

# TRANSPARENCY REPORT 2023



# A word from our Chairman & CEO

The year 2023 has been profoundly transformative for Mantu, underscoring our adaptability and forward-thinking approach, as we solidified our Group's position as an independent leader in the global consulting market.

Undoubtedly, the most impactful transformation has been the rise of disruptive Al tools. Generative Al has now reached a level of scalability, providing real-time actionable insights and unlocking unprecedented possibilities, poised to reshape the economy. Mantu has taken significant strides in integrating Al across all our operations and geographies. Leading these efforts, Mantu's AI task force is actively engaging in learning, development, testing, and internal implementation of AI solutions to optimize and elevate our strategies and operations.

Strengthened by our internal results, we also extended our support to clients and partners in their own transformation journey. We are crafting new offerings through our Technology practice to assist them in harnessing Al within their specific contexts and needs. Mantu has a history of pioneering innovative work organization and management models, and today, we continue our pioneering legacy by leveraging Al to gain a strategic advantage.

Further exploring the frontiers of Digital Marketing & Experience, we embraced developments in augmented, virtual, and mixed reality. Our work with industry leaders

such as Apple and Meta in augmented reality ventures has positioned us at the cutting edge of creating immersive and innovative user experiences.

In the era of digital transformation and rise of social media, reputation and crisis communication are increasingly important for all leaders, regardless of their company's size. In this context, issues of double materiality, regulatory and environmental compliance must be addressed concurrently. Our Leadership & Advocacy practice supports leaders, revealing the purpose of their projects and enhancing their positive impact.

Strong of our position of leader in Total Talent Management, we've pursued in 2023 a strong growth in our activities this year, particularly in wage portage, keeping pioneering the field of Future of Work.

# **Deepening Commitment to Sustainability**

Mantu has solidified its sustainability efforts as part of our ongoing strategy to reduce our environmental impact. We pursued our decarbonization goals of committing to a net-zero carbon footprint by 2050, an objective formally validated by the Science Based Targets initiative (SBTi). Integrating sustainability deeply into our business strategy, we remain dedicated to responsible and ethical business practices. In 2023, we observed a 34% reduction in our greenhouse gas (GHG) emissions compared to 2019, our year of reference. Key initiatives have included the creation of the "Carbon Brainprint", a tool designed to measure the carbon footprint of consulting services, and a comprehensive decarbonization program that addressed all

emission sources.

Alongside our environmental efforts, we have maintained a zero-tolerance stance towards corruption, upholding the highest standards of integrity and transparency in all our operations. This commitment ensures we operate with a profound respect for the ethical implications of our business on the world.

#### **Empowering Our Global Talent Community**

As we continue our transformative journey with the execution of our strategic plan, Pioneer I, the development of our talents has always been our priority. In 2023, we enhanced our support for our teams through comprehensive development programs that ensure continuous learning and career progression. We rolled out initiatives aimed at supporting parenthood, embracing digital nomadism, and fostering a positive work environment. This commitment is reflected in our People Value Proposition, which underscores Community, Opportunity, International, Impact, and Empowerment as the foundational values uniting all Mantu talents.

These efforts underline our belief in the immense potential of our people to drive growth and innovation, ensuring they have the support and resources to excel and adapt in a dynamic global market.

Buoyed by the massive evolutions of 2023, the Group now looks forward with confidence to a year 2024 brimming with opportunities for sustainable growth. I wish to thank our talents, clients, and partners, for their trust and unwavering commitment.

Tomorrow is human.



Mantu is an independent international consulting player, founded in 2007.

We are in business to build the next generation of sustainable pioneers.

Mantu brings together expert and complementary brands to guide clients throughout their evolution.

# **MANTU TODAY:**

We connect and power companies with leading teams and technology to succeed faster and sustainably.

Offices in

60+

countries

Present on

continents

€1Bn\*\*

total revenue\*

11,500\*\* people

110+

nationalities

\*meaning the total volume of our activities \*\*previsions 12/31/2024

# HIGHLIGHTS

# **MANTU**



Integrating AI in our operations and ways of working

- Al task force creation.
- Investing in the first seed round of Mistral AI
- Development and deployment of tailor-made Al-powered tools and chatbots like Mantu OpenAl, HeyMantu!, AskODIN, etc.

New Headquarters
Switzerland

1 New Brand
∧ R N E O \_

# **PEOPLE**



Discover our **People Value Proposition** 

Employer
Branding Star
awards

Introduction

Mantu Parental

Pathways

(parent mentorship

program)

# SUSTAINABILITY



**Sustainability plan** approved by the SBTi

GHG emissions reduction goal

-90% by 2050 Signatory of the UN's



Signature of the UN's

WOMEN'S EMPOWERMENT PRINCIPLES Impackathon

(22 projects, 3 guest judges)

with winning project 'Carbon Brainprint' becoming our

latest sustainability offer

# **BRANDS**

## **AMARIS CONSULTING**

introduced

14 Centers of Excellence

awarded for

the 2nd consecutive
year as the
Best Independent
Technology Consulting
Firm in Singapore

LITTLEBIG CONNECTION

part of

**G20 Young** 

Entrepreneur Alliance's India

delegation

celebrated

10th anniversary

UK's **Leading Management Consultants** 

in data analytics & big data Financial Times in 2024

nominated by the

Chambre de commerce, d'industrie et des services de Genève in the Economy category

# VALUEMENT

established

Center of Competence in Mauritius

## **NOVELAB**

partnered with Meta developed Demeter (MR game)

created experiences for 3,000+ people

**REVIBE** 

## **PORTALIA**

included in

Financial Times 1,000 fastestgrowing companies

in Europe in 2024

## WEMEAN

launched its double materiality method for **CSRD requirements** 

#### ARNEO

tailor-made Alpowered tools developed specifically to meet unique needs



# **10 MANTU GROUP**

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# **Exploring** and growing since 2007

2007

Creation of Amaris in Geneva, Switzerland, quickly followed by subsidiaries opening in Spain and then in France in 2008.

		Total revenue* (€)	People
2011	Presence in 12 European countries and first offices opening in Asia and the Middle East.	32M	600
2015	Expansion in 5 continents and service hubs operating 24/7 to support business operations.	120M	2,000
2019	Transformation into the Mantu Group to better meet the needs of our clients.	480M	6,500
2022	Development and roll out of the Pioneer I strategic plan, which proactively addresses the changes coming to the world of work.	616M	8,500
2023	Integration of AI into our strategy and operations to provide our clients and teams with the best of this technology.		10,000

Continuously pioneering new services,

1Bn\*\*

11,500\*\*

2024

processes, and ways of working.

\*meaning the total volume of our activities \*\*previsions 12/31/2024

UNDERSTANDING

MANTU

# 17 years in our own category

# Experiencing uninterrupted growth since creation

Almost entirely organic



Average annual growth



# Trusting and empowering teams



of key leaders joined our company at entry level



of top management is under the age of 35

# Achieving international stature



of Mantu's people live or work outside their country of birth

Our business activities are structured around practices which support our clients throughout their transformation.

# **OUR TRANSFORMATIVE PRACTICES:**



The Leadership & Advocacy practice offers coaching, training, and consulting services to executive committees to help them define their purpose, positioning, and strategy.



The Digital Marketing & Experience practice guides and supports our clients in bringing seamless customer experiences to life through augmented, virtual, and extended reality, through customized digital platforms and events.



The Technology practice reinvents and transforms industrial and economic models through a cutting-edge digital and technological approach that leverages our expertise across diverse domains. With an deep understanding of life sciences, engineering, telecom, digital and information systems, and retail business processes, we deftly navigate these realms to offer transformative solutions.



# **The Total Talent Management practice**

responds to the rapid changes in the world of work by bringing together and creating bridges between different modes of collaboration: salaried employees, entrepreneurs, freelancers, and wage portage.

Our practices

# Explore our brands

Regardless of their expertise or the sector they operate in, all Mantu brands share a single mission: build and nurture a talent community to achieve businesses' and entrepreneurs' ambitions.



Is an independent technology consulting business that provides companies with high value-added technology services and clear guidelines for successful transformation in the digital and information systems, telecommunications, life sciences, and engineering fields.

# **ARNEO**\_

Is a creative digital agency that addresses all digital challenges, from consulting to design, and supports its clients in their digital transformation process. With expertise in brand image, influence, and lead generation, Arneo is adept at leveraging Al opportunities. It also crafts custom platforms for businesses, ensuring outstanding user experiences.



Creates a direct and transparent link between companies and all their external partners so that they can team up more easily than ever before. LittleBig Connection enables companies to manage all their external partners through its SaaS platform, LittleBig Rise, and to find the right expert for each of their projects through its marketplace, LittleBig Connect.

# revibe

Transforms the relationship between companies and their teams and clients, creating unique and unforgettable opportunities to meet, share, and connect that cross the boundary between the physical and digital.

# Novelab.

Develops immersive and interactive experiences thanks to its expertise in virtual, augmented, and extended reality, as well as metaverse technologies. Novelab provides unique value, allowing companies to offer their customers a meaningful journey to the heart of their brand strategy.

# valuement :

Specializes in business processes and data analysis, revealing and ensuring long-term competitiveness for its clients.

# 1 Portalia

Supports talented individuals who prefer to remain independent at every stage of their career despite the numerous challenges of self-employment. It provides advice, training, and support to self-employed workers, enabling them to operate at peak capacity.

# <u>we</u>mean

Enables companies and senior management to find meaning through their work, helps them magnify their positive impact, and collaborates with every part of an organization to effectively transform corporate culture.

Partnering for long-term success

We support more than

**1.000** clients across the globe and some of them in

10+ countries

We view our clients as partners: together we innovate better, achieve more, and succeed faster. Many of our clients have been with us for years, and we believe this is testament to the effectiveness of our partnership approach. Many of our clients have been with us for years, and we believe this is testament to the effectiveness of our partnership approach. For example, Nestlé has been our partner since 2010, Bouygues since 2011, and both Forvia and EDF since 2012.

In today's rapidly evolving landscape, our innovative solutions drive tangible change and are highly reliable. At the heart of our organization lies a promise of transparency we always deliver on our commitments and consistently achieve the desired outcomes for our clients.

Banking, Finance, Insurance

















Industry, **Aeronautics** & Defense







**FORVIA** 

SIEMENS

THALES





**Energy** 



**EN2DIS** 



Life science









Consumer & **Luxury Goods** & Retail



Nestle



Telecom







NOKIA



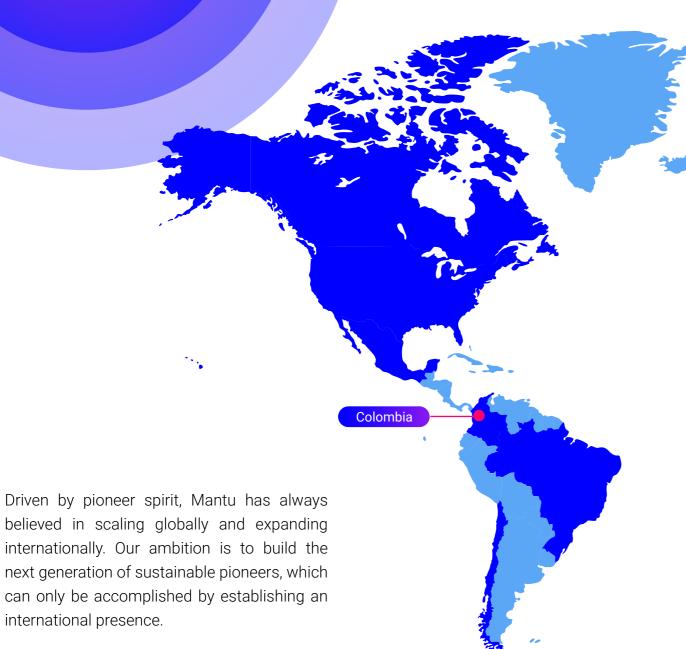


**Public sector** & International organizations





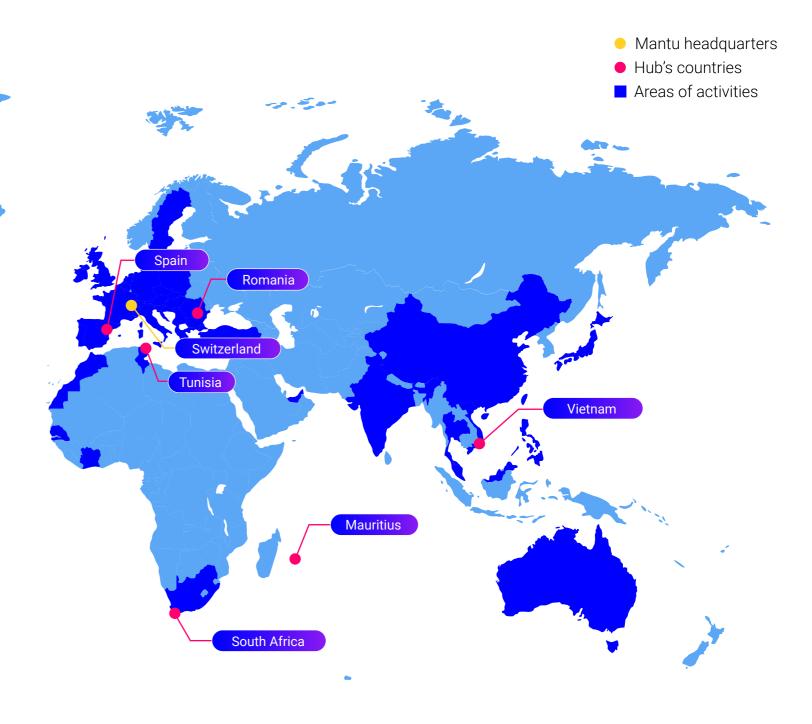
# A global presence and reach



believed in scaling globally and expanding internationally. Our ambition is to build the next generation of sustainable pioneers, which can only be accomplished by establishing an international presence.

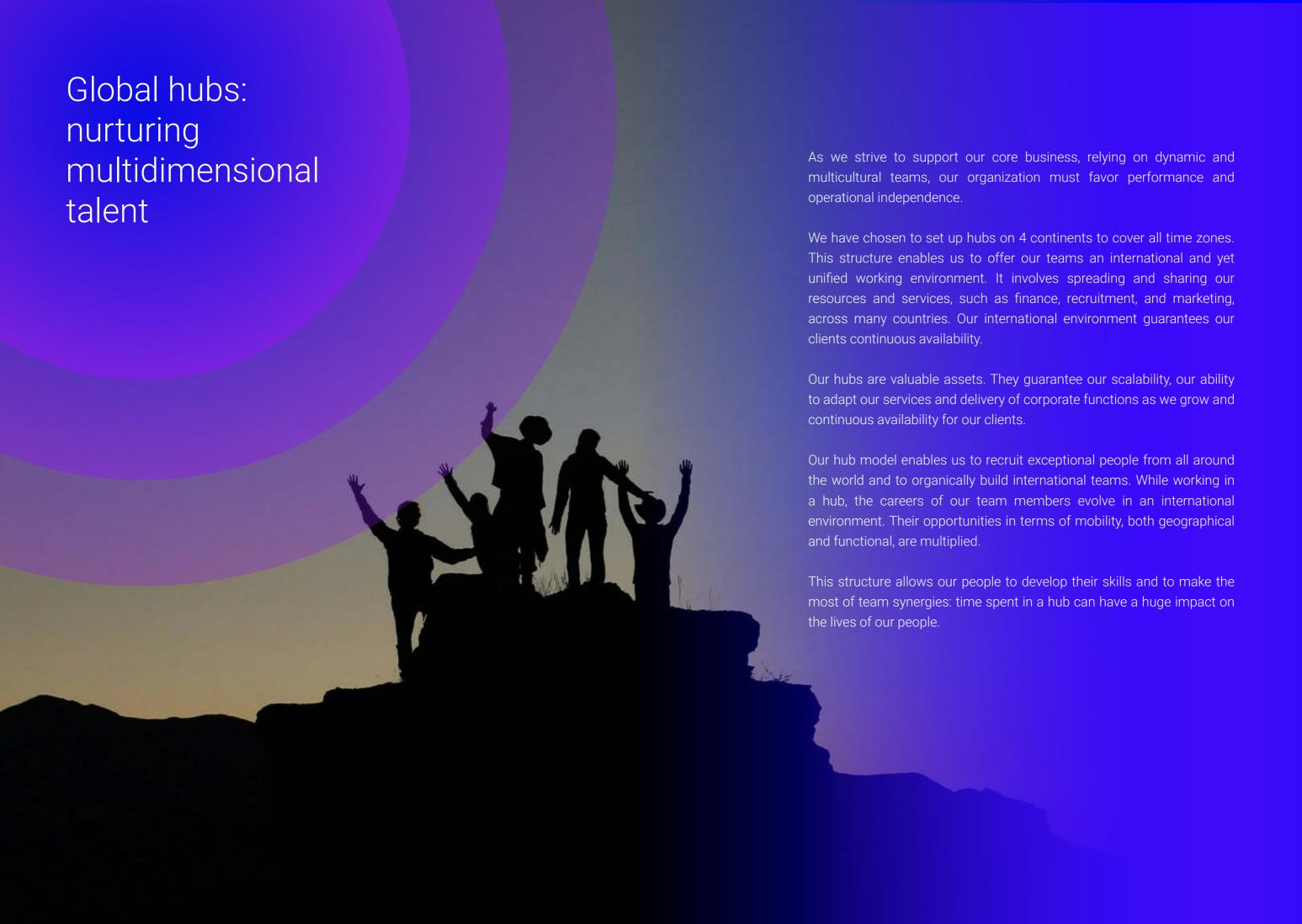
From the very beginning, Mantu has recognized the importance of scaling our services and seamlessly supporting our clients across various locations. Our strength lies in our international capacity and size, enabling us to offer added value by effectively tackling client challenges that

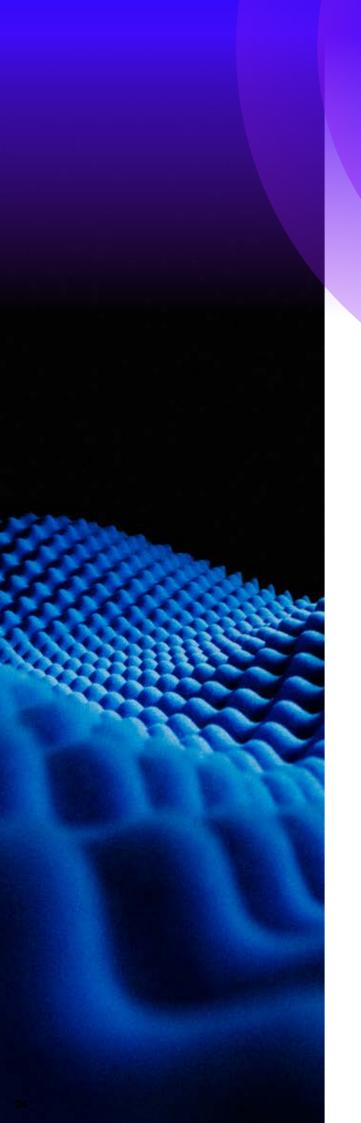
span multiple countries. In today's globalized business world, this ability is indispensable. We continuously endeavor to evolve and anticipate change, ensuring our ability to deliver quality services anywhere in the world tailored to the precise needs of our clients.



Our international expansion not only benefits our clients but also enriches the growth of our talent community, fostering enhanced efficiency, creativity, collaboration, and crosscultural understanding within our company.

By embracing a global mindset and constantly pushing boundaries, we continue to grow and innovate, both as a company and as individuals. Mantu's commitment to scaling and international expansion is not only vital to our business success but also integral to our corporate culture and values.





# Our leadership team

## **MANTU BOARD**

The Board is Mantu's main management body. They provide Mantu's vision, develop the global strategy, and oversee the actions of the entire company. The Board sets up the company's organizational model and ensures that Mantu remains in line with its purpose and mission.

## **EXECUTIVE COMMITTEE**

The Executive Committee makes decisions on Mantu's overall management, as well as establishing and monitoring key projects and related budgets. They approve Mantu's strategic priorities and define the scope of different departments. The Executive Committee is made up of nine people and oversees both business and corporate services. In addition to their board roles, board members also serve on Mantu's executive committee.



**Béatrice ALVADO**Chief Communication
& Marketing Officer



Olivier BROURHANT Chairman & CEO



Etienne CADRE EVP Human Resources



Federico CORSI CEO Amaris Consulting



Mark-Corentin COT-MAGNAS EVP Information & Finance



**Caroline DECRÉ**EVP Recruitment



**Jean-Pierre HENNION**Chief Information Officer



Constance NEVORET

EVP Sustainable Development

Mantu & CEO LittleBig Connection



Jean-François THUNET Deputy CEO



# **CORNERSTONE VALUE**

# INDEPENDENCE

Mantu belongs to those who created it and to those who develop it every day. Independence is the key to successful sustainable development. It gives us the freedom to make our own choices and build our future the way we want to. It gives us the ability to anticipate change and to be flexible over time as the economy evolves. Staying independent sets us apart on the global market.



## **PIONEER SPIRIT**

The idea of exploring new technologies, new ways of thinking, and new competencies is what connects us to one another and leads us to success. We are pioneers and we move quickly: our innovative guidance helps organizations find new paths to building a more sustainable world.



## **TRUST**

The foundation of all relationships, trust enables us to promote freedom of expression, creativity and innovation. We believe that businesses are above all a human adventure that carries the world forward. We put our trust in a great talent community to build a global company. We put our trust in people to shape innovation, to change the world and improve our way of life, so that tomorrow will be human.



## CARE

It is at the heart of everything we do for our teams, clients, partners, and planet. From actively contributing to climate change mitigation to building empowering workplaces, Mantu channels a more human approach to work and business. We value diversity and meritocracy as key enablers for the new generation of pioneers.



# PERFORMANCE

This translates into a constant desire to move forward and never stop asking more of ourselves. Our ambition pushes us to think differently every day in order to stand out and consistently rise to the challenge for our clients. The secret to our performance lies in the combined power of human creativity augmented by technology.

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Our values

Our values are the guiding principles

that steer everything we do, from the

partners to how we interact with our

remind us of what is important, and

way we work with our clients and

teammates and candidates. They

why we do what we do every day.

They are the pillars that shape our

added value and our uniqueness.

# ADVANCING THE PIONEER I VISION

Mantu's Pioneer I strategic plan serves as a compass: guiding our teams, actions, and decision-making from 2022 until 2025. The plan reflects our steadfast commitment to anticipating and adapting to market disruption, while redefining Mantu's values, mission, and purpose. To develop Pioneer I, we started by reflecting collectively and conducting a comprehensive analysis of the economic and competitive landscape within which we operate.

Structured around three centers and grounded in our updated beliefs and priorities, Pioneer I is designed to chart our course for three years. It aligns our strategic initiatives and unites the endeavors of our 11,500 people, leading us on a unified trajectory.

# **PIONEER I'S CENTERS:**

# **EXPLORE CENTER**

Extend Mantu's footprint into corporate journeys through new technologies, competencies and human thinking

- Ensure Mantu's organic growth
- Build our smart data architecture, accelerate the power of our tools, and foster global account management
- Leverage our brands as they strive to become market leaders
- Explore Web3 for business performance and market recognition

## **IMPACT CENTER**

Address planet challenges and expand our ability to be a great company to work for and with

- Transform the way we work to reduce our carbon footprint
- Integrate sustainability into our core offerings
- Lead diversity and inclusion programs
- Boost our competitive edge
- Accelerate our people's engagement

# SOCIAL CENTER

Build deeper relationships with partners and team members

- Enhance internal communication to foster better collaboration
- Make Mantu's knowledge accessible, benefiting clients and team members
- Support our talent community
- Attract top-tier talent through a refined recruitment strategy

# TAILORING TOMORROW'S SOLUTIONS FOR OUR CLIENTS

# Embracing the Al revolution

This year saw the ascent of disruptive technologies and significant shifts in market trends. Undoubtedly, the most impactful transformation has been the rise of Al tools, with generative Al now reaching new heights of scalability. These tools are providing real-time actionable insights, paving the way to redefining the economic landscape.

# A NEW ERA OF EFFICIENCY AND INNOVATION

Since the end of 2022, Mantu has embarked on a transformative journey, embracing artificial intelligence across our teams and client services on a global scale. With a commitment to innovation, we have taken significant strides in incorporating AI technologies into our strategic Pioneer I plan, enhancing all our programs and projects. This integration has streamlined our progress, setting a new standard for operational excellence.

To accelerate and coordinate these advancements, we established a dedicated Al task force. This team is at the forefront of learning, developing, testing, and deploying Al solutions within our organization. Their mission is to harness the full potential of

Al to enhance our strategic and operational efficiency. This task force champions the adoption of Al tools across all geographies and teams, seeking out opportunities to refine processes and amplify productivity through Al. Moreover, they are committed to promoting Mantu's growing Al expertise, positioning our Group as a key consulting player in the Al revolution.

Our Al Open House sessions showcase practical Al applications across departments. These sessions empower our people to integrate Al into their daily tasks, fostering a culture of innovation and efficiency. Since October 2023, every two weeks we hold Open House sessions, each one a step toward a more Al-fluent Mantu.

We have also developed several new Al-powered tools for our teams:

The Al Toolbox is a centralized collection of our Al-powered tools, designed to streamline access to both existing and future Al resources. It aligns seamlessly with our business objectives, creating a more efficient and innovative work environment. Each tool within the Al Toolbox is crafted to serve a distinct purpose that supports our business goals. We will keep developing new Al tools for this toolbox, continuously innovating and implementing new solutions.

Mantu Open AI leveraging generative AI technology, signifies a major enhancement in our generative AI capabilities. It is a text-based AI system capable of understanding and generating human-like text, opening up endless possibilities. This platform not only boosts efficiency and ensures data security but also provides seamless access to the latest generative AI functionalities, all backed by our dedicated support team.

The HeyMantu! chatbot is a significant leap forward in internal communications, offering our team members instant, board-level insights around the clock, regarding our vision, history, values and corporate culture. This dynamic and interactive chatbot resolves user inquiries and provides personalized insights — it's like they are speaking directly to one of our board members.

The AskODIN chatbot provides a direct connection to the Group's knowledge repository. Integrated with our ODIN knowledge management tool, the chatbot enhances the user experience by facilitating easier and more direct access to knowledge.

The tangible productivity gains from these efforts are clear, freeing up our teams to dedicate more time to value-added tasks. This evolution aligns with our commitment to staying at the forefront of technological advancements.

# LEVERAGING AI TO EMPOWER OUR PARTNERS

Strengthened by our internal AI successes, Mantu is well-positioned to guide clients and partners through their own transformational journey. We are actively developing customized offers to help them integrate AI into their unique environments and meet their distinct challenges.



**Amaris Consulting's AI offer** is a comprehensive four-step solution to ease and boost AI adoption:



# REMOTE OPEN HOUSE SESSIONS



these sessions provide teams with regular exposure to Al innovations, fostering a culture of continuous learning and adaptation. our focus is on developing and deploying secure and robust generative AI models that ensure data privacy and operational integrity.



# EXPERT-LED WORKSHOPS



WORKSHOPS FOR LEADERS

AI NOW! ONSITE

we facilitate workshops aimed at developing targeted AI strategies that align with specific business objectives.

these workshops are designed to fasttrack AI understanding and adoption among company leaders, providing actionable and immediate strategies for integration.



Mantu in partnership with its brand Arneo, created tailor-made Al toolboxes for our clients and partners. Channelling Mantu's Al Toolbox experience we are ready to create a comprehensive suite of Al-powered tools tailored to enhance our clients' core operations.

Mantu and all its brands are now fully engaged in using, developping, delivering Al-powered solutions across our entire portfolio.

A new digital reality: the metaverse and Web3

The metaverse is a hypothetical version of the internet which will be groundbreaking for its fusion of digital and physical reality. The metaverse is expected to operate and expand on augmented reality (AR) and virtual reality (VR) technologies to create an immersive virtual world. Users will be able to play, work, socialize, and engage in a wide range of interactive, recreational, and commercial activities in this new digital space.

Web3 marks a new technological horizon. The third generation of the web will bring about a profound transformation of the internet, challenging its operating methods, value creation sources, and economic models. Web3 proposes a decentralized web, primarily built on blockchain technology, which enables secure transactions without intermediaries.

Mantu continues its journey into Web3 and the metaverse, inspired by their transformative potential. We established a dedicated Web3 and metaverse task force, which excels in continuously tracking industry trends and technological advancements, ensuring that we stay ahead of the curve in these rapidly evolving domains.

Our thought leadership is shaping the conversation around Web3 and the metaverse. We maintain a strong media presence, with monthly Web3-related editorial contributions to the Swiss magazine Bilan and by leveraging our digital platforms to disseminate specialized articles on these technologies. In 2023, nearly half of our business insight articles focused on metaverse and Web3-related topics, enhancing our online visibility and strategic positioning.

Our client support has been proactive and responsive, as evidenced by Novelab's collaborations on various metaverse platforms. For example, Novelab delivered a keynote and developed a bespoke metaverse experience for BCPE's top management.

Overall, our multi-award-winning studio, Novelab, is strategically positioned in the metaverse domain, especially in the growing headset market referenced.

Novelab partnered with Meta on two important projects spanning 2023. To begin with, Novelab developed a mixed reality experience for Meta's event unveiling the Quest3 XR headset. Subsequently, Novelab

collaborated with Meta to produce "Demeter, an Asklepios Chronicle", the first procedurally-generative mixed reality platformer game. Released in January 2024 on the Meta Quest 3 headset, this game allows users to immerse themselves in a miniature fantasy world that dynamically responds to and interacts with their real-world surroundings.

In 2023, Novelab also crafted an interactive virtual world on Roblox for Gulli, a French television channel catering to children. With a focus on providing young fans immersive activities and connections to beloved shows and characters, the virtual world transformed audience engagement.

In our role as pioneers, we continue to explore and position ourselves to leverage Web3 and metaverse opportunities. We are ready to accelerate our initiatives as the market evolves, ensuring that we remain at the forefront of these groundbreaking shifts. One example of this is our work with the Apple Vision Pro, a mixed reality headset that was released last February. Our goal was to explore the knowledge and skills needed to fully harness the potential of this innovative technology, with its revolutionary features like intuitive gesture, gaze control, and customizable immersion.

lacksquare 1



# Environment

# **KEY ACHIEVEMENTS**

Mantu has embedded environmental protection into our corporate culture and strategy. Our commitment to reducing our environmental impact involves every brand, every department, and every member of our community.



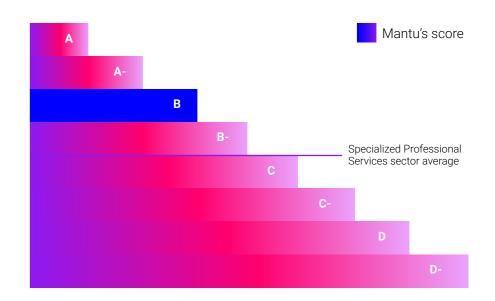
The Science Based Targets initiative (SBTi) approved two Mantu decarbonization targets: near-term 2030 and net-zero 2050. These targets cover all Mantu entities, brands, and locations.



Mantu obtained a B score in its 2023 CDP climate change assessment. The CDP is an organization that helps companies and cities disclose their environmental impact and aims to drive disclosure, insight, and action toward a sustainable economy.

#### **UNDERSTANDING OUR CDP SCORE**

Mantu received a B rating, exceeding the average for the Specialized Professional Services sector.



**Leadership (A/A-):** Implementing current best practices

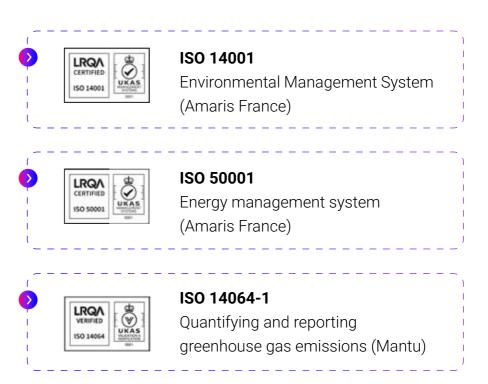
**Management (B/B-):** Taking coordinated action on climate issues

**Awareness (C/C-):** Knowledge of impacts on, and of, climate issues

Being transparent about climate issues

This graphic is sourced from the CDP

Disclosure (D/D-):



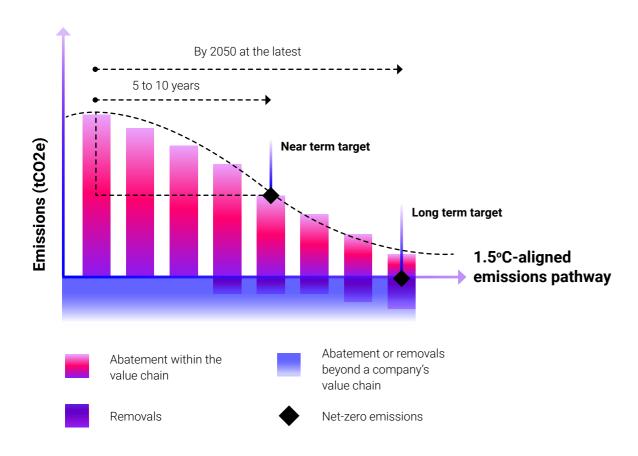
# ZOOM IN: MANTU'S SCIENCE BASED TARGET INITIATIVE (SBTI) DECARBONIZATION TARGETS

SBTi is a collaboration between Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). SBTi is the global authority promoting and approving science-based carbon emission reduction targets.

The SBTi has approved two decarbonization targets for Mantu:

- Near-term 2030
- Net zero 2050

These targets cover all Mantu entities, brands, and locations.



Our commitment is visible on the SBTi dashboard under the name "Mantu".

OUR APPROVED TARGETS	by 2030	by 2050
Reduce absolute scope 1 & 2 GHG emissions*	74%**	90%
Reduce scope 3 GHG	<b>55%</b> /FTE	<b>97%</b> /FTE

<sup>\*</sup>From a 2019 baseline

We set up an ambitious decarbonization program that covers our entire value chain and operations to achieve these targets. Our 2023 results show that we are on track with our SBTi targets, having reduced our GHG emissions by 34% since our 2019 baseline, we are four years ahead of our projections.

## **GLOSSARY**

**FTE:** full-time-equivalent (employee)

**Scope 1:** our direct emissions (car fleet, AC system, gas consumption)

**Scope 2:** our indirect emissions (electricity consumption)

**Scope 3:** our indirect upstream and downstream emissions (purchased goods and services, waste, energy consumption, business travel, employee commuting, the use of our services)

**GHG:** greenhouse gas emissions

<sup>\*\*</sup>See Mantu Sustainability Report

# Economic

At Mantu, we recognize that our most significant opportunity to positively influence both society and the environment is through the work we do with our clients. Our commitment to sustainability is not just a facet of our operations; it's a guiding principle that shapes the way we conduct business and deliver services. We are dedicated to harnessing our sustainability expertise to assist our clients in transforming their technological advancements into a force for sustainable change.

Our sustainability initiatives extend beyond the introduction of new services; they encompass the strategic enhancement of our existing portfolio. We are committed to innovating and tailoring our offerings to embed sustainability at their core, while simultaneously refining our current services to align with sustainability principles. This comprehensive approach ensures that our clients benefit from cutting-edge, sustainable solutions that foster responsible activities and competitive differentiation.

## **KEY INITIATIVES**

## Sustainable service offerings



#### SUSTAINABILITY CENTER OF EXCELLENCE

This center is instrumental in aiding our clients to develop and embed sustainable business practices into their core strategies.

# WATER & ENVIRONMENTAL ENGINEERING CENTER OF EXCELLENCE

This center support our clients in improving profitability and sustainability through the optimization of water in industrial processes.

# **ARNEO**

#### **ARNEO**

This offer involves the eco-design of projects that are environmentally respectful, accessible (taking into account various disabilities), and GDPR compliant (ensuring data protection).

# CONNECT FOR GOOD

This initiative has successfully connected over 3,000 sustainability experts with SMEs and large corporations, fostering a network of sustainability knowledge and expertise.



#### TAG SYSTEM

The LittleBig Connection platform provides a tagging system for consultants and freelancers with disabilities, promoting a diverse and inclusive professional environment. In 2024, we will introduce a new tag for eco-certified suppliers to showcase their commitment to sustainability.



# CORPORATE SUSTAINABILITY REPORTING DIRECTIVE (CSRD) OFFER

WEMEAN guides clients through the complexities of the new sustainability reporting regulations, ensuring that clients can navigate this evolving landscape with confidence.





#### **INNOVATIONS**

Inaugurated in 2023, Mantu's Impackathon event embodies our innovative spirit by encouraging team members to create projects with a positive impact. The winner, Carbon Brainprint, measures the carbon footprint of intellectual service projects. In less than a year, it has been fully integrated into our processes — helping us provide our clients with a carbon footprint measurement of our projects — and is currently undergoing the ISO 14067 verification for accuracy and reliability.



## **SUSTAINABLE R&D**

We are actively developing sustainable R&D projects, such as smart building technologies. These initiatives are grounded in creating an IoT-based (Internet of Things) infrastructure that anticipates a building's energy needs. By integrating sensors and predictive analytics, our solution is tailored to enhance the comfort, security, and energy efficiency of buildings. This approach ensures that energy consumption is not only monitored but also optimized in real-time, meeting the dual objectives of user well-being and environmental stewardship. Our commitment goes beyond theoretical models, as we apply these innovations in our own Paris office, setting a benchmark for sustainability.



## **SECTORIAL ADVOCACY**

Amaris Consulting joined forces with 40 other consulting firms at the Climate Enterprise Convention. Together, we are pioneering the concept of regenerative consulting. Our collective efforts are aimed at crafting a roadmap that will redefine our business practices by 2030, steering us toward a regenerative economy that not only sustains but also replenishes and restores.



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# Social

We are dedicated to embracing social, cultural, and gender diversity in the workplace. We are an equal opportunities employer, proactively working to remove any and all forms of bias and discrimination from our recruitment processes and work environment.

# INCLUSIVE RECRUITMENT TOOLBOX

We are committed to fostering a diverse and inclusive work environment and recognizes the importance of our recruitment team in achieving equal opportunities. The Inclusive Recruitment Policy is designed to ensure individuals feel valued, enhancing candidate well-being and organizational innovation. A comprehensive toolbox has been developed to facilitate the implementation of diversity and

inclusion practices in the recruitment process. This toolbox features digital platforms offering job listings tailored for accessibility to diverse job seekers, including women and individuals with disabilities, training modules on diversity and inclusion, understanding different generations and mental health, a guide on implementing inclusive recruitment policies, and much more.

# SUSTAINABILITY INCUBATOR: CODING QUEENDOM

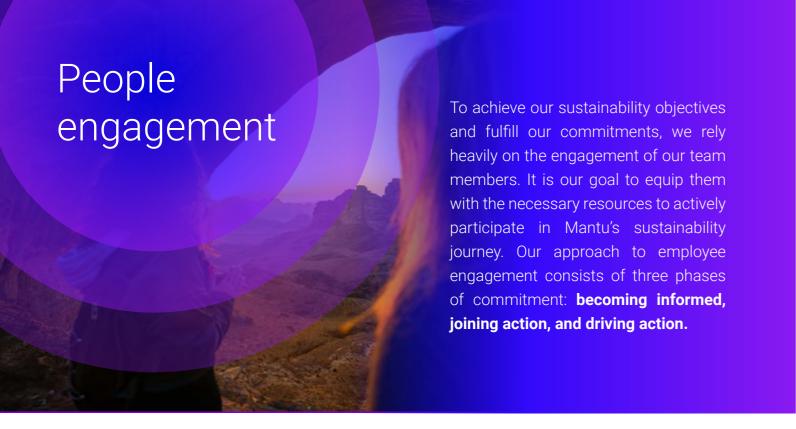
In an effort to address the significant underrepresentation of women in the IT sector—where only 15% of computer engineering students are female—Mantu has launched the Coding Queendom program. This initiative serves as a social incubator designed to empower women by addressing the gender gap in the technology industry.

Our in Bogota program (Colombia) selected six promising women socioeconomically disadvantaged backgrounds. Targeting young women between the ages of 18-25, the program offers them a chance to gain essential IT skills. The trainees receive scholarships funded by Amaris (and supported by Mantu) for software development training with an education partner identified beforehand. Then, they embark on a six-month hands-on experience, paired with an Amaris consultant for mentorship, and continue their career paths as junior consultants within our company.

The Coding Queendom program is structured as an intensive 'bootcamp,' absorbing the costs of training in key programming languages. It provides a direct pathway into our Amaris teams, all under the guidance and mentorship of senior consultants. This immersive experience equips these women with the skills and confidence to thrive as junior consultants. After the initial six months, they may opt to continue with their first client or explore new opportunities within Mantu.

The initiative is a testament to Mantu's commitment to nurturing talent and championing a diverse and inclusive work place. As the first cohort of the Coding Queendom is making strides in Bogota (Colombia), we plan to replicate this empowering model across our entities in Southeast Asia, furthering our global commitment to diversity in the IT landscape.





# **BE INFORMED**

To ensure Mantu's people are equipped to participate in the company's sustainability journey, the sustainability department committed to creating specific training courses on sustainability topics. In 2023, we

offered 11 different social and environmental sustainability modules to our talent community. This included modules on green IT, environmental practices, and diversity and inclusion.

# JOIN THE ACTION

To enhance employee engagement through practical initiatives, Mantu organizes many events and workshops year-round, centered on specific theme days/weeks.

- Mantu capitalizes on the UN International Days to spark conversations on sustainability and other critical issues. Events such as Women's Empowerment Week, Earth Day, and Disability Awareness Week open dialogues. We organize workshops to raise awareness and provide a platform for women, environmental
- advocates, people with disabilities, and anybody eager to share their insights and experiences in a supportive environment.
- Moreover, we launched our first-ever edition of the sustainability festival in 2023

   a three-day event filled with discussions and workshops on the environment and diversity and inclusion topics. This festival brought together people from around the world to delve deeper into sustainability. With more than 400 participants, our first edition was a success.

 Through workshops, Mantu educates many people about the causes and consequences of the climate crisis, providing them with the means to contribute to ecological transition.
 Initiatives like Climate Fresk and the 2tons workshop educate team members and actively engage them in Mantu's commitment to social responsibility. With over 30 sessions organized throughout the year, our people were given the keys to better understanding the climate crisis.

## **DRIVE ACTION**

To drive action, the WeCare Together program provides financial and logistical support for team members wanting to organize social and/or environmental projects that will have a positive impact on local communities. 17 projects were launched in 2023 by dedicated project managers, raising awareness and

engaging more than 350 people across offices. In addition, Mantu's partnership with Enactus empowers young entrepreneurs to effect meaningful change in their communities by providing them with valuable feedback and insights from Mantu experts.

Through all the programs and workshops outlined above, we engaged more than

1,400 employees

across the world

Through the WeCare Together program., we benefited over

**8,000** people

In 2023, Mantu's engagement efforts were successful.

f 8

# EMPOWERING CONNECTION: NURTURING OUR TALENTED COMMUNITY

A community driven by the same pioneer spirit

At the core of our mission is the pioneer spirit - a driving force that embodies our adaptability and eagerness to embrace and leverage crucial economic and social evolutions, such as the revolutionary integration of Al into our 2023 strategy. This pioneer spirit enables us to be flexible, not just in adapting to change but in leading it, ensuring that we remain at the forefront of innovation.

Our success rests on our talented team. Through a culture of innovation and empowerment, we unlock possibilities, explore new frontiers, and embrace diverse perspectives for individuals to realize their full potential. These experiences enrich personal journeys and broaden horizons, fostering an environment where the pioneer spirit thrives.

At Mantu, the pioneer spirit is a source of inspiration that helps us navigate the challenges of the present and build a better future. It is the foundation upon which we stand, as we push the boundaries of what's possible, ensuring that we not only keep pace with change but also use it to shape our vision.

# Room for growth

We prioritize the skill development and continuous learning of our team. The Mantu Academy, our specialized learning management system, is a cornerstone of this approach, offering a wide array of learning opportunities. This learning management system has been pivotal in expanding our people's range of skills and has contributed to their career development.

We are continuously improving the trainer and trainee experience by diversifying our training methodologies and varying and expanding the modules on offer. In 2023, we added 55+ eLearning modules to the Mantu Academy, helping our people build their expertise across a range of sectors.

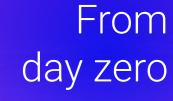
**250+** available modules

30,000+ hours spent learning

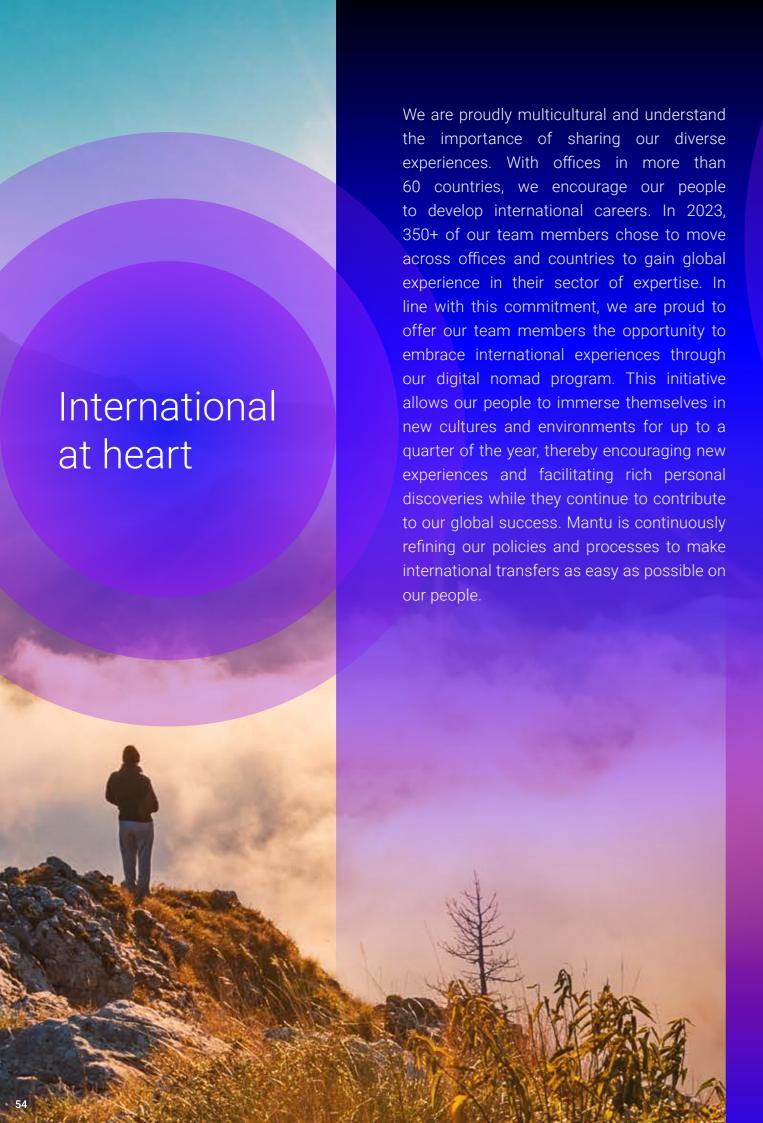
To ensure our newcomers start off on the right foot, we invested a lot of time and effort into creating an innovative and engaging digital onboarding program. In 2023, all newcomers were given access at the end of their recruitment process, and different variations were available based on scope. The onboarding platform grants access to a wealth of valuable resources, so that they can explore important details about the company, HR information, and their personalized onboarding schedule.

By providing such comprehensive visibility, we aim to alleviate stress and enhance comfort during the onboarding process. Our approach

By providing such comprehensive visibility, we aim to alleviate stress and enhance comfort during the onboarding process. Our approach goes beyond mere logistics as it fosters a strong sense of belonging and community. Even prior to their start date, our newcomers become an integral part of our talent community, forging connections that contribute to a vibrant and inclusive work environment.







# Pioneering work: Smart Working advancements

To remain relevant and successful in a rapidly changing market, organizations must address significant global trends, including new expectations from the next generation: the importance of sustainability, the shift from careers to work journeys, and the new ways of working. Mantu's Smart Working program aims to create a consistent and collaborative working environment that embraces these trends.

We aim to cultivate an office environment that champions teamwork, camaraderie, and social connection, prioritizing a growth mindset where both the organization and every team member collaborate hand in hand. This approach allows us to tap into our collective intelligence and nurture a sense of belonging, ensuring that every individual feels valued and integral to our shared success.



#### **OUR FIVE PILLARS**



#### COMMUNITY

At the heart of our community lies our capacity to inspire one another. Our supportive and inclusive environment empowers our team members to learn from each other, discuss their challenges, and realize their projects. Through our commitment to helping each of our people find their place within their team, and by continuously nurturing their sense of belonging, we foster a culture of unity.



#### **INTERNATIONAL**

Mantu brings together a diverse community of over 110 nationalities. Our international teams fuel cross-cultural learning, enabling our people to broaden their horizons professionally. By working alongside colleagues from around the world, our team members not only acquire a deeper understanding of different cultures but also gain a global mindset that enhances their professional growth and enriches their overall work experience.

#### **EMPOWER**



We believe that empowering our people is key to our collective success. We entrust our people with the means and responsibilities to forge their own path. Mantu's team members take ownership of their work and are emboldened to tackle new challenges autonomously to grow and succeed. As part of this holistic approach, the Mantu Academy stands as a beacon of empowerment, offering our people the chance to acquire and refine skills in many different disciplines. We equip our teams with the tools, resources, and unwavering trust necessary to unlock their full potential and reach their objectives.



## **IMPACT**

The people who make up Mantu's community are eager to effect positive change on society, the planet, and businesses. We pursue projects that prioritize growth and development, recognizing the value sustainability can bring to both our clients and our communities. Our team members witness firsthand the direct impact their contributions have on our organization, our clients, and the world around them, with our accessible leadership team guiding and supporting them along the way.



## **OPPORTUNITY**

By being part of Mantu and its complementary brands, teams have the opportunity to work across a variety of sectors and gain valuable insights and experiences through cross-functional collaboration. We are a hub of opportunity, encouraging our people to participate in projects outside their immediate scope, and enabling them to expand their skillset and professional experience. We view our people's skills and interests as valuable assets that extend beyond their designated roles.

These pillars collectively articulate Mantu's vision of building a supportive, empowering, and dynamic workplace. They not only reflect our organizational values but also guide our actions and decisions, ensuring that Mantu remains a place where individuals can thrive, innovate, and make a meaningful difference.

We unveiled our people value proposition internally in the summer of 2023, followed by an external launch in September. To facilitate the external rollout, we crafted an extensive marketing and communication strategy. This

strategy featured the introduction of a dedicated "Life at Mantu" career page and a LinkedIn campaign, enriched with five videos that vividly illustrate each of the PVP's core pillars.

Mantu's people value proposition marks a significant milestone in our employer branding strategy, encapsulating the essence of what it means to be part of our dynamic community. As we move forward, the principles outlined in our PVP will continue to guide our efforts in attracting, engaging, and retaining talented people.



# Services and offers

The Leadership & Advocacy practice offers advice and services to executives to help them find their purpose, develop their positive impact strategy, and communicate responsibly with their stakeholders.

# **STRATEGY & PURPOSE**

An organization's purpose is what allows it to make decisions, operate, compete, generate business and positive impact.

# **TRANSFORMATION & CSR**

Leadership is about responsibility and how to manage change within organizations: we execute operational visions for sustainable transformation.

# **COMMUNICATION & STAKEHOLDERS**

A good reputation comes from coherent positioning, the ability of executives to manage complex situations, and maintaining open dialogue with employees, stakeholders, public authorities, and society.

# LEADERSHIP AND ADVOCACY

# Achievements and highlights

# we mean

1 new offer

Innovative new methodology

# Client story

#### Client

Ramsay Santé is a private hospitalization and primary care leader in Europe. With 36,000 employees and 8,600 practitioners, Ramsay Santé serves 7 million patients across 350 facilities in five countries: France, Sweden, Norway, Denmark, and Italy.

# **Challenges**

The project entailed navigating the intricacies of the newly introduced Corporate Sustainability Reporting Directive (CSRD), a regulation requiring over 39,000 companies across Europe to significantly enhance their sustainability reporting by January 2024.

An important element of this directive is the double materiality analysis, which requires companies to evaluate both the financial risks and opportunities stemming from environmental and social factors, alongside assessing their own impacts in these areas.

Faced with these demanding requirements, Ramsay Santé turned to WEMEAN to help guide them through the CSRD's complexities. This project presented multiple challenges.

Since the European Commission and the European Financial Reporting Advisory Group (EFRAG) did not provide clear guidelines, WEMEAN started the project by developing a credible, robust, and efficient methodology from scratch.

Adding to the project's challenges was the need to engage with stakeholders in Ramsay's value chain, entities with whom Ramsay traditionally had limited interaction, such as supply managers and patient associations. This engagement was crucial for a comprehensive analysis.

Moreover, the dynamic nature of the CSRD, characterized by frequent and significant updates, demanded continuous monitoring. WEMEAN had to remain flexible, ready to incorporate the latest developments into their customized approach.

#### **Results**

This partnership ensured Ramsay Santé's compliance with the new CSRD requirements. WEMEAN helped strengthen Ramsay Santé's commitment to transparency, accountability, and positive environmental and social impact.

# Services and offers

The Technology practice reinvents and transforms industrial and economic models thanks to an approach that combines expertise, technological and digital, whatever our clients' requirements.

# **CONSULTING SERVICES**

An organization's purpose is what allows it to make decisions, operate, compete, generate business and positive impact.

# SUPPORT CORPORATE TRANSFORMATION

We give guidance and expertise in implementing strategic corporate transformation programs and integrating information systems

# **EMPOWER DATA**

We provide sharp data-driven insights to upgrade the strategies and operating models of companies. We make transactional data science available to everyone, enabling clients to reach performance goals in a more efficient way.

**TECHNOLOGY** 

# Achievements and highlights



Established 14 Centers of Excellence

300,000+ LinkedIn followers



Set up a Center of Competence in Mauritius Operations in 20+ countries

# Client story

## Client

L'Oréal is the world's largest cosmetics company, delivering tailor-made beauty products designed to meet consumer aspirations worldwide. Supported by a team of 88,000 dedicated professionals, the company boasts a turnover of more than 38 billion euros.

With 28% of its sales generated online, L'Oréal recognized the importance of having robust information and cybersecurity protocols.

## **Challenges**

The integration of L'Oréal's extensive IT and security infrastructure demanded precision and collaboration across its various divisions and international locations. Central to these efforts was the implementation of L'Oréal's intricate global security and privacy policies. To navigate these complexities, L'Oréal enlisted Amaris Consulting for its expertise in cybersecurity and project management.

The strategy to fortify L'Oréal's cybersecurity framework was twofold, focusing on both internal and external elements. Internally, L'Oréal and Amaris Consulting undertook comprehensive evaluations, including penetration testing and vulnerability assessments, to strengthen security measures.

Externally, comprehensive third-party risk assessments were conducted to ensure vendor compliance. A tailored security awareness program was also developed to reduce human error, promoting a vigilant security culture through monthly cybersecurity webinars and continuous educational efforts, thereby strengthening the organization's cybersecurity stance.

## **Results**

Amaris Consulting adeptly merged technical expertise with strategic oversight, employing data-driven metrics and KPIs to provide L'Oréal with a cohesive overview of its data privacy and security operations. This enhanced the organization's ability to tackle security challenges comprehensively.

As a testament to the success of this partnership, Amaris Consulting was recognized the top IT Provider for L'Oréal Brazil in 2023.

# DIGITAL MARKETING AND EXPERIENCE

# BE

We help our clients create an identity that will best reflect their business and immerse their audience, with the goal of becoming a "living media", a real persona with its own identity, beliefs, and commitments.

# **FEEL**

As immersive as it can be, digital experience can never compete with physical experience. We help brands meet and interact with their community to get the best out of a combined physical and digital experience.

# **SHARE**

Audiences must feel like they want to follow and interact with you in order to become communities. We build preference and loyalty based on purpose and the experience brands offer.

# **DIGITAL STORYTELLING**

Through the creation of ad-hoc immersive experiences (AR, VR, interactive displays, mobile games, projection mapping, etc.) we help our clients explain their story, their vision, or promote their new products or approaches.

# Services and offers

The Digital Marketing & Experience practice guides and supports our clients in bringing seamless customer experiences to life through augmented, virtual, or mixed reality, through customized digital platforms or events.

As pioneers of the AR/VR/XR digital frontier and experts in developing custom immersive platforms for businesses, we guide and support our clients in bringing the perfect customer experience to life.

Together, our Digital Marketing & Experience brands bring together all the skills needed to succeed in digital transformation initiatives. Our solutions include:

Brand strategy Digital strategy Identity & design Platform architecture

Web design & development UX / UI Social & content Back-end development

Digital advertising: social media, search, display Front-end development

Marketing automation: mail, CRM Infrastructure & security

Search engine optimization (SEO) Technical direction AR/VR/MR development

On-site interactive installations Artistic direction Sound design

On-site interactive installations In-person, digital or hybrid event management

## ARNEO\_

Pixel Alliance and Seven Circles have joined forces with Arneo and are now under the Arneo umbrella

# revibe

Crafted unforgettable experiences for 3,000+ people

# **O**Novelab.

In production with Meta, Novelab created a mixed-reality narrative platformer game: Demeter

# Achievements and highlights



Scan to watch Novelab retrospective of 2023



# Leveraging the Apple Vision Pro to revolutionize digital interaction and training

As Novelab continues to dive into the vast potential of mixed reality, its teams are exploring the opportunities offered by the Apple Vision Pro, a groundbreaking mixed reality headset. The team delves into the various corporate applications of the tool, such as virtual training, colleague interaction, and product marketing strategies. Novelab has also been exploring how the Apple Vision Pro can be especially beneficial to specific sectors, like using mixed reality to revolutionize 3D sketching in the industrial design industry.

Understanding the importance of firsthand experience with transformative technologies, Novelab took a proactive step with the debut of the Apple Vision Pro.

The device's intuitive user interface and immersive experience makes it the perfect fit for one of their latest projects: training users in the complex mechanics of airplane turbines. It underscores the practical benefits of mixed reality in professional training and demonstrates Novelab's dedication to expanding the horizons of digital education and simulation.

This approach illustrates our ability to anticipate market trends and swiftly incorporate emerging technologies to the advantage of our partners and clients. Through the exploration and implementation of the Apple Vision Pro's capabilities, Novelab is enhancing its digital and training offerings and solidifying its leadership in the application of mixed reality technology.



# Challenges

A-DERMA, in collaboration with Arneo, launched the 'First Steps' email marketing campaign. Specifically curated for mothers from their sixth month of pregnancy through to their child's fifth month, this initiative dispatches monthly email newsletters brimming with information tailored to their journey.

Arneo collaborated with experienced nurses and midwives to offer guidance from pregnancy through postnatal stages, including nuanced insight into baby development and maternal well-being.

Arneo's role in the marketing campaign was holistic: from ideation and strategy development to content creation and visual design. Additionally, it spearheaded the media strategy, which saw the facilitation of a partnership between A-DERMA and La Boîte Rose, a respected platform in France for expectant and new parents. This partnership amplified the visibility of the First Steps email campaign, inspiring a greater number of women to subscribe.

The First Steps email campaign resonated deeply with its audience and will continue doing so in years to come. Although updates will be made annually to reflect new A-DERMA products, offers, and evolving insights into baby development, newborn and maternal care, the core of the newsletter series is designed for longevity. While Arneo will ensure its content remains fresh and distinctive, its foundational structure is set for sustained success.

## Results

The First Steps marketing campaign has seen a strong response with nearly 2,000 subscribers. A remarkable 14,401 emails have been sent, with an average open rate of more than fifty percent. This enthusiastic participation marks a promising start for the initiative.

# Client story

#### Client

Meta, formerly named Facebook, has long been at the forefront of revolutionizing digital experiences. With a suite of iconic platforms including Facebook, Instagram, Threads, and WhatsApp, Meta stands as a titan in the realm of information technology.

# Challenges

Driven by a relentless quest for innovation, Meta embarked on a mission to redefine gaming, seeking to create an immersive experience unparalleled in its ingenuity. Recognizing the immersive reality expertise of Novelab, Meta forged a partnership with the Mantu brand, aimed at pushing the boundaries of gaming.

After nearly two years of collaborative development, Meta and Novelab's unveiled "Demeter, an Asklepios Chronicle"—the world's first procedurally-generative mixed reality platformer game.



Demeter blurs the lines between the virtual and real worlds, overlaying captivating content onto the player's physical environment as seen through a headset. This approach allows players to seamlessly interact with virtual elements as if they were an organic part of their surroundings.

Driven by sophisticated algorithms, the game's content is generated spontaneously, ensuring that each player embarks on a journey tailored to their specific environment and interactions. This ensures that each player's experience is unique.

#### **Results**

The release of Demeter in January 2024 marked a paradigm shift in gaming technology, showcasing the transformative potential of procedurally-generated content and mixed reality. By offering players a personalized, immersive experience unlike any other, Demeter has ushered in a new era of gaming—one where the boundaries between reality and imagination blur, and every adventure is uniquely tailored to the individual.

# TOTAL TALENT MANAGEMENT

# Services and offers

The Total Talent Management practice assists professionals in all aspects of talent transformation. Our offers respond to the rapid changes in the world of work by bringing together and creating bridges between different modes of collaboration: salaried employees, entrepreneurs, freelancers, and wage portage. It embodies the idea of a community of talented people, regardless of the form contracts take or type of organizational structure, whether they are a large company or a start-up.

# CONNECTING ENTREPRENEURS

We connect startups, entrepreneurs, freelancers and corporates sharing common goals.

# **UNLOCKING STARTUP POTENTIAL**

We give startups the chance to stand out from the crowd so that corporates can identify the right partners easily.

# TALENT COMMUNITY GROWTH

Workplaces are changing fast. Our ecosystem of platforms brings together talent communities and businesses.

# SIMPLIFIED WAGE PORTAGE

We support self-employed professionals by providing them with an accessible, simple, and secure freelance administration solution: wage portage. We revolutionize the self-employment experience by combining personalized service offerings with a seamless digital experience;



# Achievements and highlights

25,000 Procurement and IT professionals use LittleBig Connection daily

500,000 experts available on LittleBig Connection's platform

5 billion euros of expenses managed on LittleBig Connection's Rise platform

# Client story

#### Client

bioMérieux, a pioneer in the in vitro diagnostics field is at the forefront of improving public health globally. The company embarked on a comprehensive digital overhaul, aiming to enhance the experience of all bioMérieux users and partners through a comprehensive digital transformation initiative dubbed "digital for all."

Recognizing the need for expert guidance in change management and communication, bioMérieux enlisted LittleBig Connection's services to find a communication specialist to help steer this initiative.

# **Challenges**

The primary challenge was to develop and implement a communication strategy that would facilitate the smooth adoption of new digital tools across bioMérieux's diverse global audience. The project demanded a blend of strategic insight and communication expertise.

LittleBig Connection quickly identified a seasoned communication expert, as the ideal match for bioMérieux's needs. Through close collaboration and regular follow-ups, LittleBig Connection ensured that his expertise was fully leveraged, aligning with bioMérieux's digital transformation goals.

## **Results**

The partnership thrived on effective teamwork, and all parties were satisfied with the collaboration. Moreover, the "digital for all" initiative yielded promising results.



Scan for more insights

