

# **CORPORATE SOCIAL RESPONSIBILITY (CSR) REPORT 2023**



# Why implement CSR ?

The implementation of CSR at Bonitasoft was born out of a realization, regarding our collective responsibility towards the present and future, in the "responsible" development of our company.

Our planet has depleted all of its resources, and social inequalities continue to widen, so it is crucial to take concrete, strong, and demanding actions.

- Digital technology currently represents 3 to 4% of greenhouse gas (GHG) emissions worldwide [1 and 2]
- 2.5% of the national carbon footprint [3].
- GHG emissions from digital technology could increase significantly if nothing is done to reduce its footprint: + 60% by 2040 [3], or 6.7% of national GHG emissions.

As a company, we have a responsibility to ensure that we use resources wisely, take care of the well-being of our employees, and be a strong actor in the local economic and social fabric, all through the implementation of an engaging action plan.

The implementation of CSR has also been motivated by a positive gain for the company through the following levers:

- The competitiveness of the company is strengthened, as we have access to a greater number of requests for proposals, and we can acquire new markets.
- CSR is a vector of growth and productivity as it encourages a more just social climate adapted to employees by placing economic, social, and environmental issues at the heart of the company's project.
- This approach also allows us to stand out in the market by highlighting the adoption of a green entrepreneurial approach, which is often a productivity gain for the company.
- CSR is a factor of innovation and trust for employees and consumers with a desire to produce differently while promoting an ethical and sustainable approach.

As a responsible and corporate citizen company, Bonitasoft wishes to be an actor in a continuous improvement approach to its social, economic, and ecological environments.

[1] Shiftproject, Lean ICT: For digital sobriety, October 2018 [2] Green IT study, Global environmental footprint of digital technology, September 2019 [3] Ademe-Arcep study on the environmental footprint of digital technology in France

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# INTRODUCTION



**Created in 2009**  
Grenoble, France



**BPM**  
Publisher Business Process  
Automation platform



**Open-source  
company**



**International talents**  
Employees working from  
France, Spain, and Canada



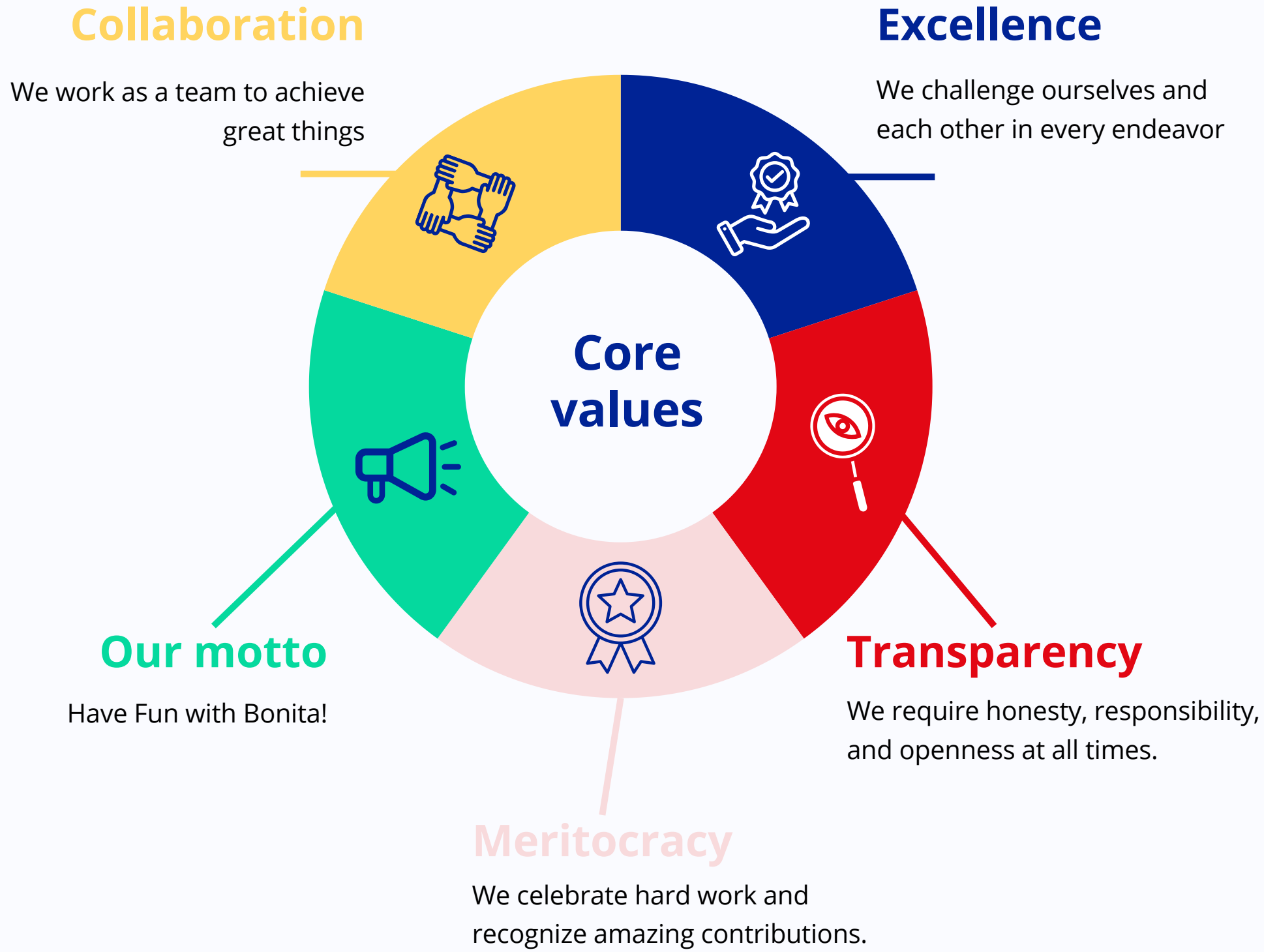
**Global clients**  
140 clients in  
35 countries



**Large community**  
An ecosystem of more  
than 150,000 members

# Our values

Bonitasoft has put in place many initiatives to be a socially responsible company.  
Our values are rooted in our open- source DNA.

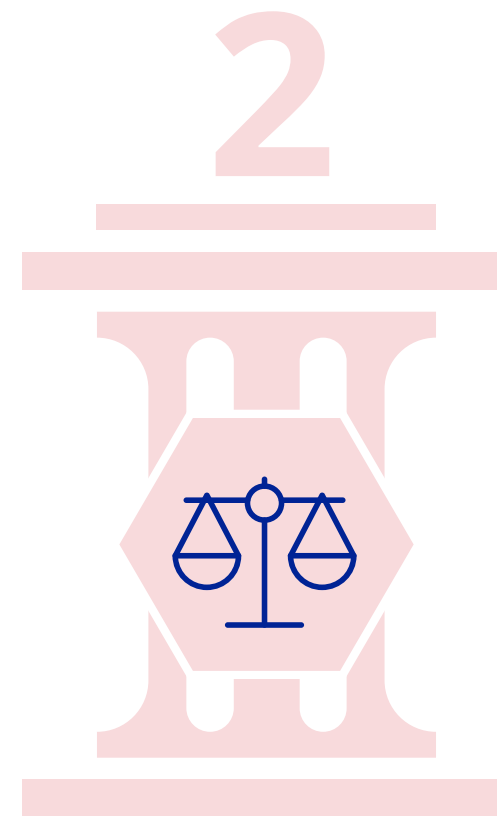


# Our pillars & engagements



## Minimize our environmental impact

- Manage consumed goods sustainably
- Optimize waste recycling
- Conserve energy resources, especially by reducing transportation



## Be a responsible employer

- Promote the development and well-being of employees
- Develop employee skills
- Institute a policy for fair and motivational salaries
- Foster social dialogue
- Ensure diversity and equal opportunities/equal treatment



## Be a good corporate citizen

- Encourage and support employee engagement
- Support social and economic solidarity
- Buy responsibly





# Our commitments to CSR

Bonitasoft supports innovative companies around the world in automating their business processes and developing applications useful for their digital transformation.

This digital transformation often aims to:

- Reduce paper use through automation and digital communications
- Implement remote collaboration tools to make exchanges more pleasant, with less friction and more efficiency, and to reduce travel
- Improve working conditions for employees through reduced physical strain and a focus on high-value responsibilities
- Reduce environmental impact through better waste management, supply chain management, and management of raw materials.

Bonitasoft's social purpose contributes to the collective interest, but we don't stop there. This collective interest guides our entire strategy, whether it's in terms of product development methodology, where we prioritize open source, involvement in the local economy and ecology, or respect and attention paid to people.

**80**  
employees

**96%**  
permanent contract



**12**  
nationalities



**40**  
average age

female  
**25%**  
male  
**75%**



# ENVIRONMENT

## 1. ENVIRONMENT SUSTAINABILITY

### RESOURCE MANAGEMENT

#### Sustainable Goods Management

Regarding computer and electronic equipment, our priority is not to throw anything away but to repurpose everything.

We collaborate with the AFB Group, a company specializing in refurbishing computer and telecommunications equipment. AFB supplies our equipment to associations or recycles what cannot be.

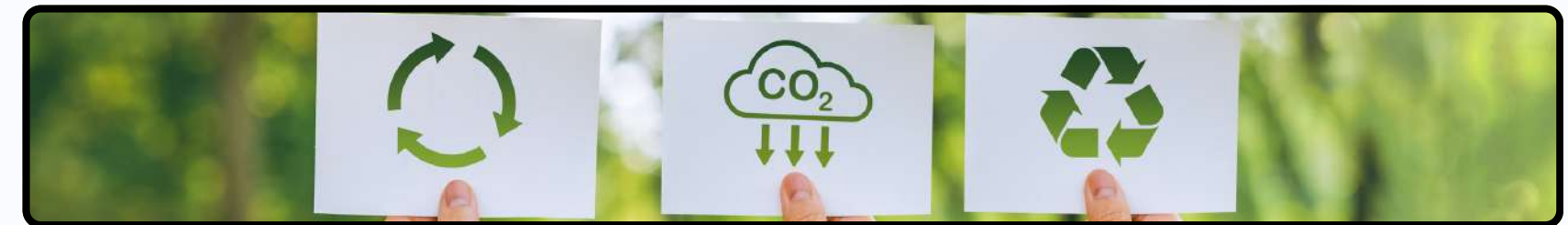
Moreover, AFB prioritizes local sourcing - items collected in Grenoble are processed and primarily resold there. This aligns well with our location in Grenoble, where all our equipment is stored.

#### Electrical & electronic equipments

No electrical or electronic equipment or component is thrown away.

Electrical and electronic waste is recycled separately from spare parts and consumables waste.

The waste of electrical and electronic equipment is brought to a qualified service provider.



#### Digitization & Green Purchases

Always aiming to minimize the number of paper prints and email exchanges, several tools have been adopted:

- A secure online vault for payslips
- SAAS mode business applications for managing employee files, professional expenses, absence management, performance tracking, etc.

General expenses take into account environmental criteria whenever possible:

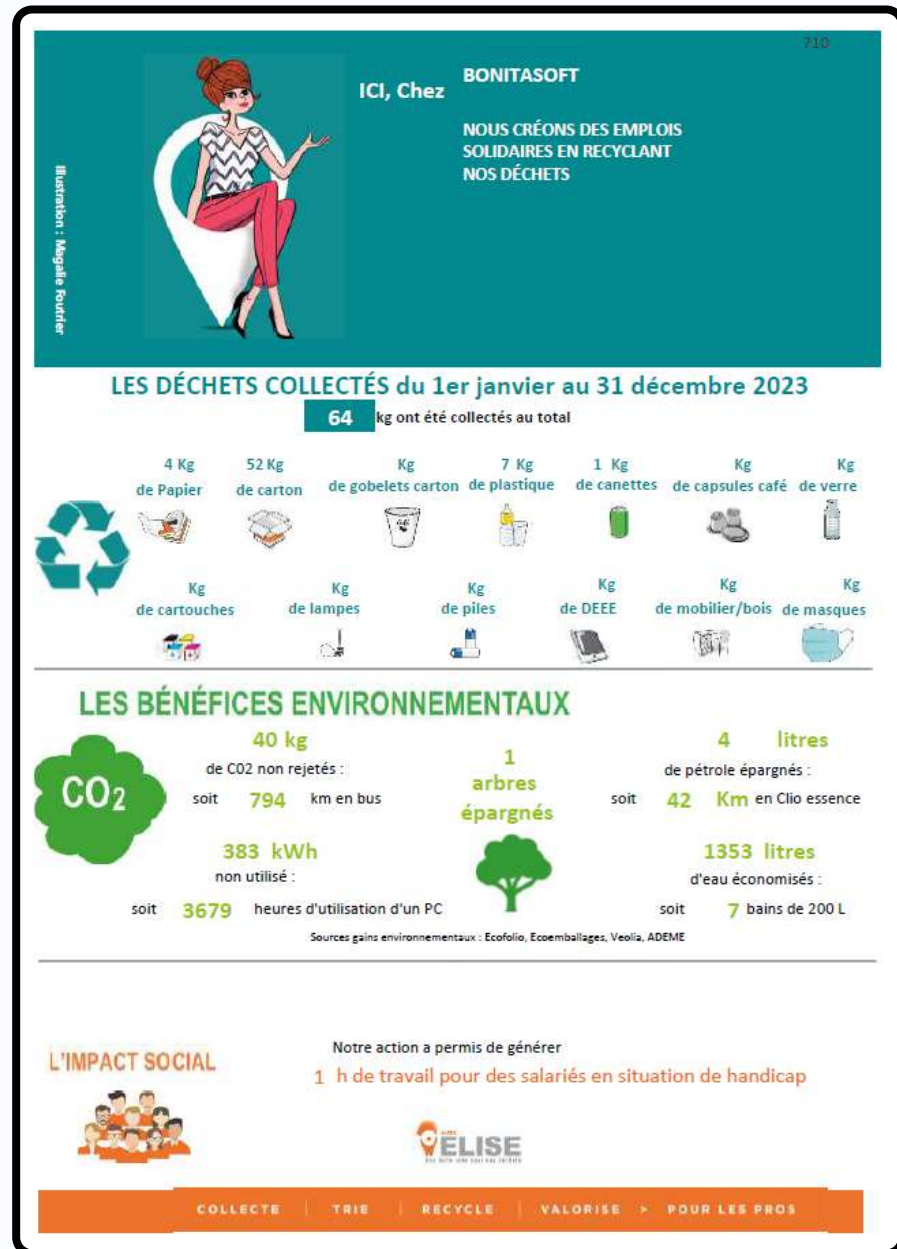
- Purchase of organic tea, coffee, and fruits
- Bonitasoft provides eco-cups and mugs in the kitchen to replace plastic cups.
- No plastic items (plates, cutlery, glasses, etc.) are used during events organized by Bonitasoft.

## 2. RECYCLING & ENERGY

### Recycling of our waste

As part of the measures taken for recycling and waste disposal (papers, cardboard, cans, plastic bottles), we have implemented selective sorting in our Grenoble office.

With our partner, [Elise](#), we recycled 64 kilos of the collected waste in 2023.



### Electricity supply

We have chosen to subscribe to a "Renewable Energy" type of contract through the GEG ENeR subsidiary. The electricity supplied is 100% guaranteed to be from renewable sources through environmentally friendly production means (photovoltaic, wind, and hydroelectric power plants).

For each of our consumed MWh, the equivalent is injected into the electricity grid as energy from a renewable source located in the Rhône-Alpes region.

This contract represents an additional cost for Bonitasoft, but we are committed to continuing in this direction in the years to come.



## 3. REDUCE CARBON-FOOTPRINT

### Compensation actions

Act with ReforestAction [1]. In order to reduce our carbon footprint, we partnered with Reforest'Action in an operation that combines our successes and environmental commitments. For each of Bonitasoft's successes, trees are planted in France.

In 2023, Bonitasoft planted 35 trees.

[1] ReforestAction decided to discontinue this service in 2023 due to a strategic shift. Therefore, our partnership with the organization ends in 2023.



### Travel Policy

In 2023, we made a commitment to update our travel policy to include ecological aspects. The policy communicated to all employees encompass the following :

- Prefer traveling by train rather than by plane if it does not jeopardize the trip. If in both cases the traveling time is the same, then go for the train.
- If little or no public transportation is available, car rental, taxi or private automobiles can be alternative options. When traveling in groups, every effort should be made to share the car amongst employees.



## ENVIRONMENTAL COMMITMENTS FOR 2024

1. Continue our partnership with AFB in regards to repurposing our equipments.
2. For the planning of our Get-togethers 2025, organize team-building activities that connect employees with nature fostering appreciation for the environment and camaraderie among colleagues.
3. Respect our travel policies when organizing our Get together events.



## EMPLOYEE ENGAGEMENT

# 1. EMPLOYEE DEVELOPMENT

## Performance management

Since 2021, we switched from conducting an annual performance review to a quarterly performance review, in order to closely monitor employees and detect any difficulties and to implement an action plan on a much shorter cycle. This choice was made because we consider it essential to have important conversations between managers and employees more than just once a year.

These meetings allow us to focus on the successes of the quarter and the difficulties encountered in order to improve in the future. They also highlight training needs to feed the training plan in real-time.

Professional development reviews are also held every two years to discuss career aspirations and employee expectations.



## Training plan

Bonitasoft places a special emphasis on training to develop the know-how and soft skills of each employee through training, experience, and sharing of experiences.

Based on the company's strategy a training plan is established and this plan evolves throughout the year. The training is thus adapted to the employees' profession, and missions, as well as the evolution of their roles and personal needs.

In 2023, 52% of the workforce was trained for a total of 863 cumulative hours. In comparison, 36% of the workforce was trained for a total of 518 cumulative hours in 2022.

Furthermore, every manager has undergone a 31-hour training program titled "Being a Manager at Bonitasoft." This training is designed to empower our managers to embody our company values while guiding their teams. It covers various aspects such as fostering a feedback-driven performance culture, techniques for motivating teams, and providing support for career advancement within the organization.

## Quarterly & Half-year reviews

Following each quarterly review campaign, an analysis is conducted by HR and reviewed by the Executive Committee to implement actions if necessary.

HR also conducts People Reviews with each manager twice a year. A People Review is a review of all Bonitasofters between HR and managers. Topics such as performance, career aspirations, and training needs are discussed.



## It's Happening Today

Every second Thursday of the month, a break in the daily tasks of the R&D and IT teams is organized so that everyone can dedicate a day to a topic of their choice, called "It's happening today".

Consolidating new knowledge or mastering new tools depends on the interest of the employees and the ability to experiment and implement their new skills.

This initiative is therefore an ideal framework for everyone to experiment, discover or express their talents. The challenge of the day is set by the employee, and failure is welcomed with a smile because even if the objective of the day is not achieved, learning has taken place and that is what motivates the initiative.

## 2. EMPLOYEE ENGAGEMENT

### Collective agreement

Bonitasoft aims to maintain strong cohesion within its teams and involve employees in the company's project.

To achieve this goal, the company organized three Get-Together events in 2023, compared to two events in 2022. These gatherings provide opportunities for employees to interact with their colleagues and other teams more frequently, fostering the generation of new ideas and adding value for both the company and its employees.

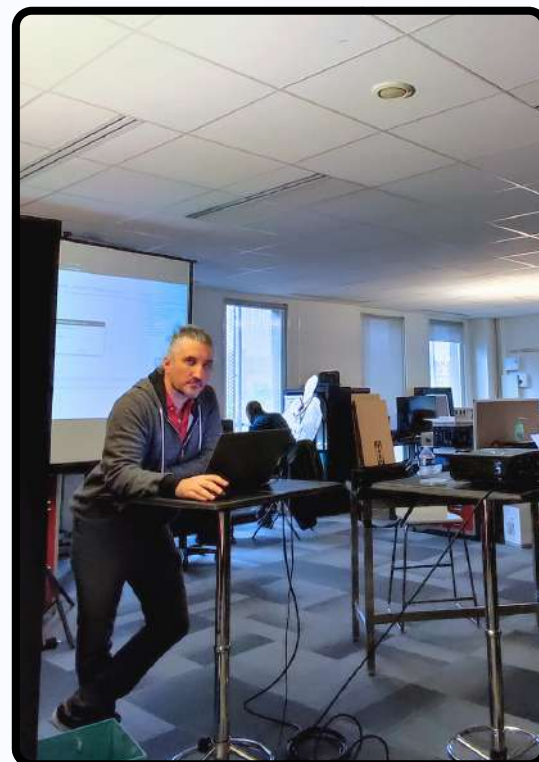
At the annual kick-off, teams gather to establish goals and strategies. Additionally, quarterly or semi-annual meetings, tailored to each team's needs, are held. These sessions prioritize a collaborative approach to ensure that communication isn't one-sided, with only the manager speaking while the team listens. Multiple speakers, Q&A sessions, and engaging activities are incorporated to encourage collaboration.

Remotely, several initiatives were launched :

### Customer factory

Our customer-centric mindset to provide excellence to our customers, leads all our approaches and internal processes. So we created an Ambassador programme named "The Customer Factory" in which customer facing departments and product develops come together to align on our product strategy.

For example, it was within this framework that Bonitasoft was able to rethink its pricing model, which involved all relevant teams. Collaboration truly enriched the process and allowed for an improved overhaul, followed by employee buy-in to implement these changes with clients and partners.



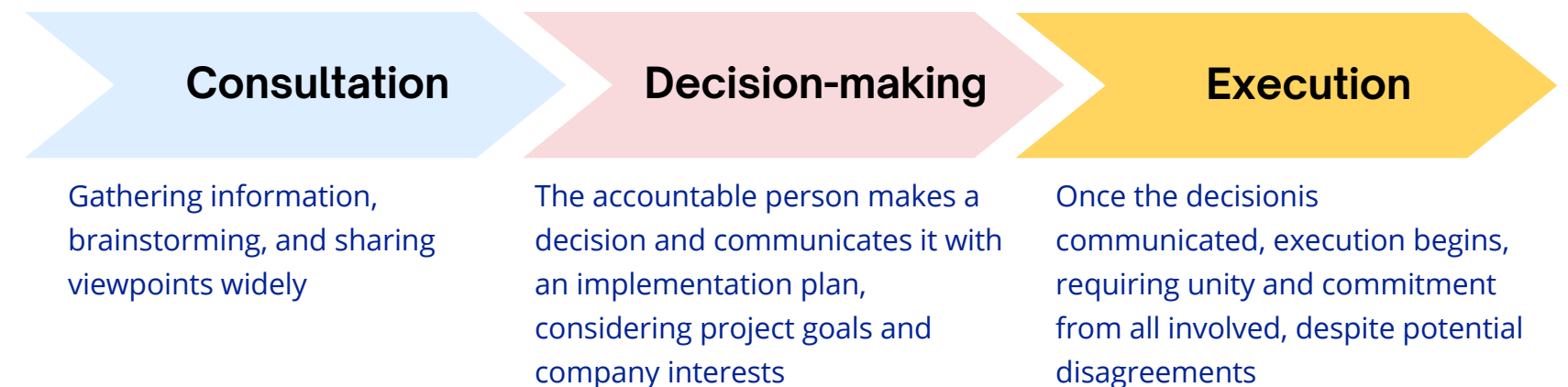
### Consent-driven decision-making initiative

We aim to advance delegation within our company, extending beyond the current level. This initiative, initiated at the executive committee level, is set to continue with managers and individual contributors. To facilitate this, we've opted for widespread adoption of the RACI methodology, prioritizing "Consent driven decision making" over "Consensus driven decision making."

The success of this process relies on wide consultation, transparent decision-making, overcoming disagreements, and collective action towards success, reinforcing our shared commitment to organizational objectives.

Accountable individuals are entrusted with decision-making authority for projects or topics, ensuring thorough decision-making processes. They prioritize organizational goals and values, seek input from team members, and take responsibility for decisions' success or failure.

The process involves three steps:



## Collaboration

### Brainstorm & workshops

Throughout the year, teams from various departments come together for collaborative projects. Our emphasis on this collaborative spirit peaks during our Q4 gathering, where we focus on fostering teamwork among all departments and facilitating the exchange of information regarding significant initiatives, notably product launches.

### Standardized resources

In order to prioritize and enhance information sharing and collaboration, we have established standardized resources within our organization. This includes leveraging the Google Suite for messaging, document collaboration, and remote meetings, specifically utilizing Google Meet for seamless virtual interactions. Additionally, we utilize Confluence for streamlined document sharing and Slack for instant messaging, ensuring rapid and effective communication among team members.

### Launch of the strategic program department

To bolster the company's strategic initiatives, we established a new department dedicated exclusively to these endeavors. In 2023, we initiated a strategic program aimed at enhancing employees' day-to-day working conditions, streamlining communication, and fostering information sharing across the entire company.



## 3. COMPENSATION & BENEFITS

### Transparent Salary Structure

#### Introduction to job leveling framework

In 2023, we introduced a job-leveling framework in collaboration with each department, allowing employees to monitor and assume responsibility for their career advancement. This framework assists managers in identifying the necessary skills within and across different levels. Additionally, it offers employees a transparent pathway for career progression, detailing the skills and competencies needed to advance to the next level.

#### Transparency on salary

We provide all employees with access to salary information tailored to their specific roles and various levels within those roles. This practice aims to minimize wage disparities and guarantee equitable compensation for both existing employees and newcomers.

#### Annual salary review

Bonitasoft's salary review process is part of a larger process - Bonitasoft's overall budgeting process. It involves both Managers and HR.

We use a dynamic salary benchmarking tool that stays updated with market trends, including inflation. This ensures our compensation remains competitive without separate adjustments. Our salary review relies on this system for fair and market-aligned decisions, with inflation factored into benchmark figures for transparent and equitable adjustments.

A salary review assesses a team member's pay, with the possibility of an increase but no guarantee. Managers propose reviews aligned with set criteria, with HR validating and communicating decisions to employees through their N+1.

#### Total Compensation Package

We believe that a company's compensation policy extends beyond just salary. Therefore, in 2023, we introduced individualized documents for each employee providing a detailed overview of their Total Compensation Package (TCP), which encompasses more than just their salary. The TCP outlines the total global compensation and social benefits received by the employee in the preceding year.

**figures**

The review of individual salaries is based on three factors

- Seniority level
- +
- Performance
- +
- Market alignment

## Profit-sharing agreement and savings plan

In 2019, Bonitasoft signed a profit-sharing agreement with the Employee Delegation (DUP). It provides an additional variable to the compensation package based on the company's objectives. A new agreement was signed with the Social and Economic Committee (CSE) in 2022, renewing our commitment for three years.

In general, the device set up by this agreement aims to:

- associate all employees with the company's economic results;
- mobilize and motivate all employees to achieve operational and customer performance objectives, which are essential to the success of the company's strategy.

In conjunction with the profit-sharing agreement is the company savings plan which allows employees to participate in the creation of a portfolio of securities. Payments made by staff and the company benefit from tax and social advantages.

## EMPLOYEE ENGAGEMENTS 2024

1. In support of our commitment to transparency and fairness, we will provide all employees with access to salary bands for their job and for all levels.
2. Implementing the 'Objectives and Key Results' (OKR) methodology as a collaborative management approach to define and prioritize goals and objectives for our organization and its departments. By adopting OKRs, we aim to foster alignment, enhance focus, and promote transparency in our operations.
3. Update of the performance review process



## Employee benefits



Full remote  
(France, Spain, Canada)



Flexible work schedule



Work-from-home allowance for each day worked at home



Monthly co-working allowance for all employees



Profit-sharing



50% subsidized meal vouchers by Bonitasoft



60% subsidized health insurance by Bonitasoft



5 weeks holidays + 6 additional days off



CSE allowance



Paid-for charity day for charitable project



The Monday of Pentecost offered to all employees



Celebration of employee seniority anniversaries 1, 3, 5, 10, 15 years.



"Choose your own tools" allowance



3 gatherings per year with all employees



# SOCIAL

## 1. EMPLOYEE WELL-BEING

Because employees are key to the company's performance, Bonitasoft has implemented a human resources policy aimed at promoting the growth and development of its employees.

### Work-life balance

Ensuring the quality of the work environment and the balance of life of its employees is an integral part of Bonitasoft's HR policy. The company makes every effort to provide a pleasant working environment conducive to their professional development.

### Health & Safety

Bonitasoft ensures the health and safety of its employees through the annual update of the Unique Evaluation Documentation of Risks (DUER) and the associated action plan, offering a health insurance plan with very good coverage, and a great work-life balance (limiting requests outside of work hours, charter for the right to disconnect).

Bonitasoft's activity, being primarily tertiary in nature, is not particularly accident-prone. No work accidents were reported in 2023.

Special attention is paid to psychosocial risks. Each manager schedules meetings with each member of their team at least once a month to review objectives, but also to discuss employees' feelings and well-being. This management system facilitates the early detection of potential work-related stress situations.



## Workplace

We transformed the office layout to suit the needs of a fully remote company

We established shared workstations in our open-plan office, each equipped with essential supplies including a screen, keyboard, mouse, dock, HDMI/VGA adapter, VGA cable, and RJ45 cable. This ensures that any employee visiting the office can work with the same comfort as they would in their home office

### Flexible work location and time charter

In 2019, we implemented a charter on flexible work location and time which aimed to:

- Prioritize a work organization based on trust rather than control
- Promote employee well-being and reduce fatigue related to travel
- Limit travel and thus reduce our impact in terms of CO2
- Recruit the right people based on their skills rather than location

This charter allows everyone to work in the location of their choice without requiring permission, as long as the chosen location is conducive to work and concentration. It also allows everyone to adapt their working hours to certain personal constraints, by allowing periods of unavailability, while respecting the weekly working time and a daily balance.



## Great Place To Work®

Bonitasoft engaged in the Great Place to Work survey in 2018, 2019, and 2023 to assess its work environment and pursue continuous improvement. This certification relies on an internal survey and HR evaluation, where employees anonymously share their views on work life quality across five dimensions: credibility, respect, fairness, pride, and camaraderie.



### 2018

Bonitasoft earned the Great Place to Work® label in its inaugural participation and secured a spot among the "Best Workplaces," ranking 43rd among companies with 50 to 500 employees. With a remarkable 92.5% survey response rate, 86% of employees regarded Bonitasoft as a great place to work.



### 2019

During our second participation, Bonitasoft not only earned the Great Place to Work® label but also achieved a notable milestone by ranking 10th among companies with 50 to 500 employees, marking a significant improvement from the previous year.



### 2023

For our third participation in 2023, Bonitasoft once again received the Great Place to Work® label. In total, 94.2% of employees responded to the survey, and 86% of them consider Bonitasoft to be a company where it is great place to work.

## 2. SOCIAL INITIATIVES

### “Weather” report

During our quarterly review meetings, two specific sections are related to the fulfillment and well-being of Bonitasofters:

- A weather report of the quarter in which the employee can express their feelings
- A "Working Conditions" section that allows Bonitasofters to express themselves on their organization, workload intensity, teleworking, work-life balance...

### Get-togethers

As a 100% remote company, the three Get-togethers are also opportunities for all employees to spend quality time together, nurturing our personal bonds through team building. With these events, we contribute to offering this office vibe and reinforcing integration into the company culture.



## 3. SOCIAL DIALOGUE

### Employee representation - CSE

5 new employees of the Social Economic Committee (CSE ) were elected in 2023.

The CSE and the management team meet once every two months, with an agenda defined together beforehand. Topics such as support for ergonomic work, which led to the purchase of laptop stands and new chairs, have been covered, as well as the expansion of working from home, flexible schedules, and the incentive agreement.

One of the initiatives include an annual subscription to Club Employés, an online platform that offers employees discounts on products, leisure, travels, and services.

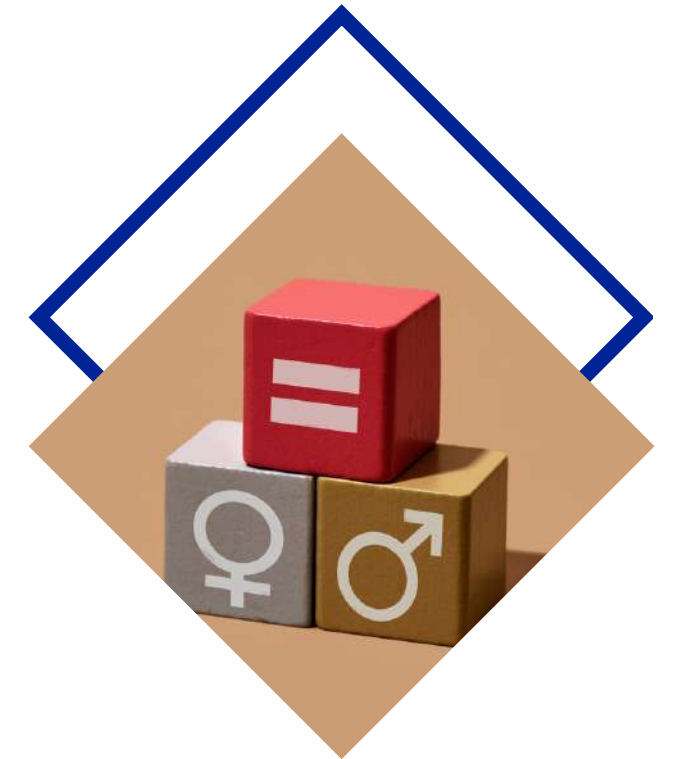
## 4. DIVERSITY & INCLUSION

Bonitasoft’s social policy is reflected in its commitment to promote diversity, through a recruitment and career management policy open to everyone, based on their skills (independent of age, disability, sex, origin, religion, and beliefs, or sexual orientation).

### Gender equality

In 2023, Bonitasoft continued its commitment to:

- Recruiting: ensuring strict non-discrimination between genders to have a proportion of women aligned with, or even higher than, the market (In 2020, the proportion of women among employed digital graduates reached 17%. [Source](#)). As of today, women represent 25% of our workforce.
- Compensation: maintaining strict equality of treatment between women and men in the application of the salary policy. Cf. “Job levelling framework” (p. 20)
- Articulation between professional activity and family responsibilities: promoting work/life balance for both genders by implementing the flexible workplace and work schedule charter.



### Inclusion of people with disabilities

As of December 31, 2022, the company employs 3 people with a disability (RQTH), which represents 3.8% of our workforce.

### Anti-discrimination policy

Numerous nationalities (currently 12) are present in the Bonitasoft team. European employees as well as those coming from further afield, such as Nepal and Libanon, have been assisted in their installation in France.

Age is not seen as a positive or negative recruitment criterion and all age groups work together and support each other.



## SOCIAL COMMITMENT FOR 2024

1. Actively seek new offices that prioritize the well-being of our employees and cater to the our remote work policy. Our search efforts are guided by the overall needs and expectations of our collaborators, with feedback helping to refine our specifications. This initiative reflects our dedication to creating an optimal work environment that aligns with the aspirations of our employees.
2. Implement diversity initiatives to raise awareness, foster understanding and promote inclusivity such as trainings on best-practises & unconcious bias in recruitment.
3. Participate in the Great Place to Work survey in 2024
4. Encourage employees to book their voluntary paid-for day

Resource Management



## ETHICS



# 1. CORPORATE GOVERNANCE

## Buy responsibly

Bonitasoft favors local suppliers and those who promote social and environmental initiatives. Particularly regarding food, priority is given to products with the least packaging possible and the use of local suppliers to support nearby agriculture. Regarding IT purchases, local suppliers are favored when possible.

## Loyalty in practices & whistleblowing system

While Bonitasoft's activities are not particularly exposed to corruption risks, the company strictly adheres to regulatory provisions in this regard. To control commitments made by authorized individuals, purchasing and validation procedures are rigorously implemented.

In 2022, Bonitasoft established a whistleblowing system to prevent and counter any illicit behavior or actions contrary to ethical standards within the company.

This system provides the opportunity for any Bonitasoft employee, as well as its business partners, service providers, subcontractors, and any other party concerned by the company's activities, to report any crime, clear violation of the law or regulations, threat to the public interest, or breach of the group's code of conduct.



Bonitasoft's reporting system aims to eradicate reprehensible behavior within the company. It covers a wide range of potential violations, such as fraud, corruption, environmental damage, and data breaches.

All reports must meet specific criteria to ensure authenticity and good faith. Whistleblowers are protected from retaliation, and their identity remains confidential throughout the process. The system is supervised by the Reporting Officer and involves internal verification and investigation.

Decisions regarding reported incidents are made transparently and promptly, with notifications provided to the relevant parties. This process ensures accountability while preserving the confidentiality and protection of whistleblowers. Bonitasoft remains steadfastly committed to maintaining integrity and transparency in its operations.

## Ethical partnerships



We collaborate with the [AFB Group](#), a company specializing in refurbishing computer and telecommunications equipment. AFB demonstrates a strong commitment to CSR, particularly in its employment of people with disabilities. AFB supplies our equipment to associations or recycles what cannot be.



The chosen supplier, [Elise](#), not only recycle the collected waste but also creates sustainable jobs for people with disabilities or in difficult situations. Bonitasoft also uses establishments and services for disabled workers (ESAT) for the recycling of sorting bins (Elise).

## 2. SECURITY

### Bonitasoft is certified ISO 27001

Bonitasoft has ISO 27001 certification for its Bonita Cloud information security and Bonita Cloud customer development, operations, and support.

Enterprises who automate their business processes on Bonita Cloud want secure, robust enterprise applications with assurances that their data and privacy is safe.

Bonitasoft's ISO 27001 certification is the result of a successful audit of the company's cloud security practices by Bureau Veritas Certification, the world leader of certification.



[DOWNLOAD CERTIFICATION](#)

### Employee Safety Commitment

With the CSE committee, we updated the Single Document for Risk Assessment (SDRA) presents health and safety risks for employees.

It's crucial for prevention efforts, enabling:

- Inventorying professional risks.
- Identifying their causes.
- Measuring their impact on worker health and safety.

Risks evaluated depend on the company's activity and environment. Factors include physical constraints, aggressive environments, and specific work rhythms like night shifts and repetitive tasks.

### ETHICAL COMMITMENTS FOR 2024

1. Continue our partnerships with AFB Group and Elise.
2. Maintain the ISO 27001 certification and ensure that all employees respect best practises applied to this certification.



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