



Diversity and Inclusion Annual Report 2024

Valtech France





Message from our leadership

At Valtech France, Diversity, Equity & Inclusion have long been core to who we are—but in 2024, we've gone further. Our commitment has deepened, our actions have scaled, and the impact is tangible—reflected both in our improved metrics and the growing sense of belonging shared by our people.

With the ongoing guidance and inspiration of Sheree Atcheson, our Group SVP of Diversity, Equity & Inclusion, we've moved beyond intentions and into measurable progress. Our maturity index has significantly increased, and employee feedback highlights a stronger feeling of respect, inclusion, and collective responsibility. We are proud to contribute to Valtech's global momentum—and to see it grow.

At Valtech, we see inclusion not as a checkbox but as an essential driver of creativity, wellbeing, and innovation. Across our 60+ offices worldwide—and in our increasingly multicultural teams here in France—we continue to create safe, welcoming environments where everyone can be heard, supported, and valued for who they are.

This report reflects a year of learning, action, and transformation. It showcases not only our data and initiatives, but also the lived experiences of our people. We hope it gives you insight into what we stand for—and where we're going next.

Together, we go further.

Camille Bedard
Head of People&Culture

Serge Biscard
Managing Director



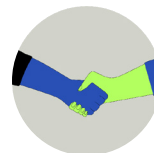


Five pillars of diversity and inclusion

In 2024, through our five-pillar strategy (launched in Oct '21) we've continued to embed long-standing and new initiatives, enabling an evolving approach and continuous progress.



Our five-pillar diversity and inclusion strategy



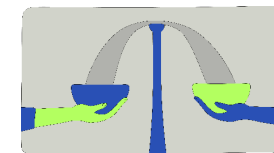
Hiring

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



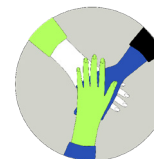
Accountability

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



Inclusivity

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



Community

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



Education

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



Measuring progress through data

Maturity index

At Valtech, Diversity & Inclusion isn't just a value—it's a journey. To stay accountable and ensure continuous improvement, we use a data-driven approach through our annual D&I Maturity Index. Introduced globally in 2021, this tool allows each region to assess its progress and align with our five-pillar strategy, while learning from one another across the Valtech network.

Each year, every entity answers 98 questions across five key pillars of diversity and inclusion, assessing both qualitative initiatives and quantitative representation data—where available. The results offer valuable insight into where we stand, where we can grow, and how our people experience our culture.

Valtech France: A Strong Climb, A Clear Direction

For Valtech France, the Maturity Index is more than a score—it's a reflection of real progress. In just three years, we've made a significant leap forward:

2022: 36% – Beginner level, ranked 15th globally
2023: 55% – Intermediate level, ranked 6th globally
2024: 75% – Advanced level, ranked 3rd globally

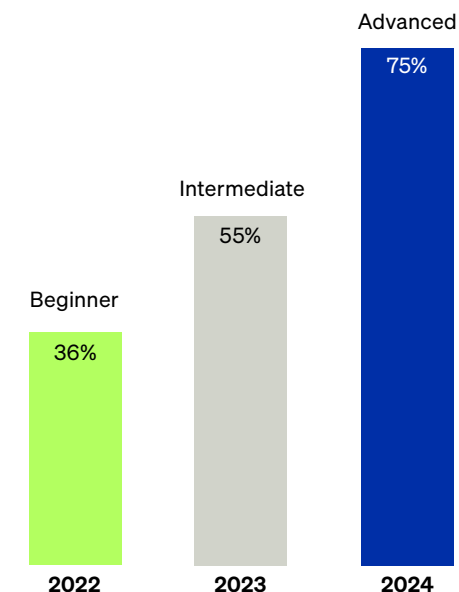
This steady and substantial improvement demonstrates our growing commitment to inclusive practices and sustainable change.

In 2024, Valtech France is not only among the top 3 globally, but also **one of the countries that has most improved in a single year.**

We are proud of this momentum, and even more determined to keep it going—because building an inclusive workplace is a shared, ongoing effort. The Maturity Index helps us stay on track, raise the bar, and keep improving, the Valtech way.

Each initiative or question is graded as beginner, intermediate or advanced

The evolution of Valtech France's Maturity Index:





Gender Equality Index 2024

At Valtech France, equity is not just a metric—it's a mindset. We believe that true innovation and performance come from diverse, balanced, and inclusive teams. Gender equality is a key part of this commitment. Every year, the French government requires companies with 50+ employees to calculate and publish their Gender Equality Index, a tool designed to measure the progress made in terms of gender balance and equal treatment in the workplace.

This index is more than a compliance exercise: it helps us reflect on where we stand, celebrate the areas where we're progressing, and identify where we still need to do better. It's also a way to hold ourselves accountable to our employees and to society.

In 2024, **Valtech France proudly scored 89 out of 100**, confirming our continuous engagement toward fair and equitable practices.

The index score is calculated using four indicators defined by the Ministry of Labour:

- Gender pay gap: **34/40**
- Distribution of salary increases: **35/35**
- Pay raises after maternity/adoption leave: **15/15**
- Representation of women among the 10 highest salaries: **5/10**

While we're proud of our strong results—especially on equal salary increases and maternity return—we also recognize the opportunity to improve representation at the top levels. Our work continues, with a clear focus on transparency, fairness, and action.



Hiring data

48,9%

of all Valtech hires
were women in 2024.

32

Our average age
of new hires in 2024.

At Valtech France, we recruit with inclusion in mind from day one. Building diverse and balanced teams is key to fostering innovation and a sense of belonging.

Our recruitment approach is rooted in fairness and open-mindedness, ensuring that every candidate is considered with respect for their background, experience, and potential.





Peakon data: How our people feel

How Valtechies feel about diversity
and inclusion overall:

8.4_{/10}

8.5_{/10}

Man



8.3_{/10}

Woman



Hidden due to survey
participant size

Prefer not to
say





Diversity and inclusion:

“I’m satisfied with Valtech’s efforts to support diversity and inclusion (for example, in terms of gender, ethnicity, disability, socio-economic status).”

8.5 /10

Man



8.3 /10

Woman



Hidden due to survey
participant size

I prefer not
to say



Inclusiveness:

“At Valtech, people of all backgrounds are accepted for who they are.”

“I feel a sense of belonging at Valtech.”

“I feel like I’m valued as a person at Valtech.”

8.5 /10

Man



8.5 /10

Woman



Hidden due to survey
participant size

I prefer not
to say



Freedom of opinion:

“At work, my opinions seem to be valued.”

“My manager cares about my opinions.”

8.4 /10

Man



8.0 /10

Woman



Hidden due to survey
participant size

I prefer not
to say



Management support:

“My manager provides me with the support that I need to complete my work.”

“My manager communicates open and honestly with me.”

8.4 /10

Man



8.1 /10

Woman



Hidden due to survey
participant size

I prefer not
to say





What have we been doing

Here are some of our key 2024 initiatives across our five pillars. These initiatives have focused on fostering belonging for all our people, creating environments where everyone can thrive.



Hiring

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

Elevated governance with talent acquisition

This year, to elevate our diversity and inclusion-focused hiring initiatives, we built stronger governance links between talent acquisition and diversity and inclusion. To ensure regular touchpoints, rooted in data review, we now have monthly check-ins with regional talent acquisition leaders and the group diversity and inclusion team based on our annual regional strategies. We set goals within this group with input from the Group Chief Operating Officer and regional operations leaders. To enable accountability, we've also embedded six-monthly checkpoints to measure progress and to enable us to adapt and pivot as we go.



Expanded inclusive interviewing handbook

Since 2021, we have mandated inclusive interview training for all talent acquisition team members and interviewers. In 2024, we expanded this to include an additional toolkit covering each stage of the process from acquisition to final interviews, with lenses on neurodiversity, disability, non-native English speakers and more.



Inclusivity

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

Striving for Balance in Leadership

At Valtech France, we believe that diverse leadership leads to better decisions, broader perspectives, and a more inclusive culture. As of 2024, 28.5% of our Management Team is composed of women. While this figure does not yet reflect full gender parity, we acknowledge the gap and remain committed to driving progress. Through intentional recruitment, career development, and leadership support, we continue to push for greater equity at every level of the organization.

Representation Through the D&I Council

Valtech's global D&I Council has been active since 2020 and is renewed annually to ensure fresh perspectives and diverse input. In 2024, Yovadee Nagapa-Chetty served as the representative for Valtech France, contributing to global conversations and initiatives that shape our approach to diversity and inclusion. The Council is chaired by Valtech's Group VP of Diversity & Inclusion, alongside our Chief Collaboration Officer and Executive Sponsor of D&I.





Community

In a global company like Valtech, fostering a strong sense of community is essential. We work every day to create an environment where everyone feels at home — no matter where they come from.

Embracing our Community

At Valtech France, we believe that community is built on understanding, respect, and shared purpose. Our strength lies not only in our technical expertise or innovative spirit, but also in the diverse individuals who shape our culture every day. We are proud to nurture a working environment where different perspectives, cultural backgrounds, and ways of working are seen as a true asset, driving creativity, collaboration, and human connection.

In 2024, our French offices are home to Valtechies from 28 different nationalities, reflecting our strong international footprint. Our three most represented nationalities are French (196), Indian (44), and Tunisian (11), and each one brings its own unique voice to our collective story. We aim to go beyond coexisting — we strive to truly understand one another, to create a workplace where everyone feels seen, heard, and valued.

Whether through multicultural events, team rituals, or simply daily collaboration, we embrace our differences as a source of strength, reinforcing the belief that when we support each other, we all go further — together.





Tech Girl

Started in 2014 in Stockholm Swede to empower and reach the next generation of women in tech

Began to branch across the Valtech space in Europe to Denmark, UK and France

Our first Tech Girl event in Valtech NA happens in 2018 in Toronto.

We branched Tech Girl to LATAM and India in 2019

In 2022, we ran events in Argentina, Brazil, Canada, Denmark, France, Germany, India, Mexico, Netherlands, North Macedonia, Sweden, UK, Ukraine and U.S

In 2021, we started coming together again...

In 2020, we didn't want girls to miss out so we created an online remote course to continue making an impact.

In 2023, we ran events in all those locations again - and also for the first time in Switzerland and Portugal

And Tech Girl has grown with all of us too. We updated our brand in 2023.

We celebrated Tech Girl's 10th anniversary back where it all began — in the Nordics. In Sweden and Denmark, we hosted inspiring sessions with Valtech women and girls from local schools, focusing especially on schools with limited exposure to tech careers. Our Valtechies shared their stories, discussing why they chose careers in tech, their favorite parts of their jobs and the journeys that brought them to where they are today. We are incredibly proud of the impact of Tech Girl and look forward to seeing this initiative continue to grow and expand.





+1200
girls have been impacted
by our Tech Girl initiative



Education

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

Extended support for neurodiverse Valtechies

As part of our ongoing commitment to well-being and inclusion, Valtech France proposed new ways to better support neurodiverse colleagues across the group.

Following a global roundtable in 2023 with neurodiverse Valtechies, two key priorities were identified for 2024:

1. A group-wide event to raise awareness and share lived experiences
2. A dedicated module on neurodiversity within the D&I learning path, offering concrete ways to support colleagues

We're proud to have delivered on both.

In May, we hosted our first group-level neurodiversity awareness event. Brandon Murphy, Executive Director of Technology,

shared his journey growing up before neurodiversity was a widely recognized concept, and how he found structure and success in his career. Suzanne Schroder, our Chief People Officer, joined to underline the role of allies and collective responsibility.

We also launched a new training module to help all Valtechies understand and support neurodiverse ways of thinking and working. It includes:

- Key definitions
- Global statistics
- Common myths and misconceptions
- Valtechie stories
- Practical ways to support and adapt





Case studies at Valtech France

Diversity and inclusion is unique and nuanced across the globe.

At Valtech France, we have many impactful stories, each remarkable in its own way. Here, we share a selection of initiatives, organized into our key themes:

- Women at Valtech
- Health and wellness
- Focusing on equity



Women in Valtech

At Valtech France, we are committed to creating an environment where all women—across all roles and levels—feel seen, heard, and supported. Rather than relying solely on numbers, we focus on fostering a strong culture of inclusion, awareness,

and equity. We actively listen to our people, remain attentive to structural barriers, and work to ensure that gender is never a limitation to growth or recognition.



We regularly reflect on the experiences of women in our teams, especially within areas where gender imbalances persist, such as tech and leadership. Our approach is rooted in open dialogue, education, and empowerment. Through internal initiatives, safe spaces, and cross-functional conversations, we strive to make Valtech France a place where women can thrive—not just be represented.



Menopause Awareness at Valtech France

At Valtech France, we actively promote Menopause Awareness as part of our broader commitment to health, well-being, and inclusivity. To break the silence around menopause, we have created a comprehensive guide that provides essential information on symptoms, available support, and external resources like podcasts and articles. Our goal is to ensure that menopause is no longer a taboo but rather a natural life phase that is understood and respected.

Through this initiative, we emphasize the importance of providing workplace accommodations when needed and ensuring that all employees feel supported throughout this journey. By fostering an open and supportive environment, we hope to empower our employees to feel confident in managing both their health and their career.

Women's Rights Day at Valtech France

For Women's Rights Day, we wanted to create an inclusive space for reflection, celebration, and action. We organized a special breakfast event, accompanied by crêpes, fresh fruit, and pastries, allowing everyone to indulge while engaging in meaningful conversations. This event was open to everyone—men and women alike—as we believe that men can be powerful allies in advancing gender equality.

We also created and distributed a special edition t-shirt, featuring a custom design to mark the occasion. These t-shirts were given to women attending the event and made available to others afterward. In addition to our internal activities, we made a donation to the Fondation des Femmes, supporting their critical work for women's rights in France. This day was an opportunity to reinforce our commitment to gender equality, inclusivity, and respect for all.





Health and wellness

At Valtech France, we believe that people do their best work when they feel their best—physically, mentally, and emotionally. That's why we foster a culture where well-being is part of our everyday mindset. From one-off events to regular initiatives, we aim to create space for movement, mindfulness, and community care.

Running for Wellness – Odyssea Charity Race

In October 2024, 20 Valtechies laced up their sneakers to take part in the Odyssea charity race in Vincennes, choosing between 5 and 10 kilometers. This event wasn't just about supporting breast cancer research—though that mission deeply matters to us—it was also a way to promote physical activity, mental resilience, and team spirit.

Running together for a cause created a strong sense of connection, but it also encouraged our teams to get moving, step away from their screens, and engage in a shared health-positive experience. Valtech France covered the race fees for all participants, reinforcing our belief that well-being deserves to be supported, celebrated, and made accessible.



Whether training in the weeks before or celebrating with sore legs after the finish line, the experience brought energy, motivation, and a boost of endorphins to everyone involved.

World Wellness Day

In June 2024, to celebrate World Wellness Day, we hosted an open yoga session at our Paris office, welcoming all employees—whether they were seasoned yogis or curious beginners. Mats were rolled out, shoes came off, and for an hour, the usual hustle of the day gave way to breathwork, balance, and shared calm.

The session offered more than just physical benefits—it created a unique moment of connection and collective pause. In a high-paced environment, simply slowing down together can be powerful. After the positive feedback, we're now exploring ways to integrate more regular wellness moments like this into our year-round rhythm.





Supporting Mental Health: A Valtech Priority

At Valtech, we understand that mental health is just as important as physical health. Creating a supportive environment for our employees to thrive emotionally and psychologically is a priority for us.

Psychosocial risks can deeply impact employee wellbeing and team performance. At Valtech France, we're committed to prevention and support — starting with those who lead.

In 2024, 45 managers took part in a half-day workshop initiated by Camille Bedard, and developed and delivered by Odile Tardieu.

The training focused on:

- Understanding the importance of mental health in the workplace, and how to overcome the associated taboos, myths and stereotypes
- Recognising the six categories of psychological risk factors, and knowing what to pay attention to

- Addressing the specific challenges faced by hybrid and fully remote employees
- Recognising the symptoms of burnout and knowing how to approach the People & Culture team
- Learning how to use the toolbox to look after your own mental health

This session was a key step in building a culture where mental health is supported and openly addressed.

We believe that equipping our managers is essential to fostering a safe and caring environment for all.





Focusing on equity

At Valtech France, we understand that different people require different support. This principle is at the heart of our diversity and inclusion strategy. Guided by this belief, we have implemented key initiatives to provide specific, tailored support to underrepresented groups.

At Valtech France, equity is not just an ideal—it's a shared responsibility that guides how we work, how we treat one another, and how we engage with the world around us. We believe that fairness means more than offering equal opportunities; it means acknowledging that people have different starting points and doing the work to ensure everyone can thrive.

As part of a global company, we're deeply committed to fostering an inclusive environment where everyone—regardless of their background, gender, ethnicity, age, or ability—has the same chance to grow, contribute, and be heard.

Our core values—Share, Dare, Care—are the foundation of this commitment:

Share: We openly exchange ideas, experiences, and knowledge to grow together.

Dare: We challenge ourselves and others to think differently, act boldly, and break down barriers.

Care: We prioritize empathy, well-being, and support for one another—within our teams and beyond.

Equity lives in our everyday actions, from how we design workplace policies to how we take tangible steps to reduce inequalities. It also lives in how we give back—supporting causes that align with our values and drive positive change.

Supporting Causes That Reflect Our Values

In 2024, Valtech France donated €800 each to two impactful associations:

Fondation des Femmes: A leading French foundation fighting for women's rights and gender equality. Our donation supports their emergency aid programs for women fleeing domestic violence, helping them access legal support, psychological care, and safe housing.

Cœur Vert Nez Rouge: A pioneering organization that brings professional clowns into child and adolescent psychiatric wards, offering comfort, creativity, and emotional relief to young patients navigating mental health challenges.

We also supported Odyssée Paris, a charity run for breast cancer research, with around twenty Valtechies taking part. Valtech France covered their registrations, reinforcing our belief in collective action for meaningful causes.



Embracing Our Non-Native Voices

At Valtech France, some of our most powerful perspectives come from non-native employees.

These team members often navigate a double challenge: adapting to a new company and a new country—learning the language, embracing different working styles, and bridging cultural differences.

Their presence brings invaluable richness to our teams.

They challenge assumptions, fuel creativity, and contribute to a more open and empathetic way of working. We believe that cultural diversity isn't just something to celebrate—it's a strength that shapes who we are.

Cultural Exchange in Action

In 2024, we hosted a dedicated **Indian lunch** at our Paris office, reflecting the strong presence of Indian colleagues within our team. More than just a shared meal, this event was a way to highlight a culture that plays a vibrant role in our day-to-day work. The dishes, prepared by an Indian caterer, sparked conversation and storytelling, allowing colleagues to connect through food and learn more about each other's backgrounds. It was an informal yet meaningful moment that celebrated both belonging and curiosity.

We also marked **International Mother Language Day** with a multilingual video spotlighting our global team. Several Valtechies were interviewed in their mother tongue, responding to light questions and sharing either a fun fact, idiom, or cultural expression unique to their country. The project was both playful and educational, revealing the diversity of languages spoken in our offices and giving visibility to stories that often stay in the background. It brought forward the idea that language is a bridge, not a barrier.





LGBTQIA+

At Valtech France, we believe that everyone should feel safe, seen, and celebrated—no matter who they are or who they love. Creating an inclusive workplace for LGBTQIA+ employees is not just a priority, it's a commitment rooted in our core values: care, share, and dare.

We know that inclusion doesn't happen by accident. It requires listening, learning, and actively building an environment where people feel empowered to bring their full selves to work. That means challenging bias, creating space for conversation, and celebrating diversity in all its forms—including gender identities and sexual orientations.

Celebrating Pride with Drag, Laughter, and Dialogue

To mark Pride Month, Valtech France organized a truly unique and joyful event: a Drag Bingo Apéro, which brought together nearly 70 Valtechies for an evening that blended entertainment with awareness.

The event was hosted by Minima Gesté, a talented and inspiring drag queen who had recently carried the Olympic torch—a symbol of inclusion and courage. From the moment she took the stage, the energy in the room shifted: laughter, music, and colorful outfits set the tone for what turned out to be an unforgettable evening.

But this wasn't just about fun. The Drag Bingo was a space for dialogue and discovery. Between bingo rounds, Minima shared stories about her experience in the drag scene, explained what drag really means (and what it doesn't), and answered questions

from curious Valtechies. Topics ranged from gender expression to queer culture to the art of performance. It was a moment of learning wrapped in celebration, where curiosity was met with openness, and difference was embraced with joy.

The feedback was overwhelmingly positive. People stayed long after the last number was called—talking, laughing, and reflecting on what they'd learned. For many, it was their first encounter with drag beyond mainstream clichés, and an opportunity to connect personally to Pride through community and culture.





What's next?

Embracing diversity and fostering inclusion is core to our values of share, dare and care. Our journey on this work continues into the coming years. We are proud and excited to continue to learn from our colleagues, creating environments for all our people to grow and thrive.

Valtech is the experience innovation company.

We exist to change the way people experience the world through advanced digital technologies, data and design.

We do this by bringing together a global network of engineers, designers, analysts, and CX professionals with a proven ability to accelerate business growth by transforming clients products, services and systems.

Our global footprint allows us to deliver impact at scale. While our nimble teams bring the agility and adaptability that allow us to create breakthrough innovation and speed-to-market.