

# Mission Committee

# REPORT

## 2024





# Editorial

“We are excited to present the 2024 edition of our mission report!”

In June 2024, the SOCAPS S.A. Extraordinary General Meeting adopted a new purpose for our cooperative: **‘Guided by our cooperative principles, we work together to technically support the positive transformation of industries and their prosperity.’**

This new purpose, which we share with SOCAPS Group, incorporates the cooperative principles that are at the heart of our identity, as well as the idea of working together – which, as an artisanal cooperative, is the very basis of our existence – and our business of delivering technical support.

Affirming our core business in both our purpose and our mission statement, is also a way for us to say that we can act from our rightful place in the world.

Our shareholders are mechanics, electricians, automation specialists, project managers, site foremen, welders, boilermakers and more, and their work contributes to the **positive transformation of the industry.**

We are proud of our expertise, proud of our shareholders and proud of the daily actions presented here as part of this report on the advances made toward achieving our mission in 2024.

SOCAPS **exemplifies the complementary nature of the cooperative and mission-driven models** that make our company a force for progress in service of our shareholders, our clients, our teams, our suppliers and our regions.

**HENRI DUQUESNE**  
*Président SOCAPS S.A.*



“2024 was marked by an overhaul of our mission (our purpose and the goals enshrined in our bylaws) so as to align it more closely with our business, transform it into a core concept and reinforce its adoptability by our teams.”

Following that, our operational action plan evolved accordingly, and we reduced the number of operating sites managed by our teams, which helped us to further clarify our priorities.

Significant work was done by the SOCAPS teams, whom I would like not only to congratulate here for having hit our targets but also to thank sincerely for their dedication.

A mission-driven company's path is a demanding one, committing the company as a whole to adjusting its practices to serve a new vision.

**Now more than ever, we are determined to continue our efforts, because they are as good for our karma as they are for our business.**

**THOMAS MEYER**  
*C.E.O. SOCAPS GROUP*

“The SOCAPS Mission Committee got a dose of new energy in 2024, with the arrival of two new members who bring a lot to the table. All of the Committee members' energy and commitment continue to thrive.”

We meet three times a year and work effectively through a collaborative matter. 2024 was a year of maturity for SOCAPS, with a complete overhaul of our purpose. Now clearer and more accessible, it will achieve a better ownership by all our stakeholders. We have already seen evidence of this in the figures that emerged from the Positive Company survey (up 13%), as well as at the June 2024 GM, where the number of participants increased once again, and the time allotted to the subject of our mission was substantial.

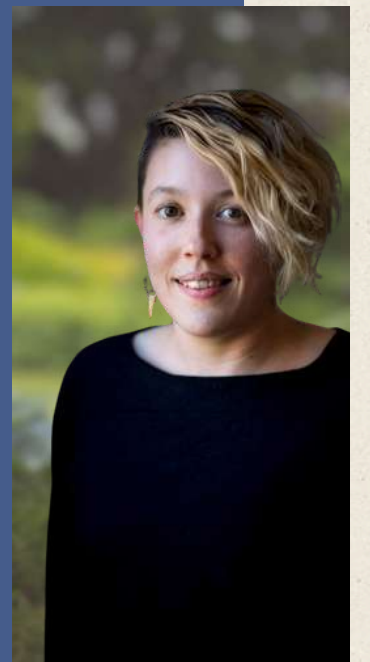
**As Normandy's 1st mission-driven company, SOCAPS is paving the way in our region.** Our leadership and our teams have a real impact on the Norman territory, thanks to the various duties we shoulder and our messaging in connection with our mission-driven status.”

**JEAN-PHILIPPE DAULL**  
*Mission Committee Chairman*

“In this fourth Mission Committee Report, we are very proud to present our new purpose to you. That purpose is the fruit of teamwork that was conducted to refocus our mission and the goals enshrined in our bylaws.”

Our aim is to communicate transparently about our success stories, as well as about the challenges we may encounter in our projects, **all the while affirming, now more than ever, our social and environmental commitments.**

**PAULINE RAOULT**  
*Mission Manager*





# POSITIVE COMPANY

assists us with our self-assessments

The annual SOCAPS satisfaction survey ran by Positive Company revealed noteworthy progress was made in 2024, related to key components of our societal commitments. For example, the perception of the inclusion of sustainability goals or criteria in the SOCAPS mission has significantly improved, with a 13-point jump over

2023. Similarly, recognition of our compliance with codes of ethics, morals and professional conduct rose by 9 points, highlighting our increasing pursuit of transparent, human



operations. Finally, awareness of SOCAPS's sustainability commitments and actions is also moving in the right direction with a 10-point increase, proof that our communication and educational efforts are bearing fruit with SOCAPS stakeholders.

## Buy-in for the mission



Your missions include sustainability goals or criterias

+13 PTS

Awareness of SOCAPS's commitments and actions related to sustainable development

+10 PTS

Compliance with codes of ethics, morals and professional conduct

+9 PTS



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# OUR HISTORY



## Cooperative Model

Our innovative business model stems from a partnership between the artisanal cooperative company SOCAPS S.A. and the SOCAPS Group network of regional sales offices.

In Europe, our member\* technicians (or 'shareholders') work on site as technical contractors and also have a financial interest in SOCAPS S.A. In the rest of the world, our members are contractors who adhere to SOCAPS's cooperative values and principles, and who contribute to growing our international network.



# BUSINESS MODEL & VALUES

## Our Values 'E.T.R.E' SOCAPS



### Entrepreneurship

SOCAPS is a cooperative that allows its freelance members and employees to develop their own business activities with the support of an established organization.



### Talent

The secret to our success lies in our talented SOCAPS employees and members. Our aim is to identify, assimilate and develop these talents and build loyalty.



### Respect

Because people are at the heart of our business model, respect is vital to our relationships with our employees, executives, members and clients.



### Engagement

SOCAPS is committed to engaging in long lasting relationships with its employees, members and clients. In order to guarantee this strategy, we require full commitment from our employees and members.



# OUR EXPERTISE: INDUSTRY

SOCAPS offers **technical support** and advice to **industrial equipment manufacturers and end users around the world**.

We assist our clients with the design, assembly, installation, maintenance, retrofitting, wiring and optimization of their equipment.

We possess all of the different skill sets needed to deliver technical support to our clients:

- Site Managers
- Project Managers
- Trainers
- Process Experts
- Laboratory Technicians
- Drafters & Designers
- Automation Specialists
- Robotics Specialists
- Maintenance & Repair Technicians
- Safety Managers
- Mechanics
- Electricians
- Electrical Technicians
- Welders
- Pipefitters
- Warehouse Handlers

Our portfolio of services revolves around **three categories of solutions**:

**1 Technical Support**  
On-site services  
Workshop assembly assistance

**2 Recruitment**  
Technicians  
Managers  
Experts

**3 Consulting**  
Industrial performance consulting  
Industrial eco-transition



60%  
Agri-Food

20%  
Health & Care

16%  
Robotics & Intralogistics

4%  
CleanTech\*

\*See page 38

# OUR GOAL: ROBUSTNESS

SOCAPS has rolled out a development plan that aims to **bolster the robustness** of our company by leveraging **three growth pillars**:

#1

**Internationalization** and **densification** of our multi-local network

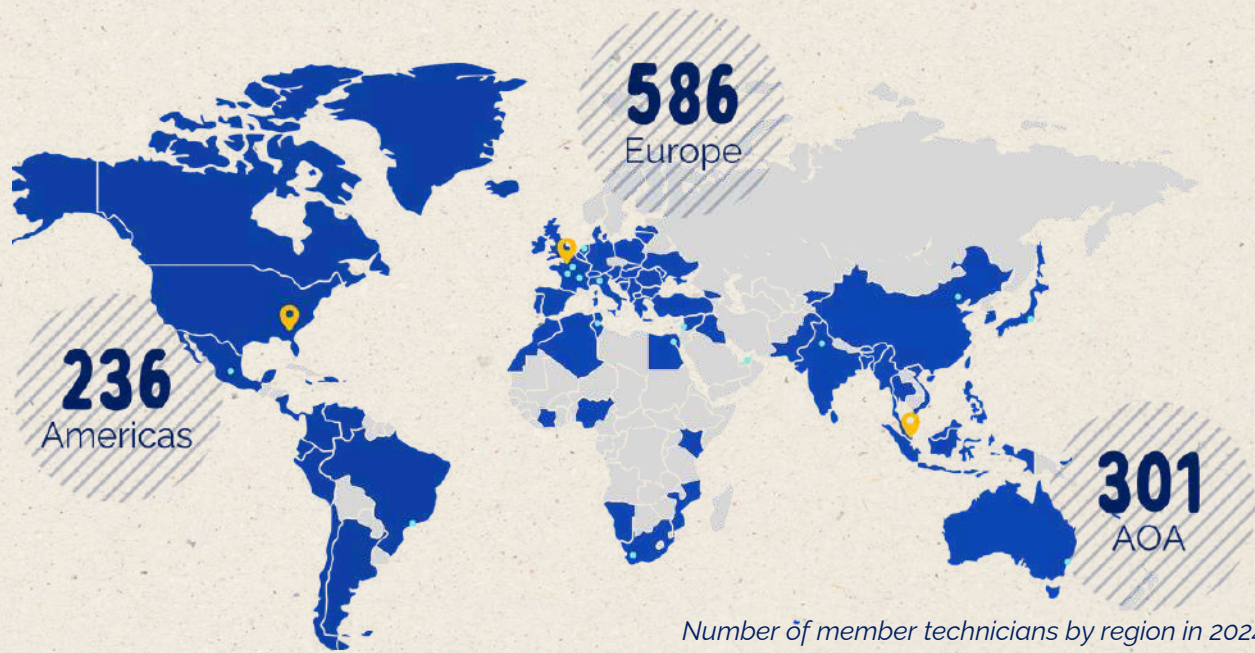
#2

Investments in specific **industrial sectors**

#3

Strengthening our offer through **premiumization\*** and **digitalization**

## GEOGRAPHIC DISTRIBUTION OF OUR MEMBERS:



Number of member technicians by region in 2024

Our goal is to **grow enough** to establish a **dense, multi-local network** that allows us to simultaneously **meet our clients' needs** for technical support on a global scale, balance our geographic risks and continuously build up our skill sets.

We have also chosen to **focus on the industrial sectors** that prioritize **basic human needs** (like food, healthcare and supplies) and the obligation to reduce humankind's environmental footprint.

Finally, we are **boosting the value of our portfolio of services** by diversifying into consulting in the fields of industrial performance and the industrial eco-transition (which tend to be complementary) and by enhancing **the agility of our organization through digitalization** to serve our human resources.

**By applying these different factors, we are increasing our organization's robustness in order to prepare ourselves for the turbulence of today's polycrisis world.**

(\*) \* See glossary on page 55



# OUR PHILOSOPHY

## People, Prosperity, Planet

At SOCAPS, we believe that, by **investing in our teams** (People), we can achieve our **financial targets** (Prosperity), allowing us to **treat our communities with respect** (Planet).

This is a virtuous circle that allows us to take a different approach to the strategic issue of corporate caring, one that places corporate social responsibility at the heart of our purpose. In this sense, we are able to reconcile capital with human beings, and production with the environment.

## A MISSION-DRIVE COOPERATIVE GROUP

On June 24, 2021, the General Meetings of SOCAPS S.A., an artisanal cooperative company, and SOCAPS Group S.A.R.L., a commercial company, **unanimously approved the status of 'mission-driven company' for their respective entities.**

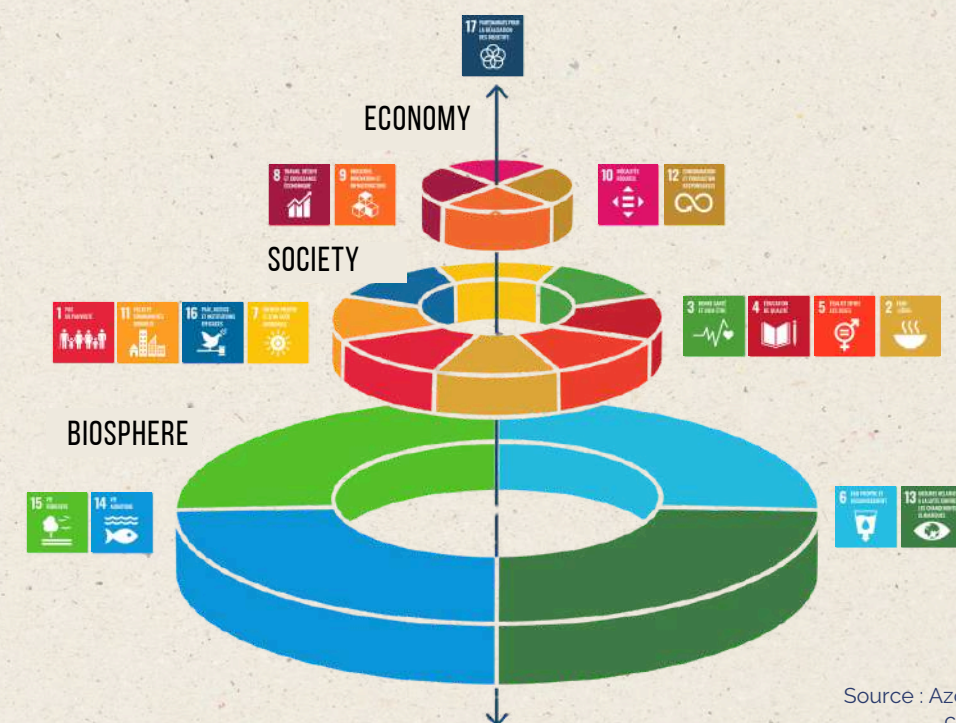
This identity as a mission-driven company has resulted in a **purpose and impact goals** amendment being **incorporated into our bylaws**, collectively forming the mission that we have given ourselves. This mission is subject to **dual control by our Mission Committee and an independent third-party organization** (ITPO).

At SOCAPS, we have decided to be a driving force for change, actively contributing to the transformation of the economy from a perspective of sustainability and resilience.

# OUR PRINCIPLES

The Sustainable Development Goals (SDGs) are the **blueprint to achieve a better and more sustainable future for all. They address the global challenges we face**, including poverty, inequality, climate change, environmental degradation, peace and justice.

The Sustainable Development Goals are all interconnected and in order to achieve the **2030 Agenda**, we have to ensure that all the Goals are met.



Source : Azote for stockholm resilience center, stockholm university

## The 7 International Cooperative Principles

We are proud to contribute to the work being done within the cooperative ecosystem for the artisanal sector, both nationally and throughout Europe, and to promote the **seven International Cooperative Principles**:

- 1 – Voluntary and Open Membership
- 2 – Autonomy and Independence
- 3 – Democratic Control by Member
- 4 – Economic Participation of Members
- 5 – Education, Training, and Information
- 6 – Cooperation among Cooperatives
- 7 – Commitment to the Community





# SOCAPS FUND



On January 31, 2019, SOCAPS Group registered **SOCAPS Fund**, an endowment fund governed by Articles 140 and 141 of French Law 2008-776 dated August 4, 2008, as a founding member.

Every year, **the SOCAPS entities donate 10% of their profits** to this endowment fund

## Governance

The fund is governed by a **Board of Directors** made up of SOCAPS Group employee representatives.

The Board meets **three times a year** to examine and vote on funding requests submitted by SOCAPS teams and shareholders, based on three criterias:

- Compliance with French tax rules for sponsorships
- Alignment with the fund's bylaws and goals
- Alignment with at least one of the 17 United Nations SDGs.

## BUDGET ALLOCATION FOR 2019-2024

50%

Environment & Biosphere Protection



33%

Solidarity & Community Support



17%

Sports, Culture, Education & Local Action

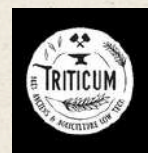


SOCAPS Fund is a funding tool for SOCAPS's environmental and solidarity-based projects in the context of our mission, as well as a system that allows interested teams and shareholders to get involved with local charities.

Find all of our supported projects on **SOCAPS.fund**



**Examples of supported projects:**



# MISSION-DRIVEN COMPANY?

**France's PACTE Law** (2019) provides a clear legislative framework for companies that decide to work toward certification as a mission-driven company, involving a growing number of organizations in France.

The certification process involves:

- **formally incorporating a purpose** into their bylaws
- **setting positive impact goals**, which may be social, societal or environmental, likewise recorded in their bylaws
- **establishing a mission committee** (or, failing that, designating a mission reference person at smaller companies), whose members include at least one employee, and which meets on a regular basis to verify that those goals have been translated into action plans and also publishes an annual report that is presented at the company's general meetings
- supplementing these verifications with an **audit** every two to three years (depending on the size of the company), conducted by an **independent third-party organization** accredited by COFRAC\* to audit mission-driven companies
- filing paperwork with the local commercial court clerk **declaring themselves as mission-driven companies.**

(\*) (\*\*) (\*\*\*) \* See glossary on page 55

## OUR APPROACH





# OUR ORGANIZATION

## Executive Committee

SOCAPS Group is governed by an Executive Committee (ExCom) that meets at least **four times a year**. It is involved in **the group's strategic choices** and any topics falling under its purview: hiring and HR policies, investments, openings, business strategy and development plans, digital policy, and the list goes on.

## Board of Directors

SOCAPS S.A. is governed by a Board of Directors that meets at least **three times a year**.

It is involved in **the cooperative's strategic choices** and any topics falling under its purview: strategic outlook, approval of incoming and outgoing members, arbitration with the cooperative, brand management, projects and membership experience.

The **two entities are joined together in a shared mission, which has been governed by the Mission Committee since 2021**.

## Mission Committee

The Mission Committee meets at least **three times a year** to **handle governance for the joint SOCAPS S.A. and SOCAPS Group mission**. The Committee's role is to monitor the company's strategic outlook, key indicator results and action plan reviews, and coordinate relations with the ITPO.

THESE THREE  
GOVERNANCE BODIES  
ARE  
COMPLEMENTARY.

Together, they provide  
a balance of power and  
distribution of duties.

# MISSION COMMITTEE



The Mission Committee is comprised of eight members (half men and half women) who provide equal representation of internal stakeholders (SOCAPS S.A. shareholders and SOCAPS Group employees) and external stakeholders (partner suppliers and supported non-profits).

## THE MISSION COMMITTEE IN NUMBERS

**8** Members

**3** Meetings per year

**2** Permanent guest members  
(the Mission Manager and the CEO of SOCAPS Group)

### Equal representation

- By gender**  
50% women  
50 % men
- By internal membership**  
25% employees  
25% shareholders
- By external membership**  
25% partner suppliers  
25% supported non-profits



# MISSION COMMITTEE

In 2024, the Mission Committee re-elected **Jean-Philippe Daull** as Chairman for another three years, and two members left the Committee and were replaced.



## PIERRE PAILLEREAU

A founder of the Citizens movement, whose missions is to help companies make the transition from a classical economy to a positive economy, Pierre Paillereau has spent the past seven years focusing on the world of the social and solidarity economy.

For two years now, Citizens has been assisting SOCAPS with its rollout of a skills mentoring program and with its employee awareness-raising efforts.



## MATHILDE MILOT

An artist and the leader of a charity, Mathilde Milot founded Citémômes in 2007, a non-profit organization that aims to help children gain a better understanding of the world around them.

In 2014, the 'Knit a Smile' project was launched, with the goal of creating monumental artistic installations from small squares knitted by thousands of people to showcase intergenerational cooperation in our society.



## HERVÉ DESSOLLE

Hervé Dessolle has worked in a variety of fields since the 1980s, including industrial refinery maintenance, printing, boat repair, and thermal and nuclear power plants. Hervé is also the leader of a charity that is committed to sports and education.

He became a SOCAPS S.A. shareholder on June 25, 2007, and later joined the Board of Directors, where he became fully invested in the member experience.



## ALICE CARE

In 2013, Alice Care joined the staff at SOCAPS S.A. as the employee of a shareholder, before launching her own structure in 2020. That same year, she became the first woman to join the cooperative's Board of Directors.

Alice has been a member of the Mission Committee since it was created in 2021 and takes part in the task force devoted to advancing the role of women in the industry.



## ELISE MEYER

Elise Meyer is the Chief Operations Officer at SOCAPS Group, where she leads a team that is responsible for the back office, processes and the information system.

As a member of the Executive Committee, she helps define and deploy group strategy. With her sensitivity to social responsibility issues, Elise has also sat on the Board of Directors of SOCAPS Fund since its inception and is actively involved in its solidarity actions.



## KEVIN GAMA

Joined the Committee in 2024!

Kevin Gama came to SOCAPS in October 2019, after working in various countries including the USA, Canada and Portugal, where he supported multiple computer engineering and industrial SMEs. Today, Kevin is our Sales Manager for Northern Europe. He joined the Mission Committee in late 2024.



## ELÉONORE MANDEL

Joined the Committee in 2024!



Eléonore Mandel is the founder and head of 'AuContraire! Consulting', a consultancy and training organization for the social and solidarity-based economy that specializes in assisting with CSR transformations.

Over the course of her career, Eléonore has been a professor and researcher at EM Normandie Business School, the President of CJD (Young Executives Center) Normandie and the President of the 'ZorroMégot' association. She puts her expertise in intercultural management, marketing, teaching and collective intelligence cooperation techniques to work for a more humane, more environmentally friendly world.

## JEAN PHILIPPE DAULL

Jean-Philippe Daull has taken the helm of a dozen or so companies in the commercial cleaning sector since 2012. For example, he created the Candor Group, #1 in Normandy, which has a staff of nearly 2,400 employees working in every sector, from stairwells to operating rooms at hospitals and clinics. It has been a mission-driven company since 2023.

Jean-Philippe is also actively involved in the region, through the Seine & Eure entrepreneurial network, the Club ETI Normandie (a club of mid-sized businesses in Normandy) and the Normandy MEDEF employers' union which he leads. In addition, his commitment appears in the very strong ties he has built with local organizations, revolving around sports and disabilities.



# KEY DATES

**FEBRUARY 27, 2024**

**10th Mission Committee meeting:**

2023 year in review (completion of operational actions and achievement of key performance indicators) and consideration and approval of the 2024 action plan (structure, operational actions and key performance indicators)

**APRIL 3, 2024**

**11th Mission Committee meeting:**

Critical review of the roadmap and the achievement of results, and incorporation of the Mission Committee's recommendations into the 2023 Mission Committee Report

**JULY 2024**

Official filing of the new purpose and goals enshrined in the bylaws

**JUNE 28, 2024**

Approval of the new SOCAPS S.A. purpose and goals enshrined in the bylaws during an Extraordinary General Meeting

**SEPTEMBER 2024**

Updates on SOCAPS Group and SOCAPS S.A. issues

**NOVEMBER 20, 2024**

**12th Mission Committee meeting:**

Election of a Chairperson, updates on operational actions for the current year, and review of new subjects for 2025



# MISSION, PURPOSE & GOALS

Taking part in working towards a common goal. Our cooperative model is based on economic democracy and shared values, while placing people at the heart of our decisions

As a result, each of our company's members and employees is an agent for change.

We believe that a company's success is not limited to its financial health but should be understood as its

ability to create lasting, shared value for all stakeholders, including employees, members, suppliers, clients, local communities and the environment.

OUR PURPOSE

Guided by our **cooperative** principles, we **work together** to provide technical support for the **positive transformation** of industry and industrial **prosperity**.



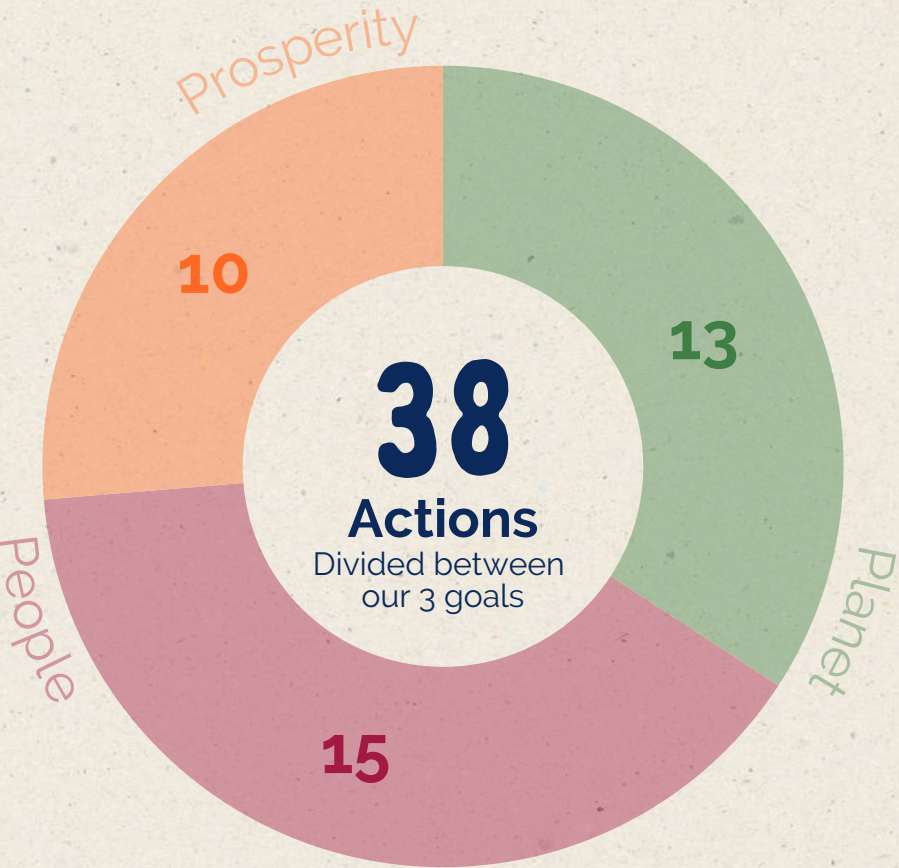
We aim to support the transition to a form of industry that is capable of meeting the needs of the present without jeopardizing the fates of future generations.

## GOALS IN OUR BYLAWS



\*source: Dictionnaire Larousse

Distribution of actions by commitment and by pillar



100%

Operational actions completed as of 12/31/2024

Distribution of actions between the 17 SDGs\*:



\*see page 12



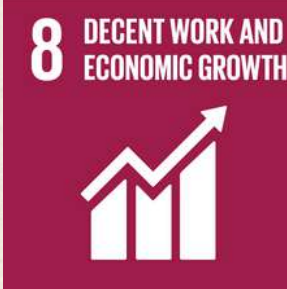


100%  
OF ACTION  
COMPLETED

as of 12/31 /2024

# GOAL #1 PEOPLE

“Collectively promote the development of skills as well as a healthy, supportive and inclusive workplace.”





# A HEALTHY WORK ENVIRONMENT

## What's our objective?

To look after our employees' and shareholders' **safety, security** and state of physical and mental **health**.

## NOTEWORTHY ACTIONS



Establishment of a **risk analysis** procedure to follow when not covered by regulation, particularly for our actions in the United States.

A risk analysis is a document that identifies a site's vulnerabilities and ranks them by severity and probability.

Inclusion of classes on cybersecurity and SOCAPS's 'E.T.R.E.' values in the online **MySOCAPSAcademy** Health, Safety & Security (HSS) course.



Addition of informational and awareness modules to OSHA (Occupational Safety and Health Administration) courses that provide information to members before their training. The OSHA course guarantees safe, healthy working conditions through specific norms and educational modules.

Our partner International SOS\* has provided us with lessons on the risks of traveling abroad, so that each of our members and employees can move about under the best possible conditions.

## BUT WHAT IS MYSOCAPSACADEMY?



MySOCAPSAcademy, or MSA, is an online awareness platform that is **free to use and accessible 24/7** by all of our members and employees.

Since its creation in 2021, **more than 70 modules** have been put online with over **170 resources!**

## The Committee's perspective

The Mission Committee applauds the efforts made to institute a culture of security for employees and members. SOCAPS has made occupational health a major day-to-day concern by exceeding regulatory requirements, for example with our Health, Safety & Security training.



\*Voir lexique p.55



## PEOPLE KPIS

### Risk awareness

During the Mission Committee meeting held in February 2024, the Committee decided to **revisit the key performance indicators for Goal 1 (People)** in order to concentrate on **measuring the evolution of our safety culture**.

The objective is to analyze data related to:

- the detection of near accidents
- member awareness
- HSS certifications renewed through online training courses.

### PRESENTATION

The total number of awareness actions (reports of dangerous situations + online MySOCAPSAcademy\* HSS classes taken) should be equal to or greater than the number of active technicians.

#### CALCULATION

$$\frac{(199+127+56)}{(143+41+59)} \geq \frac{1241}{1295} = \text{2024 RESULT } \mathbf{1,57 \geq 0,96}$$

#### EQUATION

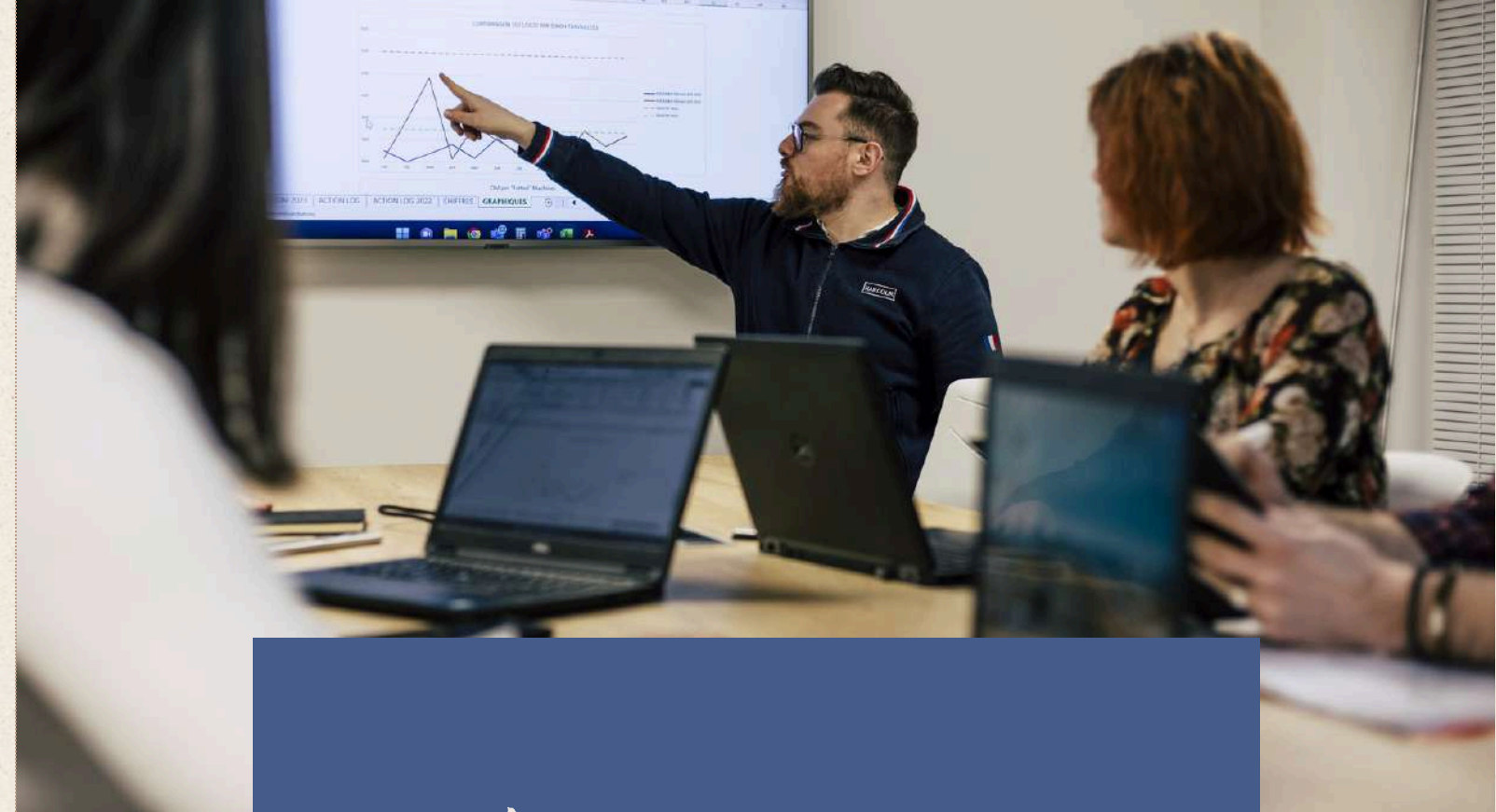
$$(2+3+4)Y / (2+3+4)Y-1 \geq 1Y/1Y-1$$

Legend (**with data expressed as totals for the year (Y)**):

- 1.Active members
- 2.New members who have achieved HSS1 certification on MSA
- 3.HSS1 certifications renewed on MSA
- 4.Reports of dangerous situations

The QHSE team continues to monitor the frequency, severity and dangerous situation reporting indicators on a regular basis.

\*See page 26



## The Committee's perspective

We largely exceeded the substantially raised target for 2024 (1.57 vs 0.96). Risk awareness is now an integral part of the daily lives of SOCAPS employees and members, with risk prevention actions on the rise.



# A SUPPORTIVE WORK ENVIRONMENT

## What's our objective?

To **improve employability** through training, knowledge sharing and learning opportunities for our employees and members and, more broadly, to **establish human relationships and solidarity as key pillars of the SOCAPS community**.

## NOTEWORTHY ACTIONS



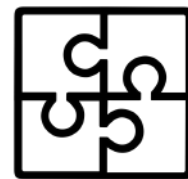
### Training

100% of employees took at least one class during the year.



### Skills mentoring

**18% higher than in 2023**, with more than half of all employees completing at least one skills mentoring assignment!



CITIZENS

### General Assembly

Our GMs have become major events that provide the opportunity for our shareholders to meet the SOCAPS Group teams that work for SOCAPS S.A. on a daily basis, not to mention certain partners like the AMSN\*. These meetings are, first and foremost, a time of sharing between members, discussions of the cooperative's latest news and recognition of everyone's hard work.

### Group purchasing

We support our members' renewals of their electrical certifications via MyShop\*, our centralized purchasing platform, which facilitates contact with organizations like AFTRAL\* and offers preferential pricing for our members.

(\*) (\*\*) (\*\*\*) See glossary page .55

## EXPLANATIONS

### What is a General Meeting at SOCAPS?

A General Meeting is where the cooperative's decisions are voted on democratically. Each shareholding member may attend these meetings or have a proxy represent them there. The principle of **one member, one vote** is the rule when counting the votes, in accordance with the principles of the International Cooperative Alliance, French regulations... and our bylaws!

**It's also the time when we present this mission report to our shareholders and communicate the results contained within it.**

**Lastly, it's an opportunity to come together and experience the social bonds that unite us.** Over the last three years, we have adjusted the format of our GMs, first by holding them at venues that are conducive to friendly events for our field teams, their families, our support teams and our regular supplier partners.

Since we made those changes, the number of participating shareholders has expanded, as has the number of invited guests – proof of the appeal of this occasion for togetherness between our members.

## The Committee's perspective

The Mission Committee is delighted with the space occupied by our mission at the SOCAPS S.A. General Meetings and other legal institutions, which could contribute to the continuous rise in interest in these events.

Furthermore, our employees' involvement in skills mentoring increased once again, which is a strong indicator of their buy-in for the mission.





# AN INCLUSIVE WORK ENVIRONMENT

## What's our objective?

At SOCAPS, diversity, equity and inclusion take the form of an **approach based on continuous improvement and concrete actions**, to ensure that:

- every individual that takes part in our activities is free to respectfully express their **true self** and their values
- our **disability policy** is rolled out to everyone, through awareness-raising, meetings and the teams' day-to-day commitment to this subject
- **equality** is a key component of SOCAPS's operations.

## NOTEWORTHY ACTIONS



### Gender equality

Awareness-raising actions about women's place in the industry, notably during our social and solidarity-based economy days. Awareness-raising campaign about preconceptions such as 'Women don't have enough character to work in the industry'

### LGBTQ+ equality

Showcased during Pride Month, plus the addition of a MySOCAPSAcademy awareness course on 'Gender and sexuality: Diversity and inclusion in the workplace'

### People with disabilities

- Board game available on MySOCAPS\* for everyone to **test their knowledge on the connection between disabilities and employment**
- Encounter with **Alexandra Saint-Pierre, an elite para-table tennis athlete**, who hit a few balls with the team... who took a real beating from her!
- **Employment of a person with a disability from a vocational rehabilitation center**, for a period of 18 months in a part-time sales administration position. **Two trainees hosted as part of a hands-on job experience** coordinated with the asylum-seekers association France Terre d'Asile and a local multi-year insertion and employment plan

## EXPLANATIONS



### What are Duo days?

Since 2022, SOCAPS has held Duo Days every year at our premises in Rouen!

They are days of unpaid training for anyone with a disability to learn about working at our company.

*'I would like to thank you for the Duo Day. Thank you also for the warm welcome you gave me and to your team for taking the time to explain the various functions of the SOCAPS Group. You have a great team, very open and attentive to our needs and expectations. It's been a great experience for me to discover this business, a business of the future...'*

### – Feedback from a 2024 Duo Day participant

-> For more information (in French), go to [www.duoday.fr](http://www.duoday.fr).

### What is DEI?

Diversity, equity and inclusion represent **the variety of people and ideas at a company** and an environment where **everyone feels like they belong** and feels respected, valued, connected and able to be their true selves.

82%

of job seekers (F/M/NB) pay attention to a potential employer's social commitments

(source: <https://www.mixity.co/blog/les-chiffres-cles-a-retenir-sur-la-diversite-lequite-et-linclusion-en-2024/>)

## The Committee's perspective



The company, which was already involved in the issues of inclusion and diversity, has decided to ramp up our awareness efforts in those areas.

This year, many actions were implemented to provide a real place for people with disabilities on our teams, in line with the societal movement engaged through #Paris2024.

The Committee encourages SOCAPS to expand its actions to its shareholders and members.



## PEOPLE KPIS

### Mixity Audit

Since the result for the Mixity indicator had been published in time for the 2023 Mission Committee Report, 'The Committee's perspective' is the same as in last year's report. The next audit is scheduled for this year.

Mixity uses a self-reporting audit tool to measure **companies' social footprints**, so that they can make progress on issues related to diversity and inclusion, with a particular focus on:

- Gender equality
- People with disabilities
- Cultural and social origins
- Age and sexual orientation / gender identity.

These audits are repeated every other year. Each time, the company receives guidance on rolling out a strategy for improving its DEI policy.

### PRESENTATION

We aim to achieve an overall Mixity D&I score (total score for SOCAPS S.A. + SOCAPS Group, including all subsidiaries) that is above the average for the sector and higher than SOCAPS's score in the previous audit.

RESULT\*  
**79%**

Target > 65/100

Average score in our sector

**76%**

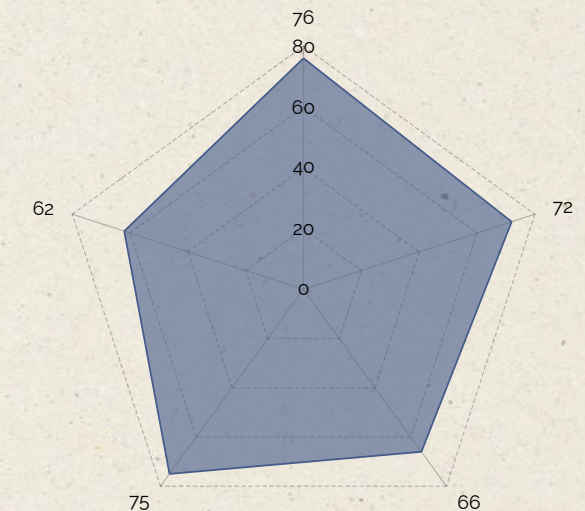
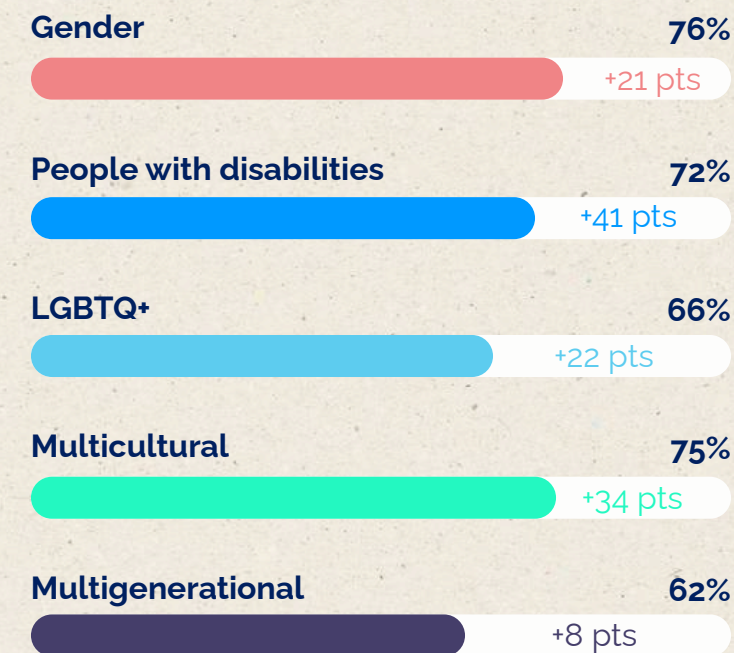
From 2021 vs 2023

**+ 38 POINTS**

\* The previous report stated an incorrect score of 72/100, as a result of a transcription error from the Mixity report. SOCAPS's total score was, indeed, 79 points, compared to 41 in 2021.

## RESULTS OF THE 2023 MIXITY AUDIT

compared to the first audit in 2021:



## The Committee's perspective

The Committee has seen a wonderful improvement in the Mixity indicator, which is a reflection of the actions we have taken on various topics related to employee well-being, diversity and inclusion.

In particular, the 38-point increase in our score since the first audit now positions SOCAPS above the average for our sector.





100%  
OF ACTIONS  
COMPLETED

as of 12/31/2024

# GOAL #2 PROSPERITY

“Become a key technical partner  
for the ecological transitions  
our current and future clients.”





# CLEANTECH

## What's our objective?

To create synergies between sales representatives in different regions on CleanTech business topics so as to:

- |  |  |
|--|--|
| <p><b>1</b> Identify market trends, growth sectors and struggling sectors</p>                    | <p><b>3</b> Discuss our potential contacts, clients and projects, to understand which skill sets are needed for each CleanTech segment</p> |
| <p><b>2</b> Identify trade shows by region and track them in order to assess their relevance</p> | <p><b>4</b> Analyze CleanTech figures and key performance indicators over the course of the year</p>                                       |

### and to conduct in-depth studies of sectors on which we want to focus:

- Identifying the types of technologies used in the sector
- Identifying key OEMs\* (Original Equipment Manufacturers), as well as end users
- Assessing SOCAPS's potential on the segment and defining a development strategy

## NOTEWORTHY ACTIONS

- Development of an understanding of key technologies and players in the electronic waste management sector in order to determine its potential for SOCAPS -> Minimal added value due to a lack of current opportunities and fairly simple technologies on which SOCAPS would have little interest in positioning itself
- Opportunities identified in the general recycling sector -> 2025 will focus on recycling industrial PET
- Market research carried out in 2024 into the electric vehicle battery manufacturing sector, allowing for the identification of that market's key equipment manufacturers, end users and regions

### THREE KEY POINTS TO RETAIN FOR THE YEAR:

- Production is concentrated in Asia, particularly China, which is an opportunity for SOCAPS
- Northvolt, a Swedish developer and manufacturer lithium-ion batteries for electric vehicles, filed for bankruptcy in 2024, reminding us of the sector's fragility and, therefore, the importance of heightened vigilance regarding the players with which we work
- Many trade shows were identified, enabling a concrete approach to the market.

\*See glossary on page 55

## Sustainable water management

**Veolia is now a SOCAPS client**, with three projects under way in West Africa and more to come in 2025. The acquisition of this new client was a direct result of the research we conducted in recent years. Five to eight experts in the Africa-Mediterranean-Europe region allow us to support projects in technologies specific to water treatment.

## EXPLANATIONS

### What does CleanTech mean?

It refers to equipment and solutions for conserving natural resources and preserving the environment, minimizing or reducing the impact of human activities on the environment, and ensuring sustainability.

## The Committee's perspective

The Mission Committee has noted that the efforts made in the field of CleanTechs have not yet been rewarded in terms of revenue. There are, however, opportunities there, especially in the fields of energy and water treatment. In that sense, the acquisition of Veolia as a client is a real success story.

Still, we need to think about the appropriateness of SOCAPS's work on this sector, in terms of potential volume: is it even possible to establish long-term volume indicators in a sector where regulations can turn everything upside down from one year to the next? Is it reasonable to devote 30% of our business development work to a sector that accounts for less than 5% of our revenue?

The Committee encourages SOCAPS to continue in this direction, because pursuing our examination of the sector is also about upholding our commitments, even if revenue is below expectations for the time being.



## CLEANTECH KPIS

Active CleanTech clients

### PRESENTATION

Change in the number of new CleanTech clients billed during the year, with a **target of 8+ new clients** per year.

**10** NEW CLIENTS  
IN 2024

(77 new clients in total in 2024, all sectors combined)

**13%** OF TOTAL NEW CLIENTS  
IN 2024

Despite consequential investments in this sector, its growth has more or less stagnated in Europe since 2024, due to its sensitivity to political decisions and government subsidies.

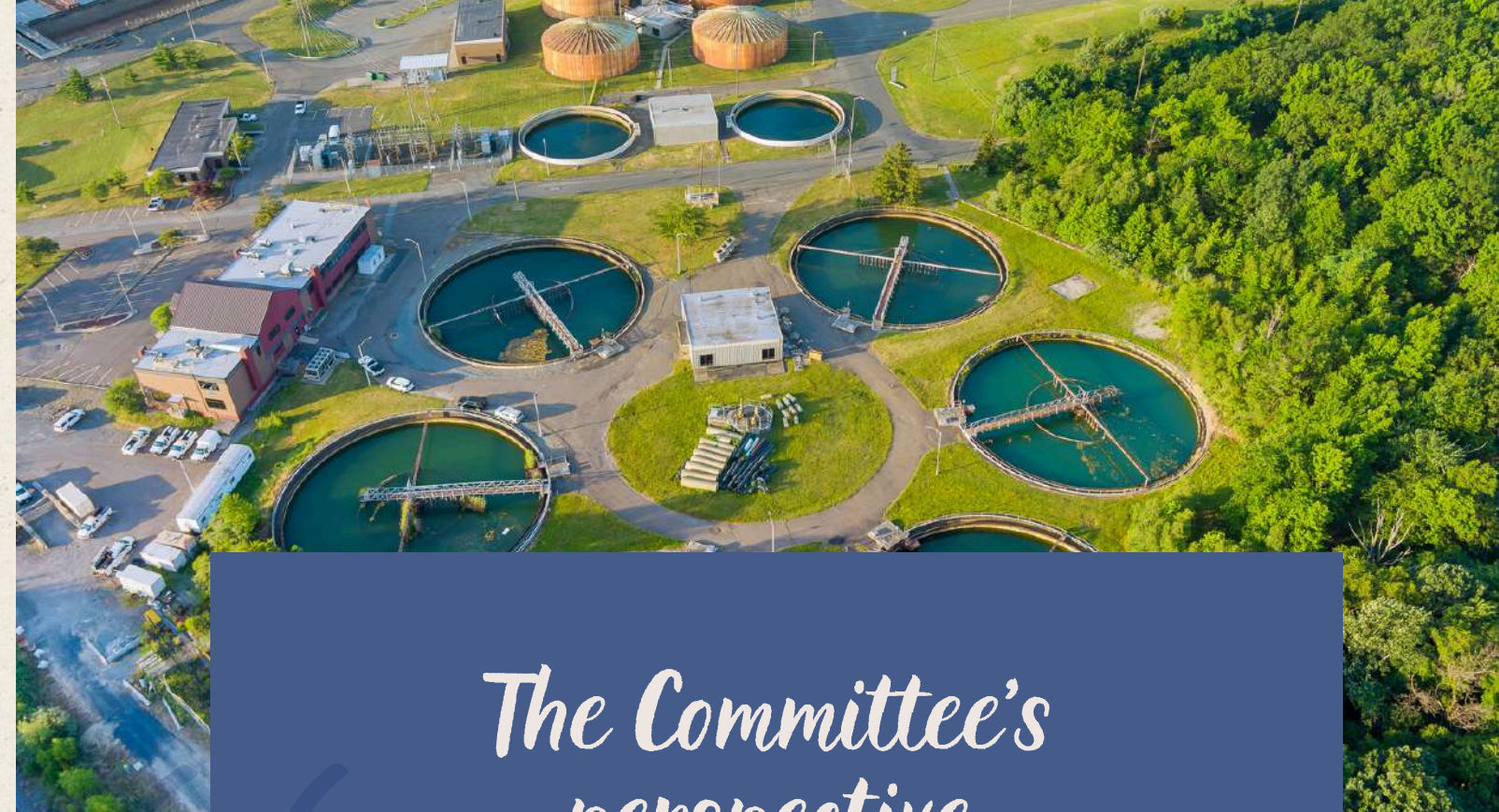
### MARKET RESEARCH

#### Presentation:

The CleanTech sector should account for **25% of the total** annual number of trade shows around the world where SOCAPS is an exhibitor or a visitor.

**31,5%** OF ALL TRADE SHOWS  
ATTENDED IN 2024

(70 trade shows in total in 2024, including 22 CleanTech shows)



## The Committee's perspective

The Mission Committee would like to acknowledge the effort made by the SOCAPS team, who exceeded our targets for CleanTech trade shows and new clients. The Committee salutes this approach for its long-term vision and encourages the team to continue to pursue it.

Beyond matters of revenue and client numbers, the Committee invites SOCAPS to reflect on the impact of CleanTech projects on our traditional clients.

Furthermore, the work that has been done can be measured through more than business development efforts. It would be interesting to consider the actions that could be taken to increase the sector's visibility (with trade unions, etc.) and the necessary skill sets by sector (for example, what expertise is required to meet the needs of green hydrogen?).



# ECO-TRANSITION AND AWARENESS-RAISING

## What's our objective?

- To build a **portfolio of eco-transition consulting services** with technical and business partners.
- **To raise awareness and offer guidance** for our current clients concerning their own ecological transitions.

## NOTEWORTHY ACTIONS

There were three main lines of work to develop our eco-transition portfolio:

### Line 1: Sales

- Revaluation of the Eco-transition in our traditional sales presentation and creation of a specific presentation on the subject
- Presentation of our services to current and prospective clients of traditional SOCAPS activities, following a review with the sales team, as some of them have already expressed curiosity about or interest in the subject but with no concrete opportunity
- In parallel, targeted business development on this subject: as of December 2, 2024, more than 500 leads had been contacted via LinkedIn, with 98 requests accepted and 17 responses received but with no concrete openings

### Line 2: Conduct of a more technical study of the industrial eco-transition ecosystem

- Positioning that has yet to be clearly defined; an effort will need to be made in order to expand our understanding of the market and the opportunities available to SOCAPS
- Identification of the main impacts on water, energy and waste (three themes that we have divided into 14 subjects), as well as of the players and potential partners for each of those subjects
- Organization of meetings with several of those players, with a view to possible partnerships
- Listing of current and future subsidies and laws
- Participation in the CEC (Climate Enterprise Convention) Industries group, along with 56 manufacturers, in order to gain a better understanding of the issues facing industry today

### Line 3: Consideration of the role of members in this new offer

This role could take any of three different directions:

- Opportunities reported by our technicians with, eventually and if needed, development of a tool on MySOCAPS
- Taking stock of our technicians' skills sets in the different areas of the eco-transition
- Promotion of our technicians' projects, as some of them already have related activities that could be showcased.

## The Committee's perspective

The Mission Committee wonders whether the themes of the ecological transition are still a priority for industry or whether we are witnessing a general detachment from subjects related to sustainability?

In 2024, a major effort was made, with many actions carried out and resources identified (a dedicated person from the Technical Division plus Sales Managers' time), to help us understand and map the different technical and sales challenges.

In 2025, we should reflect on our project-level impact assessments, so that we can produce analyses that are as detailed as possible.

The Mission Committee applauds the efforts made to support this trend and the industrial transition, and encourages SOCAPS to continue working in this direction.





100%  
OF ACTIONS  
COMPLETED

as of 12/31/2024

# GOAL #3

## PLANET



Develop and communicate a voluntary, innovative and collaborative social and environmental policy.







## What's our objective?

- To **control our carbon intensity** across all three scopes, while maintaining our carbon sequestration projects.
- To continue **our strategy for responsible purchasing, offices and mobility..**

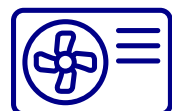
## NOTEWORTHY ACTIONS



**Participation in the CEC Industries group:** Kevin Gama and Pauline Raoult have started down the path to a regenerative roadmap for the company

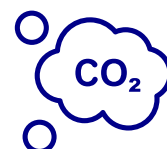


**Signature of the Sustainable IT Charter** with the INR (French Sustainable IT Institute), as part of a sustainable IT coalition led by Métropole Rouen Normandie (the greater Rouen area)



**Installation of reversible heat pumps** at our branch office in Croissy and **application of solar film** to the windows of our offices in Rouen in order to lower the indoor temperature by 3.5 to 5.5 degrees Fahrenheit

Launch of in-depth work with our sales teams on how to discuss **carbon emissions** and prevention with our clients



SOCAPS is helping tackle climate change through an approach that is fact-based (measuring, planning & overseeing), transparent (annual publications) and underpinned by the Net Zero Initiative's three pillars:



SOCAPS works with **Carbone 4** each year on its annual carbon assessment.

Thanks to the support of our **80 participating clients**, we have financed the sequestration of **1,351 metric tons** of CO<sub>2</sub> equivalent with our partner **Reforest'Action**.



## The Committee's perspective

The Committee salutes the concrete actions taken based on the recommendations made in past years for Scopes 1 and 2, the in-depth work performed for Scope 3 – which requires a longer buy-in period – and SOCAPS's willingness to adopt an approach of continuous improvement, including its participation in the CEC Industries group and its signature of the Sustainable IT Charter.



PRESENTATION

Total carbon generated annually in metric tons of CO2 equivalent (MTCO2e): **4,676 MTCO2e**

Total annual sales of all products in millions of euros: **€73.6 mn**

2024 result

63,5

Carbon intensity

According to the IPCC:

'CO2 equivalent emission is the amount of carbon dioxide (CO2) emission that would cause the same integrated radiative forcing or temperature change, over a given time horizon, as an emitted amount of a greenhouse gas (GHG) or a mixture of GHGs.'

RESULTS  
2023 - 2024

-4%  
in carbon  
intensity

+12%  
in total sales

CHANGES IN CARBON INTENSITY

	2019	2020	2021	2022	2023	2024
Target		118	115	101	88	78
Result	118	63,9	68,7	66,2	66,3	63,5

RESULTS  
2019 - 2024

-46%  
in carbon intensity

+60%  
in total sales

The Committee's perspective

The Committee would like to congratulate SOCAPS for substantially shrinking its carbon intensity (which had already been cut in half between 2019 and 2020) to a level lower than the one recorded in 2020, a year that was also marked by the COVID-19 pandemic and major travel restrictions across the globe.

The current trend is positive, and the results are encouraging. The challenge now will be to maintain this trajectory of reduced intensity.



# ADVOCACY

## What's our objective?

To promote a business model that **respects people and the environment** within our regional and national networks of companies and whose **economic model respects the planet's limits**.

To participate in the dialogue on companies' ecological and social transitions.

**To breathe new life into an iconic venue, bringing SOCAPS teams together and hosting seminars dedicated to positive business transformation**, at Eco-Domaine du Plessis, which we purchased in 2023, with work on it slated for completion in fall 2025.

## NOTEWORTHY ACTIONS

### VALUES

Preparation of a statement on SOCAPS's values and ambitions



Implementation of a tool to track our positive business transformation messaging

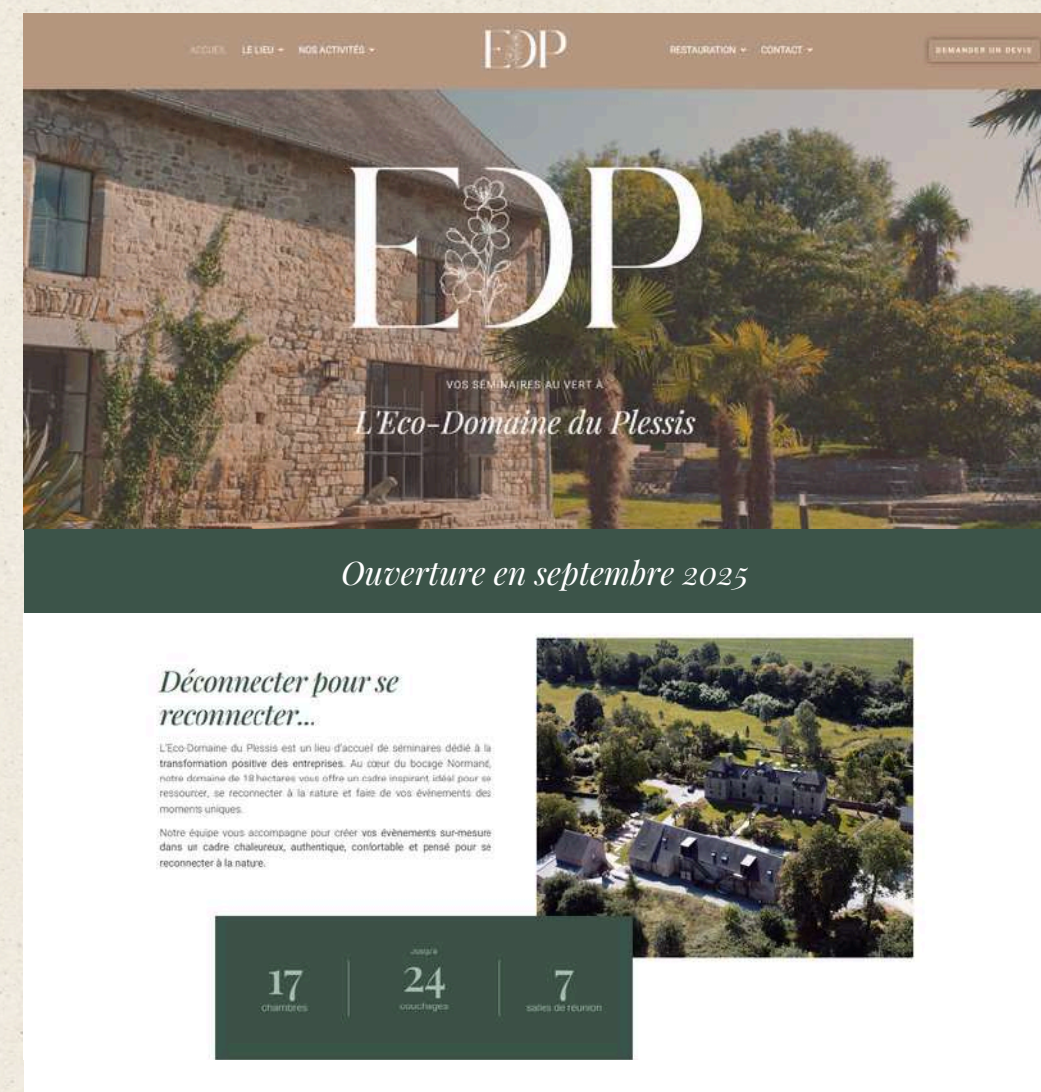


Progress on the Eco-Domaine du Plessis:

- **Construction work**
- **Procedures**
- **Catalog of training courses and activities**
- **Website**



[ecodomaineduplessis.com](http://ecodomaineduplessis.com)



## The Committee's perspective

The Committee has noted the work done to organize our advocacy efforts, conveyed through various tools, both digital and practical, but also through a venue that will operate under the banner of this ambition.



## PRESENTATION

Communications about positive business transformation with a **target of two messages per month in 2024**, including in-person events and LinkedIn posts.

**25** IN-PERSON MESSAGING **23** LINKEDIN POSTS



**48** COMMUNICATIONS  
IN 2024

### WHERE DOES OUR IN-PERSON MESSAGING TAKE PLACE?



Higher education:  
occasional and regular  
speaking engagements



Workshop for the CEC (Climate  
Enterprise Convention)  
Industries group



Communauté des  
Entreprises à Mission  
events / Normandy CEM  
Ambassadors



Trade shows like Change  
Now and Jour E (BPI France)



## The Committee's perspective

This key performance indicator was established this year, following remarks by the Committee about a lack of visibility into the concrete form of advocacy actions.

The Committee would like to highlight the importance of this tracking, which provides concrete proof of SOCAPS's engagement and its advocacy function aimed at a wide variety of audiences.

The positive result for 2024 demonstrates the SOCAPS teams' dedication to their role as ambassadors.

The Committee encourages SOCAPS to find a more comprehensive way to measure the impact of its advocacy efforts.



# MISSION COMMITTEE CONCLUSION



In conclusion, the Mission Committee would like to congratulate the teams at SOCAPS for their ongoing engagement in 2024.

100% of our operational actions were completed on time, and all of the targets measured by a KPI were achieved.

The Committee recognizes the continued pursuit of SOCAPS's long-term commitments, despite of the challenging and uncertain context surrounding issues of sustainability in general.

The Committee appreciates SOCAPS's receptiveness and observes that the recommendations made in recent years have been reflected in concrete actions, a fact that bolsters the Committee in its role.

While Europe's reindustrialization may be desirable for matters of sovereignty, and while industrial modernization may be vital for reasons of competitiveness, it cannot be built on the environmental foundations of the past.

SOCAPS is contributing to the positive transformation of the industry, a strategy that the Committee is thrilled to encourage!



THANKS TO ALL OF  
OUR TEAMMATES,  
MEMBERS AND  
PARTNERS FOR  
THEIR DEDICATION!

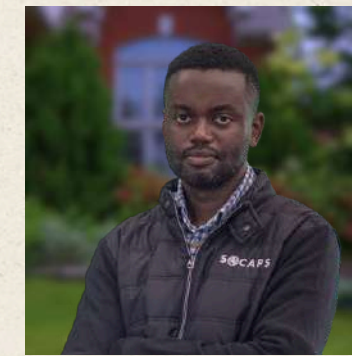
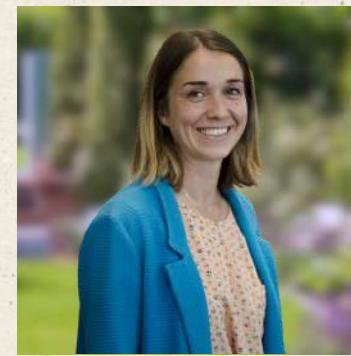


*Merci*



# GLOSSARY

- AFTRAL: France's #1 [training organization for transportation and logistics](#)
- AMSN: Normandy's medico-social association
- COFRAC: French Accreditation Committee, recognized and certified by the State to issue certifications
- International SOS: SOCAPS's partner for repatriation insurance
- Member: A SOCAPS S.A. shareholder or independent contractor
- KPI: Key performance indicator
- PACTE Law: Action Plan for Business Growth and Transformation, a French law whose goal is to improve considerations of social and environmental issues in business strategies
- MySOCAPS: A digital platform on which each member has access to their own space, where they can find all kinds of administrative documents like invoices, work schedules, payment notices, and so on
- MyShop: A platform for grouped and professional purchases that offers advantageous pricing negotiated specifically for SOCAPS members (for the purchase or rental of equipment, cars, training, etc.)
- OEM: Original Equipment Manufacturer
- Premiumization: Upgrading and/or improving the quality of products and/or services
- CSR: Corporate social responsibility (in favor of sustainability), the goal of which is to reduce the company's impact on society, or even have a positive impact, while remaining economically viable



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# APPENDIX: TABLE OF OPERATIONAL ACTIONS IN 2024



#PEOPLE

ACTION	DESCRIPTION
SECURITY	<ul style="list-style-type: none"> <li>• Updates to security and crisis management procedures</li> </ul>
SAFETY AMBASSADORS	<ul style="list-style-type: none"> <li>• Continuation of the study launched in 2023 for the creation of a network of Safety Ambassadors made up of our members and employees</li> </ul>
MYSOCAPSACADEMY AWARENESS CATALOG	<ul style="list-style-type: none"> <li>• Enrichment of the MySOCAPSAcademy awareness catalog</li> </ul>
RISK CHECKLIST	<ul style="list-style-type: none"> <li>• Creation of a risk checklist</li> </ul>
EMPLOYEE TRAINING	<ul style="list-style-type: none"> <li>• Encouragement of employability by offering training for our employees</li> </ul>
IDENTIFICATION OF EXPIRING CERTIFICATIONS	<ul style="list-style-type: none"> <li>• Identification of shareholders whose certifications will expire in 2024</li> </ul>
CERTIFICATION SUPPORT	<ul style="list-style-type: none"> <li>• Pursuit of solutions for members whose certifications expired in 2024 to become recertified</li> </ul>





## #PEOPLE

ACTION	DESCRIPTION
STRENGTHENED TIES	<ul style="list-style-type: none"> <li>Meeting more often with our shareholders, both in person and virtually, in order to develop a sense of collective belonging</li> </ul>
IMPROVED LIKABILITY	<ul style="list-style-type: none"> <li>Development of our employer brand identity and our members' confidence in the cooperative</li> </ul>
PEOPLE WITH DISABILITIES	<ul style="list-style-type: none"> <li>Continuation of the disability-related actions that were initiated two years ago</li> </ul>
LGBTQIA+ – FRANCE	<ul style="list-style-type: none"> <li>Continuation of the actions initiated in 2023</li> </ul>
CULTURAL DIVERSITY	<ul style="list-style-type: none"> <li>Events and awareness-raising, especially concerning people struggling to find work</li> </ul>
EXPORT DIVERSITY	<ul style="list-style-type: none"> <li>Organization of a collection for an association that helps the homeless</li> </ul>
EQUALITY COLLECTIVE	<ul style="list-style-type: none"> <li>Membership in a collective that has an impact on equal representation at SOCAPS</li> </ul>
WOMEN IN INDUSTRY	<ul style="list-style-type: none"> <li>Removal of barriers to entrepreneurship for women at SOCAPS</li> </ul>



## #PROSPERITY

ACTION	DESCRIPTION
EV BATTERY MANUFACTURING STUDY	<ul style="list-style-type: none"> <li>Development of an understanding of the manufacturing environment for electric vehicle batteries by identifying that market's key equipment manufacturers, end users and regions</li> </ul>
ELECTRONIC WASTE MANAGEMENT INDUSTRY STUDY	<ul style="list-style-type: none"> <li>Development of an understanding of the main players and technologies in the electronic waste management sector, in order to determine whether or not it might be of interest to SOCAPS</li> </ul>
LOW-CARBON ENERGY – AMERICAS	<ul style="list-style-type: none"> <li>Mapping of operators of low-carbon energy generation units in the Americas (following the mapping of Europe in 2023)</li> </ul>
WATER MANAGEMENT SECTOR STUDY	<ul style="list-style-type: none"> <li>Study of key players and technologies in the field of sustainable water management</li> </ul>
RECRUITMENT OF WATER TREATMENT EXPERTS	<ul style="list-style-type: none"> <li>Recruitment of water treatment experts around the world (10 candidates in 3 key regions)</li> </ul>
CONSOLIDATION OF SALES TOOLS	<ul style="list-style-type: none"> <li>Elevation of eco-transition messaging in our traditional sales presentation</li> <li>Creation of a specific presentation on the eco-transition in collaboration with the Advocacy Bubble</li> </ul>





## #PROSPERITY

ACTION	DESCRIPTION
EXPANSION OF OUR ECO-TRANSITION PORTFOLIO	<ul style="list-style-type: none"><li>• Consideration of additional services we could add to this portfolio</li></ul>
ECO-TRANSITION EVENTS	<ul style="list-style-type: none"><li>• Identification of and participation in events</li></ul>
MARKETING OF OUR ECO-TRANSITION PORTFOLIO	<ul style="list-style-type: none"><li>• Strengthening of our sales arguments and systematic presentation of the subject</li><li>• Targeted business development: spend 5-10% of time specifically on pursuing new clients for our eco-transition services</li></ul>
STRATEGY AND MEMBERS	<ul style="list-style-type: none"><li>• Consideration of possible roles for our members, clients and partners in our strategy for getting this new portfolio off the ground</li></ul>



## #PLANET

ACTION	DESCRIPTION
CEC INDUSTRIES	<ul style="list-style-type: none"><li>• Participation in the CEC Industries group</li></ul>
CARBON DATA	<ul style="list-style-type: none"><li>• Clear data consolidated for analysis</li><li>• Collaboration with the sales team to analyze the data</li><li>• Collaboration with the recruitment team to analyze keys hiring areas</li></ul>
CLIENT COLLABORATION	<ul style="list-style-type: none"><li>• Finalize and reinforce our carbon-related messaging for the sales team to deploy</li></ul>
SUSTAINABLE IT	<ul style="list-style-type: none"><li>• Training on the 'sustainable IT coalition's path'</li><li>• Study of recycling options for computer hardware</li><li>• Finalization of an action plan for 2025</li></ul>
UTILITIES AT OUR OFFICES	<ul style="list-style-type: none"><li>• Optimization of power at our offices in Croissy, Rouen and Atlanta</li></ul>
DIRECTORY OF SUSTAINABLE SUPPLIERS	<ul style="list-style-type: none"><li>• Creation of a shared directory of sustainable suppliers</li></ul>
MESSAGING	<ul style="list-style-type: none"><li>• Measurement of our impact: LinkedIn posts + in-person or webinar audiences</li></ul>





#PLANET

ACTION	DESCRIPTION
SOCAPS STATEMENT	<ul style="list-style-type: none"><li>• Preparation of a SOCAPS statement that everyone can use</li></ul>
WORK ON EDP	<ul style="list-style-type: none"><li>• Tracking of construction work at Eco-Domaine du Plessis</li></ul>
HISTORY OF EDP	<ul style="list-style-type: none"><li>• Production of a brief history of Eco-Domaine du Plessis</li><li>• Collection of quotes to use in communications (both written and verbal)</li></ul>
PROCEDURES FOR EDP	<ul style="list-style-type: none"><li>• Finalization of procedures for Eco-Domaine du Plessis</li></ul>
EDP CATALOG	<ul style="list-style-type: none"><li>• Creation of a catalog of activities as part of the Eco-Domaine du Plessis portfolio</li></ul>
MARKETING OF EDP	<ul style="list-style-type: none"><li>• Development of marketing materials for Eco-Domaine du Plessis</li></ul>