



ManoImpact
Report
2021

All about
ManoMano's
CSR initiatives



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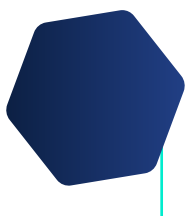
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i. Editorial by the founders of ManoMano

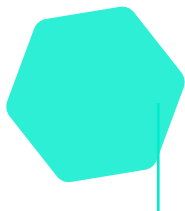


Philippe de Chanville and Christian Raison,
Co-CEOs & Co-founders

In just 9 years, ManoMano has established itself as a leading player in the European DIY, home, and garden industry. The pandemic has changed the dynamics of many organisations, but it seems that for ManoMano, things have remained relatively favourable. What do you see as unique about 2021 for ManoMano?

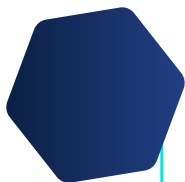


Philippe - After years of powerful acceleration, 2021 was a pivotal year of business and organisational structuring for ManoMano. We have worked hard on our internal organisation and the consolidation of our fundamentals to maintain sustainable growth. This also involved recruiting very senior profiles to consolidate our teams. We have structured those who deal with Social and Environmental Responsibility (CSR) issues by creating a dedicated department, recruiting 10 people across the company, and approving a substantial budget to finance projects and support from the best experts.



Christian - Indeed, 2021 was also a pivotal year for our CSR approach, which we call ManoImpact. This is rooted in the values that have been part of our business plan since its creation. Things have significantly accelerated in recent years, and we want this approach to be transformative on a company level but more broadly with regards to our ecosystem. Philippe, the team and I are humble and determined to face up to work on these subjects. At ManoMano, our goal is to become the responsible European leader in online home furnishing for our customers and seller partners.

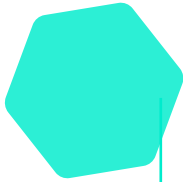
Today, you have chosen to present your efforts for the year 2021 with the publication of this first voluntary report. Can you describe these first efforts?



Philippe - Since day one of the ManoMano adventure, our foremost project was as much economic - to build a viable company - as it was human - to create a working environment that develops each person's talent and considers the human being in all its dimensions. We have worked actively on this People Section, particularly with implementing a robust corporate culture, attention to the role of managers, and the deployment of processes to develop professional and personal skills. But also, as you will discover in this report, measures to support parenthood or improve the diversity and human richness of our teams.



For me, ManoMano is a human company that creates a stimulating work environment that allows everyone to develop and grow, with a management that is at the service of its employees.

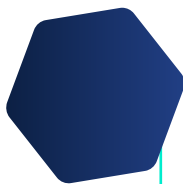


Christian - Concerning our environmental impact, we have launched the first initiatives to reduce our carbon footprint. After contributing financially to decarbonisation projects from 2019, we developed a responsible offer strategy to make our catalogue more virtuous. With this report, we want to be transparent about our approach while affirming our desire to accelerate these initiatives in the future.

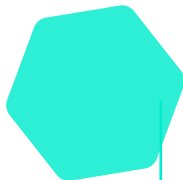


We have the will to act by proposing a more responsible offer and alternatives to our customers, which goes hand in hand with new economic opportunities for our sellers. Especially in our industry. There is still so much to do, and some of it can be done now to help customers make positive changes in their consumption patterns and choices! We see an opportunity to play a fundamental role now.

What are your ambitions for ManoMano's CSR commitments in the coming years?



Philippe - We aim to enable everyone to find their rightful place, in a context where the relationship with work is changing, with an ever-increasing search for meaning and working methods shaken up by the health crisis. And in this social dimension, we still have so many possibilities to explore! One of our ambitions is to make ManoMano a company where it is possible to get your foot in the door and prepare for future jobs, particularly in technology. We want to integrate people from disadvantaged backgrounds or facing difficulties into ManoMano, thus contributing to their integration into the labour market. We also want to demonstrate that in a technological world, the human and social link in the company is enriched by contact with vulnerability and disabilities, which are the sometimes-hidden reality of our human nature accepted with realism.

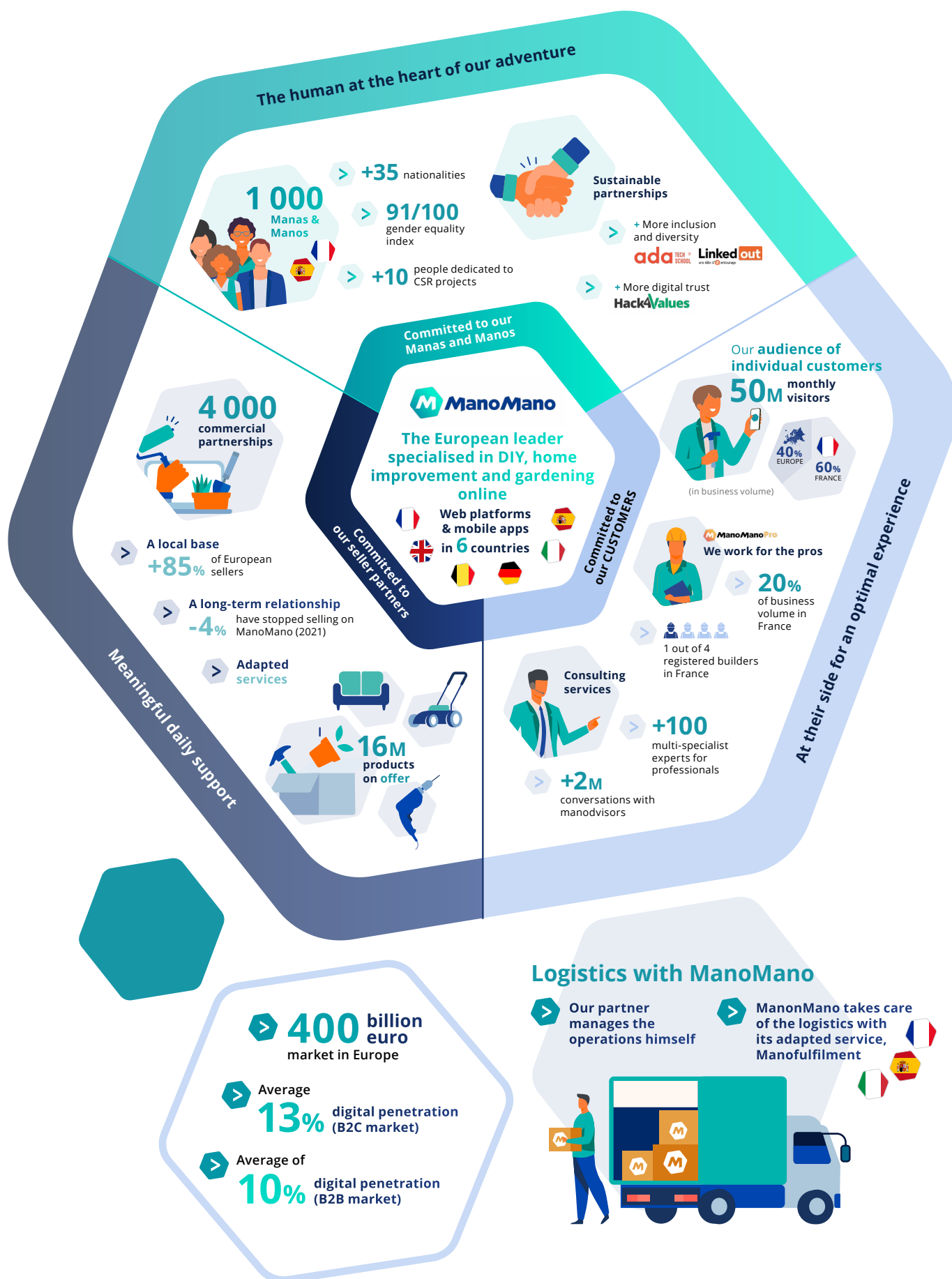


Christian - We are aware that we have the power to act on our environmental footprint and on that of our customers. We intend to put in place robust tools to manage our CO2 emissions better and commit to a carbon trajectory. In addition, we believe it is essential to further engage our sellers around our responsible offer. The strength of our relationship with those who sell their products on ManoMano is a great asset! Indeed, since 2013, our role has been to support the development and growth of their online business through a privileged and daily relationship. Today, we want to take them on board and support them with the responsibility aspect of their offer and business to develop a more virtuous catalogue.

We have decided to start with the most actionable actions to deliver growth and impact. We are aware of the urgency to act and the road ahead, particularly on the environmental front. This is critical and at the heart of geopolitical issues, particularly energy access and consumption.



ii. OUR ACTIVITY



THE HISTORY OF MANOMANO

2013


Creation of ManoMano
in France, with a
human dimension at
heart of the project



2014


Belgium launch


Our new name



Italy & Spain
launches

2015

2016


Germany & UK
launches

2017


Launch of
Manodvisors services

2018

 **ManoMano**
Change of identity

Birth of our CSR
program

Launch of
 **ManoManoPro**
 **ManoFulfillment**

2019

2020

Integration of CSR
at the heart of
our our business
activities




2022

Publication of
our first ManolImpact report

iii. ManolImpact, the CSR approach of ManoMano

This report describes the CSR journey since the creation of ManoMano and its impact until the end of 2021. Two years ago this journey led to developing our transformation project called ManolImpact: a structured CSR approach and a response to our desire to work hand in hand with our employees, business partners and customers to build their world.




OUR RESPONSIBILITY

As an E-COMMERCE platform...

- > We are at the heart of a complex network of actors, which can be a source of opportunities
- > We must become change agents to embrace our ecosystems and include them in our transformation

...WE MUST ACCELERATE OUR EFFORTS.

- > By prioritising the issues (materiality analysis in progress*)
- > With the right level of expertise and associated methodologies



OUR IMPACTS

Our sector has a real impact on the environment...

For example,

- > Construction sector: 38% of global greenhouse gas emissions*, 1/3 of global waste
- > E-commerce: heavy dependence on Asian imports

...AS WELL AS SOCIAL IMPACTS

For example,

- > At the product production level: lack of transparency on working conditions
- > Tech: lack of diversity of profiles



OUR MANOIMPACT APPROACH

Covering our social issues...

- > Maximising our positive impact on:
 - Our employees
 - Our business partners (sellers, suppliers...)
 - Our clients (individuals and professionals)
 - Our communities

...AND ENVIRONMENTAL ISSUES

- > Preventing and reducing our impact on the environment
- > Engage our business partners to provide a more responsible offer and guide our customers.



*Decoding machine:

Materiality analysis is an exercise in identifying and prioritising an organisation's CSR issues, involving external & internal stakeholders.

The more material an issue is:

- > The more it has a significant impact on a company, its activities, and its ability to create financial and non-financial value for itself and its stakeholders.

- > The more its potential effects (positive or negative) and the company's levers on this issue are essential through its strategic and operational choices.

In 2021, our ManolImpact approach was structured around **six areas** to meet the environmental, social, and societal challenges identified in 2020. We have set up a dedicated governance structure, with a multidisciplinary **ManolImpact strategic committee** that meets with our executive committee once a quarter and holds regular meetings with the Board of Directors and shareholders to discuss these issues.

The ManolImpact 2021 report presents these actions, our results, and the next steps we have set ourselves.

Here is a first global overview:



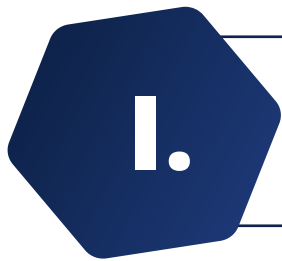
In a hurry? Can't wait to see what's in store for 2022? Go to page 28!





SECTION I.

PEOPLE SECTION



MANOIMPACT: PEOPLE SECTION

People at the heart of ManoMano's challenges

ManoMano was built around **3 founding values** - boldness, ingenuity and care - and a solid and ambitious human vision driven from day one by our founders. This has become a way of living for the company: to **co-construct a working and development environment where each Manas and Manos find their rightful place and can grow, and therefore quite naturally contributes to the construction and development of our company project.** We are determined to maintain this strong human DNA that sets us apart from our internal community (more than 1,000 talents at the beginning of 2022) while innovating to meet the many social challenges facing us in hyper-growth. Quite a plan.



CREATING AN ENVIRONMENT WHERE EVERYONE FINDS THEIR RIGHTFUL PLACE

01 BUILDING A RESILIENT AND FULFILLING ENVIRONMENT

- ✓ Health and resilience
- ✓ Well-being and engagement
- ✓ Growing talents

02 BUILDING INCLUSIVE DIVERSITY

- ✓ Women's empowerment
- ✓ social integration

03 WEAVING LINKS WITH OUR ECOSYSTEM

- ✓ Meaningful external partners
- ✓ Proximity with merchants
- ✓ Responsible purchasing

Beyond the human issues related to our employees, **ManoMano has been built on unique and human relationships with our seller partners.** We are by their side to provide them with listening, advice, and support daily. With more than 4,000 registered sellers in 2021, and a strong level of loyalty (less than 4% of our sellers left our platform last year), this is in our DNA. We know that these relationships commit us and that we have a significant impact on all our partners' teams (tens of thousands of jobs).

Furthermore, internally we like to keep the people section at the heart of all our projects which is what makes this adventure truly unique.

Our actions were born during our development, driven by solid corporate convictions and by employees who are committed and encouraged to propose and take action, thanks to the entrepreneurial spirit instilled by our founders. This broad scope for the initiative is shared at all levels of the organisation. This makes it possible to regularly imagine and test new proposals implemented on a larger scale as programmes. The renowned 'test and learn' as we like to say..

ManoMano's ambition is to deploy these actions on a larger scale to strengthen our **social impact and involve more players in our ecosystem** (trading partners, customers, etc.).





01

Building a resilient and fulfilling environment

a — Health and resilience

Organisational resilience and employee development are key themes, especially for a company in hyper-growth, with a global pandemic in the background. Just like the previous year, ManoMano had to protect its employees in 2021 to cope with the spread of the virus, by switching to 100% remote working when necessary or by adapting its organisation to national restrictions. A tricky exercise, even for a tech company!

This new way of working due to the crisis has taught us about its limits and benefits. We asked ourselves some good questions: what model of work organisation should we develop to create resilience while promoting the development of our employees?

ManoMano has chosen to build an extensive and flexible remote working model that puts people back at the centre of the organisation while ensuring performance and resilience. In 2021, we launched a **new and innovative remote working policy called WorkAtom***, which allows each employee some flexibility to choose the distribution of their time between the office and home to suit better their rhythm and their choice of lifestyle, two important factors in their daily fulfilment.

This is supported by developing:



*Decoding machine:

"WorkAtom", a play on words to talk about our new way of remote working. The name refers to "work at home" said with a French accent, giving the image of atoms, like our employees, which gravitate around a nucleus to form a single organisation.

01

Concrete tools:

strengthening the onboarding of new employees, regular face-to-face events at the team and department level to preserve the feeling of belonging and the animation of the collective in a hybrid organisation.

02

Associated managerial support: training cycles, dedicated HR organisation, and a forum to share best practices.

Focus on remote working with WorkAtom

After 2020 marked by two quarantines and as many days living in complete remote collaboration, ManoMano decided to implement an innovative, flexible remote working policy to develop our resilience in the way we work:



From 0 to 5 days of weekly remote working (for the eligible departments)



8 weeks of full remote working per year in a place other than one's primary residence (for the eligible departments)



Anywhere in **France or Spain** (depending on the country of contract)



Enhanced community life with mandatory participation in **6 events** per year

Key results 2021

Implementation of WorkAtom, our new remote work policy to bring more flexibility and innovation.

Objectives 2022

To **create a community of ambassadors and new tools** to facilitate communication and group cohesion in this hybrid context.



According to our learning process (practice makes perfect!)

b — Engagement and well-being

Since July 2019, we have been monitoring the engagement and well-being of our employees through quarterly surveys, which allow us to maintain our strengths and build action plans around our areas for improvement. In 2021, the NPS* was 28.

ManoMano has chosen **two significant projects** to meet the needs of everyone daily better:

- > A **dedicated mental health partner** to provide confidential listening and support (when they want it), especially in times of health crisis where the isolation of many has been a source of increased fragility.
- > An **ambitious parenting policy** to support families in dual family and professional life challenges.

These first ambitious and robust building blocks are intended to be expanded to meet the current and future needs of all ManoMano employees.



*Decoding machine:

The “Employee Net Promoter Score” or NPS measures employee loyalty based on measuring the potential for a recommendation of the organisation by its employees. This score varies from company to company and from country to country. Since it works on a percentage scale, an NPS score can go up to 100 (where every employee is considered a promoter) and down to -100 (where every employee is a detractor). A score above 0 is deemed good, while a score above 50 is excellent¹.



Philippe de Chanville,

co-founder and co-CEO of ManoMano: At ManoMano

“ it’s important to recognise that our Manas and Manos also have a family life to juggle with their professional life. To co-exist peacefully and avoid impacting their family life, these needs must be taken into account and relieve the pressure of having to choose between the two.

Focus on Parenthood at ManoMano

ManoMano is also a community of parents representing nearly a third of the workforce in 2021. ManoMano offers an ambitious set of social measures with no seniority requirement to provide the best possible support for current and future parents. We are also a signatory of the Parental Challenge Charter.

Existing measures in 2021



- > For all mothers-to-be, **1 additional month** (21 calendar days) of **maternity leave** compared to the legal holiday in France, paid at 100%, and support on departure and return from maternity leave.
- > For all adopting parents, **100% paid wages** during the legal period of their parental leave. This measure has been extended to parents in the GPA process.

- > For all fathers and co-parents, **two additional weeks** (13 calendar days) of parental leave to follow the child’s birth compared to the legal leave in France, paid 100%.



- > For all, **5 days leave** in case of sick children.

Additional measures for 2022

- > **+3 days paid leave in case of miscarriage** (managed confidentially)

- > Additional paid leave to enable adopting parents to manage administrative appointments.

¹ OfficeVibe (2021), available at <https://officevibe.com/guides/employee-net-promoter-score>, accessed on 09/03/22.

Focus on mental health and MOKA.CARE

Due to the COVID crisis, the number of burnouts has exploded in France. And these situations are more challenging to manage when you are alone in front of your screen. **To help Manas and Manos take care of their mental health, we have launched a partnership with moka.care, which provides access to psychologists, coaches, and therapists. This is an opportunity for our teams to talk about everything with the right person at the right time and always in the strictest confidence.**



Existing measures in 2021

- > **4** free sessions per year with a Moka practitioner.
- > **Access** to referral and emergency calls.

6 months post launch:

- > **15%** of employees registered
- > **6%** received sessions

Targets for 2022

- > **100%** of HR talent development staff are trained in mental health support.
- > **+70%** of managers are aware of and prepared to support their teams better.
- > Awareness-raising activities for all our employees.

c — Growing talents

Enabling everyone to find their right place in the company also means offering opportunities for development and mobility to allow everyone to grow in line with expectations at different job levels. This **talent development programme is based on 3 pillars:**

01 Supporting the development of our talents with:

- > **Structured processes:** annual development meetings, objectives and quarterly qualitative exchange with the manager, quarterly exchange with the Executive Committee on successes, failures, and the resulting learning...
- > **Internal mobility:** moving to other jobs, creating gateways between departments.
- > **Promotions:** a rise in seniority possible on short cycles of 12/18 months.

02 Special attention to our managers and leaders with ad-hoc programmes:

- > **Manoblocks**, a training cycle to equip managers with tools and train them in our procedures.
- > **Manoshare**, co-development sessions to spread good practice and feedback.

03 Training:



- > An **internal and external training** offer is gathered in a catalogue to develop technical or relational skills and an e-learning platform for "on-demand" training to develop technical and analytical skills.
- > **Crafternoons***, a dedicated half-day per week for the Tech teams to train on technical developments or "soft skills" (alone or in groups).

Results 2021

- 58%** of employees have received at least one training course, with an average of 17 hours of training and gender equality.
- 20%** of eligible employees (12 months of seniority) have benefited from mobility.
- 19%** of eligible employees (12 months seniority) were promoted.

Objectives 2022

Pursue development opportunities in a context of strong growth.



*Decoding machine:

"Crafternoons" combines "craft" or the idea of making something with your hands and the word «afternoon», which means afternoon in English.

Cultivating diversity and inclusion

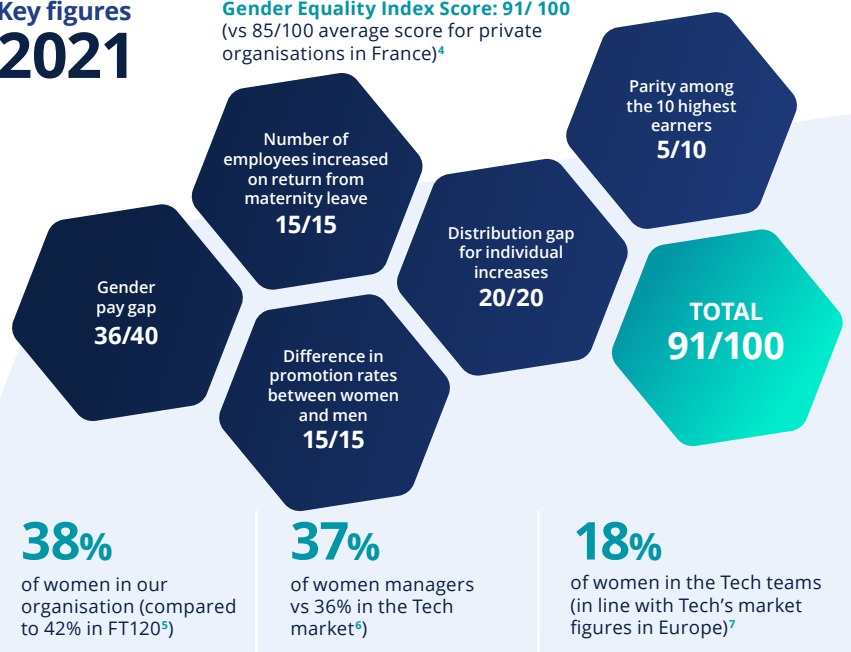
a — Women empowerment

Pay gaps, job insecurity, lack of recognition, imposter syndrome (and sometimes all four at the same time!). So many issues that specifically impact women persist and require decisive action. In Tech companies, the issue of women's representation is critical: only 18% of ICT - information and communication technology - specialists in Europe are women², and they are three times less represented in positions of responsibility than their male colleagues³.

ManoMano is doing its bit (and what a bit) by **developing a tailor-made programme with and for the women of ManoMano**. Our strong desire is to help them grow internally and move the lines for everyone in the company and society.

Key figures 2021

Gender Equality Index Score: 91/ 100
(vs 85/100 average score for private organisations in France)⁴



Focus on The Ladder, a community to reduce inequality

Supported by mobilised women and men at ManoMano, our community has been structured since 2018. Starting in 2018, the community for the empowerment of all has been growing steadily at ManoMano.

Now called **"The Ladder"**, it gives them pragmatic tools to amplify their actions:

- **Quarterly conferences** to inspire and challenge preconceived ideas, with the involvement of women leaders from the company and many men from ManoMano.
- **Networking sessions** between Manas and Manos to work on self-confidence and network development.
- **A dedicated communication channel** (Slack) for sharing information and best practices from all

Key figures 2021

50% reduction in the gender pay gap between 2020 and 2021

+3 points on the gender equality index (from 88 to 91/100)

254 people are part of The Ladder community

5 dedicated internal conferences

Targets 2022 and next steps:

- Launch of a **mentoring programme for women** at crucial moments in their careers to put them in a position to succeed (30 women mentored in 2022).
- With the help of partners, we are creating a **40-day micro-coaching programme** open to all Manas for more self-confidence in everyday life.
- Continue to work on the inclusiveness of content and initiatives by further developing and embedding networks of allies among our Manos.

*Decoding machine:



Did you know that ManoMano was originally called Monechelle.fr (my ladder)? The Ladder was created by the women of ManoMano to enable our female talents to rise and shine with the help of all the skills in-house.



Témoignage de Sonia, involved in The Ladder

“ I am delighted to have the opportunity to be involved in this community and to be able to combine my convictions and my will to act with concrete, responsible, conscious, and powerful initiatives! ”

² Digital Economy & Society Index 2020, available at https://ec.europa.eu/newsroom/dae/document.cfm?doc_id=67086, accessed on 27/02/2022

³ Anita Borg Institute study, 2020 report on Advancing Women Technologists Into Positions of Leadership, available at <https://anitab.org/wp-content/uploads/2020/08/advancing-women-technologists-leaders.pdf>, accessed on 25/02/2022

⁴ Les résultats de l'Index de l'égalité professionnelle 2022, available at <https://travail-emploi.gouv.fr/actualites/l-actualite-du-ministere/article/les-resultats-de-l-index-de-l-egalite-professionnelle-2022>

⁵ French Tech Next 40/120, available at https://www.gouvernement.fr/sites/default/files/contenu/piece-jointe/2021/02/642_dp_ft120.pdf

⁶ Sources RH Figures, available at <https://figures.hr/>, accessed on 08/03/2022

⁷ Digital Economy and Society Index (DESI) 2020, available at https://ec.europa.eu/newsroom/dae/document.cfm?doc_id=67086, accessed on 08/03/2022

b — Social inclusion

At ManoMano, we are convinced that the **diversity and multiculturalism of our teams** are strong vectors for innovation, wealth, attractiveness, and retention of talent and that our **corporate social responsibility is also to contribute to the development and integration of the most vulnerable.**



We, therefore, decided to address two key challenges:

01

Promote **equal opportunities with the launch of the ManoSchool** in 2020 : an integration and apprenticeship programme dedicated to work-study students whose social origin, gender or life path do not predestine them to our professions.

02

They have been working to **accommodate vulnerability with the Foundations programme** since 2021: dedicating jobs to people who are far from employment to develop their skills, know-how, self-confidence, and employability.



The success of these programmes is based on shared values, mutual trust, and complementary expertise with third party organisations, experts in the field of inclusion and diversity to identify and support candidates whose values and ambitions match our own. These programmes mobilise internal managers and teams who are experimenting with diversity and inclusion and measure how much, when adequately supported, they create meaning and human value on a daily basis.

Key figures 2021



6 ManoSchool profiles

4 Foundations profiles

Objectives 2022

After a year of building brick by brick around the people proposed to us by our first partners, we are entering a phase of scaling up by:

➤ Modelling our programmes and their keys to success (robustness and replicability)

➤ Growing and replicating our programmes, especially in Spain and for our Barcelona office (200 employees)

➤ Extending the programme to **15** people (+50%)

Focus on MANOSCHOOL with **ada** TECH SCHOOL

As of 2020, ManoMano has partnered with the feminist code school Ada Tech School, to launch a first «pilot» partnership, developing a tailor-made «graduate» programme to enable its students to join ManoMano on an apprenticeship contract.



Témoignage Ali D.,
customer service agent,
the beneficiary of the
Foundations programme



I decided to come to France for a career after finishing my studies in Egypt. But it was tough to find a job. Thanks to Linkedout, I found one as a customer agent for the UK at ManoMano. When I started, I had no experience, but thanks to the support of my great team and managers, I was able to sign a permanent contract! I've learnt a lot quickly, and it is just the beginning as my priority is to learn and grow.

Focus on the FOUNDATIONS programme with **Linked out**

Since 2021, ManoMano has been working hand in hand with LinkedOut, an actor promoting the meeting of candidates who have been weakened by life and are now ready and motivated to work. The objective is to integrate these people into our recruitment and commit to more inclusion.

03

Building lasting relationships with our partners

a — Societal impact: meaningful programmes

At ManoMano, social commitment has historically been supported by committed employees, often already involved in the world of associations. It has gradually become institutionalised with various annual events linked to sustainable development or to programmes developed by our teams, such as helping to protect associations against malicious acts and attacks on cyber security with Hack4Values, volunteering to serve communities in our countries and via partnerships (food donation collections in Spain, recycling and donation of computers and IT equipment with Emmaüs Connect for example)

A partnership was set up in 2019 with the community involvement platform Friday to support this desire to contribute. Each ManoMano employee is offered a paid day off to put their skills to work for an association of their choice through challenges or skills sponsorship missions. For example, thanks to a partnership with the Label Ecole school of e-commerce, more than 40 Manas and Manos have trained young people in e-commerce professions.



Results 2021

11% of ManoMano employees are involved in solidarity actions.
360 hours of impact were achieved since the beginning of the partnership.

Targets 2022

Consolidate engagement tools to facilitate the donation of time and skills, alone or in teams.

⁸ Defined as "making employees available during working hours for the benefit of a project of general interest. See the main points on skills sponsorship, available at <https://www.vendredi.cc/essentiel-mecenas-competences#:~:text=Le%20m%C3%A9c%C3%A9nat%20de%20comp%C3%A9tences%20correspond,d%C5%93uvre%20%C3%A0%20titre%20gratuit,> consulted on 25/02/2022

Focus on the European Week for Sustainable Development (September 21)

For the European Week of Sustainable Development, ManoMano offered for its employees to participate in events to raise awareness of the Sustainable Development Goals.



Assessment of the event: 150 hours of impact were achieved in 3 weeks, with:

- 3** [Climate fresks](#) to dissect the concept of global warming.
- 2** beach cleaning sessions with the [Surfrider foundation](#) (in Barcelona and near Bordeaux).

- 2** food distributions to people in need with the [Restos du Coeur](#).
- 2** webinar sessions to calculate your carbon footprint with [2tonnes](#).

Focus on the promotion of ethical and responsible hacking with **Hack4Values**

In 2021, ManoMano strengthened the [Hack4Values](#) initiative in collaboration with Yogosha and Communications Sans Frontières. Its mission is to help associations and NGOs manage their cyber security risks by finding flaws in their platforms during solidarity *bug bounties* - vulnerability detection and management sessions - organised by elite certified hackers.

Impact since launch:

This community of over **50 ethical hackers** has produced over **150 security reports**.

Objectives 2022 :

Supporting more than **10 new associations** and growing the community of ethical hackers within Hack4Values.



b — Our proximity to sellers is a lever for more sustainability

At ManoMano, since day one of the adventure, we have wanted to create privileged and long-term relationships with our network of partner sellers and brands. With this in mind, ManoMano contributed to the creation of the “[Charte des acteurs du E-commerce](#)”⁹ in France (Charter for the e-commerce player), a charter of conduct to improve the relations between merchants and e-commerce platforms. We contributed to its creation, draft and were among the first signatories

We believe that all our seller partners and we have many opportunities to offer more sustainable distribution to our European customers.



Thibault Jovet,
Marketing Director for
DIY and garden power
tools at Bosch

“ *Ethics and integrity in commercial relations are essential for a seller who wants to work with a Marketplace. And at MM (...), it's part of their philosophy (...) It's also a company that people want to work with!* ”

⁹ Premier bilan de la charte des acteurs du e-commerce, available at <https://www.entreprises.gouv.fr/fr/actualites/commerce-et-artisanat/dispositifs-et-labels/premier-bilan-de-la-charte-des-acteurs-du-e>

c — Sustainable procurement

ManoMano wishes to better evaluate **the impact of commercial relations with all its suppliers***.

Our customer service department has made initial efforts in choosing service providers (see «Focus on impact partners») or with our logistics partners. We now want to extend this type of practice to our entire organisation. To this end, **we are proud to launch our responsible purchasing policy officially**. The objective is to encourage our buyers and suppliers to adopt more sustainable practices by integrating responsibility criteria into their business choices based on the following principles



*Decoding machine:

Here suppliers are understood as the actors from whom our various departments purchase products and services to carry out their activities. Not to be confused with our sellers!



Achievements

2021

- > A preliminary analysis of the leading CSR themes of ManoMano's purchasing.
- > The drafting of a Responsible Purchasing Charter laying down the foundations of the purchasing philosophy for our buyers.

Targets

2022

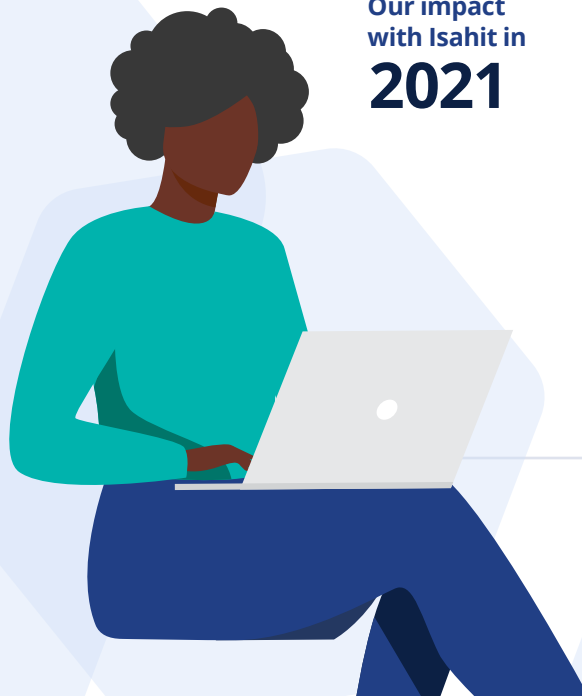
- > **Publication of the Responsible Purchasing Charter.**
- > Integration of CSR criteria & metrics in calls for tender adapted to each type of service provider.
- > We are implementing our responsible purchasing principles with our suppliers through a Code of Conduct that is currently being created.

Focus on mobilising impact partners with

isahit

ManoMano has partnered with Isahit, the French ethical data labelling platform, to integrate women from their community into our outsourced customer service teams.

Isahit offers work and training to women from socio-economically fragile countries to finance their professional, study or entrepreneurial projects and gain digital skills. By entrusting our projects to Isahit, we contribute to the company's social project and have a societal impact thanks to digital technology.



Our impact
with Isahit in
2021

10

women from the Isahit community were mobilised by our customer service and trade departments.

They received **15h**

hours of training in back-office management and product categorisation.

At the same time, they develop their project.



SECTION II.

PLANET SECTION



MANOIMPACT : PLANET SECTION

E-commerce and environmental issues

E-commerce brings absolute comfort to life and improves purchasing for consumers in several ways: more choices adapted to their needs, better prices thanks to greater transparency and competition, more services accompanying this act of purchasing (advice, delivery, etc.). However, like any mode of consumption, e-commerce impacts our planet. Thus, **ManoMano is one of those actors aware of their responsibility to rethink their operations to prevent and minimise these impacts.**

We are aware of our direct and indirect environmental impacts, and **we want to provide innovative solutions to democratise eco-responsible practices on a large scale.** In the retail world, the production and use of the products we sell account for almost the entire environmental footprint of our sector. Added to this, the logistics problem is the retailer's responsibility and not the customers. This model can have mixed effects on the environment, with the benefit of the massification of means of transport, for example, but on the other hand, the displacement of products over long distances. Lastly, the technologies we are developing to offer high performance online orders are also polluting.

We are determined to develop more responsibly, implementing actions to reduce our environmental impact throughout our value chain significantly.

With the Planet dimension of our ManoImpact programme, we are working on projects to prevent and minimise the environmental impact of our current and future activities. We want to offer simple, concrete, and accessible solutions to our customers, helping them to make responsible choices when shopping on ManoMano. Because ultimately, responsible purchasing has an impact on the entire value chain!

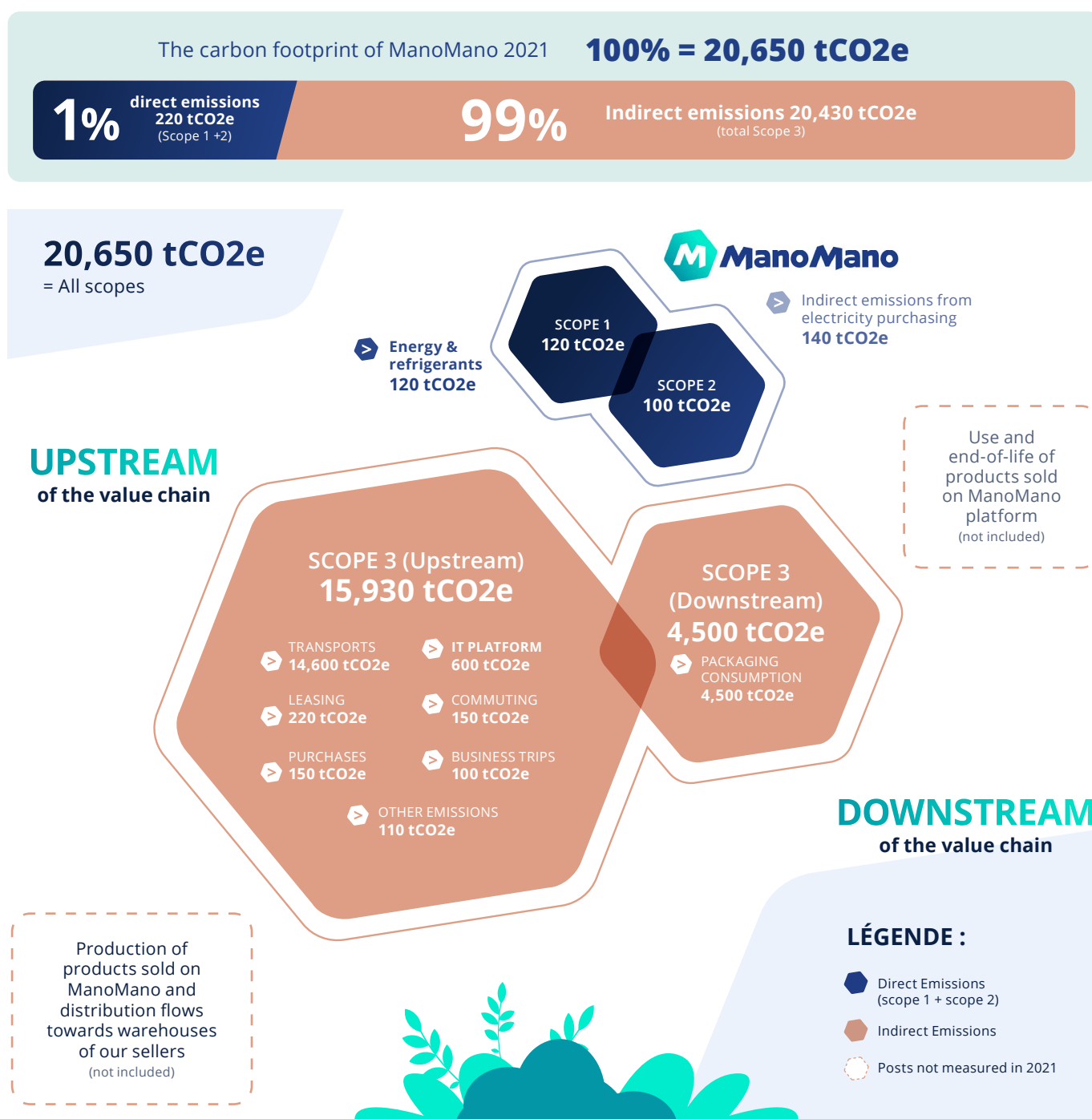


Understanding our environmental footprint

a — Introduction to Carbon Footprinting

To limit global warming requires a collective effort from both public authorities and private actors. In the first part of its 6th report published on 9 August 2021, the Intergovernmental Panel on Climate Change (IPCC) recommends reducing global emissions by 45% by 2030¹⁰.

To be part of this movement, companies must first quantify their global environmental impact, so they can establish targeted and effective reduction actions. In 2021, our carbon footprint was measured by an accredited organisation. Here are the results:



* Beyond this carbon footprint, several factors remain uncertain due to the nature of our platform activities and the maturity of the methodologies available to calculate some of our largest emissions (logistics, IT, etc.). For example, our current scope 3 measure does not include the manufacture, user and end-of-life of products nor the use of IT material for our customers' orders. These measures are currently being explored as part of our work on defining ManoMano's carbon trajectory in 2022.

¹⁰ "IPCC climate report, an alarming finding", available in French at <https://www.vie-publique.fr/en-bref/281114-rapport-du-giec-sur-le-climat-un-constat-alarmant>, accessed on 16/03/2022

b — Managing our footprint

Calculating our carbon footprint allows us to better understand our overall environmental footprint and to identify areas we can reduce, to prevent and limit our emissions.

We have started to implement actions to reduce our footprint:

01 On our direct perimeter, a limited scope over which we have direct control:

We have chosen to source green energy from Enercoop for our Paris headquarter office and have deployed waste sorting and recycling solutions in our offices (see CSR scorecard at the end of the report - page 29). We have also reduced packaging for the warehouses.

02 On our indirect perimeter and particularly our value chain:

We are working with our logistics partners to implement solutions optimising our flows and reducing our overall consumption (see part «11.2. Building more responsible operations» of this report - page 26)

03 Alongside these reduction actions, **we contribute financially to sustainable development projects in developing countries** to match our direct and European logistics emissions*.

We are aware of the need for a holistic approach to reduce our footprint in an ambitious and organised way: this is the purpose of our work in 2022 to define a carbon emissions trajectory, along with reduction targets by emission source.

This raises many strategic challenges for ManoMano, whether it's the choice of products distributed and their accessibility to as many people as possible, the origin and logistical choices to ensure a good quality of service, or our ability to involve our sellers in this approach, all in a context of strong growth.



*Decoding machine:

Since 2019, ManoMano has been investing in sustainable development projects by contributing financially to the extent of its direct emissions and European logistics flows, resulting in more than 28,000 TCO₂e avoided. For instance, in 2020, we financially supported a project to drill wells in Uganda to facilitate access to drinking water, avoiding environmentally harmful purification methods. We also supported a project to rehabilitate deforested land in the Andes Mountains. Our 2021 investment choices will be published in a forthcoming publication.



Promoting more responsible consumption

a — Developing our responsible offer

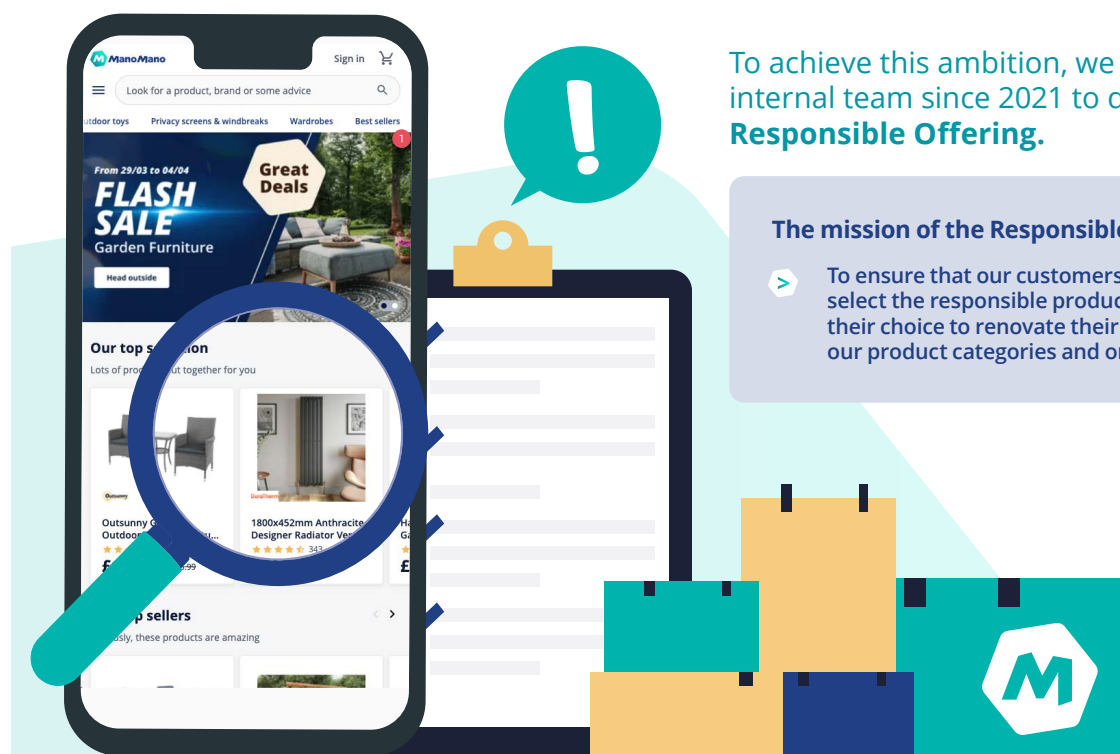
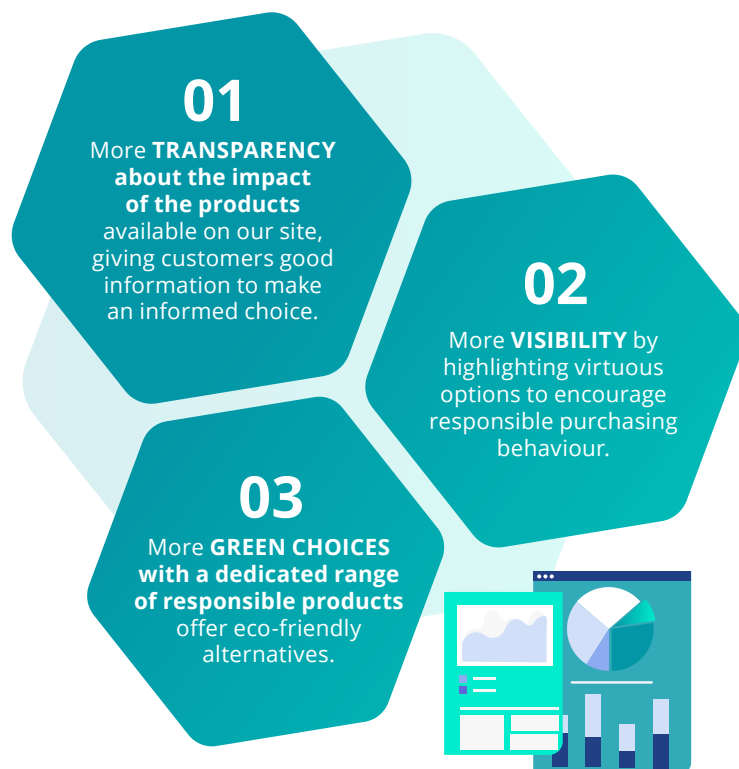
The 2010 decade marked a significant shift in how European consumers approach their purchases, with products' environmental and social impact becoming a central concern. While food and clothing were the first to be affected, these new consumer expectations now concern all sectors. Thus, more than 74% of French consumers want more transparency regarding their products in shops and online in 2020¹¹.

There is a growing emphasis on these issues in the homeworld, DIY, and gardening to create a more responsible home. A concrete example: online searches for «Made in France» have increased by +66% in 2021!

Society's attention is there, but our sector is just beginning to mobilise on these issues. We want to catch up and take the lead in this movement: **offering total transparency to our customers on the impact of products, guiding them towards more reasonable and responsible choices** ... This is what we want to achieve by involving our seller partners.

In fact, beyond the products in our universe that are already regulated by legislation or that mobilise civil society (garden maintenance products, paints and aerosols), consumers who wish to consume responsibly are often lost in the offer and the mass of information available. Finally, they often simply do not know where to start.

Therefore, at ManoMano, we want to play a fundamental role in informing them about the impact of their consumption and show them that it is possible to reduce it by offering them:



To achieve this ambition, we have had an internal team since 2021 to develop this **Responsible Offering**.

The mission of the Responsible Offer team:

- To ensure that our customers can identify and select the responsible products and services of their choice to renovate their homes across all our product categories and on our website.

¹¹ <https://www.lsa-conso.fr/90-des-consommateurs-attendent-des-marques-qu-elles-s-engagent,340296>

Our first steps in 2021:



on the French catalogue, our historical market with 5 million references:

- The **definition of simple criteria for a responsible offer** is broken down by product category.
- **Analysis of the existing catalogue** by implementing a large-scale data collection system from our brands and sellers.

- **Developing and highlighting («signposting») our responsible product offering** with the recruitment of new, more committed brands and products in five priority categories: furniture, tools, plants, garden, paint & hardware. (And this is just the beginning!)

The team's Mantra? **Humility, transparency, and perseverance.** With over **16 million product references** available on ManoMano, in more than **10 product families**, and **4,000 partner sellers**, the variety and quantity of data to be collected to improve product information is colossal, but we are working hard at it!

Targets 2022

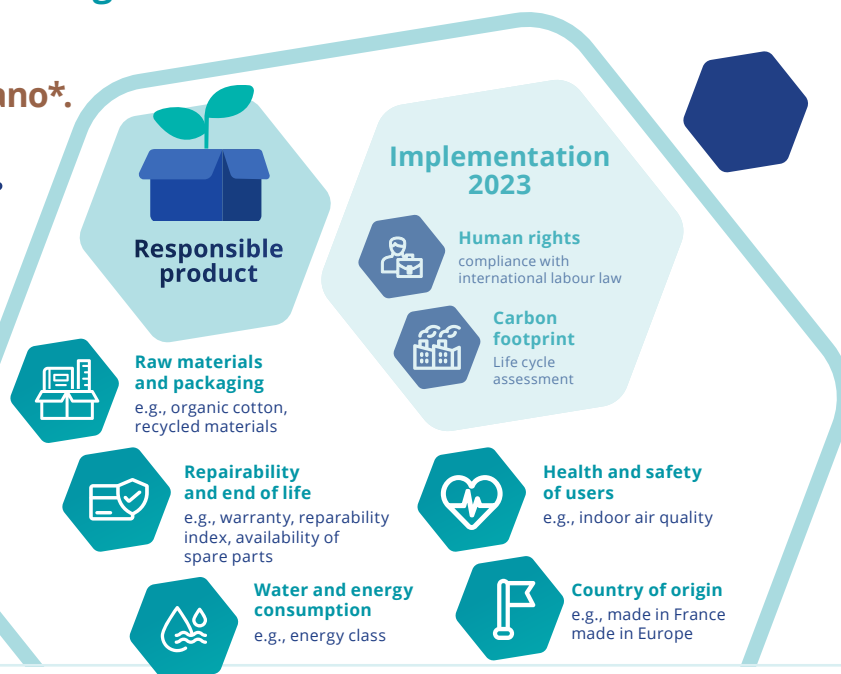
on the French catalogue, for environmental criteria:

Transparency: **50% of products** display information on at least 1 of the responsibility indicators.

b — Guiding clients and promoting alternatives

Focus on the definition of a responsible product at ManoMano*.

How does ManoMano evaluate the environmental performance of a product?
This theme, in five priorities for 2022

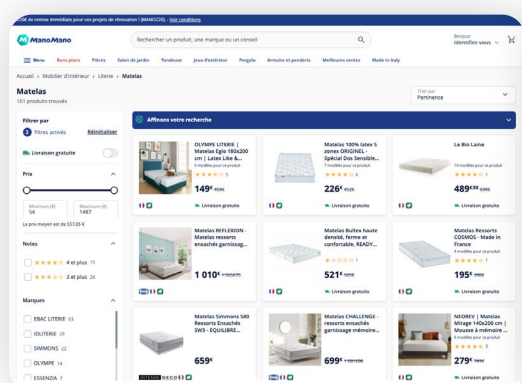


Focus on responsible labeling

To facilitate informed consumer choices, ManoMano has started to select and make visible the responsible products offered by our sellers.

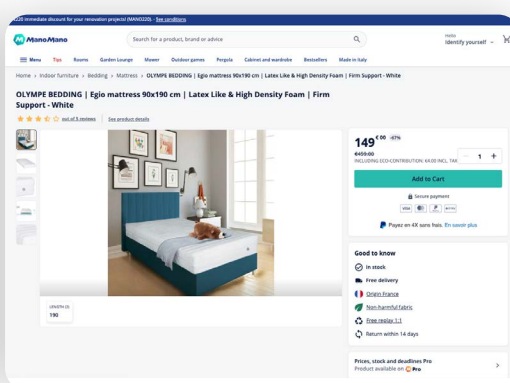
Our first steps in 2021

Dedicated pictograms indicate products made in France. Look:



Priorities 2022

- Make responsible products more visible on the site.
- To showcase local and committed selections at different times of the year.
- Recruit and promote committed and responsible brands.
- Work with our sellers to improve their product information and expand our site's range of responsible products.



Building more sustainable operations

a — Contributing to a virtuous logistics model

Distribution activities are based on the internationalisation of product flows, with unprecedented catalogue depths for e-commerce players. These changes force all players in the value chain to rethink their logistics models to meet long-term economic and environmental challenges.

ManoMano is part of this approach and is willing to involve its logistics partners to co-construct concrete solutions for these complex logistics flows, whose solid growth requires anticipating future impacts on the environment: increase in delivery vehicles, waste linked to protective packaging, increase in the artificialisation of land to store products that do not sell sufficiently, etc.



*Decoding machine:

ManoFulfillment, is the name given to the ManoMano logistics service. A service for which sellers entrust us with their products, stored in 3 European warehouses operated by our logistics experts (France, Italy, and Spain). We supervise the reception, storage, packaging, delivery and tracking of the parcels to the end customer.

In this context, it is worth mentioning **the logistics steps at ManoMano**:

01

Downstream logistics is ordering through the delivery networks to the customer.

02

Reverse logistics or management of returns to warehouses or reprocessing and recycling sites from the customer.

At ManoMano, there are two possible delivery flows when a customer orders a product:

01

The sellers manage their shipments themselves.

02

Either ManoMano **receives the products from the sellers in a warehouse** and then delivers them: this service is called "ManoFulfillment".

With ManoImpact, we are integrating the environmental impact of these operational activities, targeting ManoFulfillment flows currently operated by our logistics providers. This project allows us to work on solutions to reduce greenhouse gas emissions linked to delivery and our consumption at the warehouse level.



b — Investing in concrete solutions for logistics downstream

For our logistics activities managed by our service providers in France (where it all started at ManoMano):



Focus on the reduction of packaging consumption



Targets 2022

Transport:

- > **9% fewer kilometres travelled in France** by optimising our logistics master plans, particularly selecting carrier hubs to minimise distances to major cities and setting up flows that eliminate the intermediate stages of parcel sorting by carriers.

Improvement of the **filling rate** of the trucks to **70%**.

Inclusion:

- > because Planet and Social go hand in hand, integrating people who are far from employment in the warehouses with our Linkedout partnership (see «People» section).

Packaging:

- > **60% of parcels shipped from our warehouses without over-packaging** (650 tons of emissions avoided).
- > **75% to 45% less empty space** in packed orders.

To find out more about the circular economy:

In 2021, ManoMano has started addressing the regulatory obligations around the circular economy following the entry into force of France's Anti-Waste and Circular Economy law (known as the AGEC law). For example, we have been working since 2021 on **free return offer for used products**, extended from 2022 to furniture, and in 2023 to DIY and gardening items. Our partner service provider for these returns use local transport operators to reduce the number of kilometres of collected products while ensuring that the best possible second life is found for the used product by trying to give preference to donations to associations rather than recycling when possible.

We want to support our sellers as best we can in implementing these new obligations, thus giving our customers the broadest possible access to the circular economy.

OUR MANOIMPACT PROJECTS 2022

The actions we have been carrying out for years and our 2021 results encourage us to go further. We are already mobilised to achieve our 2022 objectives around our main pillars:



A non-exhaustive list of objectives, details per project is available in the body of the report*.

In addition, in 2022, we want to enter **a new development cycle for our CSR approach**, which will involve soliciting all our stakeholders to define clear medium-term objectives. This will enable us to open new work areas and make choices about positioning on critical themes to encourage our customers to adopt more responsible consumption patterns.

At the same time, we believe it is essential to work on **structuring our environmental approach and defining our carbon trajectory** to set a clear course on the efforts required to work towards creating more sustainable e-commerce with our ecosystems.



Alexia Penent,
VP Culture & Responsibility at ManoMano



Strong values, tangible actions, initial social and environmental impacts and a strong desire to go further with the shared certainty that this is virtuous for society and our business: we need to keep the momentum up!

In 2022, we are entering a new cycle in which we want to be more strategic, innovative, and transformative for us and our entire ecosystem by bringing our partners on board. We will explore our most relevant areas for CSR impact, such as contributing to the circular economy, sustainable housing, or waste management, to develop real impact solutions while steering our carbon trajectory. The year 2022 promises to be fruitful!

CSR SCORECARD

| Topics | Sub-theme | Title of the indicator | Unit | 2021 | Comments |
|----------------|--|--|------------------|---------|---|
| PEOPLE SECTION | Workforce | Number of employees Group | Qty | 738 | Full-Time Equivalent (FTE) at 31/12/2022 |
| | | Nationalities | Qty | 32 | FTE at 31/12/2021 |
| | Diversity & Inclusion | Female workforce (FTE) | Qty | 284 | FTE at 31/12/2021 |
| | | Number of women on the Board of Directors | Qty | 1 | |
| | | Number of women in the management committee | Qty | 2 | |
| | | % of women managers | Qty | 31% | |
| | | Share of women in Tech teams | % | 18% | |
| | | Gender Equality Index | Score out of 100 | 91 | See travail-emploi.gouv.fr |
| | | Number of profiles in our induction programmes | Qty | 10 | Population integrated into the ManoSchool & Foundations |
| | | Share of employees with disabilities | % | 0,8 | |
| | Health & well-being | Number of maternity leaves | Qty | 8 | |
| | | Number of paternity leaves | Qty | 34 | |
| | | Gravity rate of work accident | % | 0 | |
| | Engagement | Share of trained employees | % | 58% | |
| | | Average turnover | % | 23% | Cumulated by month |
| | | Employee Net Promoter Score | | 28% | |
| | Solidarity | Share of employees engaged in solidarity actions | % | 11% | On Vendredi platform |
| | Responsible purchasing | Creation of our Responsible purchasing policy | Quali | Yes | |
| PLANET SECTION | Carbon footprint | ➤ Direct Scope 1 (GHG) emissions | | 120 | |
| | | ➤ Indirect Scope 2 (GHG) emissions | CO2e | 100 | |
| | | ➤ Indirect Scope 3 (GHG) emissions | | 20,430 | |
| | | Paper waste recycling (HQ) | kg | 176 | Waste collection by Les Joyeux recycleurs |
| | | Plastic waste recycling (HQ) | kg | 28 | Waste collection by Les Joyeux recycleurs |
| | | Surgical masks waste recycling (HQ) | kg | 19 | Waste collection by LemonTri |
| | | IT materials donation (HQ) | Qty | 50 | Waste collection by Emmaus Connect |
| | Responsible offer | Definition of 5 sustainability criteria | Quali | Yes | |
| | | Product with at least 1 sustainability criterion | Qty | 105,000 | Information on at least one of the following: origin, certification, environmental impact, interior air quality |
| | Close relations with sellers | Number of registered sellers | Qty | 4,900 | |
| | | Churn rate of our sellers | Qty | 4% | |
| | Sustainable logistics | The average fill rate of delivery trucks | % | 40% | |
| | | Share of products leaving the warehouse without overpackaging | % | 49% | |
| | | Share of empties in parcels leaving our warehouses | % | 71% | |
| GOVERNANCE | Governance | Number of members of the Board of Directors | Qty | 8 | |
| | | Number of independent directors | Qty | 0 | |
| | CSR strategy And Manolmpact governance | Frequency of review by the Board of Directors (number per year) | Qty | 1 | |
| | | Number of FTEs dedicated to CSR | Qty | 10 | |
| | | Share of the variable of the members of the Management Committee impacted by CSR performance | % | 0% | |
| | CSR risks | Environmental litigation | Qty | 0 | |





