

Diversity and Inclusion Annual Report 2025

Continuing our progress

At Valtech France, Diversity, Equity and Inclusion continue to be a core part of who we are and how we operate. Over the past year, we have further strengthened our commitment by turning intentions into concrete actions, supported by the global framework and translated locally into initiatives that reflect our teams and our context.

This progress is visible both in our data and in the way our people work together every day. From recruitment and learning

initiatives to awareness moments and community engagement, we continue to embed inclusion across all aspects of the employee experience. Our focus remains on creating an environment where everyone can contribute, grow and feel respected for who they are.

Beyond the initiatives and metrics, what truly matters is the sense of belonging we continue to build together across Valtech France.

Together, inclusion becomes real.



Camille Bedard
Head of People&Culture
France

Serge Biscard
Managing Director
France

Embracing local nuance with global collaboration

As we have progressed on our diversity and inclusion journey since October 2021, we have reached many significant milestones along the way. From sharing our first annual diversity and inclusion report and mobilizing our global diversity and inclusion council with representatives from 20-plus locations, to forming our global sponsorship program, Elevate. We launched our global communities focusing on women and working parents, as well as our Menopause Café. We've been able to make truly impactful changes. It has been a journey we are proud of.

As a company with so much diversity across our people, countries and clients, our approach has always been to collaborate. This collaboration happens between our peers, across time zones, borders and regions, so we can all benefit from the knowledge that exists in all of our people, in different ways. With this collaboration, local action is key. Through tailoring global programs with local nuances, we've been able to continue to make headway, creating a strategy that has impacted and grown with our people.



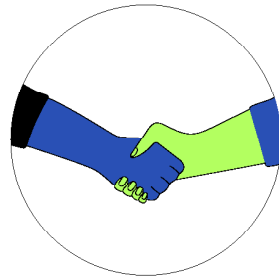
Sheree Atcheson
Group Senior Vice President
Diversity and Inclusion



5 pillars of diversity and inclusion

Hiring

We ensure our hiring process reaches many types of people through tailored and equitable measures.



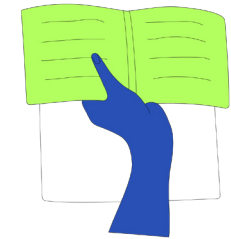
Accountability

We are accountable for this strategy, sharing data, successes and lessons learned.



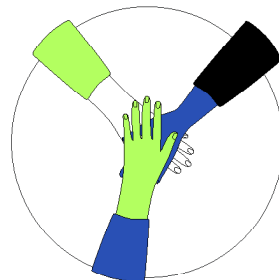
Education

We prioritize education globally, through a bespoke Valtech diversity and inclusion learning path, with modules for leaders, teams and all Valtechies.



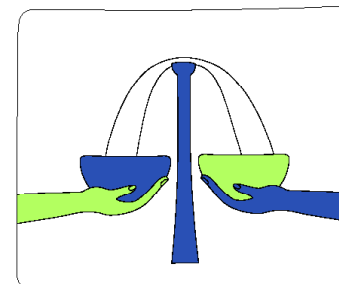
Community

We collaborate, bringing Valtech together to share, dare and care, for everyone.



Inclusivity

We create inclusive environments for everyone, focusing on equity and belonging.



2025 saw us continuing to embrace and embed our five-pillar strategy across all of our entities.



Data at our core

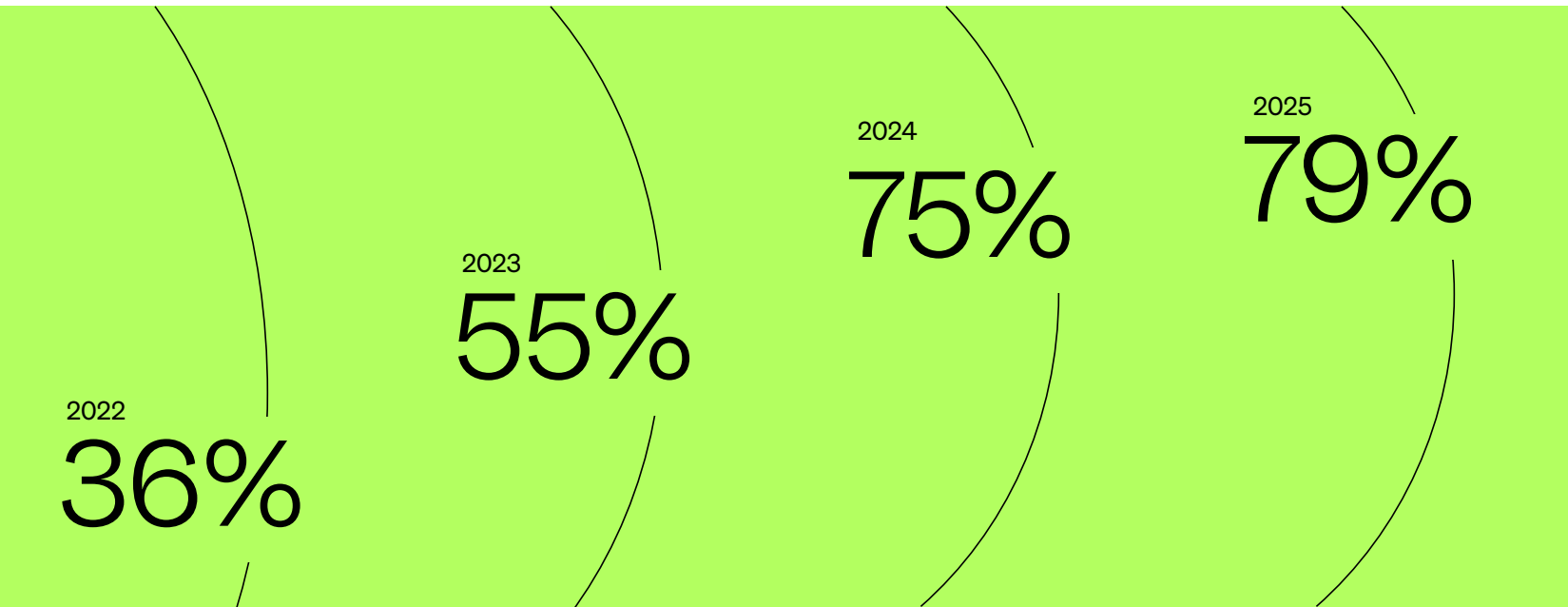
All of our initiatives are measured through data, enabling us to understand progress and recognize when we must pivot to different approaches.



Our own maturity index

This is the second year running that Valtech France has ranked among the top three highest scorers.

The purpose of our diversity and inclusion maturity index is to provide all regions with an annual assessment of their progress in diversity. Each initiative or question is graded as beginner, intermediate or advanced. Valtech France's Maturity Index score has been rising steadily since its inception. Between 2022 and 2025, we rose from 36% (beginner level) to 79% (advanced level).



This tool makes it easier to benchmark across regions and drive sustainable improvements. It allows us to support all our people and culture leaders to make progress on their own journeys while maintaining a consistent approach, the Valtech way. Now in its fourth year, the index continues to evolve. All entities and service lines respond to 100+ questions categorized under our five pillars.

These questions assess what has been implemented at the entity level through our five-pillar strategy. The index also reviews balanced representation data (where available) and examines entity-level employee engagement data to understand how Valtechies feel about their workplace.



Hiring data

Our gender equality and hiring data for 2025 highlight our ongoing progress and provide a clear view of where we continue to focus our efforts.

52,6%

of all Valtech hires were women in 2025.

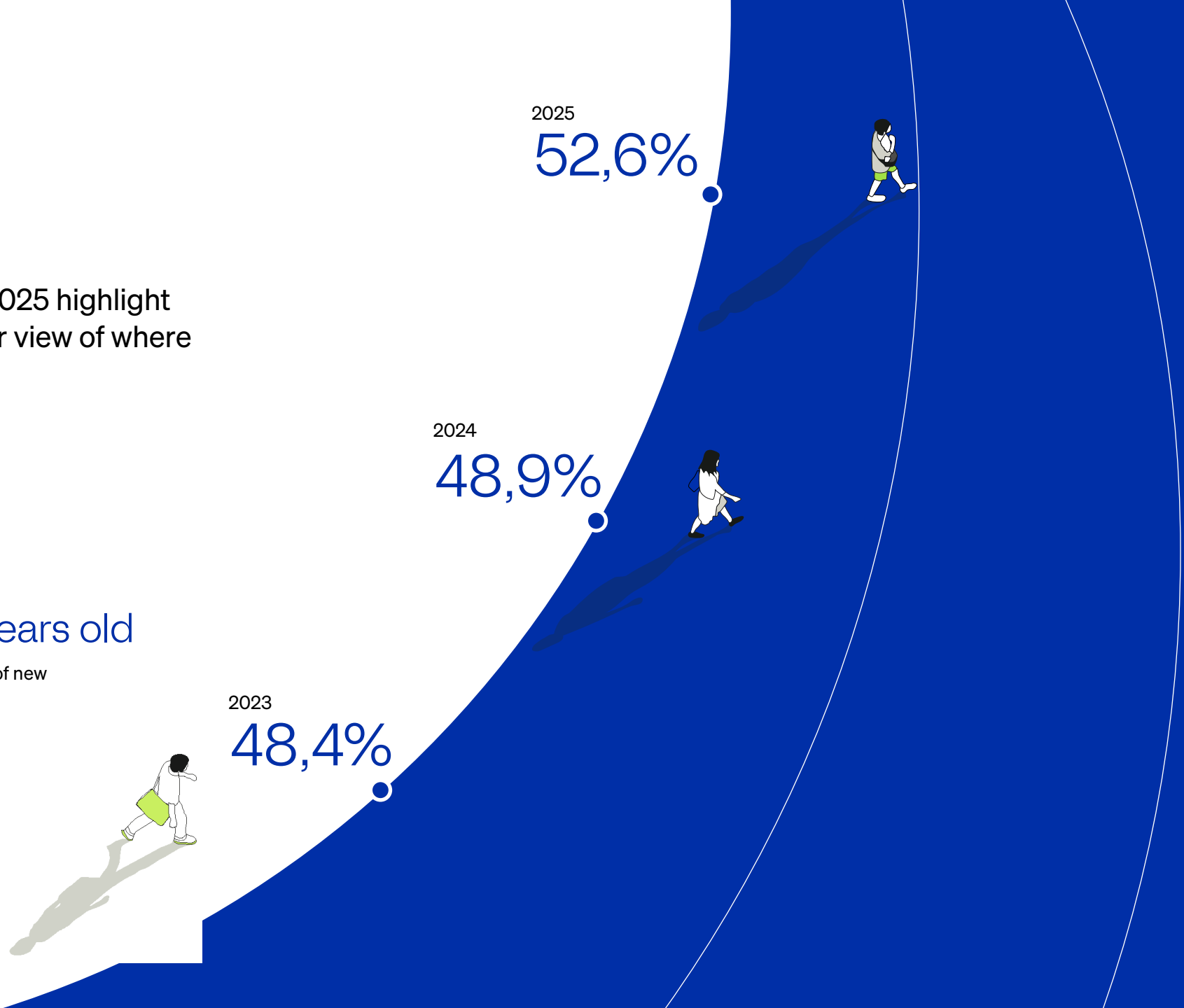
32

 years old

the average age of new recruits in 2025.

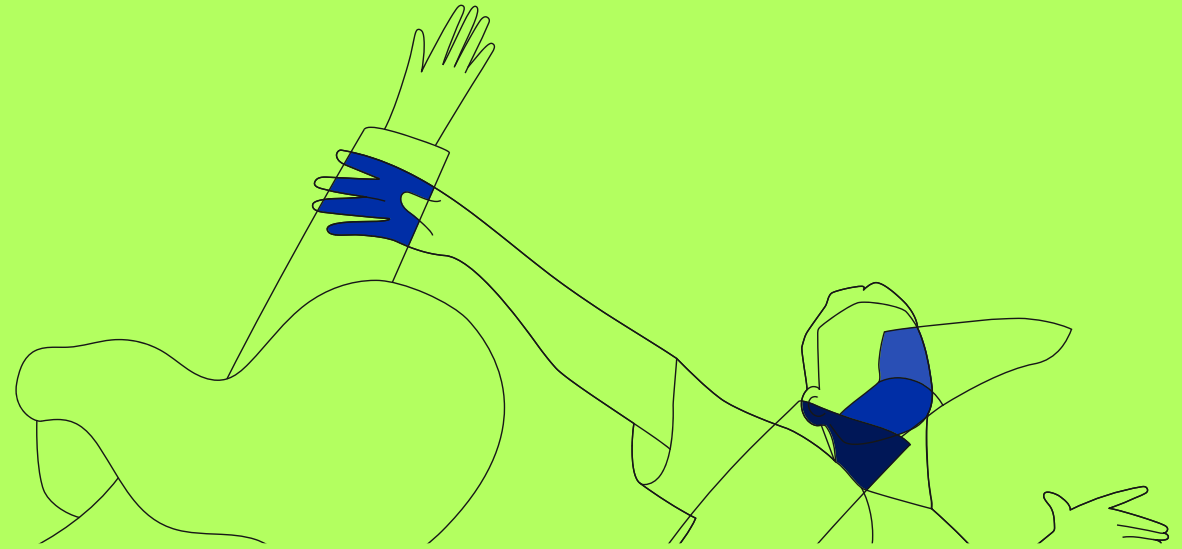
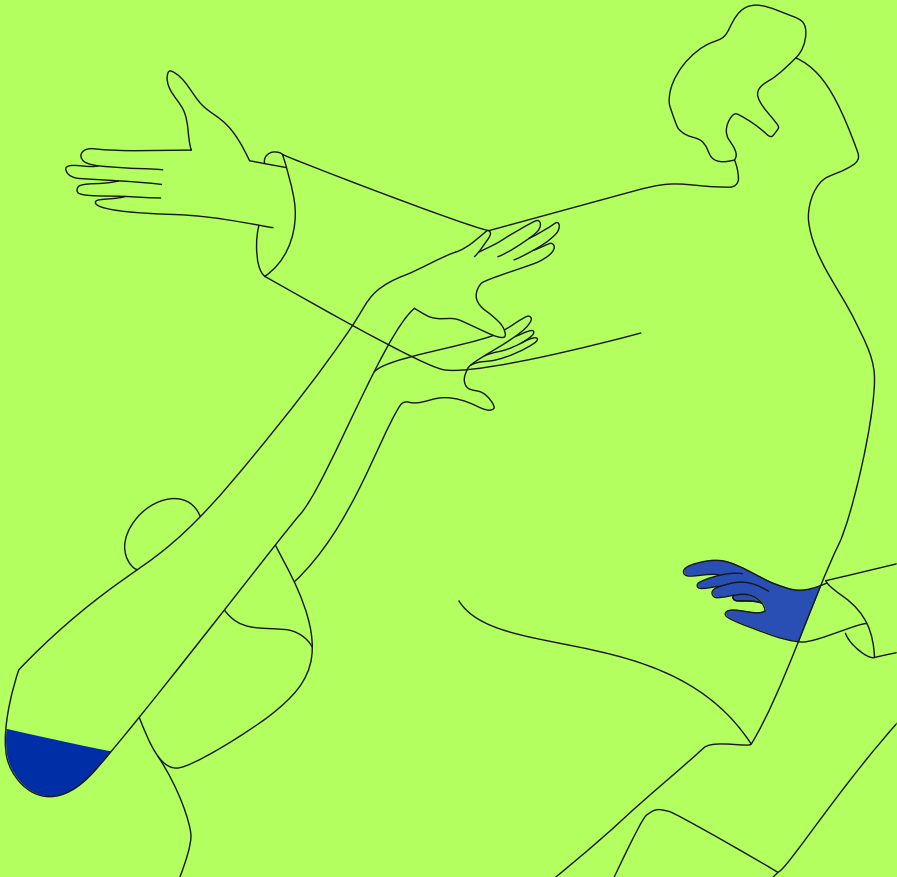
81/100

on the 2025 Gender Equality Index





Our key focuses



Here are some of our key initiatives across our five pillars in 2025. These initiatives focus on fostering belonging, embracing diversity and creating environments for everyone to thrive.



Hiring

Embedded diversity and inclusion in our talent acquisition global approach

In the past year, we have spent time aligning all our regional and local teams to one talent acquisition approach to diversity and inclusion. This allows us to be consistent with our efforts and pivot as required.

We now have anonymous CV screening turned on at the hiring manager review stage. This means we remove all names, places of study, photos or any identifiable characteristics from CVs we receive to ensure we are reviewing solely on expertise and job fit.

To ensure we are being fair and interviewing everyone consistently, we have also implemented our [Valtech Competency Hiring Matrix](#) across all jobs. This ensures our interviews capture feedback specifically on behaviors related to our values of Share, Dare and Care. These behaviors focus on collaboration, teamwork, leadership capability, empathy and more.

Moving forward, our next focus will be on optional data collection, to understand workforce demographics. As we evolve, we are keen to always take a data-driven approach. To do this, we will focus in 2026 on providing an optional anonymous form for potential Valtechies to share their gender identity (and other options tailored per location) with us. We'll share more on this in our next update.

We ensure our hiring process reaches many types of people through tailored and equitable measures.



Dedicated training for our teams

Embracing diversity and fostering inclusion within our talent acquisition processes is a must-have. To aid our teams across the world in leading this important work, the Group Diversity and Inclusion team rolled out workshops focusing on best practices, dos and don'ts and with an open Q&A so that all our teams have the knowledge they need.

This is in tandem with our mandated inclusive interviewer training and our inclusive interviewing handbook, which focuses on providing lenses on neurodiversity, disability, non-native English speakers and more.



Accountability →

We are accountable for this strategy, sharing data, successes and lessons learned.

Embedding diversity and inclusion within our HR systems

Data is key for us. It guides our journeys and allows us to focus on data-driven, equity-focused decisions.

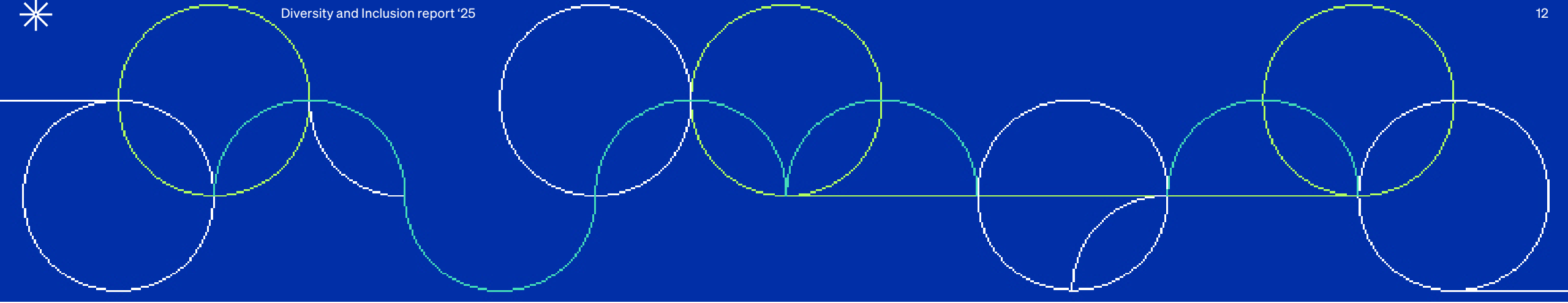
Throughout 2025, we have focused on implementing a global HR system, allowing us to hold all our people-related data in one place. This now means that data analysis in relation to diversity and inclusion is much more connected for us.

Inclusion by default in our performance culture roll-out

At Valtech, we are continuing to level up our approach to performance. For us, performance culture is built on our shared values and behaviors, everyday interactions, practices and tools that emphasize and support high levels of performance and growth. It's about creating an environment where we're all motivated, empowered and held accountable to do our best. Our vision is a unified culture of performance that supports our people to grow and innovate; driving collective success for the individual, team and Valtech.

As part of this work, we have ensured that diversity is embraced throughout this process creation and roll-out. We know that one of our strengths is that we have so much diversity within our teams, and that means a performance review process that recognizes differing perspectives and approaches as a positive.

To do this, each stage of our roll-out is a collaboration between the Talent Development team and the Group Diversity and Inclusion team. We capture the lens of inclusion from the beginning, challenging ourselves to see things from different perspectives that exist around us. We have also incorporated specific training for managers on tackling bias in their crucial role during performance reviews. Alongside this, a big part of this work is tying key behaviors to roles and levels at Valtech. This enables us to review people consistently and fairly. In these values, we've also included key behaviors such as cultural collaboration, inclusive leadership, active listening and more.



Staying in the loop

To help all our Valtechies keep up to date and find any related diversity and inclusion content such as the latest figures, reports, strategy and how to get involved, we have created a new diversity and inclusion SharePoint site which is now our main contact point for all things diversity and inclusion. This helps us now connect regular diversity and inclusion updates to all of our people in a much more streamlined way.

Local updates, regularly

Diversity and inclusion continue to be strengthened through both global support and local initiatives at Valtech France. Thanks to the tools, resources and communication frameworks provided at group level, we have been able to further develop and amplify our local efforts, making it easier to raise awareness and engage our people throughout the year. Over the past years, we have also increased our local communication around diversity and inclusion topics, sharing key updates, initiatives and opportunities for involvement across the organization. This ongoing communication helps keep these topics visible and encourages participation across teams. As part of this commitment, Valtech France has also continued to publish its own annual Diversity & Inclusion report, providing transparency on our progress, highlighting local actions and sharing the initiatives that contribute to building a more inclusive workplace.

Clarity on physical accessibility

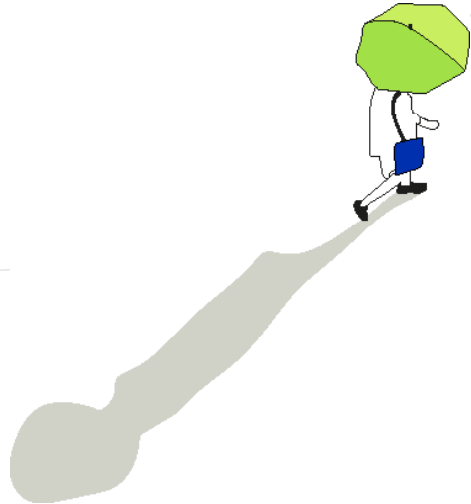
For physical accessibility, Valtech France implemented the internal accessibility guidance shared at group level to help ensure that office environments meet the required accessibility standards. This supports our commitment to creating spaces where everyone can work in the most comfortable and inclusive way possible.



Inclusivity



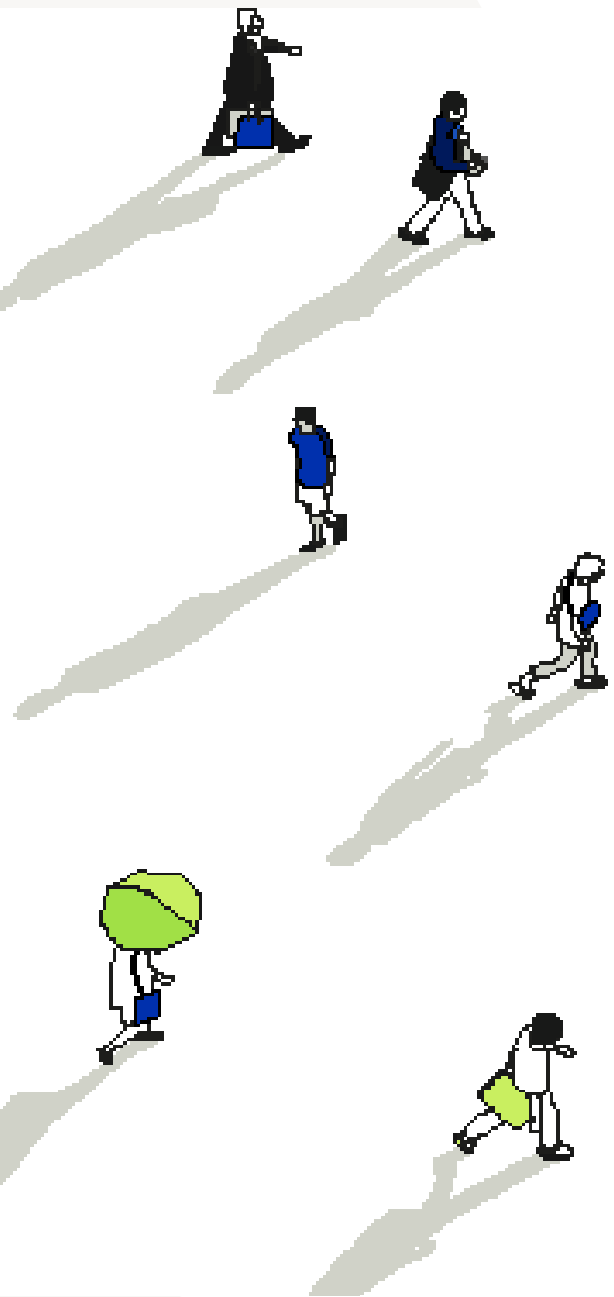
We create inclusive environments for everyone, focusing on equity and belonging.



Inclusivity means creating an environment where everyone can contribute, grow and succeed. At Valtech France, we believe that building an inclusive workplace goes beyond representation alone. It is about ensuring that people have access to opportunities, feel respected and supported, and can bring their perspectives and experiences to work every day.

Creating inclusive environments also means recognizing that people may have different needs, backgrounds and experiences. Through local initiatives, awareness actions and ongoing conversations, we continue working toward a culture where individuals feel a sense of belonging and where diverse perspectives strengthen collaboration and innovation.

As part of Valtech's broader diversity and inclusion initiatives, employees in France also had the opportunity to engage with global programs such as Elevate, which supports talent development and leadership growth for underrepresented groups across the organization.



Group-level guidance on key processes

In 2024, our people told us, through our engagement surveys, that inclusion and knowing what help or support was available was key. It's what mattered to them. Previously, this guidance had all sat locally. In 2025, the Group Diversity and Inclusion team in collaboration

with the Group Legal and Compliance team defined key priorities of support-related guidelines to create globally, leading to further consistency across all countries. These will be rolled out in 2026.

Reintegration guidelines

This focuses on supporting those who are on extended leave coming back into Valtech. This typically affects those who are on parental leave, or extended sick leave. This guideline focuses on providing information on key steps to take before, during

and after going on leave (for the employee, the line manager and any relevant leadership member). It also includes a thorough handover template to ensure everyone is on the same page before and after the leave takes place.

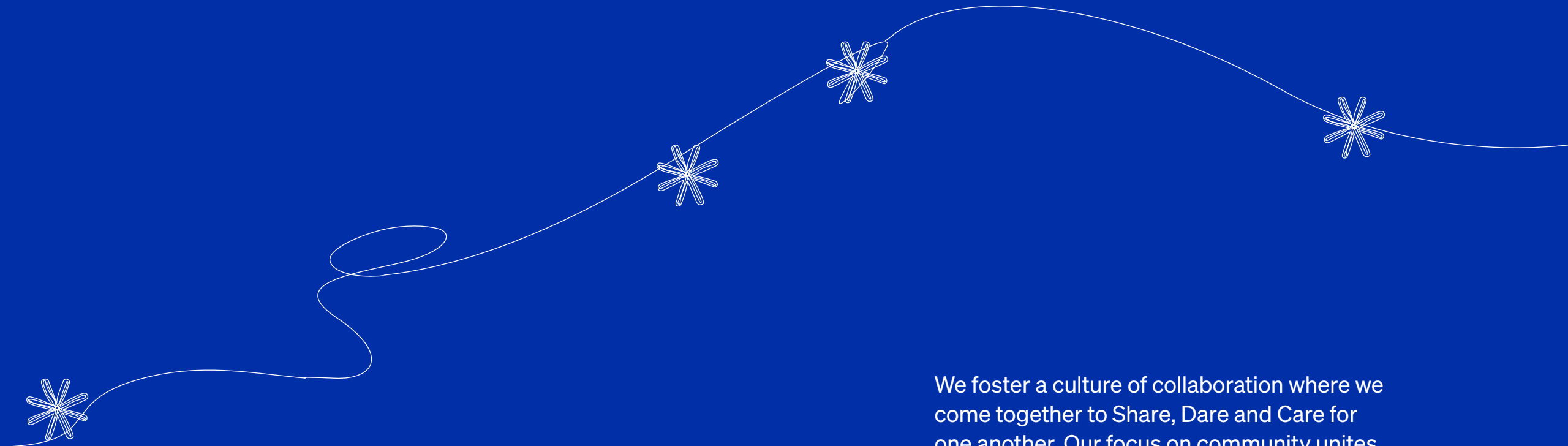
Mental health guidelines

This focuses on supporting those who seek support with mental health. This guideline focuses on providing information on prioritizing work-life balance, mental health monitoring for

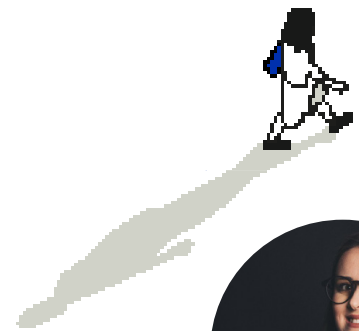
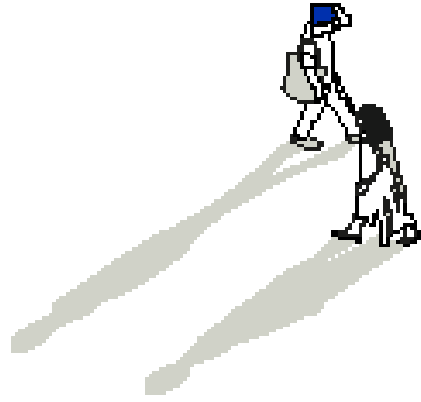
our People and Culture team, ensuring access to support and the role of all employees and managers in creating an open and supportive environment for everyone.



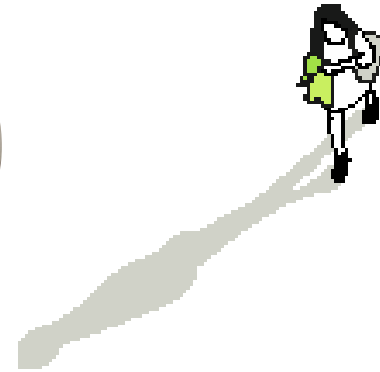
Community



We foster a culture of collaboration where we come together to Share, Dare and Care for one another. Our focus on community unites Valtechies, enabling us to celebrate, learn and find inspiration in the diversity of our unique cultures.



Belonging Groups



At Valtech, we believe that belonging and inclusion are at the core of everything we do. That's why we have our Global Belonging Groups, which focus on Women and Allies, Working Parents and Caregivers and our Menopause Café and Allies. These communities are led by our own people and, over the past two years, have hosted more than

10 events, including discussions on topics such as the gender health gap, childhood without smartphones, navigating menopause and much more. We are proud to be part of this Valtech initiative, and that our Valtechies in France are involved and are even actively participating in these discussions.



tech_Girl

Our commitment to tech_Girl, our flagship global program, continues to grow. The initiative has introduced more than 1,300 girls from over 16 countries to programming and technology careers through engaging, hands-on workshops.

By welcoming participants into our offices, we help them develop foundational programming skills such as Scratch and HTML, while connecting with inspiring role models who are shaping the future of tech.



We were able to welcome 24 young schoolgirls in 2025!



1,300+ girls impacted by our tech_Girl initiative (global)





Group Diversity and Inclusion Council

Now five years strong and composed of 24 dedicated members, the Valtech Group Diversity and Inclusion Council brings together colleagues from a wide range of roles and levels of seniority across the globe. United by the mission of accelerating local and regional inclusion efforts, the council supports the growth of local diversity and inclusion councils, partners with people and culture teams to contribute to the development of policies tailored to each entity's priorities and champions events that celebrate local identity while ensuring alignment with our global strategy.

The council convenes every two months for a one-hour session with our Group Senior Vice President of Diversity and Inclusion to review upcoming initiatives, offer strategic feedback before implementation and share fresh ideas informed by their regions and lived experiences.

This year, Fatima-Zahra Hamil has taken on this role for Valtech France – well done to her!





Embracing cultural diversity

Cultural diversity is a big part of who we are at Valtech. We are a multinational, global organization, formed of blended teams from all over the world. This approach enables us to provide the best, well-rounded solutions for our clients, alongside giving each of us the opportunity to learn from someone else who we may never have interacted with otherwise.

Creating a cultural awareness strategy

At group-level, we have focused on truly understanding what “cultural awareness” means to all of our people — across diversity and inclusion-related, People and Culture, Growth, Delivery and leadership roles. Diversity brings different perspectives and we spent several months understanding what this vast area meant to our people, so we could develop a strategy which answers to it.

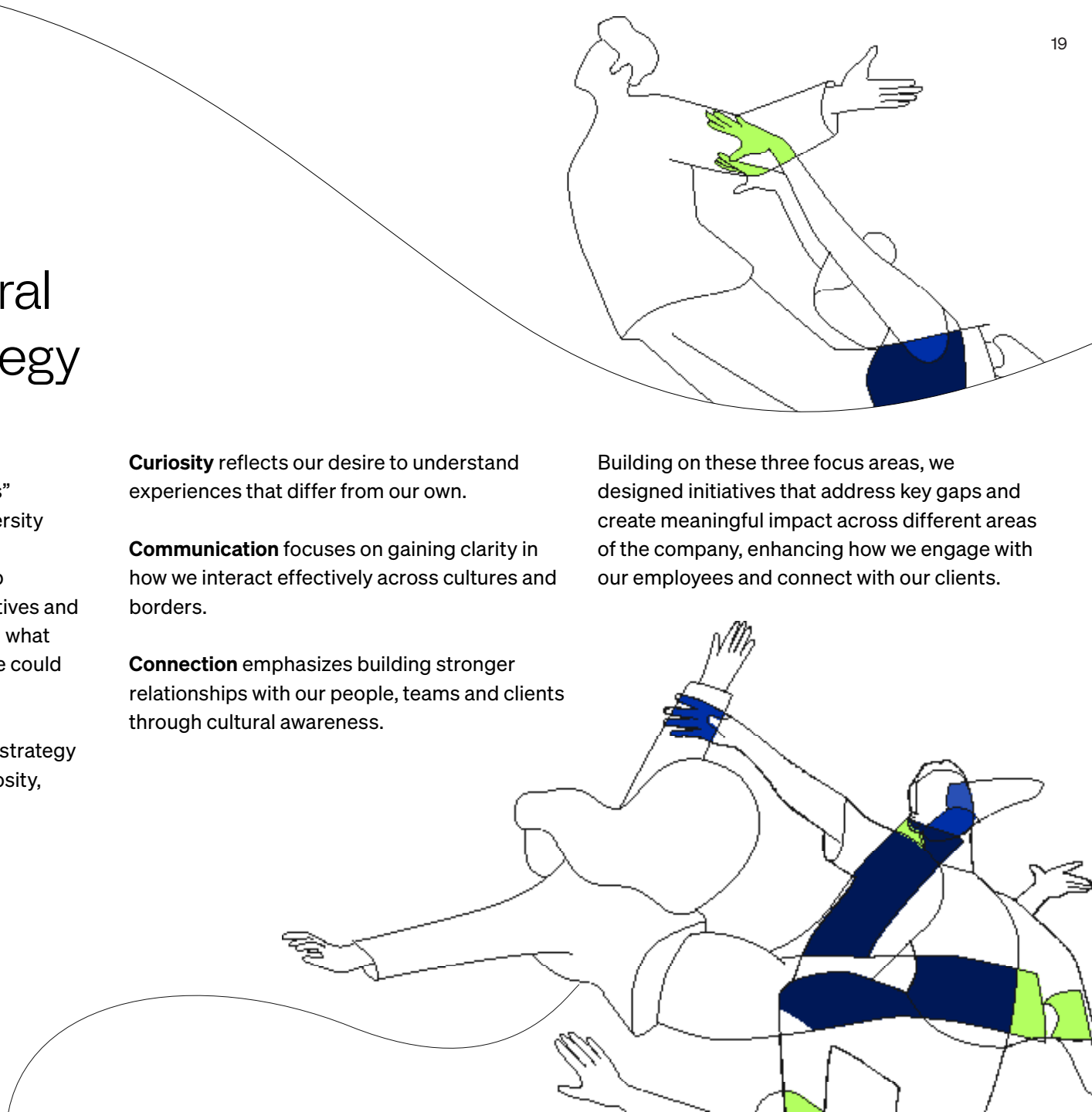
Through this discovery, we developed a strategy centered around three key themes: curiosity, communication and connection.

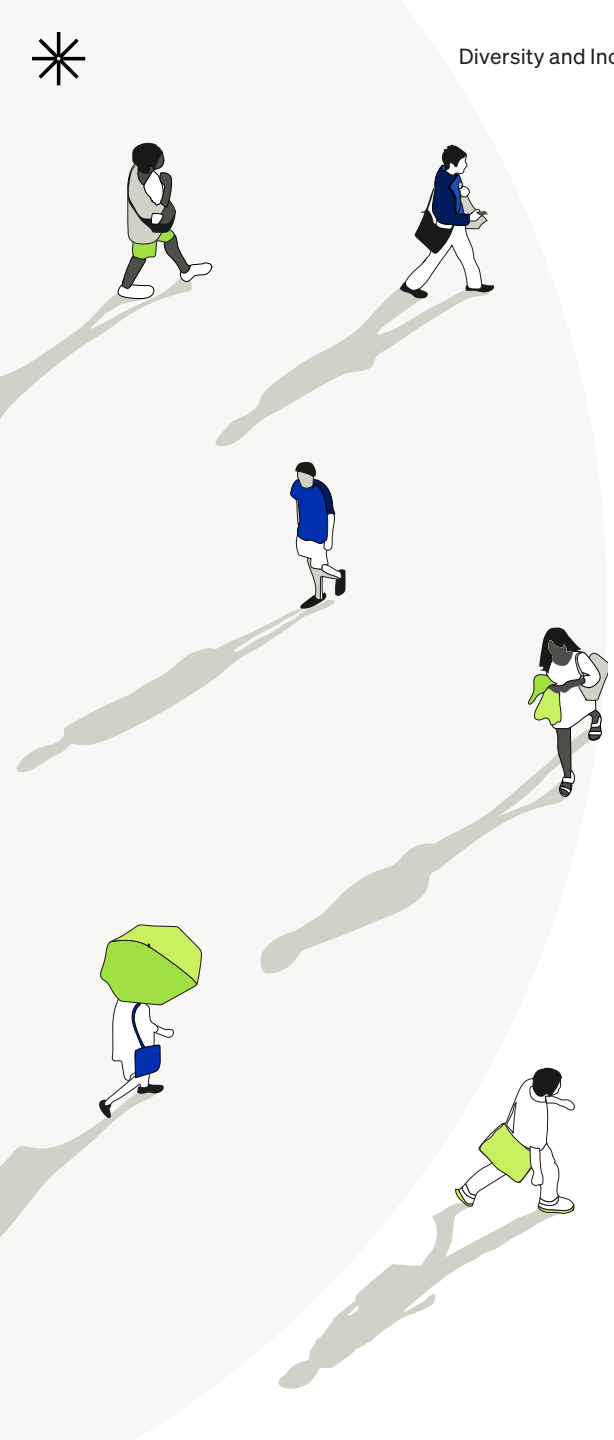
Curiosity reflects our desire to understand experiences that differ from our own.

Communication focuses on gaining clarity in how we interact effectively across cultures and borders.

Connection emphasizes building stronger relationships with our people, teams and clients through cultural awareness.

Building on these three focus areas, we designed initiatives that address key gaps and create meaningful impact across different areas of the company, enhancing how we engage with our employees and connect with our clients.





Leveling up our cultural awareness

As part of Valtech Group's focus on cultural awareness, Valtech France promoted and supported this dedicated training on this important topic. The training helps participants better understand, appreciate and navigate cultural differences to collaborate more effectively and contribute to a more inclusive workplace.

It takes our people through:

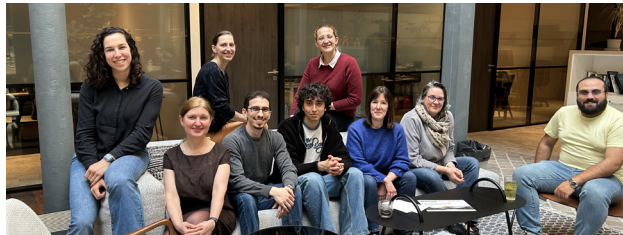
- Why cultural awareness training is important
- Definitions of culture and cultural awareness
- Erin Meyer's Eight Scale model
- Valtech community stories, with Valtechies around the world sharing how a blend of cultures has impacted them
- Top tips on embracing cultural diversity

Embracing cultures across the world

At Valtech France, we organized a multicultural lunch bringing together employees around a shared moment dedicated to celebrating our diversity in a simple and informal way. With more than 25 nationalities represented, this initiative reflected the richness of our teams and the variety of cultural backgrounds that make up Valtech France.

Colleagues contributed by bringing dishes from different countries and regions, including Lebanon, Brazil, Algeria, Tunisia and Georgia, as well as French regions such as Corsica, Normandy and Aveyron. This diversity of contributions turned the lunch into a true shared experience, where food became a way to connect, exchange and learn more about each other's cultures and personal stories.

Beyond the culinary aspect, the moment encouraged informal interactions across teams and created a sense of closeness in the workplace. It was also a simple but meaningful way to strengthen inclusion by valuing everyone's background and creating space for curiosity, openness and conversation.





At Valtech France, we marked the **Lunar New Year** with a simple symbolic initiative by offering fortune cookies to all employees. This small gesture was an opportunity to acknowledge and celebrate this important cultural moment in an accessible and inclusive way. It also created a light moment of engagement across teams, encouraging curiosity and informal exchanges around the traditions associated with this celebration.



As every year, we marked **the end of Ramadan** with a shared breakfast bringing colleagues together at the start of the day. This moment is an opportunity to gather informally, take time to connect outside of daily work routines, and strengthen relationships across teams. It is also a way to recognize and respect an important cultural and religious period for many of our employees, while fostering a sense of inclusion and togetherness within Valtech France.



This year, our MD Serge also added a French touch by bringing a huge pain au chocolat!

We also celebrated **Holi** at the office, bringing a taste of this vibrant festival through traditional sweets such as gujyas and thandai. These typical foods, less familiar to many colleagues in France, offered an opportunity to discover new flavours and better understand the cultural significance of the celebration. The initiative also allowed our Indian colleagues to share more about Holi, its traditions and its meaning, creating a valuable moment of exchange and cultural sharing across teams.



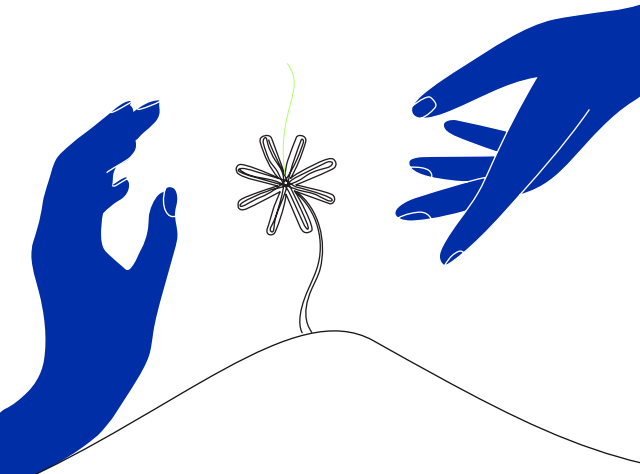


Giving back to communities

At Valtech France, we take part in charity runs that combine team spirit, wellbeing and support for meaningful causes.



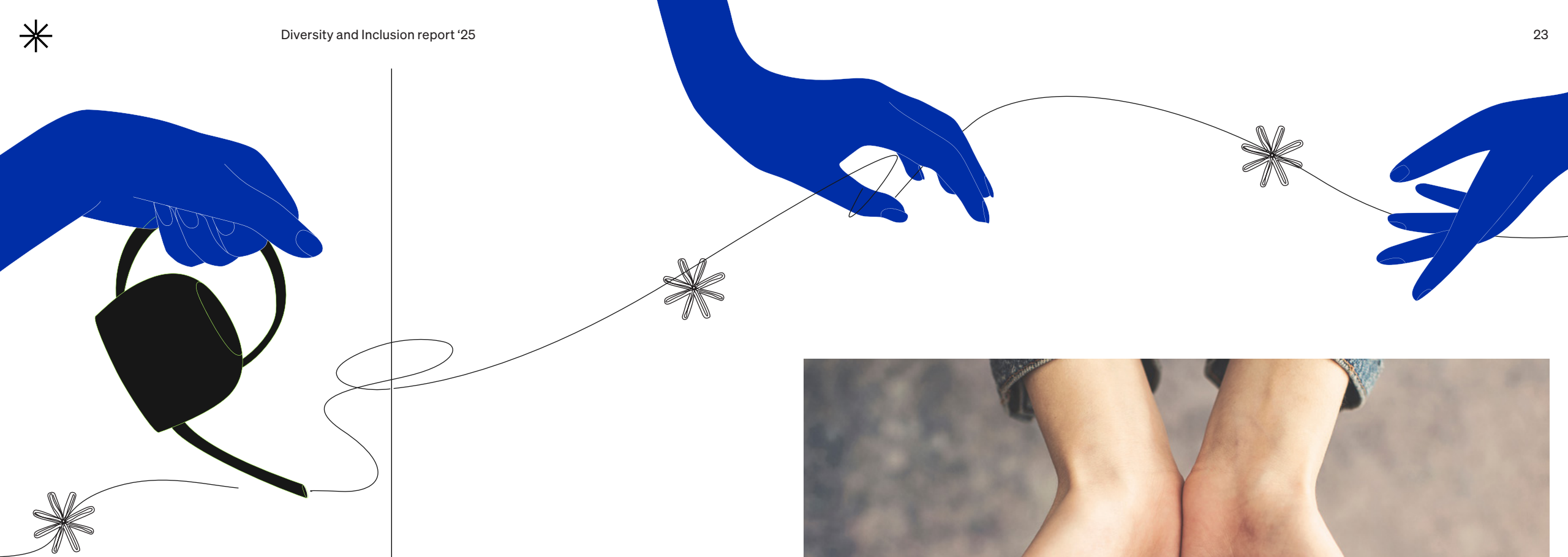
Valtech France supported the participation of employees in the **Sine Qua Non Run** by covering registration fees and encouraging Valtechies to run together for this meaningful cause. This event aims to fight street harassment against women and discrimination, while reclaiming public spaces to make them safer for everyone. Our teams took part in 6 or 10 km runs starting from Place de la République, running at night along the canal in Paris. Bringing together both men and women, this initiative combined sport, team spirit and a strong commitment to gender equality and safer environments for all.



Valtech France also took part in the **Odyssea** race, with employees joining 5 and 10 km runs as well as a 5 km walk. The Odyssea Paris edition brought together around 50,000 participants and raised €1,050,000 in support of breast cancer research, highlighting the strong collective mobilization around this cause. Held in the context of Pink October, the event also provided an opportunity to raise awareness and encourage prevention, with conversations around early detection and health education.

By running and walking together, Valtechies contributed to a meaningful initiative that combines solidarity, public health awareness and collective engagement, while also sharing a positive and energizing team moment outside the workplace.





Valtech France made a donation to the **Fondation des Femmes**, an organization supporting women in extremely vulnerable situations. The foundation helps provide access to essential resources such as safe housing, training opportunities and pathways toward more stable and dignified living conditions. Through this contribution, Valtech France supports initiatives that aim to protect, empower and improve the lives of women facing critical challenges.

Valtech France also supported **93's Or d'Enfants**, an association working to improve the inclusion and care of children experiencing psychological distress in the Seine-Saint-Denis region. Our donation helped fund weekend trips for several children, giving them the opportunity to take a break from a difficult environment and discover new experiences. These moments of respite contribute to their wellbeing and support the association's broader mission of providing care, inclusion and emotional support.





Key Awareness and Inclusion Initiatives

To mark Women's Rights Day, we organized a **morning gathering** bringing colleagues together over pastries and crêpes. This informal moment provided an opportunity to connect, exchange, and collectively recognize the importance of gender equality in the workplace. It also helped reinforce ongoing conversations around inclusion and respect within Valtech France.

Beyond this moment, Valtech France continues to provide access to resources supporting **women's health and wellbeing at work**. This includes internal materials such as our Menopause Guide, as well as broader awareness initiatives. During the European Endometriosis Awareness Week, we also shared educational podcasts.



Stand Up Training: Combating Street Harassment

As part of our commitment to raising awareness and taking action against gender-based violence, we encourage employees at Valtech France to take part in the Stand Up training, developed by the Fondation des Femmes. This online program helps participants better understand street harassment and provides practical tools to respond safely, whether as a victim or as a bystander. It contributes to building a shared awareness and a more responsible collective approach to these situations.

During Pride Month, Valtech France dedicated a special focus to LGBTQIA+ inclusion through our internal Trivia Quiz during an after-work gathering. A specific set of questions was included to raise awareness around LGBTQIA+ rights, history and key milestones, encouraging employees to learn and reflect in an informal and engaging setting. This initiative helped create space for open conversations and reinforced our commitment to fostering an inclusive environment where everyone feels respected, represented and free to be themselves at work.

STANDUP
contre le harcèlement de rue

par

L'ORÉAL
PARIS

RIGHT
TO
BE





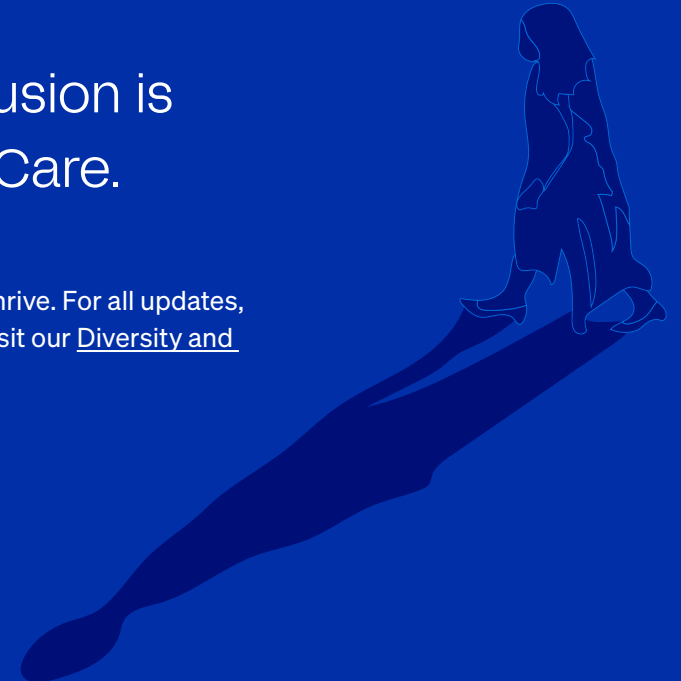
What's next?



Embracing diversity and fostering inclusion is core to our values of Share, Dare and Care.

This journey has accelerated in the past years and it will continue into the coming years. We are proud and excited to level up our approach, to ensure we are creating environments for all

our people to grow and thrive. For all updates, new reports and more, visit our [Diversity and Inclusion page](#).



Valtech, the global leader in experience innovation, exists to unlock a better way to experience the world.

By delivering sustainable, human-centric digital solutions that prepare businesses for the future, we empower brands to leapfrog the competition and surpass best practices. Our 6,000-strong team in 24 countries crafts intelligent, personalized experiences that blend crafts, categories and cultures.

At the intersection of data, AI, creativity and technology, we touch lives, grow businesses and unlock value in a digitally accelerated world. Our clients include the world's leading brands, such as AXA, Dolby, L'Oréal, LVMH, Mars, Mercedes, P&G, Santander, Toyota and Volkswagen. See our work at [Valtech.com](https://www.valtech.com).



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