



"WE TAKE INTO ACCOUNT THE EVOLVING EXPECTATIONS OF OUR EMPLOYEES TO IMPROVE OUR ATTRACTIVENESS."

## SYLVIE FOUILLOUSE

VICE PRESIDENT, HUMAN RESOURCES

### What measures did you introduce for employees in 2021?

2021 proved to be particularly complex. We were hit by health restrictions that imposed a series of stop and go measures on our business activities and employees and demanded a high level of commitment, agility and creative thinking on their part. We adopted a decentralised approach that encourages solidarity and collaborative effort among the teams in a context of uncertainty for our business and our sector. In addition to maintaining the distribution of restricted share awards, our proactive human resources policy was illustrated by support measures such as compensation for furloughed employees with salaries of less than €3,000 and payment of 70% of employees' variable compensation. In addition, we asked the French employment training agency (*Fonds National de l'Emploi*) to develop training programmes in CSR, safety and digital technology.

### How did you succeed in keeping employees connected and motivated in 2021?

Our guiding principle is the promotion of workplace quality of life. As part of our telecommuting obligations, both in France and abroad, we implemented remote working charters in accordance with our core values of respecting our commitments to employees. To stay connected, numerous videoconferences were organised, both within the divisions and at Group level with all employees, such as the digital conference in Brazil. The development of

cross-functional skills, in line with our EurExploit strategy, and the creation of a group strategic transformation department, has created a real impetus to strengthen our capacity for innovation. The combination of these different measures has accelerated the transformation initiated in Aubrac a few years ago.

### What did you learn from this totally unanticipated and exceptional crisis?

It will leave us a lasting lesson of commitment and solidarity in light of the hardships we have endured together that will be vital for the future development of the company. This crisis has also forced us to become more inward-looking. At some level, the notions of contact, sharing and exchange have suffered from this experience. We need to open ourselves up again to everyday life, to recreate exchanges. We intensified our efforts to promote inclusion, gender equality and integration for people with disabilities or cut off from employment opportunities. And we are taking into account the evolving expectations of our employees, which means earning their loyalty, improving our attractiveness in 2022, as we did in 2021, in order to attract new talent in a tight job market. We must promote our outstanding corporate and community initiatives, such as the : the signature of the City of Paris Employment Pact, and the Eureka project initiated in 2021 which promotes the training and integration of workers in the Paris region.

# A CULTURE OF RESPONSIBILITY GUIDING THE RECOVERY

In 2020 and 2021, despite the significant restrictions on its activities, the Group continued to focus on developing its business expertise. The rebound provided an opportunity to reinforce the Group's resiliency and focus its transformation on three major CSR responsibilities in favour of employment, social progress and the environment. These priorities are implemented through specific programmes which have been in place for several years: Think Green, Think Local, Think People, Think Safe and Think Ethics.



## GL EVENTS' BUSINESS LINES HELP BRING PEOPLE TOGETHER

The Group has always been committed to ensuring a high level of quality and safety for the events it delivers, hosts or organises. In this way, all its subsidiaries actively contribute to creating added value within their ecosystems for the communities they serve.

### Principal achievements of 2021

- renewal of the Safe & Clean label,
- an Open Innovation approach in partnership with Matrice,
- opening of the La Passerelle, a shared meeting and work space for socially-engaged event industry stakeholders at the Lyon Convention Center
- first edition of the Halles Inclusives, a solidarity-based Christmas market,
- increasing collaboration with the social and solidarity economy sector.

## REFLECTING ITS NATURE-BASED FOCUS, GROUP INVESTS TO OFFER THE BEST TECHNICAL RESOURCES.

Every Group company is investing to preserve natural resources and contributing on a daily basis to promote a circular economy.

### Principal achievements of 2021

- investments in alternative energy solutions such as hydrogen power units,
- signing the event industry initiative to address climate change, Net Zero Carbon Events,

- marketing of 100 % reusable modular stands,
- A global partnership with a waste management and recycling service provider.

## AS A SOCIALLY RESPONSIBLE COMPANY, THE GROUP ENCOURAGES A CULTURE OF TEAM SPIRIT AND SOLIDARITY

Group companies apply social policies to foster the development of people and their skills and encourage social integration and innovative solidarity-based partnerships with suppliers or subcontractors.

### Principal achievements of 2021

- promoting job creation in the territories during the health crisis, often involving temporary positions,
- a 50 % increase in training efforts (vs. 2020),
- increased collaboration with companies from the Social and Solidarity Economy sector
- signature of the City of Paris Employment Pact
- continuation of remote working practices.

Because environmental and social performance is everyone's business every day, 2021 was a year of collaborative efforts and organisational transformations.

### Note:

All environmental and social performance indicators are available in the Group's Non-Financial Statement.



# OUR EMPLOYMENT AND SOLIDARITY POLICY

GL events' commitments as a responsible employer in 2021 built on the efforts of the prior year by continuing to focus on employee safety and the preservation of jobs and key skills in response to the health crisis. Achieving a successful rebound in the second half of the year was the top priority and a first step to regaining positive growth momentum. In this challenging period, the Group has strengthened its commitment to promoting social inclusion.

## PROVIDING A SAFE AND REWARDING WORK ENVIRONMENT AND SUSTAINABLE REMOTE WORKING PRACTICES

Health safety was naturally a major focus during the year. The Group has widely promoted remote working, in accordance with the different health protocols in force in the various countries. GL events introduced remote working charters in its subsidiaries to prepare for the post-health crisis situation, notably in France and Brazil, in consultation with the employee representation bodies of the different companies. It was also a period focused on building loyalty among key employees in the context of an increasingly tight job market and an economic recovery that has varied from one sector to another.

## PROMOTING WORKPLACE WELL-BEING

Remote working is limited to those jobs where it is possible, and the eligible functions have been determined for each Group company. This option is proposed to employees in accordance with a process of management validation and subject to preconditions: access to a working environment that allows concentration, secure access to the Group's networks and the possibility of returning to the workplace within a reasonable timeframe if necessary.

## RECREATING SOCIAL BONDS

Digital seminars "Reboost", were organised during the year for all employees coming from all countries of the Group. These virtual meetings helped re-establish social connections and re-engage the teams after these periods of reduced activity. Once it became possible according to the health situation in the different countries, physical meeting places in small groups were proposed to maintain cohesion. Collaborative tools and convivial events also helped to maintain connections.

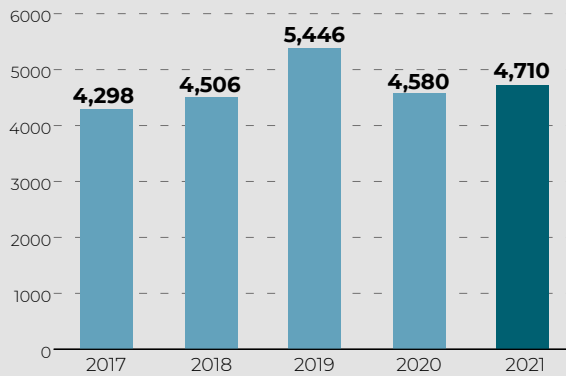
## EMPLOYEE ENGAGEMENT

Local initiatives contributed to the development of physical activity programmes (e.g. the SPART wellness application) and offering a fitness programme to its employees. The "Objectif Reprise!" project The *Objectif Reprise!* (Target Recovery) project developed in the Île-de-France region was awarded the "Coup de Cœur" prize at the *Sentez-Vous Sport 2021 Trophies* by the CNOSF (French Olympic and Sporting Committee).

## DEVELOPMENT OF SKILLS

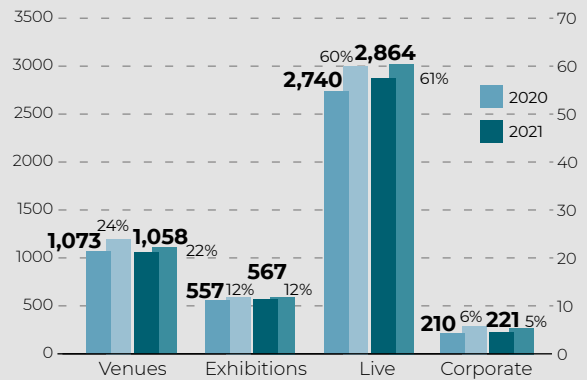
Because the women and men of the Group are its greatest asset, it attaches particular importance to promoting a culture of respect the personal fulfilment of its employees. This crisis was particularly trying for everyone, requiring a high degree of reactivity, resilience and adaptation. Vocational training programmes helped employees adapt their skills to the company's business environment. The training plans were drawn up in each subsidiary in consultation with the managers, the operational human resources managers and the executive management. Priority was given to the Group's the responsibility to employees and society: safety, management and CSR training accounted for more than 60% of training, with 20% devoted to digital.

### CHANGE IN THE GROUP WORKFORCE (AT 31/12/2021)



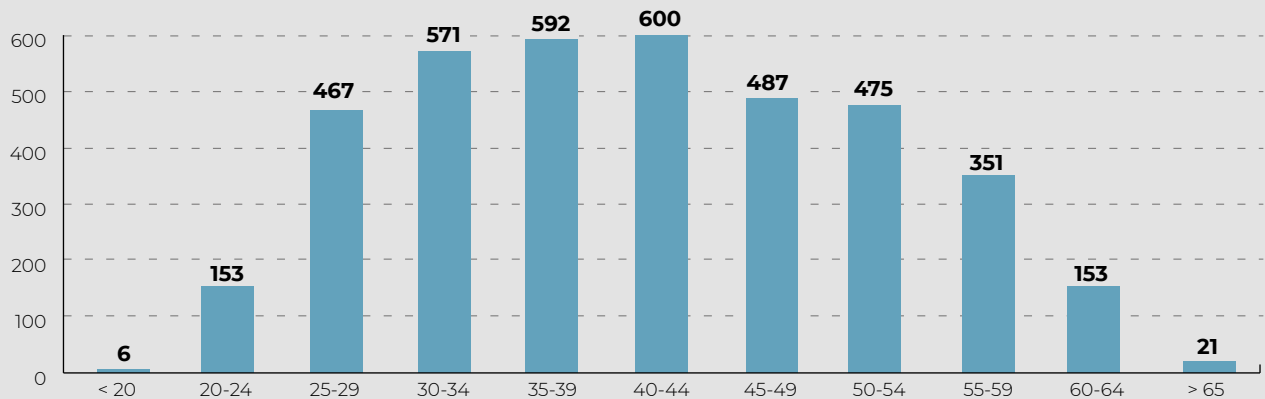
At 31/12/2021, the total workforce of GL events Group amounted to 4,710 employees, an increase of 2.83 % compared to 31/12/2020, and after a 16 % decrease in 2020.

### WORKFORCE BY DIVISION (AT 31/12/2021)



The breakdown of the workforce between the different activities remained stable between 2020 and 2021. On a more long-term basis, the workforce of the Live division's activities represents more than 60 % of the total workforce.

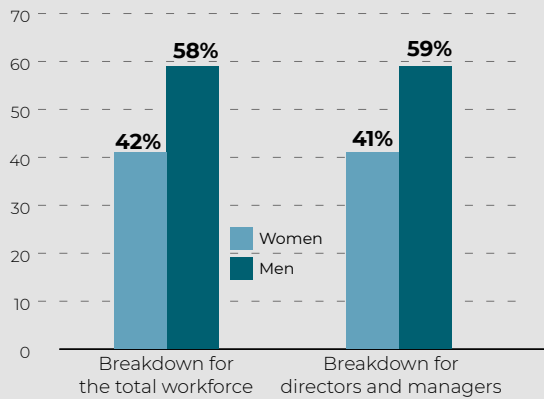
### AGE PYRAMID- PERMANENT EMPLOYEES WORLDWIDE (AT 31/12/2021)



The age pyramid remains balanced, with an increase in the percentage of employees under 30 while the percentage of those over 50 remains stable.

To address the new challenges of the digital environment and social transformation, and also preserve experience and expertise critical to effectively transmitting knowledge, new skills were added in 2021.

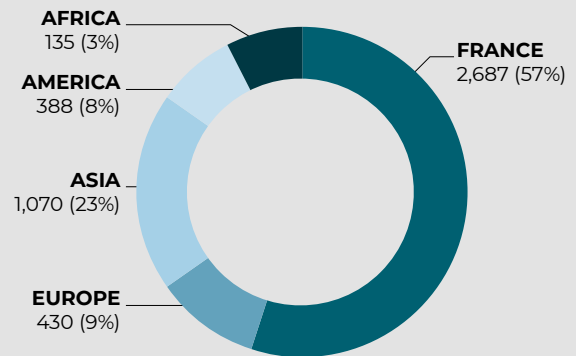
**WORKFORCE BY GENDER AND CLASSIFICATION** (AT 31/12/2021)



The percentage of women has declined very marginally over the last two years for the Group as a whole to reach 42 % in 2021.

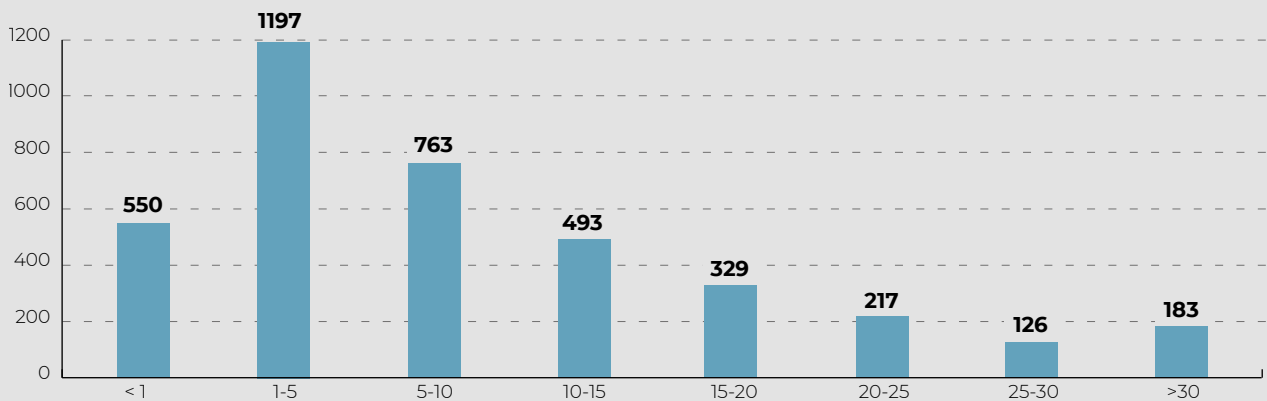
There exist significant differences between the different activities. A noteworthy development is the increase in the percentage of women in our Live division activities, a traditionally male-dominated sector.

**HEADCOUNT BY REGION** (AT 31/12/2021)



Employees in France represent the largest share of the workforce at 57 %. The number of employees in Asia continues to grow, both in absolute and in relative terms, in line with the Group's development strategy, particularly in China.

**BREAKDOWN IN LENGTH OF SERVICE FOR THE TOTAL WORKFORCE** (AT 31/12/2021)



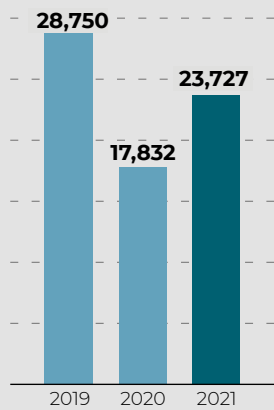
The average length of service at 31/12/2021 is 9.3 years, a decrease of 6 months compared to 2020. Reflecting the Group's history and development, this figure remains highest in France.

Length of service for women, as with their average age, is lower. This tendency reflects the growing percentage of women working in the Group's different business lines.

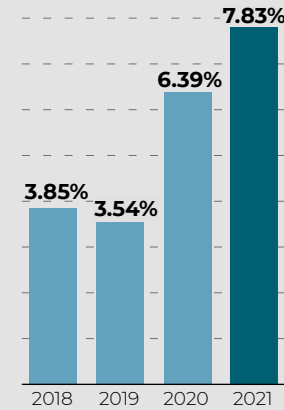


REBOOST - LYON, FRANCE

**NUMBER OF TRAINING HOURS**  
(FRANCE REPORTING BOUNDARY)



**ABSENTEEISM RATE**  
(FRANCE REPORTING BOUNDARY)

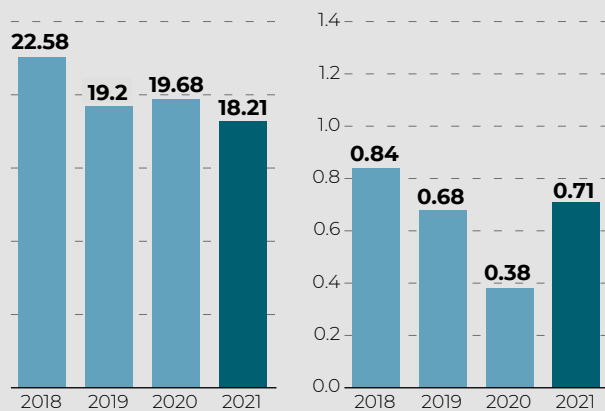


Training efforts were reinforced despite the crisis and focused on acquiring new competencies linked to social, technological and management developments in response to changes in the organisation of work.

The change in the absenteeism rate, after steadily declining since 2017, registered a significant increase in 2020 and 2021. This rate reflects the accountability and precautionary measures taken in the midst of a pandemic by the Group's different companies and by employees to protect their health and that of their families and colleagues.

**WORK-RELATED-LOST TIME INJURIES**  
FREQUENCY RATES\* SEVERITY RATES\*\*

(FRANCE REPORTING BOUNDARY)



It should be noted that the frequency rate in France decreased slightly between 2020 and 2021, despite the strong business recovery in the second half of the year. The severity rate in contrast increased in 2021 by 0.33 points compared to 2020, returning to a level close to that of the pre-crisis period.

\* Number of lost time injuries involving more than one day of absence, occurring over a period of 12 months per one million hours of work

\*\* Number of lost days resulting from temporary disability per 1,000 hours worked

# OUR EXPERTISE HELPING TO BRING PEOPLE TOGETHER



## PROTECTING PUBLIC GATHERINGS WITH REINFORCED MEASURES

In 2021, still heavily impacted by health restrictions, the Group maintained its activities by ensuring the quality and safety of event traffic itineraries to protect its attendees and partners.

The following objectives were set by our teams:

- ✓ **REASSURE** all public and private partners,
- ✓ **COMPLY** with the directives of the competent government and health authorities,
- ✓ **GUARANTEE** a consistent level of quality and excellence for all the Group's business lines.

This protection was ensured by an iterative process in accordance with new developments and directives issued by the competent authorities. This represented a collaborative and multi-disciplinary initiative overseen by the Group's risk, audit and internal control team.

Our approach was focused on three main areas:

### **Protection based on reinforced safety and social distancing measures (HY- PRO - DIS)**

- improved hygiene and cleaning,
- protecting people,
- physical distancing and managing flows.

### **Spearheading the health safety system**

- management of incidents,
- training and prevention,
- the Safe & Clean Label, guaranteeing the quality of our protocols, renewed in 2021.

### **Adapting to risk**

- appoint a health correspondent,
- adopt the right communication approach,
- develop and implement health protocols by business line, in compliance with the requirements of the competent authorities.

### **DEMONSTRATING RESILIENCE AND ADAPTING GROUP BUSINESS LINES**

In response to this unprecedented situation, the Group had to anticipate and offer its customers appropriate solutions; The subsidiaries proposed innovations to address the restrictions imposed by the crisis and reinforce health measures.

### **PROPOSING SOLUTIONS FOR TEMPORARY AND MODULAR INSTALLATIONS TO ENSURE PHYSICAL DISTANCING**

To respect capacity limits and prevent people from congregating during periods of peak circulation, temporary installations provided outdoor buffer zones to ensure compliance with indoor physical distancing requirements. For example, in Brazil, the Group adopted solutions to ensure compliance with requirements for physical distancing and separating pedestrian traffic flows at events (individual spaces, partitions), decontamination areas.

### **STRENGTHENING SURVEILLANCE AND THE RECEPTION PROCESS: PROTECT YOURSELF AND OTHERS**

The Group has installed equipment designed to better monitor symptoms, testing centers or temperature testing devices. "COVID-19 health monitoring" teams were deployed for events. They ensured that physical distancing measures were respected in compliance with all measures in place.

### **REENERGISING OUR TEAMS FOR A RETURN IN COMPLETE CONFIDENCE**

In July 2021, as activity began to recover, the Group organised a business seminar to help motivate the teams to resume our activities and welcome back our visitors and stakeholders. During this in-house seminar, health procedures were presented as a business argument to support the sustainability of the event industry sector's recovery.

### **INNOVATING TO DEVELOP NEW EVENT FORMATS**

For in-person events, digital services were proposed to reduce the risk of contact and transmission of the virus (flyers, digital brochures, digital badges, contactless payment solutions, virtual reality).

Digital offerings were developed both for 100% online or hybrid events. These new solutions made it possible to design any type of event on a remote basis by remaining connected: virtual conventions, live broadcasts, video recordings, interviews, audio-visual productions, product launches and presentations.

### **QUALITY IN THE SERVICE OF THE VISITOR EXPERIENCE**

Continuous improvement measures have been adopted at the Group's event venues to enhance the customer experience (including accessibility). The complete renovation of the Hungexpo site represents a remarkable example of the Group's commitment to offering attendees and participants a premium experience.

In early 2021, GL events wanted to rethink the design and production of events through a new open innovation programme in conjunction with the Matrice Institute, (the "Pushing back the boundaries of event organisation" lab). 40 project leaders were selected from over 200 applicants and assisted for 6 months in designing and modelling innovations to improve the quality of experience before, during and after the event.

### **CREATING VALUE FOR COMMUNITIES AND TERRITORIES**

Beyond the immediate contributions of professional events reflecting their ephemeral nature, trade shows and exhibitions are powerful tools for generating lasting value for professional and civil society communities and territorial economic development. They are also expressions of a political strategy to generate added value. In its capacity as a manager of sites, GL events Venues is also a key contributor to business tourism, the economic development of businesses, and more generally, territorial development in the service of the public interest. In this role, GL events works in partnership with all economic, political and volunteer-sector stakeholders of the region.

By way of example, the Group's Lyon sites established within the Lyon Convention Center, a dedicated space for collaboration and exchange for all event industry stakeholders of the region. Its purpose is to bring together and focus the energies of all stakeholders on the transition to and development of responsible business tourism, and in this way actively contribute to supporting the regions' policies.



### SOLIDARITY-BASED STAKEHOLDERS

Teams in the GL events Group companies have actively participated in solidarity projects in favour of various communities to create added social value in the territories and ecosystems in which they operate. For example, the LOU Rugby and the Confluence site in Lyon participated in the "Solidarity Week" campaign to provide donations to the community-based organisations, Aida and Les Restaurants du cœur. This initiative collected 1,400 items of clothing and over 300 toys for hospitalised children.

Last December, the Lyon Convention Center hosted the first edition of a Socially Responsible and Solidarity-Based Christmas market: "Les Halles Inclusives" was organised by the community-based organisation, "Prête-moi tes ailes" and supported by the Group with the assistance of around 40 of its employees.

All the exhibitors (40 for this first edition) at this Christmas Market were people with disabilities who were participating in the event to present their craft products and services to attendees.



LES HALLES INCLUSIVE - LYON, FRANCE



SOLIDARITY WEEK - LYON, FRANCE



### LOCAL AND ECO-RESPONSIBLE BUYERS

The Group has been actively contributing for a number of years in collaborative initiatives with the Social and Solidarity Economy sector:

- These initiatives were focused on promoting employment for persons with disabilities: GL events has been a member of GESAT (the French national network of sheltered work establishments) since 2012 to promote the practice of purchasing from this type of structure. The Group has also been a member since 2015 of the Club Handicap et Compétences, a community-based organisation promoting workplace integration of persons with disabilities,
- Signatory since 2017 of the 1,000 company member charter (*La Charte des 1000*) to promote job integration and employment.

To strengthen our Responsible Purchasing policy, particularly with companies in the SSE sector, we entered into a global partnership with the French NGO, Agence des Economies Solidaire, to rationalise and structure our commitment.

- All Group buyers in France have been provided training in solidarity purchasing,
- A global sourcing initiative carried out to identify potential partners: following the recovery of our activities, initial collaborations were organised with SSE stakeholders that are expected to be continued and further developed in 2022.

# INVESTING AND INNOVATING TO MANAGE THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES



## INNOVATION & EXPERTISE

Although the health crisis continued to impose constraints, 2021 provided an opportunity for the Group to demonstrate its capacity for innovation within different businesses. This capacity was illustrated by two emblematic initiatives through which the Group is establishing a position as a key driver of ecological transition through its different areas of expertise:

- In the Live division, by developing digital solutions to meet new challenges and offering lower impact products such as electro-hydrogen units,
- In the Exhibition division, by continuing to develop the exhibitions of the Greentech+ business unit to support the different industry players operating in the Ecological Transition sector.

Innovation has focused on the tracking and analysis of our performance. As part of the open innovation programme with Matrice mentioned above, one of the teams initiated a dedicated performance management system project: Green Advisor. This tool makes available a scorecard for managing and assessing the CSR performance of GL events' activities and divisions.

## EFFICIENTLY MANAGING OUR CONSUMPTION OF RESOURCES

Managing resource consumption requires changes in behaviour and processes to reduce our energy consumption through training and awareness-raising among our teams. The replacement of existing equipment with more efficient solutions also contributes to this goal. The Venues division has set a target for equipping its meeting facilities with LED lighting within three years.

For the renewal of its fleet of trucks, the Group has invested in 4 natural gas engine tractors.

## CIRCULAR ECONOMY

The circular economy is one of the major challenges for our industry subject to the risk of generating waste. Our business lines contribute to creating virtuous circles through the reuse of materials and space rental. Our approach for managing waste flows is organised around 3 continuing improvements objectives: reuse > reduce > recycle.

## MAXIMISING REUSE

The business lines involving the provision of services or the rental of equipment and spaces contribute to combating the one-time usage and participate in a circular economy logic. By optimising the turnover of assets (equipment, temporary structures, audio-visual equipment, event venues, energy, partitions, etc.) we extend their lifespan and facilitate repairs to create more virtuous circles of re-use. The expertise of our repair workshops located in our warehouses further extends the lifespan of our assets. And as a last resort, degraded assets are recycled through partners like the eco-agency Valdelia for used partitions or furniture.

In addition, GL events has developed particular expertise in temporary and modular buildings. These solutions make it possible to design structures which can be disassembled and reassembled and are less costly and with a much lower environmental impact than conventional buildings. The Group is committed to reducing waste production at the source. Among the waste coming from event activities, food products originating from Food & Beverage services represent an important resource for potential reduction. Anti-waste devices systems have been installed at the different sites. The development of fully modular and reusable stands has also contributed to reducing waste. The distribution of plastic bottles at our sites is in the process of being discontinued. We are continuing efforts to recycle, by expanding the process of testing, validation and deployment for certain waste streams.

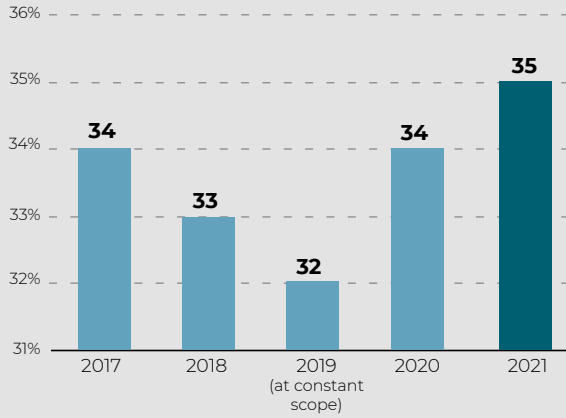
A global partnership was signed in July with a single service provider for all our sites in France to increase the rate of sorting and recycling of various product flows:

- The 5 traditional waste flows (paper/cardboard, metal, plastic, glass and wood),
- The provision of carpeting is a key component of our business.

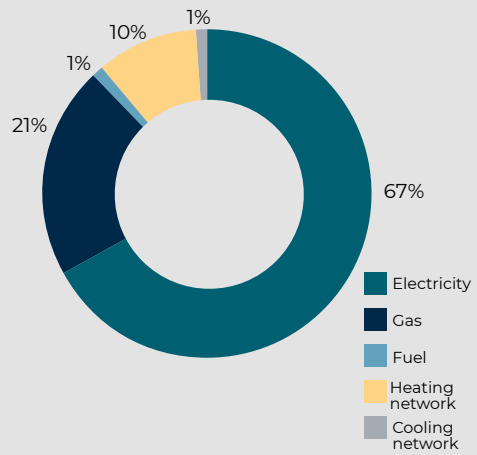
Monitoring and managing this item will be made possible by the introduction of a tool that is now in the process of being deployed.

With a view to improving selective sorting and recycling, all French event venues will be equipped with specific waste bins for attendees by 2021, representing more than 5,000 containers.

### THE GROUP WASTE SEPARATION RATE

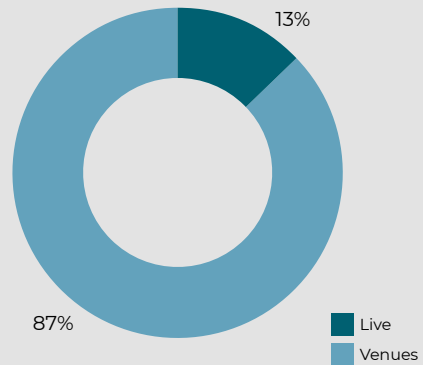


### ENERGY CONSUMPTION BY TYPE (%)



HEAVENT - PARIS, FRANCE

### ENERGY CONSUMPTION BY DIVISION (%)



### WATER CONSUMPTION\*

327,701 m<sup>3</sup>

\* Total water consumption for buildings and fire hose cabinets

GL events Venues accounts for the major percentage of this consumption and is linked to the number of visitors attending the events, the type of event as well as the process of cleaning the sites.

### WATER CONSUMPTION BY DIVISION (%)

