

ANNUAL REPORT 2024



ATALIAN
GLOBAL SERVICES

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MESSAGE FROM SOPHIE PÉCRIAUX



Sophie PÉCRIAUX
Chair of the Supervisory Board

In 2024, the Atalian Group rose to significant challenges and demonstrated remarkable resilience. Key issues such as the indexation of commercial contracts and the refinancing of bond debt placed considerable demands on our leadership team.

Throughout the year, the Group remained focused on redefining its commercial strategy and improving its performance — priorities both for me, as a new shareholder, and for the creditors who have placed their trust in us.

In a challenging economic environment, our ability to improve performance in 2025 will depend on strengthening ties with our clients, meeting their evolving needs, and supporting them in fulfilling their own obligations.

The Group will continue in 2025 the far-reaching transformation it has already begun. Recent appointments and the creation of two major business lines — France and International — are already generating positive momentum. Further strategic initiatives, soon to be announced, will accelerate the rollout of our ambitious transformation plan.

I would also like to highlight the implementation of our compliance and internal control programme — welcomed by our stakeholders — which reflects the Group's high standards in this area. Similarly, our commitments in terms of social and environmental responsibility are strong and enduring. With more than 63,000 employees across Europe, the Group remains firmly committed to employment, diversity, and equal opportunities.

Following a year of transition, 2025 will mark a new chapter — a year of renewed ambition, firmly placing our Group on a trajectory of long-term, responsible growth, in line with the commitments we have made to all our stakeholders.

“Following a year of transition, 2025 will be a year of ambition — one that sets our Group firmly on a path of sustainable and responsible growth.”



1 GROUP PROFILE

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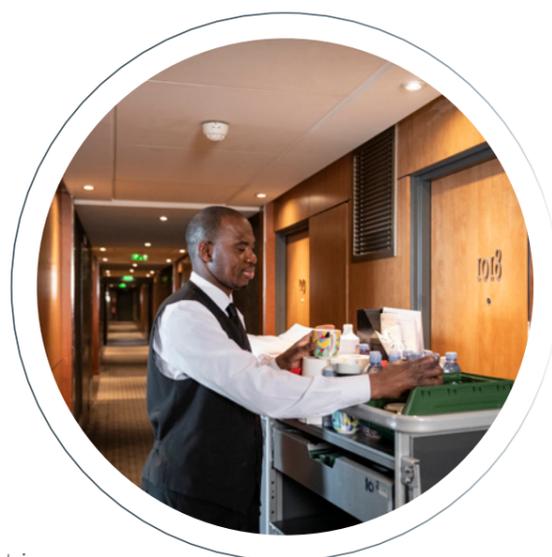
atalian@pullman-bercy-fr

398 rooms, 15 meeting rooms,
5 restaurant areas
70 dedicated Atalian employees



A MAJOR PLAYER IN FACILITY MANAGEMENT

Founded in 1944, the Atalian group is now one of the major players in Facility Management in continental Europe. Independent and firmly established in its territory, Atalian supports companies and organisations in the management of services for buildings and occupants by providing customised solutions that add value. Atalian operates in the most diverse business sectors and environments with a global and integrated range of services that meet the highest requirements.



KEY FIGURES

2,011 million euros of turnover

Present in **15** countries

+3.5% of turnover growth at constant exchange rates

+63,000 employees

+20,000 customers

85% of services provided direction by Atalian

A WIDE AND INTEGRATED RANGE OF SERVICES

- Facility Management
- Cleaning & associated services
- Mobility areas
- Supply Chain handling
- Maintenance
- Energy Management
- Safety, surveillance & security
- Space management
- Hospitality & related services

OPERATING ENVIRONMENT AND SECTORS

- Industries
- Offices
- Mass retail market
- Sales & service areas
- Public areas
- Transports and logistics
- Housing
- Healthcare establishments
- Hotel

A BROAD INTERNATIONAL FOOTPRINT

The ATALIAN group has an extensive presence in Europe (15 countries) in markets with very favourable development prospects, and has strong commercial positions in each of the countries in which it operates.

OUR COUNTRIES OF OPERATION

- Belgium
- Bosnia-Herzegovina
- Bulgaria
- Croatia
- France
- Hungary
- Luxembourg
- Netherlands
- Poland
- Czech Republic
- Romania
- Russia
- Serbia
- Slovakia
- Turkey

ATALIAN geographical footprint on 31/12/2024



OUR MISSION

We operate in tens of thousands of **work, living and leisure spaces**. We maintain and secure them, we make them healthier, warmer and more functional so as to provide a unique experience for their occupants and users, while ensuring their value as an asset.

Enabling organisations to focus on their core business and improve their performance by taking care of people and their environment is **our raison d'être**.

OUR VALUES

Atalian forged its identity and built its development on the basis of enduring values, shared by the management and employees alike. These values inspire and guide the decisions and action of the Group in every matter: economic, financial, social, employment and environmental.



INITIATIVE & RESPONSIBILITY



AMBITION & AGILITY



OPENNESS & DIVERSITY



ETHICS & REQUIREMENTS

OUR COMMITMENTS

We look after people and their environment so that organisations and society can function better. Our strategies and actions are based on 4 key commitments.

- 1** **Optimising the operation of buildings and equipment**
Safety and security, technical and energy performance, environmental impact, budget savings.
- 2** **Improving the well-being of occupants and users**
Hospitality, cleaning, health & safety, comfort and quality of life at work, user experience.
- 3** **Imagining responsible services**
Reduction of GHG emissions as well as water & energy consumption, waste reduction and management (treatment, recycling, reclamation...).
- 4** **Improving the quality of life of our employees**
Sustainable employment, professional equality, health and safety, professional development, quality of life at work.

STRENGTHS OF THE ATALIAN GROUP



A VALUE-CREATING OFFER OF SERVICES

An offer covering the entire FM spectrum, as well as customized solutions that generate economic, social and environmental performance.



TREMENDOUS HUMAN CAPITAL

More than 63,000 employees. Great cultural and social diversity. Talent. Contractors. Varied and complementary expertise.



A DYNAMIC ECOSYSTEM OF PARTNERS

A culture of partnership with the Group's customers and suppliers to co-design and deploy innovative and high-performance solutions.



A VAST AND DENSE NETWORK OF LOCATIONS

A presence in 15 countries. The ability to serve international customers by being always close to their sites.



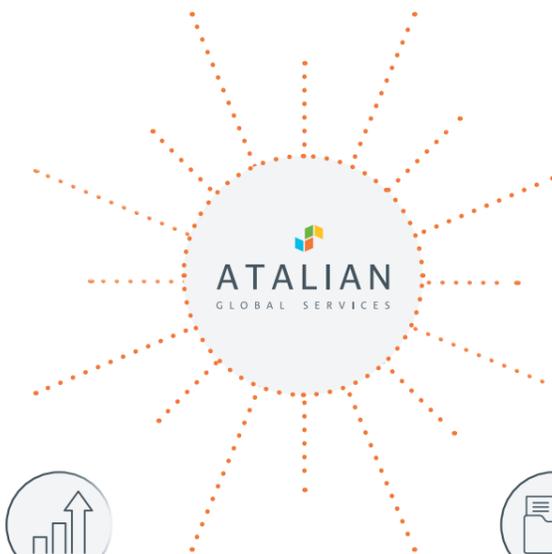
AN ORGANISATION BUILT FOR PERFORMANCE

Guidelines for the group's trades. Certified management systems. Integrated information, management and reporting tools.



A DIVERSIFIED CUSTOMER PORTFOLIO

More than 20,000 customers, including many key accounts, in all business sectors, offering development opportunities.



OUR MODEL FOR THE CREATION AND SHARING OF VALUE

Atalian intends to generate sustainable growth to benefit all of its stakeholders. Our organisation and strategy are designed to create and share value with our customers, employees, partners and the communities with which we interact.

MOBILISING OUR RESOURCES



HUMAN

- More than 63,000 employees at the heart of our business
- Experienced entrepreneurs enabling the Group to be agile
- Very diverse and very complementary talents
- Great cultural diversity



BUSINESS

- A very wide range of business know-how and sectoral expertise
- The ability to perform on its own 85% of the delivered services
- A reference brand in the Facility Management world
- Innovations stemming from partnerships with customers and suppliers



ECONOMIC

- A presence in 15 countries
- An ecosystem of innovative partners
- Suppliers and subcontractors meeting the highest performance standards



ORGANISATIONAL

- Group guidelines (processes, procedures, codes, policies, etc.) deployed in all of our subsidiaries
- A global QHSE certification policy
- Management systems certified ISO 9001, ISO 14001, ISO 45001 and MASE or equivalent
- Integrated information, management and reporting tools



FINANCIAL

- A family shareholding as part of a long-term vision
- Investors and financial partners enabling the Group to implement its growth strategy

CREATING VALUE



TRENDS IMPACTING THE ATALIAN MODEL

- Population growth and urbanization
- Economic globalization
- Technological and digital revolution
- Climate change
- Growing importance of consumers
- Legal and regulatory obligations

SHARING THIS VALUE WITH OUR STAKEHOLDERS

IMPROVING CUSTOMER PERFORMANCE

- Improving quality of outsourced services and the well-being of occupants and users
- Saving energy in buildings
- Reducing our customers' environmental impacts
- Simplifying outsourcing thanks to an integrated FM offer
- Providing recognition (certifications, approvals, etc.)



IMPROVING THE QUALITY OF LIFE OF OUR EMPLOYEES

- Decent wages in all of the countries in which we are established
- Sustainable integration and personal development of our employees
- Improved health and quality of life at work



GENERATING POSITIVE IMPACTS FOR SOCIETY

- Social inclusion, diversity at work, fight against precariousness
- Development of responsible purchasing
- Reduction of our environmental impact
- Social and environmental actions for local communities
- Sponsoring education and health initiatives



BUILDING SUSTAINABLE RELATIONSHIPS WITH OUR PARTNERS

- Ethical behaviour with our partners (transparency, loyalty)
- Preventing corruption





2 A NEW DYNAMIC

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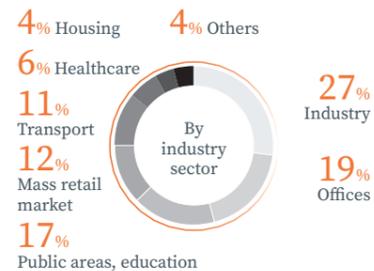
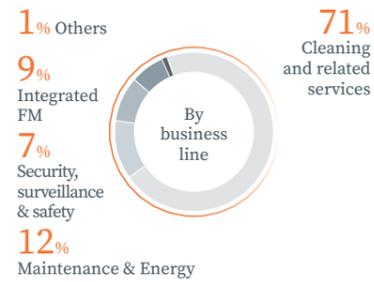
atalian@france-televisions-fr

130,000 m² managed
4,500 occupants
160 dedicated Atalian employees



A NEW ORGANISATION TO DRIVE THE GROUP'S PROJECTS

BREAKDOWN OF GLOBAL REVENUE BY BUSINESS LINE



A STRENGTHENED LEADERSHIP TEAM, REFLECTING THE GROUP'S AMBITIONS

To implement its strategy, the Group has strengthened its leadership team. The appointment of Guillaume Amar as Managing Director France in October 2024, and the promotion of Norbert Moussart to International Managing Director as of 1st February 2025, along with the arrivals of Baudouin Delescluse as Head of the France Security Division and Simon Joseph as Director of Strategic Projects and Transformation, reflect the Group's commitment to relying on experienced and dedicated operational leaders to deliver its strategic roadmap and ensure profitable, sustainable growth.

A STRONG EUROPEAN FOOTPRINT

Atalian has completed its geographical refocusing on Continental Europe and now benefits from a broad footprint, enabling it to serve both local and national clients with tailored solutions, while also meeting the needs of major international groups through a thorough understanding of each territory's specificities and challenges.

ATALIAN IN FRANCE

In 2024, the Group generated 71% of its revenue in France and ranks among the leading players in the Facility Management market, both for specialised and integrated services. It offers a comprehensive range of services and benefits from a dense network of locations, ensuring proximity and responsiveness. Atalian has a diversified client portfolio and operates across all major business sectors.

3 QUESTIONS FOR GUILLAUME AMAR

With over 30 years of experience in the Facility Management sector in both France and Europe, Guillaume Amar joined Atalian in October 2024 as Managing Director France.

What stood out to you most when joining the Group?

I found our teams to be both experienced and resilient. They have an in-depth mastery of the three core FM service lines: Cleaning, Security, and Maintenance & Energy. Our in-house design and engineering departments have recognised expertise in estimating and drafting bids. Atalian is a great company with a very strong identity. I am convinced that the Group's talents, collectively committed to a clear and shared vision, will make Atalian the most dynamic and innovative FM company of the next decade.

What are your priorities for 2025?

Our aim is to restore profitable organic growth and improve our client retention rate. To achieve this, we will place the customer at the centre of everything we do and enhance our operational excellence. We will fully engage our employees, put operational teams back at the heart of the organisation, and build a high-performing collective by breaking down silos. We will continue transforming our structures and digitising our operations to gain agility. Finally, we will actively strengthen our communications to promote the "New Atalian" and revitalise the Group's image.

How do you plan to achieve these objectives?

Several initiatives are already underway:

- Sharing our strategic vision and value proposition with all stakeholders;
- Accelerating the rollout of high-performance tools tailored to our business lines;
- Defining and standardising clear, consistent operating procedures to support gross margin and operational excellence;
- Leading an inspiring HR policy capable of attracting talent and fostering employee engagement, as human capital is central to our model;
- Providing the market with a multi-service Facility Management offering and enhancing the positioning of our Security and Maintenance & Energy divisions;
- Stepping up our commercial efforts, particularly in the private sector.

1,428 million in revenue
 71% of the Group's total revenue
 Almost 44,000 employees
 More than 100 locations



Guillaume AMAR
 Managing Director France





Norbert MOUSSART
International Managing Director

ATALIAN INTERNATIONALLY

Atalian began expanding into Europe nearly 25 years ago, primarily through acquisitions. Today, the Group operates in 14 countries across Continental Europe (excluding France). In 2024, Atalian generated 29% of its revenue outside France.

- 589 million euros turnover
- 14 countries
- 29% of the Group turnover
- Approximately 19,000 employees

3 QUESTIONS FOR NORBERT MOUSSART

Norbert Moussart joined the Group in 2017 as Managing Director Europe. Promoted to International Managing Director on 1st February 2025, he brings extensive international experience and in-depth knowledge of the Group and the Facility Management industry.

How would you assess the Group's international performance in 2024?

First and foremost, it is important to highlight Atalian's strategic refocusing on Europe, marked by the sale of its operations in Lebanon and Myanmar, and the termination of contracts in Belarus. While 2024 was a challenging year, it proved successful in Central and Eastern Europe despite a difficult environment. The war in Ukraine continues to impact growth, energy prices, high interest rates and persistent inflation – particularly in Türkiye – which have weighed on business activity and performance. However, we have been able to adapt, thanks to our culture of continuous improvement and a strong management team.

We also faced ongoing challenges such as labour shortages, intense competition in fragmented markets, unstable geopolitical and economic conditions in certain countries, and difficulties in the automotive sector, where we serve major clients.

At constant scope, our revenue rose significantly in 2024 (+12% at constant exchange rates) driven in particular by Türkiye, Romania, Poland and the Czech Republic. Atalian also recorded major commercial successes in the region, signing new contracts with Bosch (multi-country), Rönesans and Galataport (Türkiye), and Tesco (Czech Republic).

How are international client expectations evolving?

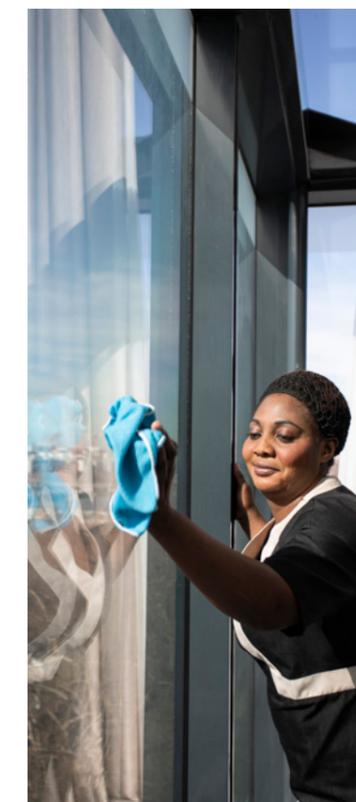
Clients are increasingly focused on economic efficiency, strategic partnerships, compliance, ESG criteria, service quality and innovation.

What are the Group's priorities in Europe for 2025?

The economic and political climate remains highly diverse across countries, but growth prospects are stronger in Central and Eastern Europe than in Western Europe, offering significant opportunities for the Group.

In this context, our key objectives are to:

- Maintain the motivation and entrepreneurial spirit of our management teams;
- Achieve our financial targets;
- Accelerate organic growth by capitalising on high-potential countries (Türkiye, the Netherlands, Poland and Romania), and position International as the Group's driver of profitable growth;
- Strengthen our commercial teams;
- Maintain and extend our continuous improvement programme across the entire international perimeter, which has been a key success factor in recent years;
- Improve client retention;
- Successfully implement our ambitious 2025 pricing indexation campaign, particularly in Türkiye, where wage increases are significant;
- Enhance the digitalisation of our processes to improve automation, data-driven decision-making and predictive analysis;
- Continue developing our "hard services" offering (technical maintenance, IFM).

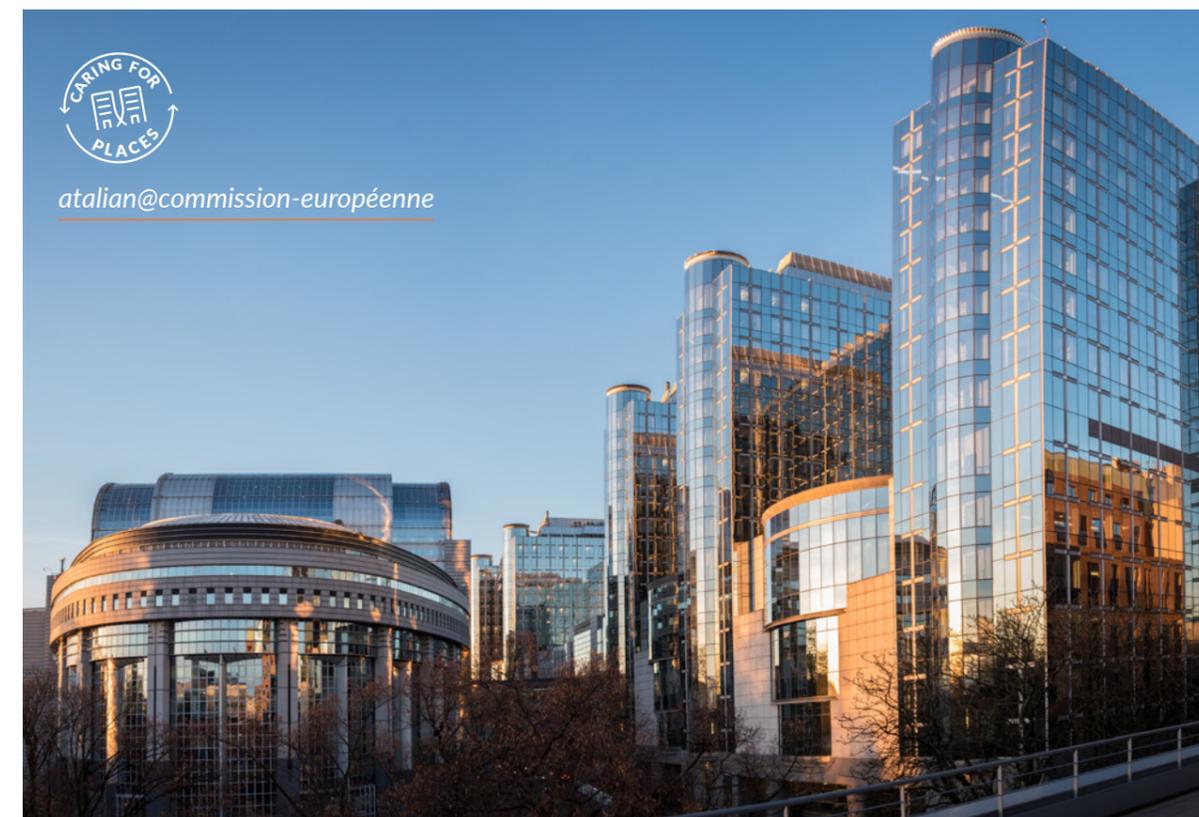


TOP 3 IN 2024

Turkey €141M

Belgium €116M

Czech Republic €74M



A LARGE & INTEGRATED RANGE OF SERVICES

The Atalian Group is one of the sector's few companies that, on its own, covers the entire Facility Management spectrum: cleaning and associated services, security, maintenance and energy, hospitality... Atalian performs more than 85% of the services entrusted to it and manages the other services by delegating their fulfilment to trusted partners selected for their irreplaceable service quality.

CLEANING & RELATED SERVICES



Cleaning and hygiene of all types of buildings and surfaces, using all of the techniques and methods available on the market. The Group relies on specialized departments for highly specific sectors (industry, agrifood, ultra-cleaning, nuclear, mass distribution, health, hotels, transport, etc.).

MAINTENANCE & ENERGY



A range of complementary services and solutions to ensure the operation and maintenance of building technical installations as well as the monitoring and optimisation of the energy consumption of buildings.

SECURITY, SURVEILLANCE & SAFETY



A very broad range of services combining knowhow, technologies and digital systems to guarantee the integrity of persons and property in all types of environments.

HOSPITALITY & RELATED SERVICES



In exclusive partnership with City One Group. Hospitality in companies and public places – Event hosting.



Atalian enables its customers to focus on their core business and improve their performance.



FACILITY MANAGEMENT

Atalian can ensure the centralised management of all outsourced services (building services, occupant services) on behalf of its customers and carry them out itself or delegate them to trusted partners selected for their impeccable quality of service.



SPACE MANAGEMENT

Transformation of work environments, space planning, relocation management, management of the furniture stock, flex-office deployment, etc.



HOSPITALITY MANAGEMENT

Ongoing monitoring and tailor-made support, combining management of your employees' well-being with corporate concierge services.



PEST CONTROL

Action against all types of pests: rodents, cockroaches, fleas, bedbugs, wasps and hornets, birds.



INFRASTRUCTURE ELEMENTS

Floor coverings and parquet – Paintings and wall coverings – Fitting-out and conversion of premises: carpentry, masonry, partitions.

HIGH VALUE-ADDED BUSINESS EXPERTISE



Laurent HERADY
 Managing Director
 Division of the Cleaning
 & Related Services division

CLEANING & RELATED SERVICES

Atalian combines know-how and expertise in cleaning and related services in order to provide its customers with customised solutions that create value. Atalian offers:

- cleaning and hygiene services for all types of premises and surfaces, using all of the techniques and methods available on the market: residual disinfection, bio-cleaning, treatment of all types of floors, ultra-cleaning, cryogenics, graffiti removal, steam, structured water, etc.
- and associated services to provide global solutions: waste management (collection, sorting, storage), sanitation, air hygiene, pest control, small-scale maintenance and handling, management of the working environment, stock and supply management, setting up meeting rooms, management of common areas, etc.

The Cleaning division promotes and develops innovation in order to improve the working conditions of its employees, optimise the quality of services and contribute to better respect for the environment. The Atalian Cleaning division notably relies on:

- innovative equipment: cobots and robots, connected glasses for employee training and remote technical assistance, lifting exoskeletons, etc.
- cleaning products and solutions that are both more effective and more responsible;
- the One Atalian digital platform for performance steering;
- partnerships to benefit from the latest market innovations: KOKI, TAQT, Teleric.

In 2024, Atalian Cleaning continued its development strategy, particularly in its high value-added businesses. Against a backdrop of sustained inflation, the Cleaning division has shown considerable resilience. The teams have developed genuine expertise in co-constructing solutions with customers, with the aim of satisfying all stakeholders. Atalian Cleaning supported the development of the skills of its account managers and accelerated the digitization of its processes and tools.

In 2025, the Cleaning division will focus on strengthening the customer culture at the heart of its organisation, improving customer loyalty by expanding its value and service proposals, and completing the current digitalization plan.

“We ensure the well-being of building users and visitors by providing them with healthy and welcoming living and working spaces that improve the performance of our customers.”



atalian@airbus

ATALIAN'S INDUSTRIAL EXPERTISE

The Airbus-Atalian partnership began in 1992 with an industrial cleaning contract for 3 tertiary and construction sites of Airbus Aircraft in Toulouse and of Airbus Atlantic in Nantes and Montoir-de-Bretagne: cleaning of aircraft during assembly, assembly buildings and paint booths.

In 2014, a multi-site FM contract was signed, covering a wide range of additional services: cleaning of offices and clean rooms, green spaces, mail, archiving and copying, switchboard, 3D, snow removal of all sites, with 24-hour on-call duty. The contract covers the 3 historical sites and the Airbus Defence & Space sites in Elancourt

and Toulouse (satellite assembly) as well as the Airbus Helicopters site in Marignane (helicopter assembly). This partnership was further extended in 2014 with a Space management & Relocation contract for the 3 sites in Nantes, Montoir-de-Bretagne and Marignane, covering the studies and design of the layout of the surfaces, the realisation of the works, the update of plans, the relocation of furnishings and the personnel, and the management of furniture stocks.

- 6 tertiary and industrial sites
- 760 dedicated Atalian employees



Lionel MONTERO
Managing Director
of the Maintenance & Energy
Division

MAINTENANCE & ENERGY

The year 2024 was marked by the merger of the Group's main entities in maintenance (MTO and Eurogem), energy (ERGELIS), and works (Groupe CADIOU and IDF Travaux). These transformations led to the creation of a Maintenance & Energy division capable of addressing the long-term needs of both the Group and its clients.

In 2024, the M&E division launched its strategic plan *Ambition, Resources, Excellence 2027*, focused on operational excellence. This translated into a strengthened organisation – including the creation of regional departments, local support functions, and dedicated HR Development, Procurement and Technical teams – as well as improved financial performance and HR indicators (notably employee retention).

To meet the evolving needs of clients and Atalian teams, and to support their long-term engagement, the M&E division has initiated a set of complementary actions under the AME27 plan, focusing on organisation, service offering, processes and tools:

- Launch of a dedicated Energy offer addressing the emerging challenges of corporate energy performance;
- Regional recruitment of business support roles (sales, tools & methods, QHSE, HR, finance, energy) to provide close, field-level expertise;
- Creation of an autonomous commercial structure to support the division's growth, particularly in the regional middle market;
- Strengthening of middle management and introduction of structured management routines at agency level;
- Reinforcement of the works culture among operational teams, with deployment of new management and reporting tools;
- Upskilling of technical teams (creation of a dedicated training centre for the M&E division and all its trades: energy management, plumbing, heating, ventilation, air conditioning, electrical systems, automation, metalwork...), and expansion of the internal training catalogue.



atalian@enedis-fr

627 sites
463,750 m² of windows
48,737 occupants
976 dedicated Atalian employees



SECURITY, SURVEILLANCE & SAFETY

A new chapter for the Security, Surveillance & Safety division

Atalian Sécurité, managed since October 2024 by Baudoin Delescluse, provides a comprehensive range of security, surveillance, and safety services. The division draws on recognised expertise, robust operational processes, and a highly qualified workforce.

Its offering covers three complementary areas:

- Security and manned guarding
- Airport security (APFS)
- Premium manned surveillance (SHAP).

In 2024, the division's performance was significantly impacted by successive increases in the industry's national wage agreement. Nevertheless, the division worked closely with its clients to help optimise services and improve efficiency.

Looking ahead, the Security division will focus on reinforcing its core operations – particularly manned guarding – with a strong emphasis on operational excellence. Another key objective will be to strengthen its brand visibility and recognition among key decision-makers, through targeted communications (notably on LinkedIn) and increased presence at professional industry events. The long-term ambition is to firmly position Atalian Sécurité among the sector's leading players.

atalian@eurotunnel-fr

SECURING THE CALAIS TERMINAL

Since 2020, Atalian has been responsible for securing access to the Calais terminal and tunnel infrastructure operated by Eurotunnel – a strategic site linking France and the United Kingdom via the Channel Tunnel. The contract was renewed and extended in 2024. Atalian delivers a comprehensive security solution across this 650-hectare site, including:

- Access control for the terminal and tunnel entrances, alarm system management and monitoring
- 24/7 security control centre operations: access management, alarm response, intrusion detection, and deployment of mobile patrols
- Use of tracking dogs to detect, locate, and intercept intruders
- Visual truck inspections using advanced technologies: heartbeat detectors, Passive Millimetre Wave imaging, and X-ray scanners
- Random Vigipirate inspections of vehicle boots

Thanks to its recognised expertise in site security, Atalian also advises Eurotunnel on how best to optimise the systems and procedures in place.

- 650 hectares
- 30 km of perimeter
- 24/7 security control centre
- 65,000 freight vehicles per month
- Hundreds of confirmed detections per month
- Geolocated patrol vehicles in continuous operation
- 200 security agents, including 70 dog-handler operatives



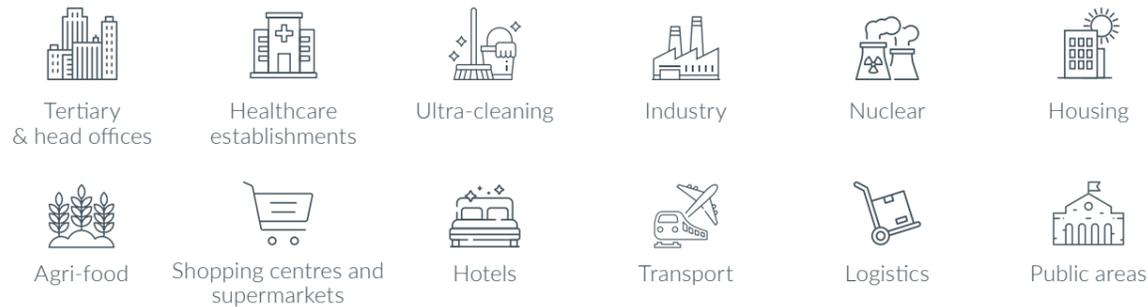
Baudoin DELESCLUSE
Managing Director
of the Security, Surveillance & Safety
Division



RECOGNISED SECTOR-SPECIFIC EXPERTISE

Atalian operates across all environments and sectors, including the most demanding and sensitive: airports, nuclear, transport networks, healthcare, ultra-cleaning, agri-food and more. To meet the expectations and challenges of strategic sectors, Atalian has established dedicated Market Divisions and built a network of experts who develop high value-added, sector-specific solutions and services. Atalian's expertise in these areas is widely recognised and validated by the most rigorous certifications.

The Group's market and operational experts ensure that each service offer aligns with the specific challenges of the relevant sectors, including regulatory developments, safety standards, certifications, benchmarks, environmental impact, social climate, and technical or behavioural requirements. With a thorough understanding of each client's sectoral specificities, operational teams can tailor their on-site interventions—methods, processes, technologies—from the very beginning of the contract.



FOCUS

ATALIAN & THE AGRI-FOOD INDUSTRY

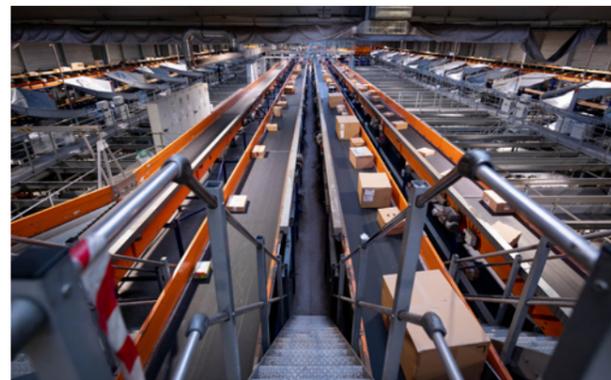
Health security, changes in consumer behaviour, cost inflation for energy, water, raw materials and packaging, recruitment difficulties, etc. Today's agri-food sector faces multiple economic, regulatory and societal challenges.

The Agri-Food Markets Division supports its customers in their transformation to reconcile performance and sobriety. To meet these challenges, the Atalian Cleaning services offering is based on 3 pillars – operational excellence, continuity of service and efficient management. This enabled it to continue its growth in the agri-food sector in 2024.

To strengthen its **operational excellence**, in 2024 Atalian Cleaning exclusively dedicated one of its entities in Brittany – the Agro Division – to customers in the agri-food sector and thus positioned itself as a sector leader in this region.

Health safety remains the priority for manufacturers, but Atalian also supports its customers in other areas in addition to cleaning and disinfection, notably the reduction of the resulting water consumption. Atalian business experts have comprehensive know-how including diagnosis, the definition of personalized progress plans and the implementation of innovative technologies: Optim'O solution for dynamic monitoring of water consumption, cryogenics, Cyclodom nozzles to reduce flow rates, new biocide approved for use without rinsing, etc.

Atalian ensures **efficient management** of services by digitizing contract management through the One Atalian shared platform combined with the iAuditor traceability tool. Atalian guarantees **continuity of service** by making employee integration and skills development a priority.



Ensuring the hygiene, continuity and safety of production environments is the challenge faced daily by our teams.”



 FOCUS

ATALIAN & THE HEALTHCARE AND ULTRA-CLEANING SECTOR

While contamination control remains the absolute priority in both healthcare and ultra-cleaning environments, environmental commitment, advanced technologies, regulatory compliance, and tailored services have become essential selection criteria for many clients.

To meet rising expectations in terms of both performance and sustainability, the Group has revised its organisational models by strengthening supervisory teams to improve the efficiency of operational teams – encouraging stronger commitment in outcome-based contracts.

The experts within the Healthcare & Ultra-cleaning Markets Division have also integrated into their service offering a number of solutions previously tested at Atalian's partner sites to optimise cleaning performance while ensuring responsible disinfection:

- ecological cleaning products, and environmentally friendly methods for chemical-free cleaning and wet sweeping;
- deployment of cobots to increase productivity and quality, while reducing task-related strain;
- real-time monitoring systems that enhance efficiency and traceability of cleaning operations;
- training and support for both teams and clients in adopting efficient, responsible methods.

2024 marked a major milestone, with Atalian successfully listed for all service lots by France's two main hospital procurement networks: UniHA and Resah. Atalian also reinforced its presence in the private healthcare market and developed new partnerships in ultra-cleaning, particularly in the high-tech and pharmaceutical industries.

Increasing the share of private-sector clients in our portfolio remains the primary objective for the next two years.

“Societal expectations have become a key priority in the healthcare and ultra-cleaning sectors. Atalian responds with innovative, distinctive solutions.”



atalian@aptar-pharma

ATALIAN'S ULTRA-CLEANING EXPERTISE

Aptar Pharma is a global leader in the production of mechanical delivery systems for medication. In its cleanroom environments, it manufactures pumps, valves, single-dose systems, dry powder inhalers, and devices for aerosols, sprays and injections – covering nasal, oral, and pulmonary routes. Atalian has been managing the cleaning and associated services at Aptar Pharma's plant in Le Vaudreuil (Normandy) for the past 12 years, including internal waste collection and management. This facility is now an international showcase for Aptar Pharma's technologies – requiring a high level of ultra-cleaning expertise.

The solutions implemented by Atalian include:

- support with and deployment of technological innovations, including paperless traceability;
- regular communication with Aptar Pharma and service performance audits;
- support during audits conducted by clients and regulatory bodies (including the FDA);
- the design of a multi-year continuous improvement plan;
- methodological recommendations and document management in compliance with GMP (Good Manufacturing Practices).

- Partner since 2007
- 45,000 m² including 7,000 m² of cleanrooms
- 28 dedicated Atalian employees

Since 2019, Atalian has also operated at the Brecey and Granville sites for the Aptar Stelmi entity.

FOCUS

ATALIAN & THE INDUSTRIAL MARKETS

Manufacturers expect their service providers to have a deep understanding of their processes and needs. They require swift responses, tailor-made solutions, and complete transparency regarding the status of ongoing orders and projects. After-sales service also plays a central role in customer satisfaction.

Atalian's Industrial Markets division provides both methodological and technical support to the Group's local branches and industrial clients. Backed by a team of multidisciplinary experts, the division delivers solutions tailored to the challenges of each industrial sector. Its audits and recommendations contribute to the continuous improvement of both operational and environmental performance, fully aligned with the Group's CSR approach.

By combining expertise and innovation, Atalian offers more efficient and responsible solutions that help manufacturers meet their economic and societal challenges."

ATALIAN AND THE RETAIL AND SUPERMARKET SECTOR

In 2024, the Atalian Group generated over €110 million in revenue in the retail and supermarket sector. The dedicated business unit has developed strong expertise in innovative solutions, usage-based service models, and the strategic use of collected data to optimise the customer experience.

The introduction of cobotics in cleaning services is helping to reshape operational structures. With teams dedicated to technology monitoring and innovation, Atalian is now focused on raising awareness among both its employees and clients, and on integrating these technologies into new organisational frameworks.

The goal is clear: autonomous machines are not intended to replace staff, but to support them – freeing up time for higher value-added tasks.



The year 2024 was marked by:

- **The hyper-personalisation of client relations**, supported by the *One Atalian* interface, which offers a 360° view of contracts and ensures a consistent customer experience across all channels (phone, email, chatbots, visual assistance, etc.), while automating tasks to reduce processing times;
- **The growth of cryogenic cleaning and supply chain services**, demonstrating Atalian's ability to structure new, high-performing and responsible service offerings.

Cryogenic cleaning provides manufacturers with a sustainable alternative to traditional cleaning methods. The optimisation of logistics flows, waste sorting and recycling, and the modernisation of material handling processes all help reduce costs while improving environmental performance.

Looking ahead, Atalian aims to develop more sustainable logistics solutions – particularly for **last-mile management**: optimising delivery routes and vehicle use and integrating low-carbon technologies.

AN EXPANDING FM STEERING OFFER

A growing number of companies, particularly large, multi-site, national and international businesses, are looking to outsource the management of their building and occupant services in order to focus on their core business and improve the performance and quality of their products and services.

Atalian meets this need for outsourcing through its subsidiary Atalian Facilities, dedicated to Facility Management, which supports its customers wherever they operate through centralised and optimised steering of their outsourced services.

A RESPONSE TO THE OUTSOURCING NEEDS OF LARGE INTERNATIONAL AND MULTI-SITE COMPANIES

Whether for a multi-service and/or full-site service, the company has only a single point of contact: Atalian Facilities. As part of this integrated FM steering mission, the Atalian Group can perform all or part of the services itself, via its business line subsidiaries, or delegate certain services to trusted partners selected according to the needs of the customer company.

BESPOKE SOLUTIONS THAT HELP COMPANIES TO MEET THEIR NEW CHALLENGES

Atalian Facilities has considerable assets, within the Atalian Group and through its ecosystem of partners, to offer bespoke solutions that will help companies to meet their new economic, social and environmental challenges.

Atalian Facilities relies on the full range of know-how (cleaning, security, maintenance & energy...) and sectoral expertise of the Atalian Group and on its large geographical footprint, to deliver the majority of managed services on its own.

Atalian Facilities is also developing partnerships with international players and start-ups in an effort to bring innovative and efficient solutions to specific or emerging issues of companies: energy management, water and waste management, smart buildings, new ways of working, hospitality management, space management, etc.

Atalian's internalised model, a guarantee of agility and reliability, is a tremendous asset for the Group."



3 QUESTIONS FOR...



Eric SORIANO
Head of Group International Development



Sandra DANDEVILLE
Head of France FM Development

Eric Soriano and Sandra Dandeville are deciphering the emerging trends in the FM market and the prospects opening up for Atalian.

What do companies expect from Facility Management?

First and foremost, organisations are looking for a partner with in-depth FM expertise, able to support them and provide sustainable solutions that are perfectly suited to their long-term challenges. Solutions that make a real difference to the daily lives of their teams, whether by making offices more welcoming and functional or by guaranteeing safe and efficient industrial environments. Organisations want to be able to refocus on their core business, in the belief that their social and environmental challenges are being taken into consideration.

What were the highlights of 2024?

The year began with a wait-and-see attitude due to inflation, but as the year progressed, the market picked up steam once again, with projects diversifying across all business sectors. The segmentation of soft and hard FM invitations to tender became more pronounced, creating a growing demand for specialist service providers capable of guaranteeing operational excellence for each service. We also saw an increase in the number of requests for hospitality management in the tertiary sector and for space management. The optimisation of workspaces and the quality of the user experience are becoming key factors in improving employee well-being and encouraging people to return to the office.

How do you see the FM business developing over the next few years?

The development prospects for FM are very promising, as it meets the needs of major clients by rationalising, globalising and professionalising the management of services for buildings and their occupants. More and more companies, which initially purchased services for a single business line, are moving towards solutions from multiple business lines. This trend is set to continue with the growing adoption of the FM model.

The market is also moving towards greater customisation of FM solutions. Customers want tailor-made, flexible solutions that are perfectly adapted to their challenges, needs and DNA. Other key trends include the growing use of AI and IoT to optimise building management, and the growing importance of CSR in organisations, which means that sustainability and decarbonisation are becoming priorities and FM is emerging as a genuine strategic lever.



atalian@bosch

A FULL FM CONTRACT IN 7 COUNTRIES

The Bosch Group, a global engineering and technology specialist renowned for its innovations in the automotive, household appliance, industrial technology and energy solutions sectors, has entrusted Atalian Facilities with the management of 35 tertiary and industrial sites located in 7 European countries. Atalian Facilities ensures, across the perimeter, the harmonisation of services, the optimisation of costs and value creation on the various service lines for buildings and occupants: maintenance & energy, cleaning and associated services, security and reception. Atalian performs the bulk of the managed services on its own.

Adopting a full FM model has enabled Bosch to reduce the number of suppliers and interfaces. Simplifying the coordination and management of services has been a key factor in Bosch's transformation, as it aims firstly to accelerate digitization and the improvement of working environments, and secondly to secure savings while maintaining the same service quality.

- 7 countries: France, Belgium, Netherlands, Serbia, Romania, Bulgaria, Turkey
- 35 tertiary and industrial sites
- 300 dedicated Atalian employees

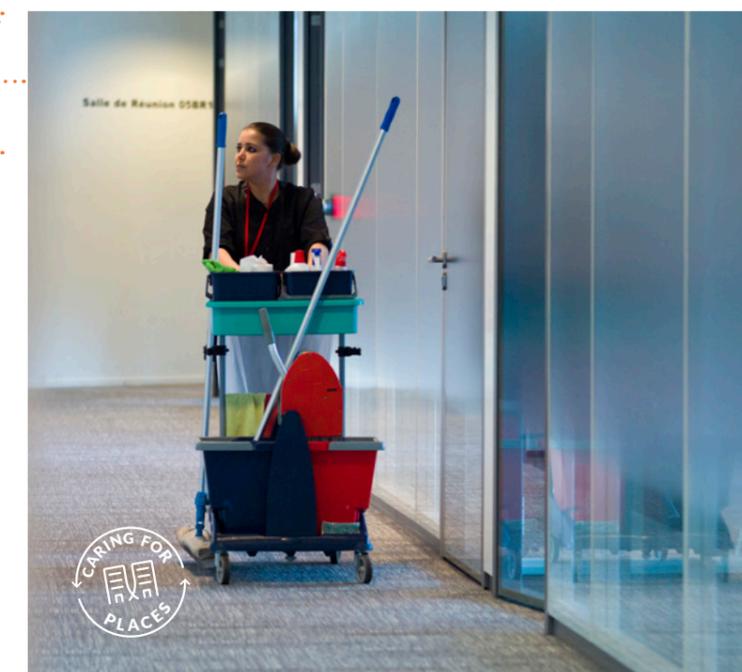
atalian@eight-advisory

A PREMIUM SOFT FM CONTRACT

In 2023, the Eight Advisory consultancy firm launched its first facilities management tender. Atalian Facilities was able to provide an appropriate response by designing a tailor-made model in line with the requirements of a premium customer, and by carrying out over 70% of the outsourced services itself.

When Eight Advisory moved its head office, Atalian Facilities was able to provide it with support, while making the transition from a single-business model to a global soft FM contract, thereby offering it an opportunity to optimise the organisation of services and improve the experience of occupants.

- Services: FM piloting, cleaning, factotum, security, reception, waste management
- 1 site in Paris: Group headquarters
- 28 dedicated Atalian employees



AN ACTIVE AND PRAGMATIC APPROACH TO INNOVATION

Atalian's offering is shaped by a highly pragmatic innovation strategy. The Group focuses on existing or emerging innovations with a view to rapid deployment. Every innovation assessed must have a concrete application and be capable of integration into a marketable solution. Innovations that meet an identified need are tested in partnership with pilot clients (proof of concept). Based on observed results, they may then be deployed more broadly.

3 QUESTIONS FOR...



Marie LANCIAUX
Innovation Manager

What are the benefits the Group expects from innovation?

The Group invests in identifying innovations that can help enhance operational excellence – both for itself and for its clients – by optimising processes, increasing productivity, reducing environmental impact, and alleviating task-related hardship or risks. Innovation also plays a key role in raising the visibility and appeal of our company and our professions.

What were the most significant innovations for the Group in 2024?

Several noteworthy innovations emerged in 2024, across very different fields:

- **DATALIAN**, our constraint-based task scheduling tool, currently being rolled out in airports. It aims to ensure that qualified staff are deployed at the right place and at the right time (see opposite).
- **Tribot**, Tribot, an autonomous selective waste-sorting robot developed by PUDU Robotics, designed to enhance cleanliness in high-traffic environments (see opposite).

- A solution co-developed with the start-up **Matsya**® to implement a responsible water management model: using **rainwater instead of drinking water** for floor cleaning, reusing wastewater, reducing chemical use, and monitoring consumption via sensors. In just 18 months, we moved from prototype to industrial-scale production.
- **The geolocation of baggage trolleys** allows real-time tracking of trolley use and location, along with automated counting at collection and drop-off points. The goal is to use the data collected to ensure travellers always have access to a trolley and that spaces remain clear and welcoming for the next passengers.

What are your priorities for 2025?

Harnessing collected data will enhance performance and bring added value to our business activities. In 2025, we will therefore consolidate the projects currently underway:

- Continue developing DATALIAN by integrating new data sources to optimise our operations.
- Accelerate the rollout of robots, which are becoming increasingly reliable and versatile.
- Digitise our machine maintenance processes by collecting data to support predictive maintenance.
- Maintain an active technology watch to identify solutions that help reduce our environmental impact.

INNOVATION DAY INNOVATING TO BETTER SERVE OUR CLIENTS



Driven by the Executive Management of the ATALIAN Group, the Innovation Day is held once or twice a year. It brings together operational teams, technology partners and innovative start-ups to accelerate the rollout of practical solutions that support operational performance.

Recent highlights include smart sensors for energy management, digital twins to streamline maintenance, interactive HR platforms, and tools for digitalising quality processes. All are designed to better address our clients' needs across every area of our business.

DATALIAN SCHEDULES TASKS UNDER CONSTRAINTS AND OPTIMISES USER EXPERIENCE

DATALIAN is a constraint-based task scheduling tool currently being deployed by Atalian in airports—complex and ever-changing environments shaped by passenger flows, incidents, and unexpected events, where our teams operate on a daily basis. DATALIAN enables the prioritisation and organisation of cleaning tasks according to operational rules designed to maximise end-user satisfaction. The goal is to ensure that qualified agents are consistently assigned to the right place at the right time to carry out the required tasks.



Training our staff in DATALIAN

TRIBOT EASES WORKLOADS AND ENHANCES THE CUSTOMER EXPERIENCE

Tribot is a selective waste-sorting robot developed by PUDU Robotics, designed to improve cleanliness in high-traffic environments. It moves fully autonomously through busy areas such as airports, train stations, shopping centres, and leisure or cultural venues, prompting users to dispose of their waste in its onboard bins. By encouraging user engagement, Tribot helps improve both cleanliness and waste sorting efficiency.



A DEEP TRANSFORMATION

“The Group’s transformation and digitalisation efforts are driven by goals of operational performance, customer satisfaction, and social responsibility.”

Simon JOSEPH
Director of Strategic Projects and Transformation

To support its growth momentum and continuous improvement, Atalian is undertaking a deep transformation and digitalising its processes and tools. All activities, business lines, and stakeholders are involved. Several strategic initiatives marked the year 2024:

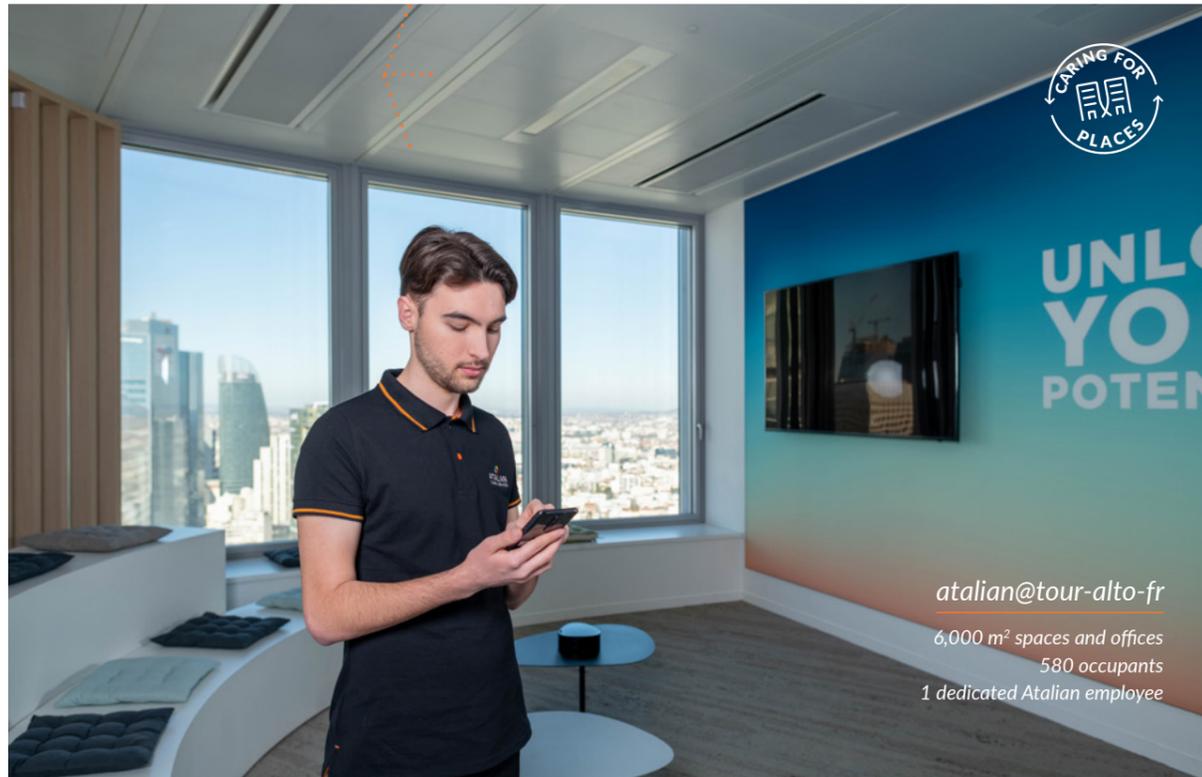
- Rollout of the new quality management solution *SafetyCulture*, a market-leading platform that enhances the standardisation and efficiency of quality control procedures.
- Deployment of *One Atalian*, a digital platform enabling clients to interact with Atalian and access all contractual and regulatory indicators, ensuring a more transparent and streamlined relationship.
- Development of the *Datalian MVP* – the first version of the Group’s agent scheduling optimisation solution designed to adapt to disruptions and constraints in airport environments – delivering gains in both user satisfaction and productivity.
- Implementation of a *Salesforce* module to manage client contracts, streamlining the contract lifecycle and renewal process.
- Introduction of *Aircall*, a teleprospecting solution that increases the volume of outbound calls for sales teams.
- Deployment of the *One Trust* platform to strengthen third-party assessments and the Group’s anti-corruption framework.
- Launch of *Salesforce Net Zero Cloud*, a CSR platform reinforcing the Group’s environmental and social responsibility commitments.

These 2024 transformations fully align with the Group’s strategic roadmap, contributing to several key objectives:

- **Improved operational performance:** The industrialisation of digital tools has automated and optimised critical processes, reducing administrative workload and boosting productivity.
- **Enhanced client relationships:** The introduction of the *One Atalian* interactive platform has fostered greater transparency and smoother communication with clients.
- **Service innovation and modernisation:** The development of *Datalian* and the integration of tools such as *SafetyCulture* have further structured and professionalised the Group’s service delivery.
- **Commitment to compliance and CSR:** The rollout of *One Trust* and *Salesforce Net Zero Cloud* underscores the Group’s commitment to the environment, ethical practices, and anti-corruption.

Thanks to these advances, the Group is actively embracing a growth and continuous improvement trajectory, placing innovation at the heart of operational excellence.

In 2025, Atalian will continue its digital transformation and further invest in innovation and artificial intelligence to analyse customer data, optimise scheduling and forecasting, manage client interactions and automate reporting, improve both customer and employee experience (training, knowledge sharing, etc.), and track the Group’s extra-financial performance. The year 2025 will be driven by innovation, agility, and sustainable performance – key levers for reinforcing the Group’s competitiveness.



atalian@tour-alto-fr
6,000 m² spaces and offices
580 occupants
1 dedicated Atalian employee

THE ONE ATALIAN DIGITAL PLATFORM ENHANCING PERFORMANCE MANAGEMENT

The deployment of the *One Atalian* platform reflects the Group’s commitment to performance management. This online platform provides both Atalian teams and their clients with a 360° view of contracts and enables full operational control (ticketing, complaints, quotations, service requests, etc.).

One Atalian connects with all management and operational tracking systems: on-site activity and intervention tracking, quality control, incident reporting, customer satisfaction surveys, CMMS,

client user portals, and more. The platform allows for real-time data sharing and access to all key service-related information (contractual documents, reports, dashboards, etc.). *One Atalian* serves as a multi-site, multi-business, multi-country control hub used by and for numerous Atalian clients.



3 GOVERNANCE

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atalian@air-france

9 sites (tertiary, airport, warehouses)
1,000,000 m2 of buildings cleaned
>1,000 dedicated Atalian employees



GROUP ADMINISTRATION

Financière Atalian, the holding company at the head of the Atalian Group, is chaired by Frédéric Baverez as Group CEO. He is assisted in his duties by a Supervisory Board, whose members are appointed by the reference shareholder, Atalian Holding Development and Strategy (AHDS).

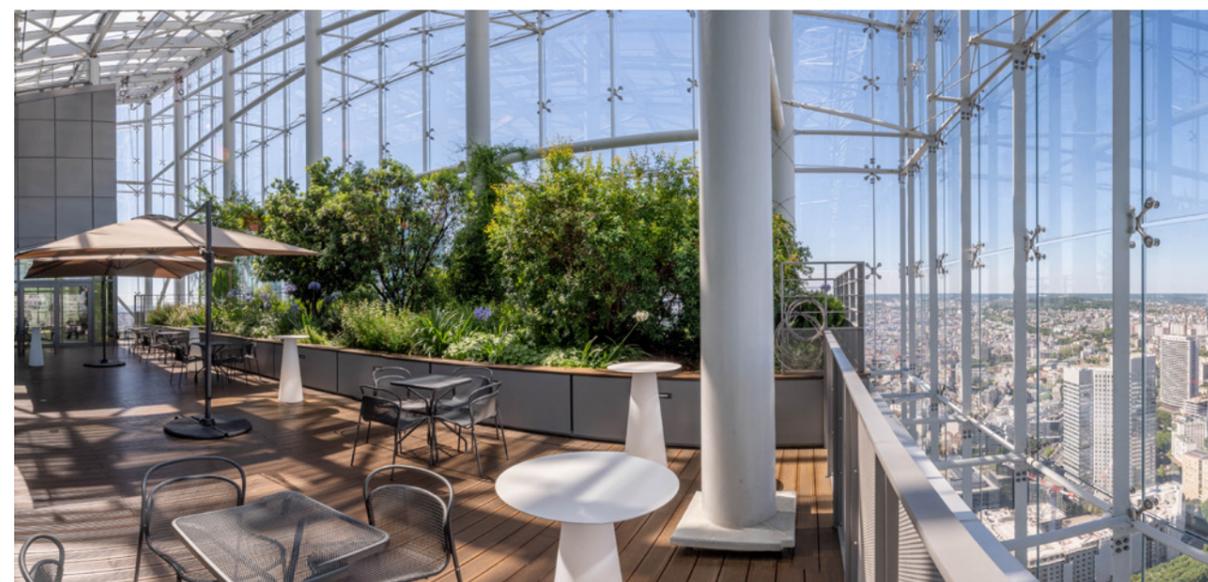
THE SUPERVISORY BOARD

The Supervisory Board monitors the management of the Company and the Group by the Chairman, the managing directors, where applicable, and the other members of the management of the Group. The Supervisory Board has exclusive powers to deliberate and vote on "Reserved Matters*", to examine "Matters for Discussion*" and to appoint the Chairman of the Supervisory Board.

The members of the Supervisory Board met 15 times during the year that ended on 31 December 2024. During this exercise, they validated:

- The quarterly and annual financial statements as well as the press releases;
- The 2024 budget;
- The authorisation conferred upon the Chairman to grant sureties, endorsements and guarantees;
- The Supervisory Board's prior authorisation to the Chairman to finalise and sign the refinancing transactions and the public exchange offer relating to the bond debt;
- The Supervisory Board's prior authorisation for the sale of the Myanmar and Lebanon businesses;
- Resignation and appointment of a Supervisory Board member;
- The reappointment of Cabinet Bugeaud as statutory auditors;
- The creation of ad hoc committees within the Supervisory Board: Remuneration and Appointments Committee; Audit and Compliance Committee; Strategy Committee;
- The modernization plan for the finance function in France;
- The minutes of the Audit Committee meeting of 19/12/2024;
- The status of the Group's main disputes;
- The risk mapping.

*As defined in the company's articles of association



MEMBERS OF THE SUPERVISORY BOARD*



Sophie PÉCRIAUX
Chairperson of the Supervisory Board

Sophie Pécriaux is the founder of the City One group, a key player in the hospitality and corporate services sector. She is also Honorary CEO of the SNPA (Syndicat National des Prestataires d'Accueil en Entreprise) and President of the Fonds de Dotation de la Communauté Aéroportuaire. Sophie Pécriaux is also Managing Director of City One Development and Managing Director of Novacity.



Halim FARAJALLAH
Member of the Supervisory Board

Halim Farajallah is Chairman of ASW Facility Management, and previously Chief Executive Officer of Atalian Africa and Middle East. He is also Chairman of the Medskills platform, a collaborative network of talent from the Mediterranean-African basin.



Jean-Christophe TORTORA
Member of the Supervisory Board

Jean-Christophe Tortora is Chief Executive Officer of Whynot Media, which includes La Tribune, La Provence, Corse Matin and stakes in M6 Groupe and Brut. Since 2012 he has been CEO of La Tribune.



Karine PELAMOURGUES
Member of the Supervisory Board

Karine Pelamourgues is the France and International Managing Director of the City One Group, having previously held the position of Operations Director. She joined City One in 1996.



Nicolas LIXI
Member of the Supervisory Board

Nicolas Lixi has been CEO for France of the City One Group since 2013. Previously Director of Operational Services at a Vinci Airport subsidiary, he joined the City One Group in 2005 as Managing Director. He has been CEO of the SNPA (Syndicat National des Prestataires d'Accueil en entreprise) since 2013. Nicolas Lixi has also been a director of URSSAF Ile-de-France since 2022.



Jean-Louis WAUCQUEZ
Member of the Supervisory Board

After starting his career in external auditing and 23 years with Bank Degroof Petercam as head of wealth management consultancy, Jean-Louis Waucquez founded Yours - Business & Family Advisory. At the head of this company, he assists European family groups in their growth and transition phases. A lecturer at university and post-graduate level, he is also an independent director of a number of European groups.



Quentin VERCAUTEREN DRUBBEL
Non-Voting Director

Quentin Vercauteren Drubbel, former Vice-Chairman of the Supervisory Board and Chairman of the Audit Committee of Synergie SE, joined Atalian in 2021 as Group Head of integration and has been a member of the Supervisory Board since 2023. He is also a Director of IKO Real Estate.

*Composition of the Supervisory Board as of December 31, 2024.

THE COMMITTEES

Pursuant to article 17.2.2 of its Articles of Association, the Supervisory Board of La Financière Atalian has set up specialist committees responsible for monitoring issues relating to:

- the relevance, consistency and reliability of the accounting methods used by the Company and its main subsidiaries;
- the preparation and control of financial and accounting information;
- effective implementation and review of effectiveness:
 - risk mapping and control, including review of the vigilance plan (and eventually the CS3D);
 - internal and external control and audit procedures;
- monitoring compliance with legal regulations and Company policies;
- the statutory audit of the annual financial statements and, where applicable, the consolidated financial statements;
- the appointment of auditors;

The role of the Committees is to assist the Board in the performance of its supervisory responsibilities, as set out in the Company's Articles of Association. They are an offshoot of the Supervisory Board, to which they report. The Committees have no decision-making powers of their own.

REMUNERATION AND APPOINTMENTS COMMITTEE

- Sophie Pécriaux - Chairperson of the Supervisory Board - Committee Chairperson
- Karine Pelamourgues - Member of the Supervisory Board
- Halim Farajallah - Member of the Supervisory Board
- Quentin Vercauteren Drubbel - Non-Voting Director

AUDIT AND COMPLIANCE COMMITTEE

- Sophie Pécriaux - Chairperson of the Supervisory Board - Committee Chairperson
- Nicolas Lixi - Member of the Supervisory Board
- Jean-Louis Waucquez - Member of the Supervisory Board
- Quentin Vercauteren Drubbel - Non-Voting Director

STRATEGY COMMITTEE

- Sophie Pécriaux - Chairperson of the Supervisory Board - Committee Chairperson
- Nicolas Lixi - Member of the Supervisory Board
- Jean-Louis Waucquez - Member of the Supervisory Board
- Quentin Vercauteren Drubbel - Non-Voting Director

The Committees meet at least once every quarter and report to the Supervisory Board. Group employees and/or experts may be invited to attend if necessary. CSR issues will be addressed by the Strategy Committee.

EXECUTIVE COMMITTEE*

The Executive Committee looks after the Group's general management. Reporting to the Group CEO, the ExCom contributes to strategy, and plays an essential role in the coordination between headquarters and the subsidiaries, and amongst the subsidiaries. It runs the Group's business, approves its main policies, and ensures that these policies are executed. It sets financial and operational objectives, assesses performance, and proposes any necessary adjustments.



Frédéric BAVEREZ
Group CEO

Frédéric Baverez joined Atalian as Group CEO in November 2023. A mining engineer, Frédéric Baverez has more than 25 years of experience in labour-intensive services with the Suez, Engie and Keolis groups.



Laurent CAROZZI
Group Chief Financial Officer

Laurent Carozzi began his career in investment banking and capital markets. He then served as the CFO / CPO of international groups - Lagardère, Publicis, Technicolor - before joining Atalian as Group CFO in June 2023.



Driss AÏT-YOUSSEF
Group General Secretary

Driss Aït Youssef has a doctorate in public law and is an expert on security issues. He directed the Institut Léonard de Vinci for more than 10 years. He joined the Atalian Group in June 2023 as Group General Secretary.



Guillaume AMAR
France Chief Executive Officer

Over the course of his career, Guillaume Amar has held senior positions in a number of major service groups. He is a graduate of the ISG and the ESSEC. From 2010 to 2024, he was an elected member of the Executive Committee of the IDET, the association of working environment professionals.



Norbert MOUSSART
International Managing Director

Norbert Moussart has solid general management experience in the services and industry sectors. He has held a number of international positions, notably with the Bouygues Group. He joined Atalian in November 2017.



Carol RAMBON
Group Human Resources Director

Carol Rambon began her career as HR Manager at Jean-Claude Decaux Services. She then joined the Atalian Group as Human Resources Director of the Security, Surveillance & Safety Division in November 2000. She has been the Group Human Resources Director since 2011.



Laurent HERADY
Managing Director, France Cleaning division

Laurent Herady has solid experience in the service sector and a thorough understanding of FM. He joined Atalian in 2017 as Deputy Managing Director of the Cleaning division, where he is now the Managing Director.



Bertrand LEPICIER
Managing Director of the Atalian Facilities division

Bertrand Lepicier, an engineer by training, has over 30 years of solid operational experience in industry and in the water and waste treatment sector. He joined Atalian in 2023 as Director of Atalian Facilities, the Group's integrated FM division.

*Composition of the Executive Committee as of December 31, 2024. Quentin Vercauteren Drubbel succeeded Frédéric Baverez as Group Executive Chairman at the beginning of April 2025.

MESSAGE FROM THE GROUP GENERAL SECRETARY



Driss AÏT YOUSSEF
Group General Secretary

“The Group is rolling out a strengthened compliance programme that is widely recognised and valued by our stakeholders.”

The year 2024 was a particularly challenging one for Atalian.

Given its international footprint, the Group had to navigate a highly complex and unpredictable environment. The divestment of its operations in Myanmar and Lebanon, along with the in-depth review of its assets in Russia, reflect its determination to refocus on stable and secure areas of activity.

2024 was also a year of profound transformation across multiple fronts.

First and foremost, the Group significantly strengthened its compliance programme. Its implementation was highlighted in the initial findings of the French Anti-Corruption Agency (AFA). The rollout of this programme—now central to the Group’s strategic priorities—proved to be a clear differentiator, and at times a decisive advantage in competitive tenders and new business wins.

In this same spirit, on 17 March, the Paris Public Prosecutor’s Office officially notified La Financière Atalian of the definitive closure of the judicial proceedings. Based on the final AFA report (February 2025), which concluded that “a strengthened anti-corruption system and strong compliance culture” were in place, the Prosecutor acknowledged “the commitment of the Group’s governing body on this issue” and confirmed the full termination of proceedings.

The Group also adapted its structure by creating an International Division, enabling it to streamline services and operate with greater agility and efficiency. It continued its digital transformation and upgraded its infrastructure to meet rising standards for reliability, clarity and seamless information flow.

In procurement, Atalian implemented a centralised purchasing strategy to manage both financial and compliance requirements. This included systematic due diligence to assess supplier integrity.

In 2024, the Group also defined an ambitious new ESG roadmap, built around ten major initiatives addressing its environmental, social and governance priorities.

These efforts will be further stepped up in 2025, with the launch of a comprehensive training programme for at-risk personnel and the rollout of a vigilance plan to help prevent human rights violations and breaches of fundamental freedoms.

Over the past several years, Atalian has remained firmly committed to its transformation journey—driven by a demanding and watchful shareholder who is focused on ensuring the Group’s long-term sustainability and value creation for all stakeholders.

ETHICS AND COMPLIANCE

Atalian continues to strengthen its compliance programme to meet the legal and regulatory requirements of the countries in which it operates. This programme is built around codes, procedures, controls and initiatives that address all compliance matters and align with the provisions of the Sapin II Law and the recommendations of the French Anti-Corruption Agency.

Appointed in September 2024, Aurélie Banck presents the system and action plans that have been rolled out to ensure compliance across the Group.

Why did you join the Group in 2024?

I chose to join Atalian because people are at the heart of the Group’s activities. Compliance is not only a major legal and technical challenge, but also a human one, as much of our role involves shaping behaviours and embedding a culture of everyday compliance. This strategic role enables me to apply my expertise to strengthening internal processes and supporting Atalian in addressing its regulatory challenges.

What are your takeaways from the monitoring by the French Anti-Corruption Agency?

It is clear that the Group has made significant progress. The next step is to pursue a continuous improvement approach to further develop our compliance processes.

To what extent has Atalian strengthened its compliance framework?

Atalian has clearly reinforced its measures to prevent integrity breaches, with a marked increase in awareness and a strong commitment from senior management. The focus now must be on consolidating this progress and embedding a lasting culture of compliance.

What were the main compliance-related actions in 2024?

The year was marked by the adoption of a new Code of Conduct and several core procedures that form the cornerstone of our framework — notably, a whistleblowing policy and a dedicated reporting line accessible to all Group stakeholders, as well as procedures concerning gifts and hospitality, and business introducers.

We also rolled out an ambitious training programme for employees in roles exposed to corruption risks: over 1,400 people received a half-day session delivered by a certified training provider.

New governance structures were introduced, including an Ethics and Compliance Committee bringing together central support functions and business line representatives, and a Donations and Sponsorship Committee, which meets monthly to review relevant initiatives.

We regularly engage with managerial teams to raise awareness of corruption risks and provide updates on the compliance programme both in France and abroad.

Lastly, we responded to the preliminary report received this summer from the French Anti-Corruption Agency, providing the necessary evidence to demonstrate our compliance with legal obligations.



Aurélie BANCK
Group Compliance Director

20 reports received via the ethics alert line

96% of employees in corruption-exposed roles in France trained in 2024

>20 donations and sponsorship requests reviewed and assessed

INTERNAL CONTROL

Atalian continued to strengthen its internal control framework in 2024, recognising its crucial role in achieving operational objectives, ensuring the reliability of financial and non-financial reporting, maintaining regulatory compliance, and safeguarding assets.

The year 2024 saw significant progress, particularly in accounting control and the fight against corruption. The main lessons and achievements of the year included:

- **Evaluation of anti-corruption accounting controls:** for the first time, all anti-corruption accounting controls were evaluated, providing a comprehensive view of the system in place.
- **Increased commitment of internal stakeholders:** stronger involvement from countries and internal control governance bodies enabled better coordination and effectiveness in the implementation of the annual internal control campaign.
- **Strengthening of the control environment:** numerous initiatives were rolled out to improve the control environment, notably through a sustained effort in awareness-raising and training. In this respect, more than 500 key employees were made aware of the new internal control policies and procedures, particularly those relating to manual entries, accounting controls and expense claim management.

These advances reflect a strong will to structure and reinforce internal control in all the countries where we operate, with concrete results in terms of compliance, risk prevention and the continuous improvement of our processes.

STRENGTHENED POLICIES AND PROCEDURES

The year 2024 was marked by several initiatives aimed at strengthening the effectiveness and reliability of internal control. These initiatives illustrate the continued commitment of internal control to process optimisation and its involvement in all major transformation projects. Among the main actions carried out:

- **Development or update of a dozen policies and procedures** covering key areas such as IT, procurement, human resources and finance. These developments helped improve the level of control and provided better supervision of internal processes.
- **Update and reinforcement of Group approval rules**, in line with the Group's new organisation. This structuring document defines the terms of approval and decision-making, ensuring better governance and increased transparency, while assigning responsibility to every person involved in decision-making.



Stéphane GUILLUY
Group Director of Internal Control



- **Modernisation of expense claim management in France:** active involvement in defining the requirements for the new expense claim management tool, so that it integrates automated validation rules in line with the procedure and offers reports facilitating control, thereby reducing the risk of errors and fraud.

INTENSIFIED CONTROLS, MEASURES TAKEN TO CONTROL RISKS

In 2024, the Group's Internal Control Department conducted an evaluation of over 400 controls across all countries, covering our seven key processes. Nearly two-thirds of these controls included anti-corruption accounting control activities.

Major actions were also taken to reduce risks. Segregation of duties was strengthened with the redesign of user profiles in our ERP in France, thereby reducing the risk of fraud. Oversight of sponsorship and philanthropy practices was also reinforced: a control of compliance with the Sponsorship and Philanthropy Policy was conducted in our countries to ensure local practices are aligned with internal rules and regulatory requirements.

OUR 2025 ROADMAP

The Group Internal Control Department will continue its commitment to risk management and continuous process improvement through three main areas of action:

- **Strengthening the effectiveness of the internal control system** through the continuous improvement of control mechanisms, as well as raising awareness and training stakeholders to consolidate the culture of internal control and individual accountability.
- **Assessment of the Sapin II law pillars** according to a schedule validated by the Executive Body. These controls will allow for an in-depth analysis of the existing systems and the identification, where appropriate, of areas for improvement to enhance compliance and prevent corruption risks.
- **Contribution to the Group's transformation projects:** support for strategic initiatives aimed at optimising internal processes and modernising management tools; providing internal control expertise to secure these transformations and ensure their alignment with existing standards.

“Internal control contributes to improving overall performance by fostering a culture of risk management and strengthening transparency.”

4 SOCIAL RESPONSIBILITY

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atalian@paul-predault



OUR APPROACH TO CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility lies at the heart of Atalian's strategy, as the Group takes a long-term approach and ensures that its actions contribute to shaping the future – in an environmentally respectful, socially fair and inclusive, ethically committed and transparent manner. Above all, this commitment to sustainability is driven by our clients and increasingly echoed among our employees.



Alexandra FICHELSON
Group CSR and
Investor Relations Director

Atalian accelerated its CSR approach in 2024 through a wide range of initiatives. Alexandra Fichelson, CSR Director, reflects on an intense year and outlines the foundations of the Group's CSR strategy.

How would you describe 2024?

2024 was a pivotal year for Atalian. Backed by the Executive Committee, we approved our new CSR roadmap, structured around 10 strategic priorities covering all our social, environmental and governance challenges, addressing the expectations of our stakeholders as well as the increasingly stringent regulatory requirements we face.

In 2024, the Group also established strengthened CSR governance, including a dedicated CSR department and a steering committee that meets every two months to monitor progress. A dedicated CSR platform was deployed.

What were the key milestones of the year?

Several major and structuring projects were launched in 2024, including:

- The Group's decarbonisation project was initiated with a carbon footprint assessment covering scopes 1, 2 and 3. The main pillars of the decarbonisation plan were defined, aligning the Group with SBTi (Science Based Targets initiative) objectives: a 42% reduction in CO₂ emissions for scopes 1 & 2, and a 25% reduction for scope 3 by 2030.
- A double materiality matrix was drawn up – a vital tool to ensure compliance with the EU's CSRD (Corporate Sustainability Reporting Directive), to which Atalian will be subject.
- A responsible purchasing policy was rolled out in France, integrating the CSR priorities of the Group's roadmap.

What are the main conclusions of the double materiality assessment?

The double materiality analysis, summarised in the matrix, is truly the cornerstone of our CSR strategy. The process, which began in September 2024 and concluded in February 2025, enabled us to reassess and identify the ESG topics where the Group has a significant socio-environmental impact (positive or negative), as well as those that present major financial risks or opportunities.

It also allowed us to review the materiality of the 21 issues listed in the initial roadmap (late 2023), and to measure the gaps between our current sustainability performance and stakeholder expectations, thereby defining the key indicators and objectives of our Group's CSR policy.

"In 2024, Atalian defined its new IMPACTS CSR roadmap, covering all its social, environmental and governance challenges."

AN AMBITIOUS ROADMAP

IMPACTS

After reviewing all of its policies, the Group has established a new multi-year CSR roadmap – IMPACTS – updating its commitments and objectives, backed by clear performance indicators to track progress. The Group's vision goes far beyond regulatory compliance; it reflects a broader transformation, aiming to position Atalian as a responsible, committed player, recognised as such by its stakeholders.

- I** **Imagining:** Designing innovative services, processes and offerings to create sustainable value
- M** **Mission:** Committed to a more sustainable world for our clients, suppliers, employees, planet and society
- P** **Progress:** Rolling out digital and sustainable solutions while preserving the agility we value
- A** **Actions:** Deploying ethical and responsible services and practices
- C** **Clients :** Becoming the preferred partner of our clients by supporting them in their own CSR commitments
- T** **Transitioning Energy and Environment:** Committed to more responsible purchasing and the development of environmentally respectful practices, solutions and services
- S** **Social and Societal:** Supporting, training and developing our Talents, while ensuring their well-being. Taking strong action on inclusion and working closely with local communities, schools and associations

KEY DATES IN OUR SOCIETAL COMMITMENT



OUR CSR PRIORITIES



ATALIAN'S DOUBLE MATERIALITY MATRIX

The identification of the Group's material ESG issues and their impact is the result of a rigorous four-step methodology.

- 1 The double materiality analysis began with the 21 ESG priorities defined during the creation of the CSR roadmap at the end of 2023, combined with the themes listed by the CSRD. These priorities were then broken down into more detailed sub-priorities, which formed the basis for identifying both positive and negative socio-environmental impacts, as well as the associated financial risks and opportunities (IROs - Impacts / Risks / Opportunities). To conduct this work, the Group engaged around thirty internal and external stakeholders through interviews led with the support of an external consultant.
- 2 The Group then selected the most significant IROs. Any priority or sub-priority with at least one significant IRO is itself considered material.
- 3 The results of the double materiality analysis were reviewed and validated by subject-matter experts (QHSE, Directors of Procurement, HR and Compliance), then approved by a Validation Committee composed of the CEO, the France and International CEOs, and the CFO.
- 4 Additionally, a cross-review was conducted using the interviews carried out for the Duty of Care assessment, allowing for further validation and alignment between the identified IROs and the impacts listed in the double materiality matrix.

Given the nature of our business and in line with the double materiality matrix we have developed, the following topics are expected to be disclosed starting in 2025:



Cross-cutting standards

- **ESRS 1** – General principles*
- **ESRS 2** – General disclosures*

Topical standards

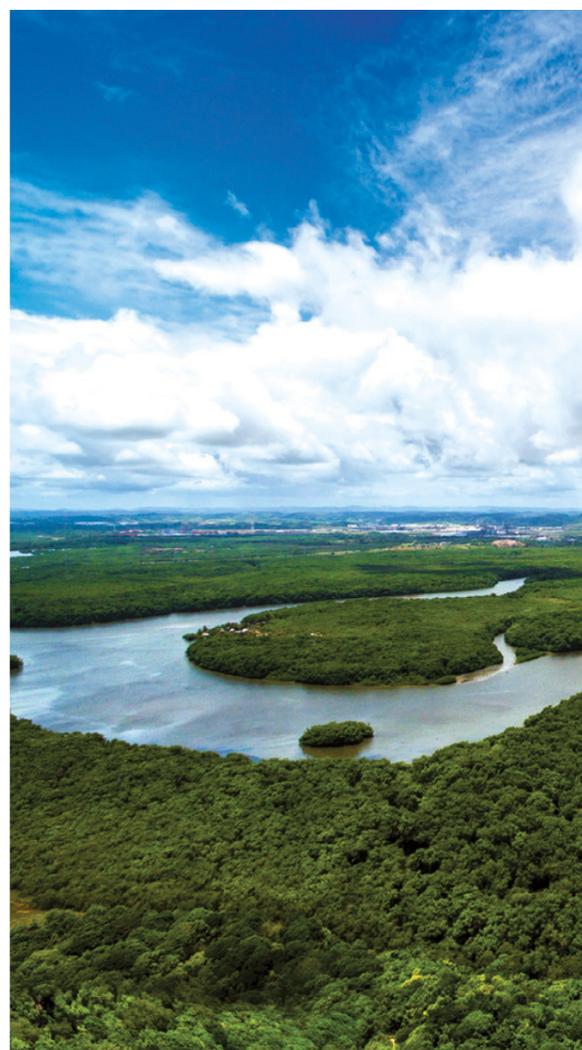
Environment	Social	Governance
– ESRS E1 – Climate**	– ESRS S1 – Own workforce**	– ESRS G1 – Business conduct**
– ESRS E2 – Pollution**	– ESRS S2 – Workers in the value chain**	
– ESRS E3 – Water and marine resources	– ESRS S3 – Affected communities	
– ESRS E4 – Biodiversity and ecosystems	– ESRS S4 – Consumers and end-users	
– ESRS E5 – Resource use and circular economy		

* mandatory

** includes at least one material sub-topic

THE SUSTAINABLE DEVELOPMENT GOALS TO WHICH ATALIAN IS CONTRIBUTING

CSR is an integral part of our DNA and we consider it to be a real driver of performance. Atalian has been committed since 2012 through its membership of the Global Compact, and since 2015 through its alignment with 9 of the 17 Sustainable Development Goals relating to human and labour rights, the environment, and the fight against corruption.



PRIORITISING RESPONSIBLE PURCHASING



Guillaume BOURGER
Group Purchasing Director

ESG criteria are playing an increasingly important role in our purchasing decisions – and in those of our clients.”

GREEN ENERGY ACROSS 100% OF OUR CONTRACTS

As a concrete example of our strong commitments, Atalian renegotiated all of its energy contracts in 2024, making the strategic decision to switch 100% to green electricity and gas.

This move not only reinforces our environmental approach but has also helped reduce energy costs through more favourable contractual terms. It is a perfect illustration of how a responsible strategy can also be a driver of competitiveness and differentiation.

A RESPONSIBLE PURCHASING STRATEGY AT THE HEART OF ATALIAN’S CSR POLICY

The responsible purchasing strategy is a key pillar of the Atalian Group’s CSR policy. It contributes directly to our overall performance and our commitment to sustainable development.

It is built around a new Responsible Purchasing Policy, an updated Supplier Code of Conduct, and is fully aligned with the Group’s environmental, social and governance (ESG) priorities.

A NEW RESPONSIBLE PURCHASING POLICY

Atalian’s Responsible Purchasing Policy aims to **streamline our supplier base** by prioritising those offering the best overall performance – technical, economic, social and environmental.

National tenders now systematically include an evaluation of suppliers’ CSR performance, which accounts for at least 15% of the final selection weighting.

The Group also prioritises:

- concentrated, eco-labelled cleaning products that are safe for our employees and for the environment, while reducing packaging and greenhouse gas emissions from transport;
- FSC (Forest Stewardship Council)-certified sanitary consumables;
- reconditioned cleaning equipment or equipment with a high reparability index, designed to help reduce musculoskeletal disorders for operators.

Furthermore, Atalian is stepping up its efforts to combat fraud and ensures that all suppliers commit to strict ethical standards as defined in the Atalian Code of Conduct – particularly in relation to modern slavery, undeclared work and child labour.

In 2025, the Group Purchasing Department will continue to focus on two priorities:

- rolling out the Responsible Purchasing Policy across the Group;
- strengthening the assessment of suppliers prior to their approval.

2024. MULTIPLE INITIATIVES, ON ALL CSR FRONTS

- Deployment of the new **Supplier Code of Conduct** (with enhanced CSR content) and the Responsible Purchasing Policy introducing a CSR self-assessment questionnaire as part of the tender process.
- Signing of a **100% green energy contract** for all Atalian sites in France.
- Participation in the Pollutec trade show to present **specific cleaning techniques** (cryogenics, laser, steam, etc.), in situ supply chain solutions and industry-specific solutions with a CSR focus.
- Continuation of the “Become an Agency Manager” course as part of the **Atalian Academy**.
- Awarded the **STMicroelectronics Tours Societal Trophy** in recognition of our commitment to employee health, safety and well-being, and our initiatives promoting diversity, inclusion and equal opportunities.
- Organisation of a conference at the Préventica trade show in Lyon, in partnership with CARSAT and the French National Research and Safety Institute (INRS), on **the prevention of MSDs and the use of autonomous mobile robots**.
- **Adult literacy programmes**.
- Support for initiatives promoting **a return to sustainable employment for people who are furthest from it**, in particular through the Individual Operational Preparation for Employment programme.

STRENGTHENING OUR HEALTH & SAFETY CULTURE

Atalian is committed to providing all employees with a healthy and safe working environment. The Group's occupational health and safety policy has enabled it to achieve very high standards, demonstrated by multiple certifications and the ongoing improvement of performance indicators across all entities.

MANAGING THE RISKS INHERENT TO OUR ACTIVITIES

Atalian ensures strict compliance with safety regulations and runs Health, Safety & Environment (HSE) training programmes to raise awareness among all employees of best safety practices and to prevent workplace accidents. Toolbox talks are held on a very regular basis, and information flashes are sent by SMS to all on-site personnel.

In 2024, the Group launched several additional initiatives to reinforce its prevention efforts: the ProSafe project to incorporate musculoskeletal disorder (MSD) risk into all key company processes; partnerships with clients to promote the reporting of hazardous or sensitive situations; an MSD-focused conference at the Préventica trade fair; and a QSE seminar including interactive workshops.

OPTIMISING OUR ORGANISATION AND PROCESSES

As the Group's business activities grow more complex and regulations become increasingly stringent, Atalian continuously seeks to professionalise its organisation, streamline its methods and processes, and implement simple yet effective QHSE management tools to steer action plans and monitor performance.

In 2024, the Group launched a migration to new tools for digitising QSE forms (iAuditor) and reporting (Salesforce), with the aim of improving both efficiency and data reliability.

For 2025, the QHSE Department has set the following objectives: to complete the tool migration across all French operations, and to renew several MASE certifications (across all business lines), along with ISO 45001 certifications for the Cleaning and Security divisions.

KEY FIGURES

31 Health & Safety certifications held by Atalian*

18 Number of ISO 9001 or equivalent certifications held by Atalian

Workplace accidents

<17 Group frequency rate

<1 Group severity rate

**ISO 45001, OHSAS 18001 or equivalent*



PREVENTING MSDS

Atalian signed a national voluntary commitment protocol with CARSAT to incorporate the prevention of musculoskeletal disorders (MSDs) into all key internal processes – including sales, procurement, operations, and communication.

In tenders, MSD risks are considered by commercial teams from the earliest stages of bid preparation. The Purchasing Department includes MSD risk in its product and equipment assessment criteria.

The QSE Department holds regular discussions with other departments to ensure consistent attention to MSD risks, especially during ProSafe steering committee meetings.

EXERCISING OUR DUTY OF VIGILANCE

To prevent human rights, ethical and environmental violations in the course of its activities, Atalian has implemented measures to identify, prevent and mitigate the risks associated with its operations, as well as those of its subcontractors and suppliers.

IDENTIFYING RISKS RELATING TO THE DUTY OF VIGILANCE

In 2024, Atalian carried out a risk mapping exercise related to the duty of vigilance, by consulting internal and external stakeholders (suppliers, subcontractors) of the Group. This analysis identified all the risks to which the Group is exposed in terms of human rights, ethics and the environment, and highlighted appropriate remedial or preventive actions.

MONITORING AND PREVENTING RISKS ACROSS THE ENTIRE VALUE CHAIN

The Compliance Department and the CSR Department are working together to ensure that the monitoring and prevention of risks identified under the duty of vigilance are aligned with the Group's double materiality analysis and its CSR roadmap.

The action plans developed as part of the Group's CSR strategy contribute to mitigating various risks covered by the duty of vigilance. In France, Atalian is rolling out a responsible purchasing strategy and a CSR assessment questionnaire for suppliers, which is intended to be extended across the entire Group. Atalian has also updated its Supplier Code of Conduct to include CSR-related requirements (such as the fight against modern slavery, undeclared work and child labour, and the reduction of environmental impact).

The Group has also begun work to extend the new ethics alert line – introduced as part of the Sapin II framework – to include topics covered by the duty of vigilance. In addition to the initial assessment of suppliers and subcontractors, this alert line, accessible to all stakeholders, helps identify anomalies or risky situations and carry out checks where necessary. This mechanism is brought to the attention of suppliers and subcontractors in the Supplier Code of Conduct.

CONTINUING TO STRENGTHEN PREVENTION POLICIES IN 2025

Atalian's strong commitment in 2024 to becoming a benchmark in the Facility Management sector with regard to social responsibility and duty of vigilance was clearly demonstrated. In 2025, the Group will continue to enhance its monitoring indicators, systematise its approach, and further strengthen its policies for preventing human rights violations throughout its value chain.

A WHISTLEBLOWING LINE OPEN TO ALL STAKEHOLDERS

Atalian has made its ethics whistleblowing platform widely accessible through the OneTrust solution, enabling all internal and external stakeholders to report any breaches of conduct or applicable laws. This initiative reflects the Group's commitment to upholding the highest standards of ethics and compliance.



ENHANCING OUR HUMAN CAPITAL



Carol RAMBON
Group Human Resources Director

Human capital is fundamental to the Group's development. Operational excellence and customer satisfaction rely heavily on the expertise and commitment of Atalian's teams. Our people are therefore at the heart of our priorities. Their wellbeing and professional fulfilment are key objectives within Atalian's CSR roadmap.

HUMAN RESOURCES: A STRATEGIC PRIORITY FOR ATALIAN

Carol Rambon, Group Human Resources Director, underscores the vital importance of people in the Group's performance and outlines Atalian's HR strategy and challenges.

KEY FIGURES

- +63,000** employees
- 155** nationalities
- 86%** permanent contracts
- 57%** proportion of women in the workforce

What are the pillars of Atalian's HR strategy?

To support our development, win new clients and build loyalty, we must ensure our teams are fully equipped to deliver services that meet expectations. In a tight labour market where roles are evolving rapidly, investing in people is essential.

Atalian's conviction is simple: caring for our employees means caring for our clients. This principle is embedded in our HR strategy, which is structured around five key priorities:

- Fostering social dialogue, to build trust and transparency, support conflict resolution, encourage employee engagement and collect valuable feedback from the field.
- Ensuring a healthy and safe working environment, by continuously preventing occupational and psychosocial risks. A workplace where employees feel respected and protected is a cornerstone of engagement, performance and retention.
- Proactively managing skills and talent, by anticipating future needs, attracting and recruiting the right people, supporting career development, encouraging individual fulfilment and fostering loyalty.
- Promoting inclusion and diversity, not only to reflect our ethical standards and regulatory responsibilities, but also to drive innovation, creativity and performance.
- Accelerating digital transformation in HR, to respond more effectively to a constantly evolving working environment and support the Group's overall transformation.

"We firmly believe that taking care of our people means taking care of our customers."



What is the Human Resources 2025 roadmap?

Our HR 2025 roadmap is part of an overall framework of employer brand development, managerial innovation, digital transformation, inclusion and societal commitment.

It responds both to internal priorities (need for social dialogue, need for security and well-being, need for skills...) and to the expectations of our customers, who must be at the centre of the concerns of each of our employees.

Our teams are the company's primary interface with its customers. The quality of the employee experience therefore directly determines the quality of the customer experience.

Among the main HR 2025 objectives are the strengthening of the attractiveness of the employer brand, the improvement of well-being at work, the development of key skills to support operations and support functions (business development, customer loyalty, hospitality, compliance...), talent management, support for the transformation of the Group, and the continuation of the digitalisation of HR processes.

Our HR roadmap for 2025 covers the Group in all its geographical areas with an agile approach, enabling the alignment of local and global objectives, while meeting the specific needs of each of our 15 countries of operation.



PROMOTING SOCIAL DIALOGUE

Employee relations at Atalian are based on continuous social dialogue, both at national and regional level, and on collective bargaining at central level, with an enhanced role and increased resources for trade union representatives.

Within its largest entities, Atalian ensures the continuity of social dialogue by appointing regional trade union representatives who act as effective relays with central trade union representatives, thereby facilitating two-way communication between the different levels and staff representative bodies (central Social and Economic Committee / central trade union representatives; local Committees / local representatives).

To ensure coherence and consistency in Group policies and decision-making, central Social and Economic Committees are chaired and coordinated by the Group HR Department based at head office.

Likewise, central collective bargaining is led by head office, with a constant focus on aligning internal agreements with developments in industry-wide negotiations.

To maintain this coherence, social dialogue at regional and local levels is conducted by regional HR managers, under the supervision of the Group HR Department.

* Trade union representative
** Social and Economic Committee



ATTRACTING AND RETAINING TALENT

RECRUITMENT

Atalian operates in a tight labour market and in professions that are evolving rapidly, requiring new, highly diverse, and sometimes rare skills. Its growth depends to a large extent on the expertise of its employees at all levels. Recruitment is therefore a critical challenge. The Group is looking for technicians and local managers (operations assistants and customer account managers), particularly for its Cleaning and Maintenance & Energy divisions. It also requires more specialised profiles, such as contract managers, FM project managers, and energy managers.

As such, the Group makes every effort to attract and recruit a wide variety of talent. Its inclusive employer branding highlights employees on social media and job boards. In 2024, this communication strategy was further intensified across all professions, helping to promote the diversity of our roles, the professional integration of young people through work-study programmes, and career development opportunities within the Group.

Atalian also builds strong relationships with schools linked to its business lines and continues to expand its work-study programmes.

KEY FIGURES

- 16,500** fixed-term and permanent hires in 2024
- >460** work-study contracts
- >25,000** employees trained
- >290,000** hours of training delivered



GUARANTEEING A HEALTHY AND SAFE WORK ENVIRONMENT

IMPROVING WELL-BEING AT WORK

Health and safety prevention, along with well-being at work, are ongoing priorities for Atalian across all its activities. The Group is committed to ensuring a healthy and safe working environment.

- Deployment of MASE certification in certain branches, complementing national ISO 45001 certification;
- Continued training initiatives as part of the Musculoskeletal Disorder (MSD) Prevention Facilitator programme;
- Training of Psychosocial Risks (PSR) and Harassment referents;
- Refurbishment of premises (offices, collaborative spaces, break areas, etc.);
- Appointment of Compliance referents.

In 2024, Atalian continued its training efforts on the following topics:

- Occupational Health and Safety (OHS) management for managers, supervisors and team leaders;
- Prevention of occupational risks;
- Musculoskeletal disorders (risk prevention at workstation level);
- The role of MSD Prevention Facilitator for Quality, Health, Safety and Environment (QHSE) managers;
- Programmes aimed at preventing and managing harassment and fostering a respectful work environment.



ATALIAN “SUPER RECRUITER”

In 2024, Atalian retained the HelloWork “Super Recruiter” label. This label is a significant mark of recognition for the Group. Attractiveness as an employer and recruitment quality are critical to Atalian’s long-term success. This label rewards companies that stand out for their ability to attract and recruit talent effectively and innovatively. It reflects the rigour and excellence of Atalian’s recruitment processes.

The selection criteria include:

- A structured and streamlined recruitment process
- Promotion of inclusive recruitment practices
- Innovative and appealing sourcing strategies
- A fair and equitable hiring system.
- Candidate support throughout the process

SKILLS DEVELOPMENT

Atalian's training policy is a key driver of overall performance. It is built around three main objectives:

- Enhancing the skills of employees across Facility Management professions (cleaning, maintenance & energy, security);
- Contributing to the development of the Group's corporate culture;
- Supporting business performance and commercial development.

Skills development for account managers

One of the major HR initiatives in 2024 focused on supporting and upskilling Atalian's account managers. Based on an in-depth analysis of the role, the Group developed a dedicated toolkit and defined the HR processes required to fully master the range of skills linked to the position.

The aim of this project is to maintain and expand the skills of account managers, identify emerging talent, and structure development and training programmes accordingly.

The toolkit, accessible via a dedicated web portal, provides account managers with an operational kit containing all the key tools for site management, client relations, business development, team management, Chronotime usage, and QHSE standards application.

Training for operational staff and frontline managers

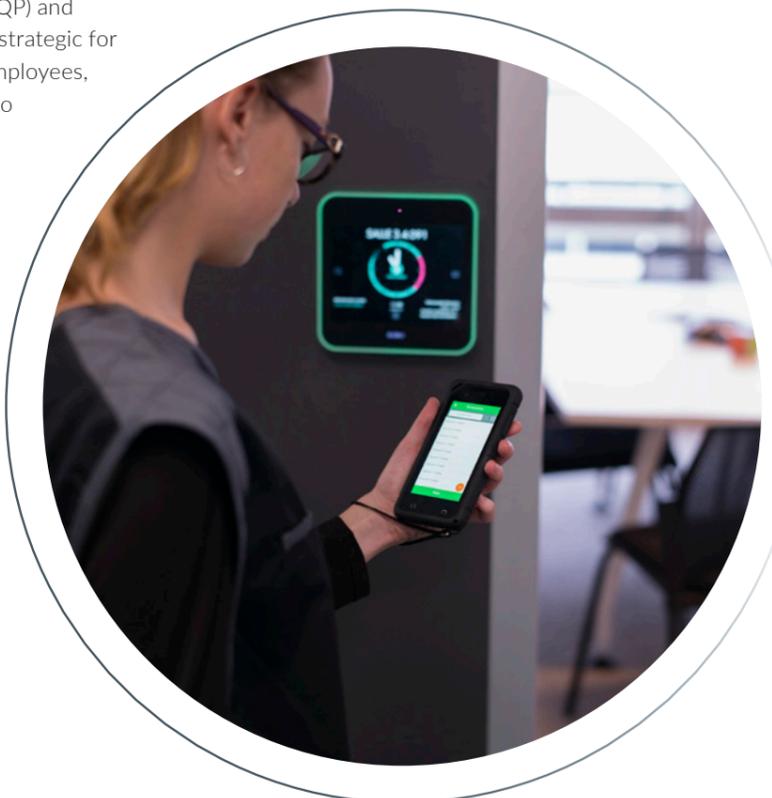
Atalian offers certified training to field employees, enabling them to obtain industry-recognised Certificates of Professional Qualification (CQP) and Professional Training Certificates (TFP). These qualifications are strategic for Atalian: they ensure the ongoing and appropriate upskilling of employees, help to meet competency needs, and address challenges linked to competitiveness and social responsibility.

By developing CQPs and TFPs, Atalian is responding to market expectations while reinforcing its position as a responsible employer.

Tailor-made Compliance training programme

In 2024, the Group launched its Learning Management System (LMS) project – ATALEARN. This platform will offer a wide catalogue of training modules accessible via computer, tablet, or smartphone.

It will also enable the creation of custom training paths and the issuance of certificates. Training will begin in the first quarter of 2025.



ATALEARN

Atalian launches its own digital training platform

In 2024, the Group launched its Learning Management System (LMS) project – ATALEARN.

This platform will offer a wide catalogue of training modules accessible via computer, tablet, or smartphone.

It will also enable the creation of custom training paths and the issuance of certificates. Training will begin in the first quarter of 2025.

SKILL MANAGEMENT & TALENT RETENTION

Atalian's HR policy is designed to prepare for the future by managing employees' skills and career paths, while anticipating the Group's evolving needs to support long-term growth. The Group follows a rigorous **workforce and career planning** (GEPP) approach, in which annual performance reviews and talent reviews play a central role in employees' development, fulfilment, and retention.

The annual performance review provides a valuable opportunity for dialogue between manager and employee. The Atalian skills framework enables a factual assessment of the skills that have been acquired, are in progress, or still need development. It may also serve as the basis for proposing an individual development plan. This review applies to all managers and supervisors, across all business divisions.

Talent reviews, carried out as part of our career management cycle, are used to identify employees with strong development potential, assess their performance and career prospects, and define individual or collective training plans to support their growth.

In 2024, Atalian conducted a talent review within the Cleaning division, covering regional directors, regional operations directors, branch managers and account managers. Additional talent reviews were also carried out in the Maintenance & Energy division and at Atalian Facilities.



ATALIAN academy

ATALIAN ACADEMY

The Group has launched the **Atalian Academy** programme to identify and nurture future talent. The Academy currently offers two dedicated training paths: *Becoming an Account Manager* and *Becoming a Branch Manager*.

- Comprehensive and innovative 130-hour programmes delivered over several months;
- A blended learning format combining in-person and remote sessions;
- Developed in partnership with the *Institut National de l'Hygiène et du Nettoyage Industriel*, which supports Atalian in designing and delivering these modules;
- Led by internal experts, with a strong focus on field-based challenges.

In 2024, five new classes of *Becoming an Account Manager* and one class of *Becoming a Branch Manager* were launched.



ACTING FOR INCLUSION, DIVERSITY AND EQUAL OPPORTUNITIES

The Atalian Group plays a key social role in every country in which it operates. It actively promotes inclusion in the workplace and encourages equal opportunities and diversity by offering a large number of local jobs that do not necessarily require formal qualifications or fluency in the local language.

Atalian is fully committed to combating discrimination and has implemented policies aimed at supporting the employment of disadvantaged individuals and people with disabilities. These initiatives help to recognise individual potential and support professional integration for all.

COMBATING JOB INSECURITY

Combating job insecurity is a key concern for the Group and one of its stated priorities. Whenever possible, Atalian offers its employees contracts or amendments designed to reduce job precarity by promoting:

- permanent contracts rather than fixed-term ones;
- full-time rather than part-time positions for new recruits;
- additional hours through contract amendments to increase working time;
- continuous and/or daytime shifts.

STRENGTHENING OUR PARTNERSHIP WITH INDUSTREET

In 2024, Atalian further strengthened its partnership with INDUSTREET, the “campus for new careers in industry” created by the TotalEnergies Foundation. As a true incubator of talent, INDUSTREET provides both theoretical and practical training, particularly in the areas of industrial maintenance, robotics and digitalisation.

As part of this partnership, Atalian implemented several initiatives:

- hosting interns and recruiting them at the end of their placement within the Group;
- creating a new training pathway for the “Multi-Service Assisted Robotics” sector, focused on preparing candidates for cleaning roles using collaborative robotics. This new curriculum complements the “Multi-technical Cleaning Team Leader” programme co-developed in 2020.



KEY FIGURES

- 155 nationalities
- 30% senior employment rate
- 4% junior employment rate
- 3.7% rate of employees with disabilities
- +4,100 employees with disabilities in France

BREAKDOWN OF MANAGERS WORLDWIDE



PROFESSIONAL INTEGRATION THROUGH TRAINING

In 2024, Atalian made use of the Individual Operational Preparation for Employment scheme (Préparation Opérationnelle à l'Emploi Individuelle – POEI), offered by France Travail, to help people distant from the labour market find employment by joining the Group.

The POEI scheme enables candidates to acquire the necessary skills before recruitment. It has proven to be an extremely effective tool for supporting professional integration through training.

This publicly funded initiative allowed Atalian to implement concrete, large-scale actions, leading to the hiring of 90 employees following a 400-hour training programme. Additional training-to-employment campaigns using the POEI scheme are already planned for the Group's Cleaning division.

RECRUITMENT WITHOUT A CV

Atalian is a founding member of the Aéro Impact Human Resources Association (AIRH). This association enables the Group to play an active role in supporting local employment, training, and professional integration, while also generating positive social impact in communities located near airports.

The association's flagship initiative is the Aerowork recruitment platform, which Atalian uses for its airport-related recruitment. This innovative approach to hiring – based on candidates' interpersonal skills rather than traditional CVs – is designed to eliminate discrimination and help individuals find roles that genuinely match their potential.

ADULT LITERACY PROGRAMME

Atalian has been committed for many years to promoting basic literacy among its workforce. The Group provides training for employees who wish to strengthen or regain essential reading and writing skills that may be incomplete or have faded over time.

In 2024, Atalian delivered a total of 3,500 hours of adult literacy training.

CONTRIBUTING TO THE GROUP'S DIGITAL TRANSFORMATION

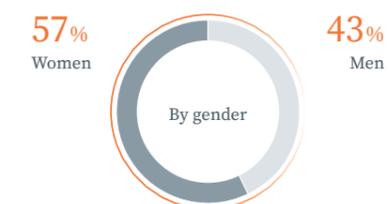
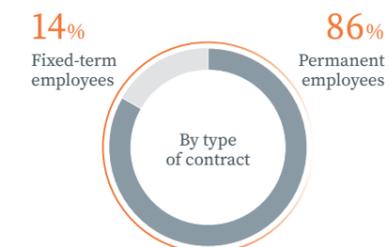
Digital transformation represents a major challenge across all of the Group's business lines – and HR is no exception. Atalian is therefore committed to rolling out the best HR tools and solutions available on the market.

In 2024, several systems were deployed across the Group's organisations:

- **Chronotime**, a platform for managing HR documents and processes;
- **MyPeopleDoc**, an application dedicated to time and activity management;
- **Geflog**, a solution for skills management and training planning.

All these tools are designed to enhance the employee experience while improving the operational efficiency of HR departments.

BREAKDOWN OF ATALIAN GROUP JOBS



REDUCING OUR ENVIRONMENTAL IMPACT

Atalian takes concrete action to limit its carbon footprint, support its clients in their decarbonisation trajectory and contribute to the fight against climate change. A signatory of the United Nations Global Compact since 2012, the Group aligns its actions with the SDGs and the principles of the ISO 26000 standard. In 2024, Atalian initiated its first full Carbon Assessment (Scopes 1, 2 and 3) for the year 2023. The data will be updated annually, with a new collection launched in March 2025.



IN 2024, ATALIAN CARRIED OUT ITS FIRST CARBON ASSESSMENT ON SCOPES 1, 2 AND 3

The organisational scope selected includes all Atalian entities worldwide, in accordance with the GHG Protocol methodology and ADEME's Carbon Assessment method.

In 2023, the Group's CO₂ emissions amounted to 199,289 TCO₂e, with 63% of emissions generated in France and 37% internationally. These emissions break down as follows:

- **Scope 1:** 18,785 TCO₂, mainly related to our vehicle fleet
- **Scope 2:** 1,410 TCO₂ related to the energy consumption of buildings
- **Scope 3:** 179,094 TCO₂

AMBITIOUS DECARBONISATION TARGETS

Based on this 2023 Carbon Assessment, the Atalian Group has set a 2030 decarbonisation target in line with an SBTi trajectory, namely:

- **Scopes 1 and 2: 42% reduction** in CO₂ emissions compared to 2023.
- **Scope 3: 25% reduction** in CO₂ emissions compared to 2023.

To achieve its decarbonisation objectives, the Group has identified several areas of action:

- **Scope 1:** Reduction of GHG emissions from the vehicle fleet through its greening, optimisation of the use of combustion engine machines, awareness-raising and training of employees in eco-driving, etc.;

- **Scope 2:** Reduction of energy consumption through awareness-raising and training of employees in eco-friendly practices, and the use of renewable energy.
- **Scope 3:** Action on value chain actors: purchasing of low-carbon products as part of the responsible purchasing policy, actions in favour of sustainable mobility (eco-driving, public transport, car-sharing, etc.), logistics optimisation, implementation of a circular economy policy (Repair – Reuse – Reduce) to minimise waste production and maximise equipment lifespan.

In 2024, the Group already initiated significant actions for the environment:

- Signature of a 100% green energy contract for all Atalian sites in France;
- Deployment of the new responsible purchasing policy encouraging the purchase of eco-labelled and recycled products;
- Launch of a CSR evaluation questionnaire for suppliers;
- Launch of a life cycle analysis calculator for its services at certain sites to better meet customer needs. Atalian plans to carry out a life cycle analysis of its activities at numerous client sites in 2025.

The Atalian Group holds 18 ISO 9001 and 14 ISO 14001 certifications, demonstrating its commitment and capacity to engage in continuous improvement in quality and environmental management. In 2024, Atalian obtained a score of 80% in the "Environment" component of the EcoVadis certification, placing the Group in the top 5% of the sector.

ATALIAN WINS THE STMICROELECTRONICS SOCIAL RESPONSIBILITY AWARD

STMicroelectronics, a long-standing client and a major player in technological innovation, is deeply committed to sustainable development and actively involves its partners in its CSR initiatives.

This award, presented in June 2024, recognises Atalian's dedication to employee health, safety and well-being, as well as its efforts to promote diversity, inclusion, and equal opportunities—key pillars of the Group's new CSR roadmap.



OPTIMISING BUILDING ENERGY MANAGEMENT

Through its Maintenance & Energy division, Atalian is an innovative player in building energy management. Its solutions, which integrate digital technologies, collect and process occupancy and operational data to optimise building energy performance.

The Group's Energy Managers—experts in building operations—support clients in achieving energy efficiency goals, complying with BACS and Tertiary Decrees, and improving the sustainability and environmental performance of their buildings.

USE OF ECO-FRIENDLY PRODUCTS

In its cleaning operations, Atalian systematically promotes the use of environmentally responsible products that consume less water and are safer for both humans and the planet. The Group has also begun rationalising its product range by selecting concentrated, eco-labelled products that lower the carbon footprint by reducing supplier deliveries. It also uses FSC-labelled (Forest Stewardship Council) sanitary consumables.

WASTE SORTING AND RECYCLING

Waste generated on client sites is either managed directly through on-site channels or externally via framework agreements with specialist partners. The Group also collaborates with collection organisations for specific waste types. As environmental regulations become increasingly stringent, standardised sorting systems are being widely adopted and more rapidly deployed.



OUR CSR PERFORMANCE



Atalian's corporate responsibility reflects its prominent role within the facility management sector. The Group employs over 63,000 people worldwide and operates in fields with significant economic, social, environmental and societal impacts.

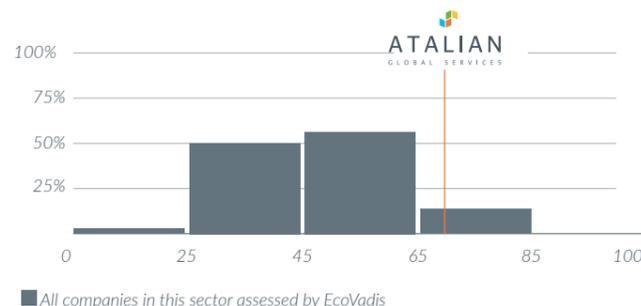
To measure its progress and impact, Atalian has implemented a reporting system across all its operations, incorporating nearly 70% of the indicators from the G4 Global Reporting Initiative (GRI) guidelines. In 2024, the Group achieved a score of 69/100 and was awarded the EcoVadis Silver Medal.

ECOVADIS OVERALL SCORE

Within its sector, Atalian ranks in the **top 6%** of companies assessed by EcoVadis.



BREAKDOWN OF ECOVADIS GLOBAL SCORES FOR FM COMPANIES



BREAKDOWN OF ECOVADIS SCORES BY CRITERION



About the EcoVadis CSR Assessment

The EcoVadis CSR assessment methodology is based on internationally recognised standards (GRI, United Nations Global Compact, ISO 26000). It is overseen by a scientific committee made up of CSR and supply chain experts to ensure independent and reliable evaluations.

SOCIAL PERFORMANCE INDICATORS 2024

EMPLOYMENT ACTIONS (GRI 201 & 401 ; ODD #8 ; GC #1)

Group headcount	
France headcount	43,920
International headcount	19,375
Total headcount	63,295
Contractual commitment (Group)	
% of permanent contract	86%
% of fixed-term contract	14%
Average tenure (in years) (Group)	
Women	5.3
Men	5.3
Group	5.2
% of employees promoted to a position that represents a progression in their professional career	
Women	7.8%
Men	9.1%
Group	8.3%
Employees	8.4%
Supervisory staff	8.0%

ACTIONS TO PROMOTE DIVERSITY AND INCLUSION (GRI 405 ; ODD #5 & 10 ; GC #1 & 6)

Number of people with disabilities	
Employment rate of disabled workers	3.7%
Number of trainees/apprentices	
Total Group	461
Breakdown of headcount by gender (total Group headcount)	
% women	57%
% men	43%
Breakdown of headcount by gender in France (total headcount France)	
% women	58%
% men	42%
International breakdown by gender (total headcount)	
% women	55%
% men	45%
Breakdown of total headcount by age (permanent contract basis)	
Under 25	4%
25-55	67%
55 and over	29%
Share of women by age (permanent contract basis)	
Under 25	2%
25-55	37%
55 and over	18%
Share of men by age (permanent contract basis)	
Under 25	2%
25-55	30%
55 and over	11%
Share of Managers by gender (Group)	
Women among managers	35%
Men among managers	65%
Share of Non-executives by gender (Group)	
Women among non-managers	58%
Men among non-managers	42%

ACTIONS TO PROMOTE SKILLS DEVELOPMENT (GRI 404; ODD #4)

Training, education and talent retention	
Number of hours of training provided	291,526
<i>of which hours devoted to training in good practice to ensure the health and safety of employees</i>	93,635
<i>of which hours devoted to literacy training</i>	3,500
Number of employees trained	25,195

HEALTH AND SAFETY PERFORMANCE INDICATORS 2024

ACTIONS ON EMPLOYEE HEALTH AND SAFETY (GRI 403 ; ODD #3, #8 ; GC #1)

Quality certifications

Number of ISO 9001 or equivalent certifications 18

Health and safety certifications

Number of ISO 45001 or equivalent certifications 31

Accidents at work

Group accident frequency rate* 16.8

Group accident severity rate (%)** 0.93

Training

Number of hours of training devoted to health and safety 93,635

* Ratio between the total number of accidents (in the workplace) resulting in death or total disability of at least one day (excluding the day of the accident) and the number of hours exposed to the risk, multiplied by 1,000,000 (in order to obtain usable figures). The number of hours of exposure to risk is calculated using the number of working days on an annual basis. This number of working days, converted into full-time equivalents (FTE), is multiplied by 7.6 (number of working hours per day) and 229 (number of working days per year).

** Ratio between the number of calendar days actually lost as a result of accidents at work (in the workplace) and the number of hours exposed to the risk, multiplied by 1,000.



ENVIRONMENTAL PERFORMANCE INDICATORS 2024

ACTIONS TO COMBAT CLIMATE CHANGE, ENERGY EFFICIENCY, THE CIRCULAR ECONOMY AND ENVIRONMENTAL MANAGEMENT (GRI 302 & 305 ; ODD #7, #12 & #13)

Direct CO ₂ e emissions as a percentage of total Group CO ₂ e emissions	N/A*
Number of ISO 14001 or equivalent certifications held by Atalian	14
Number of training hours dedicated to environment	6,281

Emissions in 2023**

Categories of emissions	Emission items	Absolute value (tCO ₂ e)	Carbon intensity (kgCO ₂ e/k€ turnover)
Scope 1 (Direct emissions)	Mobile heat-powered sources	17,708	8.8
	Stationary combustion sources	1,077	0.5
Total Scope 1		18,785	9.4
Scope 2 (Indirect emissions from electricity)	Indirect emissions from electricity consumption	1,410	0.7
Total Scope 2		1,410	0.7
Scope 3 (Other indirect emissions)	Purchase of Goods and Services	86,208	43.0
	Fixed assets	37,361	18.7
	Fuel and energy-related emissions (not included in Scope 1 or Scope 2)	NC	NC
	Freight transport /Upstream distribution	NC	NC
	Waste generated	2,823	1.4
	Business Travel	659	0.3
	Commuting to and from work	52,042	26.0
	Upstream leasing assets	NC	NC
	Freight transport /Downstream distribution	NC	NC
	Use of products sold	NC	NC
	Downstream leasing assets	NC	NC
	End of products sold	NC	NC
Franchises	NC	NC	
Investments	NC	NC	
Other indirect emissions	1	0.0	
Total Scope 3		179,094	89.4
Total greenhouse gas emissions		199,289	99.5

* The 2024 carbon footprint is currently being compiled and will be available at the end of H1 2025.

**** Reference framework: GHG Protocol**

Atalian's carbon assessment was carried out in accordance with the Greenhouse Gas Protocol, the international reference methodology for measuring and managing greenhouse gases.

Sources and calculations:

Data collected: Energy consumption, expenditure by category, distance travelled, etc.

Emission factors: DEFRA standards, ADEME.

Results in tCO₂e: Converted from activity data.

Scope and limits

Entities directly controlled by Atalian.



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Headquarters

56 rue Ampère - 75017 Paris - France

Tél. : +33 (0)1 55 53 03 00

atalian.com