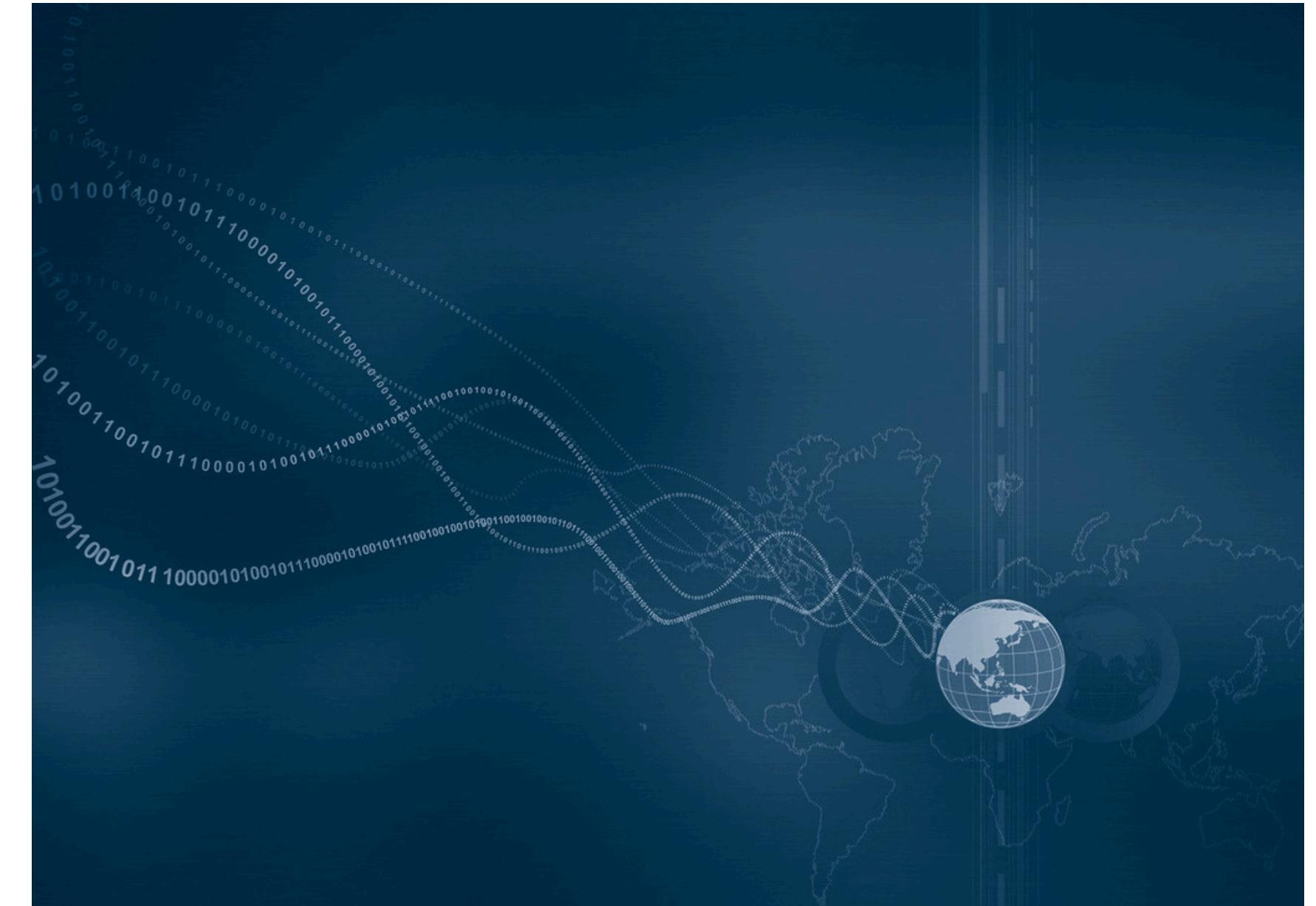




# ESG Report 2025



Published on february 2, 2026

Prepared by Dunin



## Message from the ESG Committee



Since our first Environment, Social and Governance (ESG) report in 2024, our team has been committed to evolving this approach into a true lever for organizational transformation. In 2025, we reached an important milestone by deploying several structural initiatives while identifying key projects for the months ahead.

On the environmental front, a green committee is now active and has enabled the implementation of numerous projects unveiled in this report. On the social and governance front, data from our internal survey now guides our thinking on personalizing the employee experience and talent management. Finally, we believe our responsibility extends beyond the walls of our organization: by prioritizing local sourcing and community partnerships, we affirm our commitment to a strong local economy aligned with our values. This 2025 report highlights the progress made and outlines the next steps, while always placing people, innovation, and sustainability at the heart of our collective commitment.

« We hope that reading our report will inspire you to begin your own sustainable transformation. »

— ESG Committee



## Message from the President



It is with great enthusiasm that I present to you our second ESG report. First, enthusiasm because the report was entirely prepared by my colleagues, demonstrating the engagements and strength of our team. Second, enthusiasm because of the significance of the commitments presented here, which build upon the measures already in place. We continue to reduce our carbon footprint while working on an inspiring project: transforming the alley adjacent to our offices into a green space.

On the social front, in addition to continuing our support for community organizations in the Estrie region, we aim to create an inclusive environment for women while improving the physical and psychological health of our employees. In terms of governance, we will structure and invest in training for our team to further enhance our liberated-company model. Finally, in this period of political uncertainty, I am proud to contribute to a company that protects the environment and promotes equity for all its employees as well as for society as a whole.

Serge Dumoulin  
— President



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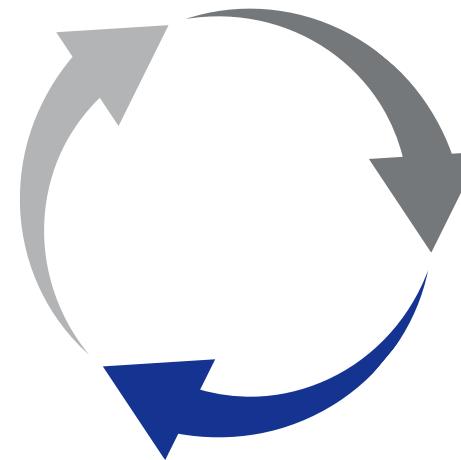
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## Our Reason of being

At Dunin, we firmly believe that every person deserves to realize its full potential. This conviction guides all our actions and is the driving force behind our daily commitment.

### For our Clients

We develop intelligent systems that free people from repetitive and alienating tasks, allowing them to focus on what truly matters and to reveal their true potential. This purpose transcends our technological activity and gives meaning to every innovation we create.



### For our Employees

We have created a liberated work environment where each collaborator can thrive fully. Through our holacracy approach, role system, and delegation mechanisms, everyone can define their scope of responsibility and contribute fully according to their strengths.

### For Society

We contribute to a more inclusive society by offering employment opportunities to underrepresented people, whether visible minorities, autistic individuals, or talents not recognized through traditional pathways. We also partner with organizations sharing our values, such as the Journal de rue de l'Estrie and Moisson Estrie, among others.



## Our ESG Strategy

### Vision

At Dunin, our ESG vision centers on a future where technology and sustainable development evolve in symbiosis. We aspire to become a leader in creating technological solutions that transform work methods while protecting the environment and fostering the fulfillment of our partners. In this regard, our priorities include reducing our environmental footprint, developing a fulfilling work environment for our collaborators, and adopting transparent and ethical governance practices.

By developing technologies that unleash human potential and adopting environmentally respectful practices, we contribute to a sustainable future.

### Mission

Our ESG mission aims to transform our commitments into concrete actions based on three pillars:

**Environment:** Reduce our ecological footprint by optimizing our energy consumption, minimizing our waste, and prioritizing local and responsible sources.

**Social:** Cultivate an inclusive and fulfilling work environment where each collaborator is valued. Support professional development, promote diversity, and extend our positive impact to communities.

**Governance:** Adopt exemplary practices based on ethics, transparency, and responsibility to create lasting value for all our stakeholders, ensure rigorous data protection, and continuously enhance our practices.

# 2024 Objectives

## ESG at the Heart of our Operations

The year 2024 marked a decisive turning point for the company with the launch of our first structured ESG initiatives.

In 2025, these initiatives are now fully integrated into our daily operations and generate measurable impacts across all our operations. From the creation of our green committee to the adoption of wellness policies for our employees, including responsible sourcing practices, each of our initiatives now contributes to shaping our corporate culture.

This report reviews the achievement of our 2024 ESG objectives and presents the results obtained for each of our performance indicators. It is also part of a continuous improvement approach by presenting our objectives for 2025.

### Environmental

- Establish a green committee
- Reduce our environmental impact

### Social

- Promote well-being
- Foster work-life balance

### Governance

- Develop human-centered career management



## 2025 ESG Objectives: Consolidation Phase

Following the initiation phase conducted in 2024, the year 2025 marks a consolidation stage of our ESG approach. Our objectives aim to structure and sustainably integrate the initiatives already implemented, while defining new objectives to continue our progress and strengthen benefits for all. Here is our action plan for the year ahead :

Component	2025 Objectives
Environmental	<ul style="list-style-type: none"><li>• Reduce automobile commuting</li><li>• Reduce our energy consumption</li><li>• Assess the potential for the development of a green alley</li></ul>
Social	<ul style="list-style-type: none"><li>• Physical health: Encourage regular physical activity</li><li>• Psychological health: Empower employees to maintain work-life balance</li><li>• Make the workplace more inclusive for women</li></ul>
Governance	<ul style="list-style-type: none"><li>• Structure and formalize the training function</li></ul>

## Environment



At this stage, we are taking a key step in implementing our environmental commitment. After structuring our ecological policy in 2024, we have defined clear objectives and concrete actions to strengthen it. Our environmental strategy now rests on priorities such as waste management and promotion of local sourcing.

To achieve this, we rely on collective mobilization led by our green committee, which helps us identify solutions adapted to our context. The engagement and awareness of our team remain at the heart of this dynamic, so that each initiative integrates into a global, coherent, and harmonious vision.

# Our Environmental Considerations

Environmental criteria allow us to assess how a company manages and reduces its impacts on the environment. They encompass several dimensions, including waste management, energy consumption, greenhouse gas emissions, and responsible water management. Through these indicators, we seek to concretely measure our environmental performance and identify improvement levers. This approach allows us to integrate more sustainable practices into our daily operations while actively contributing to natural resource protection and the fight against climate change.

## Green Committee: 2024 Review

Since its creation this year, our green committee has met monthly and achieved significant progress. The committee has adopted the Ici on recycle + approach<sup>1</sup> to build our waste management system. This initiative structures our efforts to improve our recycling, reuse, and composting practices within the organization. We have also implemented practices aimed at eliminating plastic by providing our teams with reusable kitchen accessories to anchor eco-responsible habits. This same committee ensures not only the monitoring of measures in place but also pilots various projects to seize improvement opportunities and implement new environmental measures.

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<sup>1</sup> Programme « Ici on recycle + », RECYC-QUÉBEC, <https://www.recyc-quebec.gouv.qc.ca/entreprises-organismes/performer/programme-ici-on-recycle-plus/>

## Prioritizing Local Sourcing

Our commitment to local sourcing has been concretized through the development of a policy and purchasing guide that now guide our sourcing decisions. In 2024, we set ourselves the objective of reaching 70%[PD1] local purchases. Not only have we exceeded this objective, but we achieved a remarkable result of 97% local sourcing. We now prioritize local suppliers and work to establish relationships with companies that share these same values. Additionally, during our team meetings with provided meals, we prioritize businesses that take back our reusable dishes to transport food to our office.

### Quantitative Results

- 97% of purchases come from local suppliers

## Waste Management

As part of our *lci on recycle* + certification process, the committee has adopted a structured approach to optimize our sorting practices, assess our greenhouse gas emission sources, and define objectives. The results are already tangible: notable improvement in source sorting, significant decrease in waste destined for landfills, and increased awareness among our teams of the environmental impacts of their daily habits. It is by continuing our efforts that we will meet the requirements of this certification during the coming year.

# Fighting Plastic Pollution

Dunin has formalized its water management policy by prioritizing reusable glasses and bottles. The company has provided each employee with a reusable bottle featuring the company logo and has prohibited the use of single-use plastic bottles. Drinking water comes exclusively from the Sherbrooke municipal network, thus eliminating the use of disposable containers. Since the implementation of this policy, we have observed a major reduction in plastic water bottles in our premises, to the point of their elimination. Our wish: that this sustainable habit extends beyond the company walls and inspires our employees in their personal lives.



# 2025 Objective: Reducing Automobile Commuting

Building on the amenities already in place—secure bicycle parking, showers, and rest areas—Dunin continues its sustainable mobility approach. In 2025, the company focuses on reducing automobile commuting by structuring its alternative transportation offer and measuring its adoption.

## Actions Deployed

A pilot project was launched from July 2025 to January 2026, offering employees rechargeable cards to use the Société de transport de Sherbrooke (STS) services. This initiative aims to facilitate the transition to public transportation and reduce individual car use for home-work commutes. In parallel, a complete review of the mobility options available in Sherbrooke was conducted, including public transportation (STS), bike-sharing (Bixie), carpooling, walking, and personal cycling. This analysis will guide future initiatives and adapt our support to employee needs. These measures are part of our strategy to reduce the carbon footprint related to professional travel.



## 2025 Objective: Reducing Our Energy Consumption

As part of our commitment to improve the energy efficiency of our facilities, Dunin wishes to undertake a complete diagnosis of its premises. This approach is all the more crucial as our energy consumption represents not only a significant operational cost but above all a considerable environmental impact. Each kilowatt-hour consumed has an impact on the environment. By identifying energy losses and acting on priorities, we are enhancing our workspaces to reduce our carbon footprint and integrate sustainable energy solutions.

### Actions Deployed

- In-depth diagnosis of heating, ventilation, insulation, and lighting systems to detect inefficiencies.
- Development of a prioritized work plan based on the best cost-benefit ratio in terms of consumption reduction and GHG emissions.
- Research for funding opportunities.
- Integration of funding opportunities to prepare future implementation.

This planning phase aims to reduce our environmental footprint and optimize our operational costs in the long term.

## 2025 Objective: Assessing the Potential for the Development of a Green Alley

Dunin wishes to transform its parking lot into a green space, thus contributing to urban biodiversity. Currently, this space is entirely covered with concrete and brick, which limits its capacity to absorb water and moderate heat. Optimizing this parking lot to make it a natural area would reduce the impact of urban heat islands and offer a more intelligent and sustainable use of this currently underutilized surface. We also wish to solicit the talents of one or more local artists to create a mural on our building facade, adding a cultural and aesthetic dimension to this development.



## Actions Deployed

An initial diagnosis will be conducted to assess the project's feasibility and identify development needs. The company will then establish partnerships with various local actors, including economic development organizations, revegetation experts, local artists, and neighboring businesses. These collaborations will mobilize the technical expertise, funding, and social acceptance necessary for the project's realization. This initiative aims to reduce the heat island effect while creating an inspiring outdoor space through greening, lighting, and cleanliness interventions. The project reflects our environmental values and contributes positively to the beautification of Sherbrooke's urban fabric and, we hope, will encourage other downtown merchants to undertake similar initiatives.

## Social



The year 2025 demonstrates significant progress in our social commitment, particularly concerning our two priority objectives from 2024: promoting employee well-being and fostering work-life balance. Our initiatives deployed in these areas have generated encouraging results that are reflected in the positive feedback from our collaborators.

The measures implemented to improve quality of life at work and offer more flexibility to our teams demonstrate our ability to create a work environment where each employee can thrive both professionally and personally. However, our social commitment extends well beyond our collaborators: we also place paramount importance on our relationships with our suppliers, our clients, and the community in which we operate, by prioritizing sustainable and quality partnerships.

## Satisfaction Survey

In June 2025, using a survey developed by the ESG committee, our employees were invited to share their opinions on several key themes: workload, work-life balance, physical and mental well-being, sense of belonging, interpersonal relationships, professional development, as well as diversity and inclusion. This holistic approach allows us to capture the multiple facets of the employee experience at Dunin.

The results reveal significant progress compared to 2024, notably a decrease in stress levels and an improvement in organizational well-being. However, areas of vigilance remain, particularly regarding individual physical and mental well-being and optimal use of skills.

## Our Priorities

These results guide us toward three priority areas for the year ahead:

- Strengthen physical and mental well-being through targeted initiatives.
- Consolidate actions that contributed to stress reduction and improved organizational climate.
- Develop new inclusion measures.

On the following pages, we will present some interesting statistics obtained by comparing the 2024 survey results with those of 2025.

## Progress Observed

The stress level has experienced a notable decrease, demonstrating the effectiveness of our initiatives to better equip the team to face professional stress sources. Nevertheless, this score reveals that approximately half of our collaborators still experience stress, confirming that psychological health must remain a priority for 2025-2026.

Employees believe that the measures implemented to support their well-being better correspond to their expectations. The introduction of individual meetings focused on physical and psychological health has allowed us to support our collaborators in a more personalized and targeted manner.

The sense of ease in taking time off has also registered progress. This improvement stems directly from our 2024 objective to enrich our leave offerings by adding personal days. This measure not only increased the flexibility offered to our collaborators but also contributed to normalizing taking time off as an essential element of work-life balance.

### Stress Level

**72% → 54%**

### Employee Perception: Health

**77% → 94%**

### Taking Time Off

**77% → 92%**

## Stability and Performance

Overall employee satisfaction shows significant progress, reflecting the effectiveness of actions implemented to improve the employee experience. With a score reaching 95%, up 7 points from 2024, this result demonstrates an enhanced overall appreciation of the work environment at Dunin.

### Average Satisfaction

**88% → 95%**

The work climate, already very positive in 2024, continues its progression to reach 95%. This improvement confirms the strength of interpersonal relationships, the quality of collaboration, and the healthy atmosphere that characterizes our organization. It also reflects the real anchoring of our organizational values in daily practices.

### Work Climate

**91% → 95%**

Sense of belonging registers one of the most striking progressions, with a 12-point increase, going from 83% to 95%. This significant evolution illustrates the growing pride of collaborators in being part of the Dunin team, as well as their adherence to the company's mission and vision.

### Sense of Belonging

**83% → 95%**

## Areas of Attention

While overall results demonstrate encouraging progress, certain dimensions require sustained attention for the year ahead. Individual physical and mental well-being, while remaining at a respectable level of 80%, shows a slight decrease of 6%. This indicator reveals a gap between the organizational perception of well-being and the personal feelings of employees, highlighting the need to transform our commitments into concrete and accessible daily tools.

### Well-being Level

**86% → 80%**

## Work-Life Balance

**77% → 82%**

The overall assessment of work-life balance, while progressing from 77% to 82%, remains one of the lowest scores in the survey. This data reflects our collaborators' overall perception of their ability to harmoniously balance their professional and personal spheres. Despite the progress made, this issue remains present and calls for targeted interventions.

These findings guide our 2025-2026 objectives toward enhanced support for employees in adopting practices fostering better work-life balance. These measures will be complementary to the overall wellness strategy adopted in 2024, thus ensuring coherence and synergy in our actions.

## 2025 Objective

### Physical Health: Encouraging Regular Physical Activity

Sedentary lifestyle represents a major health issue in contemporary workplaces, contributing to fatigue and decreased energy levels.

### Actions Deployed

To counter this reality, Dunin has created the Active Life Allocation program, which offers an annual contribution to each eligible employee. This financial support covers a wide range of activities: fitness center memberships, sports league registrations, wellness programs, outdoor activities, certified trainer services, and even the purchase of sports equipment. This flexible approach recognizes that each person has different interests, capacities, and objectives regarding physical activity, allowing everyone to choose the activity that suits them best. This initiative aims to encourage each employee to take the step toward a more active lifestyle and explore the benefits of physical activity.



## 2025 Objective

### Psychological Health: Empowering Employees to Maintain Work-Life Balance

Following up on the wellness initiatives launched in 2024, our approach aims to address an issue that remains present: maintaining a satisfactory balance between professional and personal life, in a context where these boundaries are increasingly blurred. Despite an improvement to 82%, this score confirms the need to concretely equip our collaborators with tools to preserve their daily balance.

### Actions Deployed

The focus of our approach is to actively support employees in developing essential skills for managing their professional and personal boundaries. We will deploy targeted training on digital disconnection, time and priority management, establishing healthy boundaries, and preventing professional burnout. These trainings, adapted to our realities, will allow everyone to acquire concrete methods immediately applicable, thus making our employees actors in their own well-being.



## Distinctive Features

Diversity and inclusion constitute a distinctive strength of Dunin, as evidenced by the exceptional score of 99% obtained in the 2025 survey. Our inclusive approach welcomes difference in all its forms: neurodiversity, cultural diversity, and gender diversity. These results confirm that the policies currently in place to support these various groups effectively meet their needs and are appreciated by our collaborators.

### Inclusive Environment

**87% → 99%**

Our performance in gender equity is particularly remarkable in a sector where women remain underrepresented: in 2022, they accounted for only 24% of the IT workforce, and only 19% of computer science bachelor's degree graduates in Quebec, the lowest percentage among all pure and applied science fields combined<sup>2</sup>. At Dunin, we defy this trend with 41% women within our technical team.

Aware of the richness that this gender diversity brings to our organization, we wish not only to maintain this representation but also to create optimal conditions for our female collaborators to continue thriving fully in the IT sector. This is why we established a targeted objective for 2025 specifically aimed at meeting women's needs in the workplace.

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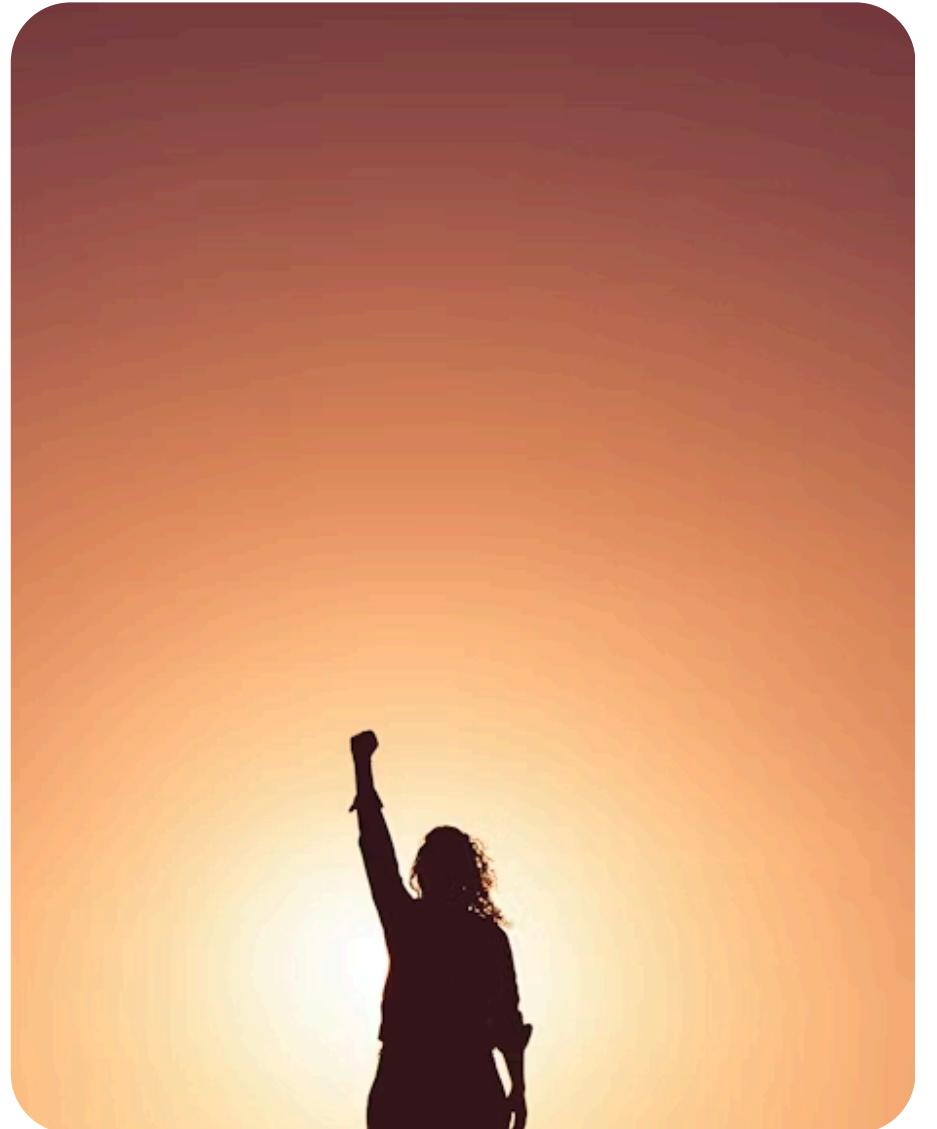
<sup>2</sup> Marianne-Sarah Saulnier, *Briser les barrières, valoriser les femmes en TI : Guide à l'intention des entreprises, Le code des filles (LCDF)*, 2024, p. 11.

## 2025 Objective: Making the Workplace More Inclusive for Women

For 2025, Dunin is focusing on implementing concrete measures aimed at supporting the inclusion and well-being of women at work, while adapting the corporate culture to everyone's realities.

### Actions Deployed

Several initiatives will be implemented to achieve this objective. First, an awareness workshop on unconscious bias and sexism will be organized for all teams. Then, the corporate culture will be adapted to better balance professional life and family responsibilities, for example by prioritizing team activities scheduled during the day rather than evening events. Next, concrete support for women's well-being will be offered in the workplace, with the provision of sanitary products and "magic bags" meeting daily needs.

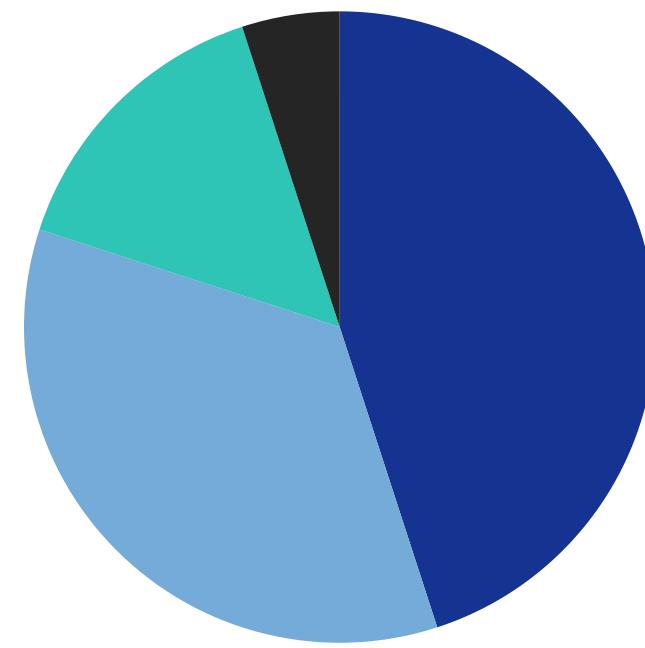


These actions aim to create an inclusive and respectful environment that meets women's specific needs, fully values their contribution, and concretely measures the impact of our initiatives on their professional experience.

# Social Pillar Community Component

At Dunin, we prioritize strategic partnerships with organizations whose values and mission resonate with our company's purpose. This approach fosters lasting and authentic relationships, where our financial contribution generates concrete and significant impact in the lives of the communities we support.

To strengthen this commitment, we dedicate 2% of our recurring revenues to initiatives aligned with our societal priorities, ensuring equitable distribution oriented toward high social value projects.



- 45 %** Fighting poverty: Moisson Estrie, Journal de rue de l'Estrie
- 35 %** Cultural development: Association des auteures et auteurs de l'Estrie, Orchestre à vents de Sherbrooke
- 15 %** Education and training: Université de Sherbrooke, other occasional partnerships
- 5 %** Environmental initiatives: Action Saint-François

# Partnerships Reflecting Our Values and Common Interests 1/2



## With Moisson Estrie

Our mission to create opportunities for realizing full human potential aligns with their fight against food insecurity. In 2024, our contributions supported their food distribution efforts, allowing families to dedicate more time to their personal and professional development.



## With the Journal de rue de l'Estrie

Driven by values of inclusion and equity, we make our premises available to support the social reintegration mission, notably during events that highlight the work of camelots. This access is also made available to the organization for other uses. Additionally, financial support helps give a voice to marginalized people and strengthen a more inclusive society.

# Partnerships Reflecting Our Values and Common Interests 2/2



Association des  
auteures et auteurs  
de l'Estrie

## With the Association des auteures et auteurs de l'Estrie

Our commitment to creative innovation is reflected in our support for local literary creation. By supporting regional talents, we participate in a dynamic cultural ecosystem that enriches our community.



## With the Orchestre à vents de Sherbrooke

Our support reflects the values of excellence and collaboration that we prioritize. The OVS brings together musicians from the region sharing a common passion for wind orchestra music, where each individual contribution unites to create a harmonious collective work.



## With Action Saint-François

Our environmental responsibility aligns with their mission to protect waterways and aquatic environments. We financially support their awareness activities and revegetation initiatives to preserve our region's ecosystem for future generations.

## Governance



The year 2025 marks a new stage in the evolution of our governance, building on our already well-established liberated enterprise model to further integrate ESG principles into our management practices. This progression rests on strategic pillars that allow us to make informed decisions, preserve our values, and prepare for the future.

Our governance approach has been considerably strengthened this year. The implementation of personalized career plans and the improvement of our compliance and data protection measures demonstrate our commitment to our stakeholders. True to our liberated enterprise model, these transformations stem from employee-driven initiatives rather than being imposed, thus fostering authentic governance anchored in our organizational reality.

# Our Governance Approach

ESG governance examines how an organization structures its direction, its controls, and its accountability. At Dunin, our governance model reflects our commitment to an organizational culture where autonomy and responsibility are combined. We have developed a framework that, while moving away from rigid hierarchies, maintains clear guardrails: our employee manual and our policies formalize our processes and guarantee the transparency of our practices. This balanced governance promotes autonomous decision-making while preserving the cohesion and strategic alignment of the entire organization.

## ESG Committee: 2024 Review

The year 2024 marked an important stage in structuring our ESG approach with the consolidation of a dedicated and active committee. During that year, this committee dedicated more than 200 hours to developing, monitoring, and continuously improving our ESG practices, demonstrating the importance given to these issues at the highest level of our governance. This structuring marks the transition from occasional actions to an approach integrated into our 2024-2025 growth strategy.



## Managing Change with Transparency

Faced with market transformations and changes in our external environment, we adopted a rigorous approach in communication and transparency to support necessary organizational adjustments. Regular team meetings served as the central platform for sharing strategic information, collectively analyzing the external context, and making necessary decisions together. These communications kept all employees informed, engaged, and stakeholders in organizational developments, thus strengthening trust and cohesion during periods of adaptation.

## Responsible Digital Transformation

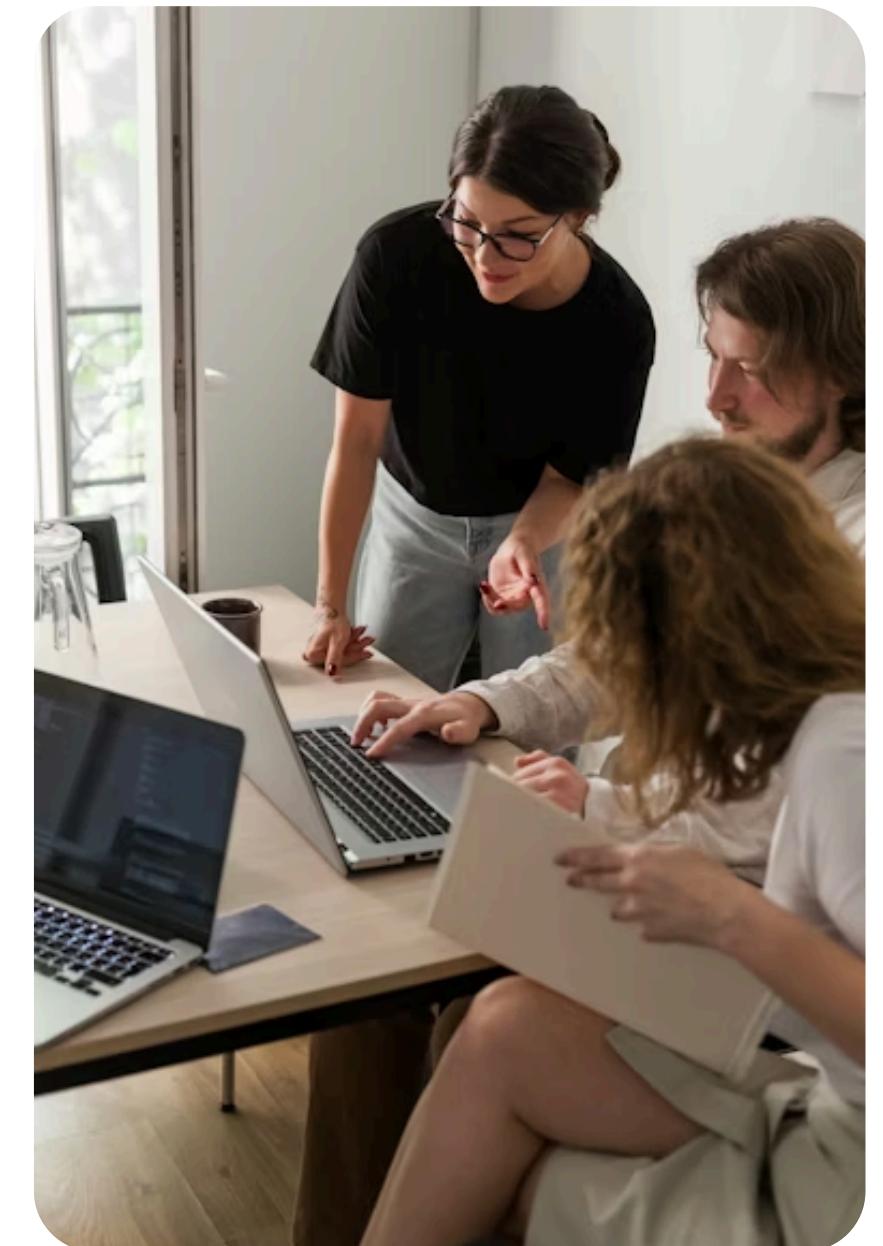
Our digital transformation is part of an approach that values digital sovereignty and the protection of our employees' and partners' data. By prioritizing Canadian hosting for our digital infrastructures, we ensure that our key information remains under Canadian jurisdiction. This orientation strengthens our regulatory compliance, promotes geographic proximity of our data, and allows us to exercise better control over our information assets. It also demonstrates our commitment to responsible digital governance and our desire to support the local technological ecosystem.

## Establishment of a Technology Watch Committee

The rapid transformation of digital technologies creates both innovation opportunities and major strategic, regulatory, and operational challenges for Dunin. Aware of this duality, we established a Technology Watch Committee to anticipate and understand these developments, and to guide our organizational decisions in an informed and responsible manner. This strategic watch allows us to:

- Proactively identify key trends, such as generative AI;
- Monitor and assess risks;
- Define standards and practical guides for responsible use of technologies;
- Propose pilot projects and recommendations aimed at integrating innovations into our processes.

Beyond simple observation, this approach nourishes our strategic thinking and prepares Dunin to adopt and deploy new technologies in a thoughtful, secure manner aligned with our organizational values.



# Career Plan Deployment: First Year Review

At the end of this first year of implementing the career development plan, we can draw a very positive assessment. Employees in the improvement phase were supported through a structured process aimed at aligning their professional aspirations with the organization's needs. This approach relied on several key tools, including an in-depth questionnaire, individual meetings, and a roles-and-competencies framework that helped clarify expectations. These exchanges allowed us to better understand each employee's ambitions, strengths, and development areas. Following these discussions, an evolving career plan was created for each individual, outlining clear objectives and the skills to be strengthened to support their progression. Finally, this initiative aligns with our 2024 objective: establishing a truly human-centered approach to career management, focused on talent development, continuous growth, and coherence between individual aspirations and the company's strategic direction.

## Quantitative Results

- 54% of employees have begun their career plan process
- 46% now have a development plan

## Learnings and Adaptations

This first year of deployment revealed the importance of personalizing our career development approach. Senior employees bring a wealth of experience and distinct needs: valuing their accumulated expertise, mentoring and knowledge transfer, as well as a shorter-term vision of their professional objectives. Unlike early-career employees who prioritize skill acquisition and hierarchical progression, experienced employees seek opportunities for impact, recognition, and preparation for their next life phase. Our methodology will be adjusted in 2026 to better support these distinct realities.

## Maintained Commitment: Personal Mission Exercise

The personal mission exercise remains a firm commitment to our employees. It will be deployed once career plans are established to complement and enrich each person's professional journey.



## 2025 Objective: Structuring and Formalizing the Training Function 1/2

At Dunin, we believe that skills development is an essential lever for performance and innovation. Although committees already structure our main functions, the training function remains to be formalized. To make our organization a learning environment, we are undertaking an ambitious approach aimed at structuring training and strategically investing in talent development.

Survey results confirm stability in expectations related to skill advancement, which reinforces our conviction: it is time to take action. Our approach rests on shared responsibility: each collaborator becomes an actor in their learning and contributes to a collaborative and continuous culture, playing both the role of learner and trainer. Training needs will be identified from two complementary levers:

- Individual career plans, to support personal ambitions.
- The company's strategic objectives, to ensure alignment with our priorities.

This strategy ensures optimal coherence between individual aspirations and organizational challenges, while creating a framework conducive to innovation, performance, and professional fulfillment.

# 2025 Objective: Structuring and Formalizing the Training Function 2/2

## Objective Overview

Component	Objective
<b>Individual</b> Supporting professional development	Accompany each employee in their career path by recognizing their uniqueness and providing them with the necessary tools to become masters of their professional development. The company invests in self-knowledge as a performance lever and establishes a structured framework fostering autonomy and authentic growth.
<b>Collective</b> Strengthening cross-functional skills	Develop the fundamental skills of all teams through peer exchange and alternation between practice and collective reflection. This collective dimension aims to improve collaboration, operational efficiency, and organizational cohesion by transforming individual learning into collective intelligence.

## Actions Deployed - Individual Component

On the individual level, each employee benefits from a psychometric assessment upon hiring that promotes self-knowledge and identification of his/her natural strengths. This profile constitutes a valuable orientation tool for developing and adjusting individual career plans according to each person's evolution. Personalized development plans are then created to integrate both professional and personal aspirations of employees. To maximize the impact of training completed, we deployed the 3-2-1 method, which invites each learner to identify three key concepts retained, determine two concrete actions to apply immediately in their work, and choose one colleague with whom to share their new learning.

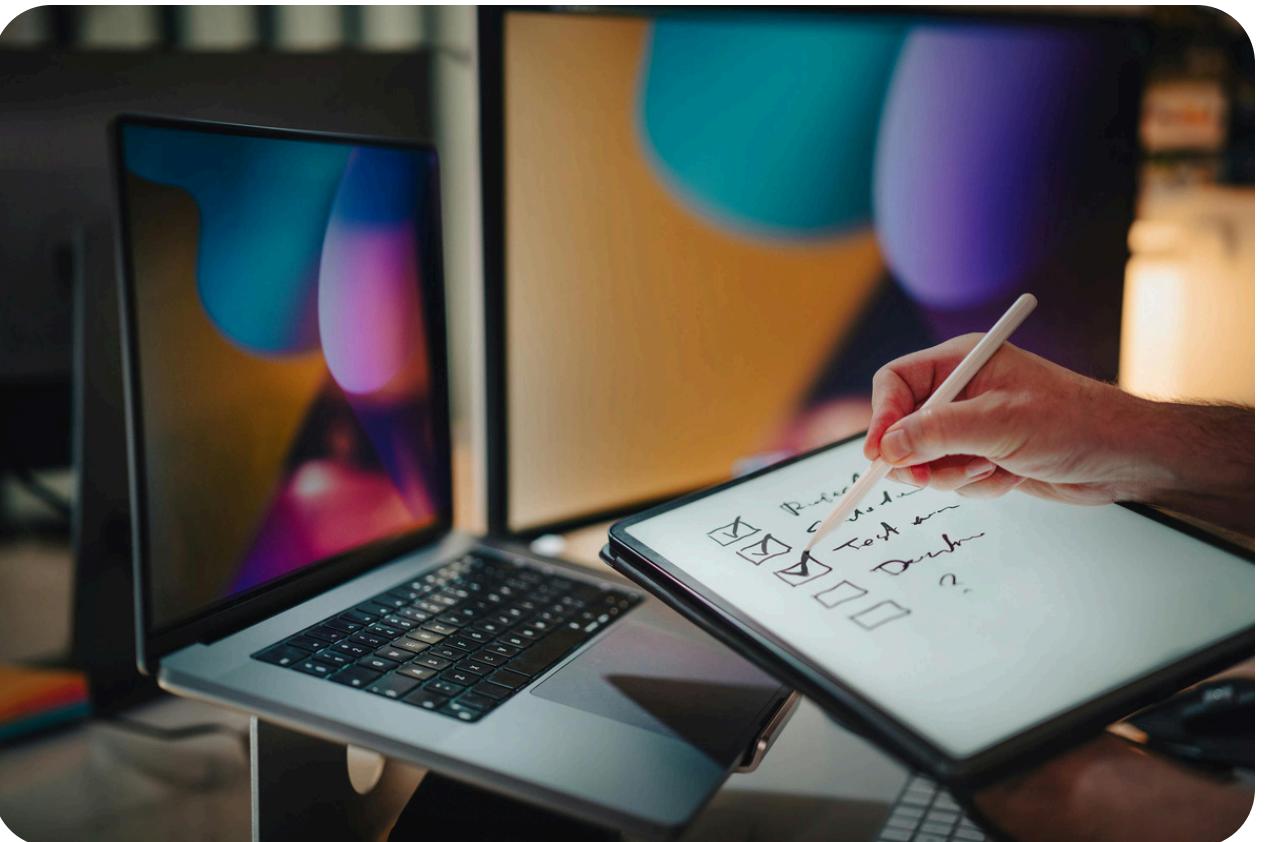
## Actions Deployed - Collective Component

Strengthening cross-functional skills rests on peer exchange and alternation between field practice and collective reflection. We deploy several complementary initiatives: collaborative workshops based on psychometric profiles to foster mutual understanding of work styles and strengthen team cohesion, as well as various collective learning activities (Lunch & Learn, brainstorming sessions, thematic committees, and regular team meetings) that transform individual learning into collective intelligence accessible to the entire organization.

## Monitoring and Performance Indicators

Monitoring our ESG approach rests on two complementary pillars. The ESG manual developed in 2025 constitutes our operational reference. It details the structure and key components of our approach, presents the methodology for implementing different initiatives, and ensures clear communication to the entire team. Integrated into our hiring process, it raises awareness in each new collaborator to Dunin's ESG values and practices from their arrival.

In addition, specific performance indicators (KPIs) have been established for each of our ESG pillars. Selected to reflect our strategic priorities, they allow us to concretely measure our capacity to generate positive impact on environmental, social, and governance levels. These indicators are regularly monitored and reviewed annually to identify improvement areas and transparently demonstrate our progress.



# Environment: Performance Indicators

ISSUE	OBJECTIVE	TARGET VALUE	INDICATOR
Field of action	Priority action	Expected result	Monitoring measure
Sustainable mobility	<b>Reduce automobile commuting</b>	Achieve a 25% adoption rate for offered public transit (STS) cards	25% of employees actively use their STS card and/or prioritize active transportation modes such as walking or cycling.
Energy and emissions	<b>Reduce our energy consumption</b>	Identify and prioritize main sources of energy losses	Completion of energy diagnosis
Greening and biodiversity	<b>Assess the potential for the development of a green alley</b>	Determine the technical and financial viability of the project	Preliminary development plan completed

# Social and Governance: Performance Indicators

ISSUE	OBJECTIVE	TARGET VALUE	INDICATOR
Field of action	Priority action	Expected result	Monitoring measure
Health and well-being at work	<b>Encourage regular physical activity</b>	Financially support regular physical activity practice for at least 75% of the team	75% of employees benefit from the Active Life Allocation program
Health and well-being at work	<b>Empower employees to maintain work-life balance</b>	Improve satisfaction score regarding work-life balance to 90%	At least 90% satisfaction regarding work-life balance in annual survey
Diversity and inclusion	<b>Make the workplace more inclusive for women</b>	Create an inclusive environment where women's needs and contributions are fully considered	At least 90% of female collaborators report, in the 2025 internal survey, feeling respected, valued, and supported
Training and development	<b>Structure and formalize the training function</b>	Increase participation in external training to 75% of employees	At least 75% of employees participate in at least one external training per year

# Perspectives

## Ongoing Commitment

Our ESG journey, initiated in 2024 and consolidated in 2025, is part of a continuous improvement approach. Each objective achieved becomes the foundation for new ambitions, each learning nourishes our capacity for responsible innovation.

## Recognition of AI Support

The writing of this report was supported by the use of artificial intelligence tools, an approach we choose to make explicit in the interest of transparency and rigor in our ESG communication.

## Call to Action

By sharing our experience and results, we hope to inspire other organizations to undertake their own sustainable transformation. Because it is together, as an ecosystem of responsible businesses, that we will build the future we wish to leave to future generations.



## Conclusion

The objectives we have established for the months and years ahead demonstrate 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.

The ESG manual, which will frame and guide these actions, will be a crucial lever to ensure their sustainability and coherence. 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 while facing the issues of our era.

