potential for designing, developing, and manufacturing customized products in harmony with their environment. Our technology transforms repetitive tasks into opportunities for innovation, allowing everyone to fully express their ingenuity.

Driving Force

Dunin is an innovative technological force that excels in research and development. Our expertise allows us to combine artificial intelligence, advanced programming, software engineering, and mathematics to create innovative solutions addressing today's complex challenges.

Our Commitment

This first ESG report demonstrates our commitment to transparency and our ongoing engagement with our stakeholders. The acronym refers to non-financial criteria, encompassing environmental, social, and governance aspects. Through these pages, we draw an accurate portrait of the company and explain how we manage these issues internally. Here is an initial overview of the objectives to be achieved for the year 2025:

Environemental

- Setting up a Green Committee
- Reducing our Environmental Impact

Social

- Promoting Well-Being
- Promoting a Healthy Work-Life Balance

Governance

- Developing Human-Centered Career Management

Governance

A Liberated, Human-Centered Approach

At Dunin, our commitment to liberated governance is at the heart of our ESG strategy. By opting for a linear organizational structure, we foster a culture of collaboration, transparency and autonomy, enabling every employee to play an active role in our collective success. This pioneering model for Quebec enables us to align ourselves with fundamental values such as integrity, accomplishment and loyalty.

These values underpin every decision we make within the organization:

Integrity prohibits all forms of fraud and malversations, and **impartiality** is based on objectivity and neutrality, ensuring a fair and equitable treatment.

Professional and personal fulfillment is valued to enable each employee to reach his or her full potential.

Loyalty means respecting commitments and maintaining lasting relationships with stakeholders.



ESG governance criteria

ESG governance criteria encompass several major themes. These focus on how a company is managed and orchestrated. In a liberated company, governance plays a central role, although it significantly departs from traditional hierarchical models. Thus, the framework offered by Dunin supports employee autonomy, encourages initiative, and promotes the recognition of both individual and collective achievements. This commitment is materialized through our employee handbook and essential policies that ensure complete transparency in our practices and processes.

Decision-making aligned with values

Decisions made by our employees within their roles must reflect our values, particularly integrity. We are firmly committed to upholding high ethical standards: we do not cheat, we do not lie, and we do not hide the truth. An annual dialogue around our values allows each employee to integrate and embrace them. Furthermore, a detailed code of conduct is available to specify expectations regarding behavior and ethics. We also encourage open and constructive dialogue, enabling each individual to share their concerns and ensure that decisions made always respect our commitments. This process ensures that each member of the organization remains aligned with our principles, thus contributing to maintaining a culture of integrity and transparency.

Compliance with Good Governance Practices

Dunin ensures that its operations comply with laws and regulations regarding taxation, anti-corruption, and the use of French. We carefully select our business partners, favoring relationships with companies that demonstrate impeccable ethics and a commitment to transparency in their business and tax practices. In sum, our governance at Dunin is based on solid principles of integrity, responsibility, and innovation. We are convinced that our liberated approach, combined with a rigorous ethical framework, allows us to create a positive and dynamic work environment while having a beneficial social and environmental impact on our community. To illustrate this internal transparency, the development and implementation of the strategic plan are carried out in collaboration with the entire team. Additionally, financial results are presented quarterly to allow everyone to track the company's performance and encourage collective decision-making.

Data protection and privacy

Data protection and privacy are key priorities for Dunin. We have appointed an in-house manager to oversee compliance with legal requirements, notably with Bill 25. To ensure the security of our data, we have established rigorous fraud protocols and procedures. We also offer an annual cyber-attack prevention training to make our employees aware of potential threats and security best practices. These initiatives are part of our drive for continuous improvement and innovation, as we constantly seek to adapt our protocols to technological and regulatory developments.

Innovation and Continuous Improvement

Dunin also invests in innovation by appointing an Innovation Manager, whose role is to put in place mechanisms that encourage positive, visionary change. Among our implemented measures, we have established an idea box and ideation sessions to encourage active participation from everyone. Additionally, our Research and Development department works closely with the Innovation Manager to undertake innovative projects aligned with our corporate values and vision.



Objective : To Develop a Truly Human-Centered Career Management

This year, we have defined a key objective: to develop career management that is truly human-centered. We firmly believe that Dunin's success depends on the well-being and development of its employees. To this end, we have put in place initiatives to support their professional and personal development.

Professional Component

The fundamental aspect of our approach is to create a career plan for each employee. By discussing the ideal career, we can define a clear and flexible development plan aimed at achieving each one professional goals. Our coaching role also aims to strengthen our employees' ability to adapt to market changes and innovate in their respective roles.

Personal Component

For this component, we offer a Personal Mission exercise to deepen employees' aspirations. This innovative and inspiring approach enables everyone to reflect on their core values, aspirations and deep motivations. By providing a framework for the employee, we demonstrate the importance of having a fulfilling and consistent work environment that.

Objective : To Develop a Truly Human-Centered Career Management

Career Plan

This first step involves gathering detailed information about employees' professional aspirations, skills, and expectations regarding their role and responsibility within the company.

Individual Meeting

Meetings will be scheduled to delve deeper into the answers to the questionnaire and discuss specific career projects. This step is essential for exploring training opportunities or internal mobility options with the employee.

Progressive Development Plan

Following the individual interviews, a career development plan will be drawn up for each employee. This plan will detail the skills to be developed, the objectives to be achieved and the opportunities for growth within the organization.

Roles and Skills System

Finally, a talent management system will help identify and enhance each person's skills, support career development, and align individual aspirations with the company's strategic objectives.

Social

Commitment to Employee Well-Being

The company's success depends on its human capital. To measure the level of well-being and satisfaction of our employees, an anonymous survey was carried out in 2024 to obtain a portrait of the company. The questions range covered aspects such as work climate, physical and mental health, working conditions and values, in order to obtain an overall picture of organizational health. We could rely on our employees to provide the most accurate answers to this survey.



Thanks to their priceless contribution, we are able to strengthen our practices and create a climate conducive to collective success. The objectives emerging from this survey for the coming year are as follows:

Promote Well-Being
Promote a Healthy Work-Life Balance

At Dunin, the well-being of our employees is a core priority. The results of our recent **satisfaction survey** are very positive, with an average score of 87.3%. This overall assessment reflects employee satisfaction with various aspects of their working environment within the company.

When it comes to **physical and mental well-being**, 85.5% of our employees say they are in good shape. We recognize the importance of appropriate support for mental health, and certain measures will be put in place to increase our initiatives in this area.

Satisfaction with the **working environment** is also high. Our employees describe it as very favorable at 91.35%. We encourage a climate of collaboration where each individual feels valued and fulfilled.

Our employees also express a strong **sense of belonging** to Dunin, with a score of 82.7%. This sense of belonging is built through regular interaction and a respectful environment in which everyone can find their place. These excellent scores reflect our commitment in creating a respectful and inclusive work environment.

Average satisfaction

87,3 %

Level of Well-Being

85,5 %

Work Climate

91,35 %

Sense of Belonging

82,7 %

Diversity and Inclusion

Dunin is proud of its diversity and inclusion policy. As a company, we firmly believe that diversity enriches our corporate culture and stimulates innovation. We have put in place a recruitment strategy that values diversity by integrating talent from different backgrounds. Our employees feel that we foster an **inclusive environment**, with an average score of 87.3%. We strive to create a working environment in which everyone can flourish and bring out the best of themselves. It's part of our commitment to ensure that every employee can contribute fully to our mission.

Example of inclusive measures at Dunin:

- The workplace is a place for socializing, so we have introduced a zero-alcohol policy to ensure that all employees can enjoy these occasions in harmony with their beliefs.
- Meals offered to employees during working hours or at social events take into account the dietary or religious restrictions of all employees.

Inclusive Environment

87,3 %



Communication and Corporate Culture

Communication is at the heart of our corporate culture. We maintain an open dialogue with our employees to enable them to share their ideas and concerns. Our employees feel that we maintain a clear and regular level of communication, thus facilitating the understanding of information and expectations, with a score of 84.5%.

Our fortnightly team meetings provide an ideal setting for discussing a variety of topics, from formal issues such as company objectives, to more informal discussions that encourage creativity, such as brainstorming sessions. We also use feedback from our employees to adjust our practices.

86.4% of employees feel that Dunin really **listens** to them, and that action is taken in response to their requests and needs. This feedback is essential to strengthen our corporate culture and to make Dunin a workplace where every voice counts.

Communication

84,5 %

Listening

86,4 %



Flexibility and Recognition

To promote a healthy work-life balance, we have introduced a flexible working policy. Our employees are able to work remotely up to three days a week, allowing them to manage their time optimally. 90.9% of our employees appreciate this **flexibility**, which allows them to organize their time according to their personal needs.

Recognition for a job well done is also a fundamental value at Dunin. Although our employees overall feel recognized for their contribution, with an average score of 82.7%, we plan to take further action to develop a recognition program in line with the liberated enterprise model, to celebrate both individual and collective achievements.

We are also attentive to professional **development opportunities**. Currently, 79.1% of our employees feel that there are opportunities for career growth. Although we have not yet implemented specific training programs, we do have a structured system that identifies and defines roles within the company. In addition, from 2025 onwards, employees will be able to benefit from individual career guidance via the objective mentioned in the Governance section of this report.

Flexibility

90,9 %

Recognition

82,7 %

Opportunities

79,1 %



Photo by *Journal de rue de l'Estrie* (c) 2022.

Community Initiatives

Dunin's social engagement extends beyond our commercial activities. In line with our corporate mission, we make concrete contributions to our community's well-being through two major axes. On one hand, we have established lasting partnerships with organizations that help vulnerable people, which translate into monthly contributions to **Moisson Estrie** and the **Journal de rue**. On the other hand, we actively participate in our region's cultural development by financially supporting the **Association des auteures et auteurs de l'Estrie** (Eastern Townships Authors Association) and the **Orchestre à vents de Sherbrooke** (Sherbrooke Wind Orchestra), thereby enriching local artistic life.

While we are proud to offer financial contributions representing 2% of our recurring revenue, we plan to enhance our engagement through more personalized and hands-on assistance in the coming years.



Identified Challenges

The physical and psychological well-being of employees is a priority for the employer. However, the survey results suggest that there is a need to further strengthen this vision by implementing concrete initiatives in order to strengthen employees trust and demonstrate a real investment in their overall well-being.

Employee
perception: health
77,3%

Work-life Balance

76,85 %

A Healthy work-life balance is a constantly evolving priority for our teams. The survey results provide an opportunity to adjust expectations in terms of schedules and responsibilities to better support this balance. By addressing this issue, we strengthen employee satisfaction and commitment.

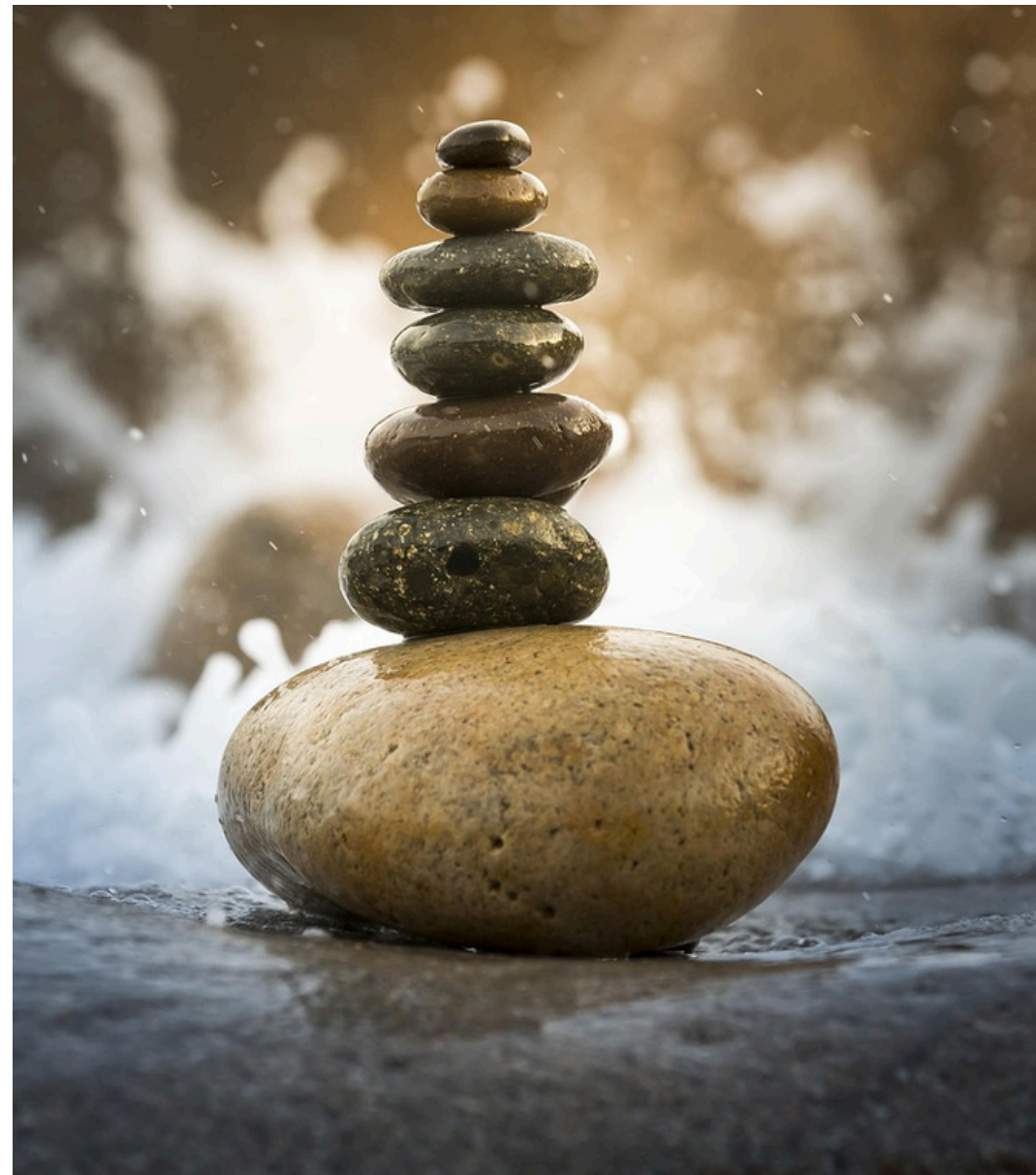
Stress management is a priority to support employees in achieving their goals in a demanding and stimulating environment. The results highlight a great opportunity: to enrich team support by offering time management tools, reinforced support and adapted resources. These initiatives will help strengthen resilience, efficiency and overall employee well-being, while promoting a fulfilling working environment.

Stress
71,80 %

Objective: To Promote Well-Being

Well-Being Initiatives

To promote the professional and personal development of its employees, Dunin is **deploying a comprehensive wellness strategy** this year. This 360° approach addresses both psychological and physical aspects of work through essential themes such as ergonomics, the right to disconnect, and work-life balance. To implement this approach, we will organize workshops offering everyone concrete tools to better manage daily challenges and cultivate their well-being at work.



Individual Meetings

Our individual meetings, currently limited to once a year and focused on role evolution and remuneration, do not fully address workplace well-being. To remedy this, we are **introducing quarterly meetings** with each employee this year. This new approach will not only allow us to better understand everyone's feelings and address issues related to their position but also ensure personalized monitoring of their professional development plan.

Objective: To Promote a Healthy Work-Life Balance

Personal Days-Off

Although our current days-off offering already exceeds existing standards, we remain attentive to our employees' real needs which evolve over time. Starting in January 2025, we will **enhance our personal days-off bank**, thus offering more flexibility to our employees. These additional days will allow them to take care of themselves or their loved ones, without having to provide justification.

Collaborative Days

Meetings are essential, but they can overload days and impair employee concentration. **By concentrating meetings on specific days**, we aim to free up time for uninterrupted work periods. This adjustment will promote greater productivity, create a more collaborative environment to optimize exchanges and reduce stress linked to delays in tasks requiring high concentration.

Friday Afternoon

The Friday afternoon policy complements meeting-free days by freeing employees from tasks requiring increased attendance. No meetings will be scheduled on Friday afternoons, allowing each employee to work at his or her own pace and focus on the tasks at hand. The aim of this measure is to provide a quiet moment to finalize the week's projects, reduce stress and promote a better work-life balance.

Environnement

Sustainable Commitments and Responsible Practices

As a player in the technology sector, Dunin is committed in reducing its ecological footprint by integrating sustainable practices at all levels of the company. Our objectives for the year 2025 translate into concrete actions involving the whole team. The proposal covers three main areas:

Activation of a Green Committee
Residual Materials Management
Responsible Purchasing

The objectives proposed in this report are achievable and complement the measures already in place. What is essential at Dunin is to innovate in all aspects of the business and to be creative in minimizing environmental impact and adopting sustainable practices.



Environmental Criteria

Environmental criteria cover the actions taken by an organization to reduce its carbon footprint. On one hand, the company adopts and implements a framework for managing environmental impacts within its organization. On the other hand, employees apply this framework and adopt the expected behaviors. When the proposal is in line with the individual's values in terms of sustainable development, the impact enables the employee, as a citizen, to contribute outside working hours too.

Active Transportation to Work

Our offices have been designed to encourage active commuting, such as walking, running or cycling. These facilities have been designed to take the hassle out of these modes of transportation. In the case of cycling, one of the issues for users is a safe place to park their equipment, so a section of the building has been designed with this in mind. What's more, active transportation requires physical effort, which can lead to discomfort or fatigue. That's why amenities such as a shower and a resting spot are provided for employees who engage in physical activity. These workplace measures encourage means of transportation that do not generate greenhouse gas emissions, and optimize the comfort and well-being of users.

Migrating Servers to a Cloud Infrastructure

Cloud data centers are designed to be more energy-efficient than local infrastructures. As a technology company, we need a lot of storage capacity, and local servers are particularly energy-hungry. What's more, the equipment needed to maintain a secure network has a limited lifespan. That's why Dunin favors cloud-based solutions.



Responsible management of electronic waste

It's important to implement policies for recycling and reusing IT equipment. Indeed, the main work tools are IT assets that are not very durable or recyclable, hence the need to give importance to their end-of-life. Currently, when equipment reaches the end of its useful life, we direct employees to recycling centers. However, our responsibility is not limited to this; actions will be detailed later in the section devoted to residual materials management.

Objective: Activation of a Green Committee

Definition

A Green Committee aims to integrate sustainability principles into the company's strategy and operations, defining and implementing practical solutions to reduce the carbon footprint of the company and its contributors. Its main mandate is to raise awareness among employees and stakeholders through communication initiatives.

Commitment

Dunin plans to create a Green Committee, which will be operational as early as 2025. This committee will play a crucial role in planning and coordinating the company's environmental initiatives. The aim is to hold one meeting a month, enabling ongoing planning and monitoring of the measures put in place. This rhythm of meetings will encourage employee involvement and ensure that ecological initiatives are integrated into the company's daily routine. Employee motivation and commitment as well as the availability of the necessary resources will be decisive factors in the success of this committee.

Objective: Activation of a Green Committee

Actions Considered by the Committee



Urban Mobility

The actions considered will include the implementation of an offer for home-work commuting involving public transportation. A two-phase plan will be deployed to encourage the discovery of this mode, then its adoption. The first phase will consist of acquiring limited access cards to allow employees to discover and adapt to this mode of transportation. The second phase will allow employees to join the municipal program of the *Société de transport de Sherbrooke (STS)* at a low cost.

***Ici on recycle* + Program Certification**

The committee will make efforts to obtain the *Ici on recycle* + certification. The certification process will validate and improve current measures. In addition, the support provided by this program will allow the company to position itself as an eco-responsible company. The importance for Dunin of obtaining this certification is also to demonstrate a positive environmental commitment to its employees and to influence good practices.

Objective: To Reduce Our Environmental Impact

Residual Materials Management

Optimizing Our Offices

Dunin sees significant potential in the management of residual materials and is determined to make changes to its premises. Currently, although waste recovery is in place with bins located on the second floor, the company is committed to going further by developing a robust policy that will meet the requirements of the *Ici on recycle* + program. This initiative aims not only to reduce waste, but also to maximize resource recovery. To this end, we will set up an efficient system for tracking waste and recycled materials.

Training and Awareness

We aim to encourage good waste management practices within the company. Our role will be to train and equip employees to do the right thing. Dunin will also organize awareness-raising activities, notably during Quebec's Semaine québécoise de réduction des déchets. Employee involvement is essential and decisive in achieving this objective. We are convinced that the good practices adopted on the job will also be followed outside working hours.

Objective: To Reduce Our Environmental Impact

Plastic Waste and Water Management

To minimize waste production, Dunin has implemented a water management policy. This policy favors the use of reusable glasses, with drinking water supplied by the city of Sherbrooke. The policy prohibits the use of plastic bottles and encourages the adoption of sustainable solutions, such as reusable water bottles bearing the Dunin logo, supplied to all employees. To ensure adherence to this policy, awareness-raising sessions are organized to promote the importance of saving water within the company. Performance indicators (KPIs) have been established to measure the percentage of employees using reusable bottles, enabling the impact of this initiative on water consumption and the reduction of plastic waste to be monitored.



Objective: To Reduce Our Environmental Impact

Sustainable purchasing

Dunin is committed to transforming its procurement practices to maximize its positive impact. Currently, 38% of our purchases (IT equipment, office supplies, and snacks) come from local and sustainable suppliers, while the majority is made from major retailers like Amazon. **Our goal is to reach 70% local and sustainable purchases by the end of 2025.**

To achieve this transition, we are implementing a systematic supplier evaluation process based on a hierarchy of specific criteria. Priority is given to suppliers from the region and province, followed by Canadian companies. This approach not only supports the local economy but also reduces our carbon footprint related to transportation.

Beyond geographical proximity, suppliers' commitment to sustainable development is a major selection criterion. We actively seek business partners whose practices reflect our vision of sustainability.

This new procurement policy reflects our desire to align our purchasing practices with our corporate values and promote a culture of responsible sourcing within Dunin.

Through these initiatives, Dunin aims to stand out in terms of sustainability and social responsibility, while creating a better future for our community.

It is by integrating innovative and collaborative strategies that Dunin can make a difference and subsequently inspire other companies to follow this path.



Performance Indicators

Dunin relies on specific Key Performance Indicators (KPIs) to track the progress of its Sustainable Development Goals (SDGs) and evaluate the effectiveness of its ESG initiatives. A continuous monitoring system has been implemented, with quarterly reviews to analyze results and adapt strategies if necessary.

The responsibility for monitoring is shared among different teams, under the coordination of the ESG committee, which ensures the consistency and reliability of collected data.

Detailed reports are shared internally each quarter to ensure complete transparency. They present all the performance indicators mentioned in this document, synthesize the collected data, and detail the initiatives carried out, thus enabling precise tracking of our ESG progress.

ESG 2025 : Performance Indicators

OBJECTIVE

As part of our ESG strategy, we aim to achieve :

TARGET VALUE

More specifically, we would like to :

INDICATOR

Progress will be measured by :

Create a career plan for each employee

100% of employees have a professional development plan based on their career plan.

- Overall completion rate of career plan

Offer a Personal Mission exercise to employees

Employees have received the presentation and tools they need to begin the personal mission exercise.

- Participation rate in the personal mission exercise proposed by Dunin

Promote Well-Being

Integrate wellness practices that improve employees' quality of life and promote their mental and physical health.

- Employee survey results

Promote Healthy Work-Life Balance

Provide employees with options that allow them to better reconcile their professional and personal lives.

- Employee survey results

ESG 2025 : Performance Indicators

OBJECTIVE

As part of our ESG strategy, we aim to achieve :

TARGET VALUE

More specifically, we would like to :

INDICATOR

Progress will be measured by :

Create a Green Committee

Develop and communicate eco-responsible practices in operations.

- Number of meetings held and production of an annual green committee report presenting the results of actions.

Improve Waste Management

Increase recycling, reuse and composting practices within the company.

- *Ici on recycle* + Certification

Adopt Responsible Water Management Practices

Provide employees with a framework to adopt responsible water consumption habits.

- Number of employees who apply the policy

Prioritize Local and Sustainable Sourcing

70% of purchases to come from local suppliers committed to sustainable practices by the end of the year.

- Percentage of products purchased from local and eco-responsible suppliers

Creation of the ESG Manual

In order to structure and perpetuate these initiatives, we will be working on the creation of an ESG manual, which will bring together all the procedures, policies and actions to be put in place to meet our commitments. This manual will serve as a reference for all stakeholders, internal and external, ensuring that environmental, social and governance objectives are implemented in a consistent and aligned manner. It will become a central tool for ensuring that every action, every decision taken within our company, is in line with our ESG commitments.

Perspectives

Through this ESG report, we have shared the progress we have made in implementing our sustainable development strategy, in alignment with our core values of commitment to the environment, social responsibility and governance. Each of these categories represents an essential pillar of our long-term ambition, and the actions we have taken to date testify to our determination to become a responsible and innovative player.

Environnement

For the future, we will be implementing a number of initiatives to reduce our environmental footprint and reinforce our role as a leader in sustainability. Among our objectives, we aim to obtain the Ici on recycle + program certification, to structure our recycling actions and reduce our waste. We will continue to promote sustainable urban mobility by favoring environmentally-friendly transportation solutions, and optimize our offices to make our workspaces eco-friendlier. In addition, a training and awareness program will be launched to encourage all our employees to adopt more responsible practices on a daily basis.

Social

On the social front, our priority will be to promote the well-being and fulfillment of our employees. We will implement a 360° wellness program, encompassing all dimensions of well-being, from physical to mental health. Regular one-to-one meetings will be organized to support each employee's personal and professional growth. To improve work-life balance, we will introduce new initiatives, such as the addition of personal days-off and a free Friday afternoon policy to enable our teams to better manage their time. We will also introduce concentrated meeting days, to optimize productivity and foster a healthier, less stressful working environment.

Governance

In terms of governance, we will implement concrete actions to reinforce professional development and transparency within our organization. We will define clear career plans for our employees, accompanied by regular one-to-one meetings to monitor their progress. A progressive development plan will be designed to enable our employees to acquire new skills and prepare for their future within the company. In addition, a system of roles and competencies will be introduced to ensure that every employee evolves in a structured and transparent environment.

Conclusion

The objectives we have set ourselves for the months and years ahead testify to our deep commitment to transforming our organization and actively contributing to sustainable development. We are convinced that these initiatives will have a significant and positive impact on our performance and on society as a whole. The ESG manual, which will frame and guide these actions, will be a crucial lever in ensuring their sustainability and consistency.

Through the implementation of these actions and the integration of these principles into our corporate culture, we will make Dunin a model of responsibility and respect in addressing the challenges of our times.

