

CSR Report



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&

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JEAN-EUDES TESSON

Chairman of Unédic



**Extra-financial
performance
is at the heart of
Unédic's DNA.**

What we now call “extra-financial performance” has long been part of Unédic's practices.

Unédic supports the social partners in fulfilling their responsibility for managing the Unemployment insurance scheme. Serving this joint governance model, Unédic is a key player in employment and unemployment issues, helping to anticipate changes in the labour market, secure employees' career paths, and meet businesses' needs.

Ensuring the financial performance of unemployment insurance is one of Unédic's core missions, essential to guaranteeing the soundness and sustainability of the scheme. This is the necessary condition that allows unemployment insurance to have an impact on society. This is also where the extra-financial strategy comes into play, building on what makes Unédic distinctive: a joint governance model founded on dialogue.

This culture of consensus, rooted in the long term, is a demanding form of social democracy. It commits us collectively to seeking sustainable, shared solutions and to setting an example.

Unédic's extra-financial strategy is therefore intended to reinforce the usefulness of its action: making rights easier to understand, data more reliable, and tools more widely shared. It is also reflected in its ability to innovate, to test new arrangements, to assess their impacts rigorously, and to propose adapting the rules to changes in the socio-economic environment.

Unédic's CSR approach, for which governance has given the departments a formal mandate, also forms part of this extra-financial performance strategy. It is its operational extension: it structures and translates the institution's commitments into concrete, collective and measurable action.

The CSR approach stemming from Unédic's extra-financial strategy thus sets out an ambitious roadmap, affirming a coherent and demanding vision of its social responsibility.

This coherence is a prerequisite for its legitimacy, but also a lever for sustainable transformation, in the public interest.

JOINT INTERVIEW

Carbon Footprint: A Collective Commitment



IN 2024, UNÉDIC PUBLISHED ITS FIRST CARBON FOOTPRINT REPORT. JULIE RAMOS, HEAD OF HUMAN RESOURCES, AND FLORIAN RABASSE, DEPUTY CHIEF FINANCIAL OFFICER, CO-FOUNDERS OF THE CSR LAB BEHIND THE INITIATIVE, DISCUSS THE CHALLENGES OF THIS COMMITMENT AND THE NEXT STEPS.

How do you view this first step, the carbon footprint assessment, and the direction you wish to take to the initiative? What are the next steps?

Julie Ramos. The first carbon footprint assessment, carried out in 2024, is a defining stage in our CSR approach, a founding act. More than just a measurement tool, it reflects a commitment to collective action. It has enabled us to objectively assess our carbon footprint and identify

key emission sources and to develop a coherent and realistic action plan. This plan includes concrete measures in the short term, as well as drivers of change in the longer term. Our aim is to gradually integrate environmental issues into our operations, with annual monitoring.

Florian Rabasse. This work complements an approach that was initially very focused on the social dimension. This environmental aspect was missing this environmental

aspect to commit to a genuine CSR approach, the aims to improve us collectively. The next step, which has already begun, is to strengthen ownership of these issues at all levels of the organisation, particularly within the governance structure. The objective is clear: to build, over the long term, an ambitious and coherent CSR strategy, both for Unédic and, more broadly, for the Unemployment insurance system.

The CSR Lab is at the heart of the initiative. In what way is the Lab's approach distinctive, and how does it illustrate Unédic's values?

Julie Ramos. The CSR Lab was launched in early 2023, driven by a strong desire to bring Unédic's collective commitment to life. What makes it unique is its structure. This think tank is based on voluntary participation, with no hierarchy, in a spirit of openness and trust. Its strength lies in the diversity of the people involved – staff, managers, elected representatives, from all departments – and therefore in the richness of the diverse perspectives. It functions as an incubator: everyone can propose, test or question, and thus contribute to bringing CSR to life in a tangible way. This approach fully embodies our values of cooperation, responsibility and a commitment to the public good.

Florian Rabasse. The CSR Lab has generated real momentum around CSR. What makes it unique is that it did not arise from a management directive but from a collective drive. It has led to the emergence of concrete initiatives, such as the carbon footprint assessment and the inclusion of a CSR report in the institution's collection of reports and has paved the way for a new way of working between departments. Today, this momentum is gradually spreading. The Lab has played its role as a catalyst, and we will no doubt need to devise a new organisational structure to sustain this approach, as CSR is becoming everyone's responsibility.

Who are you particularly targeting with the CSR report?

Florian Rabasse. The report is aimed at all stakeholders who wish to understand our CSR approach. It will be publicly available on our website, in the spirit of transparency. This transparency is at the heart of our commitment: we acknowledge the areas where we can improve and make them visible. A wide range of audiences may be interested: citizens, jobseekers, employees, members of parliament, but also financial stakeholders.

In a context where sustainable finance is becoming essential, it is important to demonstrate investors that Unédic is committed to a credible path of environmental responsibility.

Julie Ramos. This publication serves as a tool for external visibility, but also as an internal catalyst for engagement. It reflects what it means to work at Unédic: a demanding yet meaningful environment. It strengthens a sense of pride in belonging and attracts new talent, as evidenced by candidates who mention it spontaneously during interviews. We aim to share sincere, accessible and consistent information that highlights both our progress and our areas for attention. It is a reflection of our values and a tool for dialogue with all our partners.

Social, societal and environmental issues are becoming increasingly important for both civil society and investors. How should Unédic respond to this?

Florian Rabasse. The pressure is very real, especially from financial stakeholders. To address this, we need to structure our approach, produce robust data, and demonstrate that our commitments have measurable impacts.

It is not a question of image: we must be credible, practical, and build on a solid foundation. This also means gradually getting the whole organisation on board. Ultimately, these issues will need to be integrated everywhere, including in job descriptions.

Julie Ramos. This is a significant responsibility for a public-interest organisation such as Unédic, which is expected to set a high standard. We must be part of a collective effort, consistent with our mission.

The aim is that CSR does not remain the concern of just a few people: it must permeate across all sectors and beyond. This standard is also an opportunity: it gives meaning, inspires our teams and drives us forward.

PART 1

Environ- ment

A review to develop a strategy: Unédic launches its first carbon footprint assessment

In conjunction with the work of the CSR Lab, Unédic has carried out its first carbon footprint assessment. A key step towards a more coordinated environmental commitment. This is the story of how the initiative came about and what it aims to achieve.

In 2024, Unédic carried out its first carbon footprint assessment. The aim? To take stock of its greenhouse gas emissions. The initiative builds on the work of the CSR Lab, a participatory body created in 2023, bringing together volunteer employees. It was within this framework that the idea arose to carry out a carbon footprint assessment, conceived as a starting point to identify all initiatives, ensure their coherence, and prepare a CSR action plan.

To ensure the objectivity of the assessment, Unédic commissioned Socotec to carry out this task. The project ran for five months and involved significant internal involvement.

Several departments were asked to contribute to the data collection: the Human Resources and General Services department (energy consumption, use of premises, car park management), the Finance and Accounting department (cash flow, accounting, procurement), and the Information Systems sub-department (IT server consumption).

Interviews, consumption records, a site visit and an analysis of internal documents enabled us to paint an accurate picture of the organisation and its practices in terms of greenhouse gas emissions. Presented in November 2024, this first carbon footprint assessment serves as a baseline for structuring an emissions reduction pathway.



The aim is to make the carbon footprint assessment a genuine management tool. We have chosen to update it annually, using the methodology provided, by the service provider.

This provides a regular overview our trajectory, to identify any deviations and analyse their causes, whether they are cyclical – such as the weather, increased use of remote working, construction work or an exceptional event – or structural, linked for example to changes our organisation or an increase in consumption. This tool helps us to adjust our actions over time.

— Julien Picci, Head of Workplace Environment and Procurement at Unédic and member of the CSR Lab

A specificity linked to unemployment insurance

One specific item deserves particular attention: the purchase of services related to unemployment insurance. A large part of Unédic's carbon footprint is in fact linked to the very nature of unemployment insurance. These substantial financial flows have a significant impact on the overall emissions calculation. Discussions are underway regarding potential courses of action concerning financial investments. This aspect will be the subject of dedicated monitoring in future assessments.



WHAT THE CARBON FOOTPRINT REVEALS

Unédic's first carbon assessment highlights the wealth of initiatives already undertaken by the services: efforts to reduce consumption, selection of responsible suppliers, and everyday actions regarding energy or waste. As part of the tertiary-sector decree, Unédic has already begun reducing its energy consumption and achieved **a 36% reduction**, close to the 40% target set for 2030.

However, until now these initiatives had remained scattered, without overall coordination. The value of the assessment lies in integrating them into a global strategy. It also makes it possible to prioritize actions and to make the efforts undertaken visible. This visibility is essential for creating collective momentum.

THREE POINTS THAT SET UNÉDIC'S APPROACH APART

1. AN INITIATIVE DRIVEN BY THE FIELD

The carbon footprint assessment is not the result of a regulatory requirement, but an internal initiative, stemming from the work of the CSR Lab. This 'bottom-up' origin gives the approach a strong collaborative dimension, which is still rare in this type of project. It demonstrates a spontaneous commitment from the teams and reinforces the operational grounding of future actions.

2. A VALUABLE MANAGEMENT TOOL

Far from being a one-off exercise, Unédic has chosen to update the assessment annually. It thus becomes a tool for strategic monitoring, enabling actions to be adjusted (teleworking, construction work, consumption, etc.) and to chart a coherent course over time. This regular monitoring also helps to better understand fluctuations in emissions and to draw concrete lessons from them.

3. AN EDUCATIONAL TOOL

The carbon footprint assessment helps to create a shared culture.

By sharing it widely internally, Unédic aims to raise awareness, make the issues more concrete for everyone, and to foster better understanding between management, departments and governance institutions. A particular effort has been made to ensure it is clear and accessible, so that it can serve as a basis for dialogue and engagement.

WHAT ARE THE MAIN EMISSION SOURCES IDENTIFIED?

- **Operational procurement:** nearly 63% of total greenhouse gas emissions (services, supplies, equipment, facilities, etc.). Procurement of services related to the management of the unemployment insurance scheme, although separate, constitutes the second largest category.
- **Travel:** business travel and commuting.
- **Energy consumption** by buildings and servers.
- **Waste management.**
- **Digital usage.**

Each item is quantified in CO2 equivalents, which allows us to prioritise emission sources and identify the most effective levers.

Internal communication: a key driver

The carbon footprint assessment was presented to Unédic's governance representatives in November 2024. They welcomed both the methodology used and the collective momentum carried by the CSR Lab. Employees also responded positively internally. It also serves as a useful tool for explaining and justifying the actions undertaken, by making them easier to understand and gain support for. Some departments have already taken it on board, such as the Information Systems department, which organised an audit on the [unedic.org](https://www.unedic.org) website.

A three-pronged action plan

1. Responsible procurement

Environmental and social criteria are gradually being incorporated into tender documents. These include, in particular, the reduction of greenhouse gas emissions, workplace equality and commitments to recycling. Three contracts have already been awarded in this regard, in anticipation of the future regulatory requirement due to come into force on 1st January 2026.

2. Team mobilization

Raising employee awareness is key to achieving a sustainable reduction in emissions. Simple actions are encouraged on a daily basis: switching off screens, sorting waste, reducing waste, and removing individual bins. The aim is to change practices through communication and empowerment.

3. Stronger operational steering

Measures are being taken to better monitor and control consumption, in particular through the installation of separate meters (electricity, water). Detailed analysis by floor or zone helps to identify areas requiring attention.

Unédic is also working to install its own heating and air-conditioning systems, in order to end its technical dependence on the building management, notably through the installation of a heat pump.

The gradual replacement of lighting with LEDs, the introduction of automatic power cut-offs and the programmed shutdown of certain devices all contribute to this momentum.

CSR applied to digital technology

In 2024, Unédic carried out a CSR audit of its website. The results were generally positive. They have helped to set in motion a process of continuous improvement

At Unédic, the CSR approach underpins all activities, including digital initiatives. In 2024, a CSR audit of the unedic.org website was carried out to assess its environmental and social performance. This initiative reflects Unédic's commitment to integrating environmental and social considerations into all areas of its work.

The audit focused on the ten most visited pages on the site. **Each page was analysed according to a series of criteria relating to both the environmental footprint and social utility.** The analyses took into account **loading time, media weight** (images, video, script, etc.), and the **quality of the HTML code**. Attention was also paid to factors that influence the user experience and **contribute fully to the site's social utility: accessibility, design, contrast, information hierarchy, page organisation, etc.**

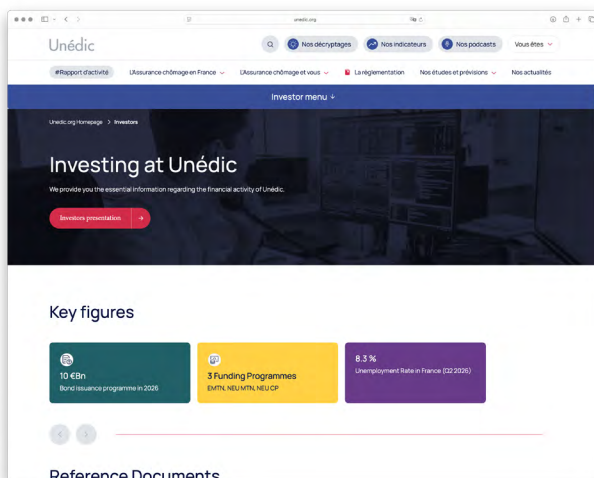
A grading system ranging from A to G was used to compare performance. Some pages, such as the 'News' section, were awarded a B grade. Others received lower marks, mainly due to the use of energy-intensive third-party applications.

THOROUGH WORK FROM THE VERY CONCEPTION OF THE SITE

"Overall, the results were deemed positive, and in some cases even exceeded expectations", says Alexis Gautier, the site's technical project manager. "Prior to the audit, extensive work had already been carried out on digital accessibility, and many of the criteria overlap with those of CSR. The structuring of content, contrast levels and page loading optimisation all contribute to both readability and digital simplicity. This preparatory work enabled us to achieve a good level of overall performance."

Based on the audit, several improvement measures have been implemented: converting images to a lighter format, optimising the search engine (reducing unnecessary calls), adding alternative text for images and buttons, streamlining calls to external services, and so on. Further adjustments are underway to enhance technical performance.

This audit is a first step. Once the improvements have been implemented, a new audit is expected to be launched with the aim of obtaining a CSR label, recognising the efforts made.



Cycling and carpooling: Unédic backs sustainable mobility

Encouraging greener journeys and improving daily life employees: this is the aim of the sustainable mobility allowance introduced by Unédic. An innovative scheme that has already been adopted by 10% of the workforce.



Reducing reliance on the internal-combustion car: that is the objective Unédic set itself when introducing the “sustainable mobility allowance.” Through this arrangement, Unédic wants to encourage more environmentally friendly commuting between home and work while also improving quality of life at work.

A SIMPLE AND INCENTIVE-BASED PRINCIPLE

Introduced by collective agreement, the sustainable mobility allowance entitles employees to an annual allowance of up to €500, which can be combined with public transport reimbursement (up to a total limit of €800), provided the employee travels at least 2 km per day.

This allowance is paid as an annual lump-sum bonus. Participation is voluntary and requires only a simple sworn statement submitted to the human resources department.

The scheme, which aims to encourage soft mobility, covers a wide range of travel modes: personal or hired bicycles, electric scooters, self-service electric scooters, etc.

A GROWING SUCCESS

In 2024, 10% of the workforce benefited from the allowance, a figure that has been rising since its launch. Unédic supports this growth through awareness-raising initiatives: webinars on cycling safety, repair workshops, and the sharing of best practices. The initiative responds both to employee demand and to a proactive approach by Unédic.

The benefits are manifold: a reduced carbon footprint, encouragement of daily physical activity and improved well-being. Even for employees living further afield, the scheme encourages combining cycling and train travel rather than car and train.

Through this allowance, Unédic is charting a greener course.

TRENDS IN CONSUMPTION AND WASTE

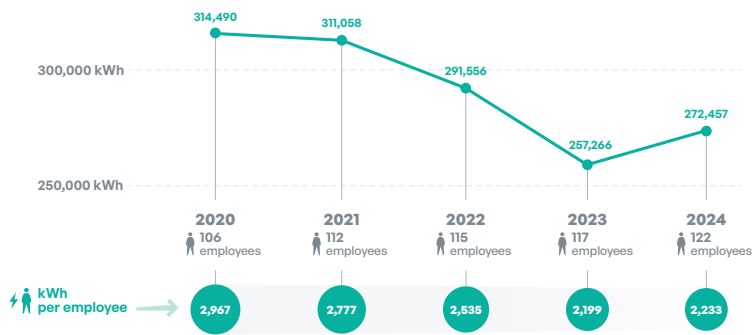


ENERGY

A DROP IN AIR CONDITIONING USAGE BUT AN INCREASE IN HEATING

Air conditioning was lower used thanks to a milder summer, but the heating was used more due to a colder winter, making consumption heavily dependent on weather conditions.

Building energy consumption (in kWh)



Source: "Unédic" annual operational reports – Engie Solutions and SETEC – not public.

PROPOSED CORRECTIVE ACTION

- Review of energy policy (e.g. separating the heating system from the block of flats, potential installation of heat pumps), etc.

WATER

SLIGHT INCREASE, LINKED TO ONE-OFF FACTORS

In 2024, water consumption rose slightly compared with 2023 due to one-off factors, including meetings linked to unemployment insurance negotiations, hosting up to 50 participants and lasting late into the evening.

Building water consumption (in m³)



Source: "Unédic" annual operational reports – Engie Solutions and SETEC – not public.

WASTE

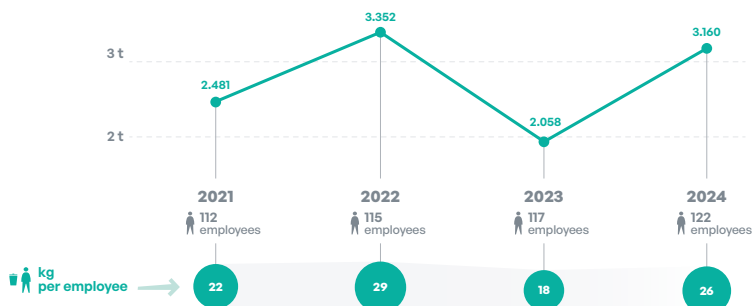
INCREASE DUE TO REFURBISHMENT WORK

Waste production increased mainly due to refurbishment works on the premises, generating additional volumes.

However, several measures have already helped to reduce certain items:

- removal of individual bins and improved waste sorting;
- switching from capsule machines to loose coffee to reduce specific waste.

Waste collected on site (in tonnes)



Source: 2024 annual environmental reports and Le Petit Plus 2024 (office waste collection and recycling provider) – non-public.

PLANNED CORRECTIVE ACTIONS

- Raising awareness of waste sorting and attempts to introduce bins for organic waste.
- Optimisation of sorting and better distribution of waste streams (paper, organic, packaging).
- Enhanced training and communication with staff to improve practices in the office.
- Reduction of organic waste from on-site catering.

PART 2

Social

Solidarity in action, at the heart of Unédic

***Unékip Dynamique*, a group of volunteer staff members, organises solidarity and team-building initiatives independently within Unédic.**

At Unédic, solidarity is not just a nationwide mission: it is also practised internally, through the commitment of a group of volunteer staff known as *Unékip Dynamique*. This “driving force” of solidarity highlights another aspect of the institution: that of a committed collective, focused on others and keen to take concrete action.

The initiative was launched in 2018, following an internal hackathon. Among the ideas put forward, the proposal to create a collective to organise solidarity initiatives gained traction. After the health crisis, other activities were added: social gatherings, cross-departmental events... In 2022–2023, all these initiatives took on a more structured form under the name *Unékip Dynamique*.

A COMMITMENT TO SHARED VALUES

The principle is simple: volunteer staff members from all departments come together to organise solidarity initiatives or activities to foster internal cohesion. A dozen active members run this collective entirely independently, with the support of senior management. An annual budget of €20,000 is used to fund certain operations (service providers, donations, logistics, etc.).

Co-led by two staff members, *Unékip Dynamique* meets twice a month to devise and coordinate its upcoming activities. Each initiative begins as an individual suggestion and develops into a collective project.

Beyond the actions carried out, this volunteer-driven dynamic reflects the mindset that drives the Unédic staff members involved: a passion for social engagement, a desire to feel useful, and a commitment to shared values. This approach also attracts the attention of new recruits, who are drawn to the institution’s human and civic dimension.



Whether one participates or not, what strikes me as essential is the existence of this collective of volunteers, capable of coming together to organise awareness-raising, solidarity or cohesion. These initiatives help to strengthen relationship between colleagues, and this is an important aspect of CSR: enabling everyone to feel at ease in their working environment and to thrive there.

— Séverine Guessé, co-facilitator of *Unékip Dynamique*

COMMUNITY SERVICE INITIATIVES

Partnership with La Cravate solidaire

As part of its work on professional integration, *Unékip Dynamique* organised an in-house collection of workwear for the charity **La Cravate solidaire**. Its goal is to help people in job-entry programs find employment by providing appropriate attire, by receiving advice from HR professionals, and with resume-writing and interview workshops. This practical initiative helps participants feel more confident during job interviews and supports them throughout their reintegration process.



Sports challenge against cancer

Every year, in October and November, *Unékip Dynamique* organises a connected sports challenge in partnership with the TrainMe app. The physical activity of participating Unédic staff, such as the kilometres run in a race, earns them points. These points earned by Unédic employees are converted into donations for a **cancer charity**. In 2024, nearly thirty staff members took part.

Food bank collection

As in previous years, in 2024, volunteer staff took part in **the national food bank collection**. This initiative is organised with the support of the Human Resources department, which allocates two hours of working time to each participant to man the food collection stand in a supermarket near the Unédic office. In this way, they contribute to a national initiative that collected 9,914 tonnes of food in 2024.



COHESION INITIATIVES



Anti-waste cooking workshop

How can we reduce waste and learn to reuse? About fifteen employees took part in a workshop led by an organization dedicated to **fighting food waste**.

Participants learned how to cook with ingredients that are usually thrown away (wilted lettuce leaves, stale bread), how to make zero-waste recipe (carrot top pesto, crumble made from overripe apricots), and then they shared a meal before leaving with the recipe cards. This workshop, which combines awareness-raising, culinary creativity, and a friendly atmosphere, was very well received.

Discovering Olympic and para-sport disciplines

To mark the 2024 Olympic Games, *Unékip Dynamique* organised several events to raise awareness staff to disciplines that are often little known or to **para-sport** formats, such as archery for the blind or para taekwondo. These fun and inclusive events have served as a unifying theme throughout this Olympic year.

Themed lunches with colleagues

A hobby, a special skill? Since 2023, volunteer staff members have been organising themed lunches – board games, knowledge-sharing sessions, and more – bringing together around ten colleagues for a relaxing break. The peak time before the summer is a traditional annual potluck lunch, where everyone brings a dish, which encourages cultural exchange and camaraderie across departments.

And tomorrow? Some ideas are already under way

There is no fixed action plan for *Unékip Dynamique*: lactivities take shape as employees' ideas emerge and opportunities arise. Some events come back every year – such as the food bank collection – but most efforts are born from individual initiative.

In 2025, the group plans to explore new areas: developing internal talent (for example, introductory freediving sessions led by a top-level sports professional), wellness activities (sound baths, brain training), and initiatives to raise awareness of social issues. A talk on domestic violence is also planned.

The momentum should continue in the same spirit in the years ahead: welcoming ideas, encouraging expression and acting together. A form of solidarity that remains alive – and inventive.

Occupational health: a strategic objective

At Unédic, occupational health is treated as a true priority. To ensure this, the Human Resources department implements specific and regular initiatives with a twofold aim: to prevent risks and to foster an environment conducive to professional fulfilment.

“Occupational health is one of the key areas of our skills development plan, which speaks volumes about the importance we attach to it”, says Julie Ramos, Head of Human Resources. At Unédic, occupational health is indeed regarded as a strategic priority on a par with operational performance.

A WEEK DEDICATED TO QVCT

Every year in June, Unédic takes part in Quality of Life and Working Conditions (QVCT) Week, a key event for prevention and discussion. In 2024, the programme included talks on stress management and balanced nutrition, a webinar for managers on employee health at work, and relaxation sessions. The seated massages, which were fully booked, proved a resounding success.

A NEW PREDICTIVE HEALTH ASSESSMENT

In a major initiative in 2024, Unédic launched a predictive health assessment for employees aged 40 and over, funded by the employer and offered on a voluntary basis. More comprehensive than a standard ‘check-up’, it combines blood tests, clinical examinations and an in-depth consultation with a doctor, in order to identify long-term risk factors and propose a personalised prevention plan. *“In our sector, this is quite unique”,* explains Julie Ramos – 25 employees have already taken advantage of it.

COMPREHENSIVE AND ONGOING SUPPORT

Wellbeing at work is not limited to one-off initiatives. Unédic takes a continuous approach: monitoring workload and overtime, raising awareness of the right to disconnect, making adjustments for greater comfort—including for remote working—providing listening and psychological support services, mediating in the event of conflicts, coaching for new managers, and workshops to foster positive relationships, etc. First-aid training in occupational health is organised, as well as weekly pilates and yoga classes.

In 2024, awareness-raising initiatives on disability and cancer were offered, along with mental health first aid training, in partnership with the Red Cross.

2025-2026 OUTLOOK

The coming years will see these arrangements strengthened, with awareness modules on mental health and sleep quality created, and ergonomic tools for teleworking developed further. The goal remains unchanged: to embed occupational health durably in the internal culture and make it a lever for well-being and collective performance.



A happy employee is a high-performing employee. In my view, that is the simplest way to sum up what we do. Taking care of our teams is part of our DNA: our public-interest mission naturally includes caring for those who make it possible.

— Julie Ramos, Head of Human Resources at Unédic



EMPLOYEE TRAINING: A LONG-TERM INVESTMENT IN SKILLS

UNÉDIC ALLOCATES MORE THAN 4% OF ITS TOTAL PAYROLL TO TRAINING, WHICH IS FOUR TIMES THE LEGAL MINIMUM, AND BOASTS AN ABOVE-AVERAGE PARTICIPATION RATE.

The skills development plan is structured around three core areas.

The first, **‘Successful Assignments’**, focuses on immersing new staff in France Travail branches to gain practical experience of supporting and providing benefits to jobseekers, webinars open to all on regulatory changes, audits or financial forecasts, and a compulsory “Recruiting without discrimination” for managers.

The second, **‘Anticipating the skills of tomorrow’**, focuses on artificial intelligence, CSR and maintaining employability, and includes a guide to help inform training requests.

The third, **‘Promoting health at work’**, includes modules on safety and the prevention of health risks.

The needs expressed during annual reviews inform this programme, which offers individual training, in-house sessions and coaching for new managers. A policy commended each year by the Social and Economic Committee.

ACCESSIBILITY: A WEBSITE DESIGNED FOR EVERYONE

BY REDESIGNING ITS WEBSITE, UNÉDIC MADE ACCESSIBILITY A CORNERSTONE OF ITS APPROACH. THIS CHOICE, MADE FROM THE DESIGN STAGE, EXPLAINS THE GOOD RESULTS ACHIEVED IN THE RGAA* AUDIT AT THE BEGINNING OF 2024.

According to INSEE, 8.7% of jobseekers have a disability. *“This reality, combined with Unédic’s responsibility regarding unemployment insurance, commits us to take accessibility fully into account. This explains our strong commitment to the issue”*, explains Alexis Gautier, technical project manager for the unedic.org website.

Beyond the regulatory framework, accessibility is a key commitment for Unédic, aimed at ensuring equal access to information for all members of the public. This commitment was put into practice during the website redesign in 2023. An accessibility expert was involved in every stage of the project, ensuring a solid and sustainable foundation.

Three complementary approaches were adopted:

- **Design and usability**, to improve the user experience and enhance readability, notably through better contrast management;
- **Technical aspects**, with the optimisation of code and functionality;
- **Editorial**, to ensure content is clear, understandable and enriched with alternative text.

This deep background work paid off: at the beginning of 2024, an audit revealed that 75% of the criteria in the General Accessibility Improvement Framework (RGAA) were being met, compared with 54% previously. There is still room for improvement, particularly regarding certain search functions. As Alexis Gautier explains, *“These are minor adjustments, with no structural flaws. This is simply part of the normal life of a website undergoing continuous improvement.”*

* RGAA: General Accessibility Improvement Framework.

SOCIAL AND SOCIETAL INDICATORS



WORKFORCE STRUCTURE

Breakdown by contract type

Unédic employs over 80% managers,

a feature linked to the nature of its tasks which require experts. It also has 7.4% staff, including seven work-study students in 2024, and nine interns taken on during the year.

The intake of work-study students and interns at all levels is part of a commitment to integrating young people, which is central to the institution's identity given its public service mission.

¹ The percentage is calculated on the basis of the average monthly FTE.

² Reason for use: temporary increase in activity, or absence likely to create a need for recruitment in the very short or a shortage of staff in certain roles (profiles rarely available on fixed-term contracts).

³ The use of subcontractors mainly relates to non-core business activities that are not intended to be carried out in-house (routine and recurring maintenance work) or within the framework of projects requiring specific, ad-hoc skills (particularly in relation to IT systems or projects). Where the relevant activity is likely to become a long-term activity, the aim is to bring these skills in-house.

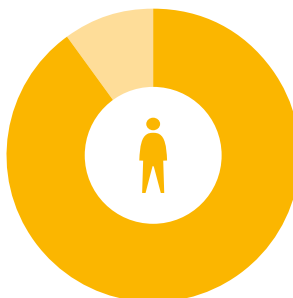
		31/12/2024	31/12/2023	31/12/2022
PERMANENT CONTRACTS	Number	113	108	104
	Average monthly FTE	106,7	103,6	100,7
	% ¹	93%	92%	90%
FIXED-TERM CONTRACTS EXCLUDING APPRENTICES	Number	3	3	3
	Average monthly FTE	1,9	4,4	1,6
	% ¹	2%	3%	3%
FIXED-TERM PROFESSIONAL	Number	0	0	0
	Average monthly FTE	0	0	0
	% ¹	0%	0%	0%
APPRENTICES	Number	6	5	7
	Average monthly FTE	5,4	6,7	6,6
	% ¹	5%	4%	6%
RESEARCH STUDENTS	Number	0	1	1
	Average monthly FTE	0,3	1	1
	% ¹	0%	1%	1%
TRAINEES	Number	0	1	1
	Average monthly FTE	1,2	1,1	1,3
	% ¹	0%	1%	1%
TEMPORARY WORKERS²	Number	0	1	1
	Average monthly FTE	0,5	1,9	1,5
	% ¹	0%	1%	1%
EXTERNAL WORKERS/SUBCONTRACTORS³	Number	1,914.11 man-days	2,062.7 man-days	2,390.61 man-days



WORKING TIME

90% of employees work full-time, 10% part-time.

Part-time work is always chosen by the employee and never imposed. It is encouraged to support work-life balance. Requests come from both men and women and are linked to parenting or personal choices.



90%
EMPLOYEES WORK FULL-TIME



GENDER EQUALITY

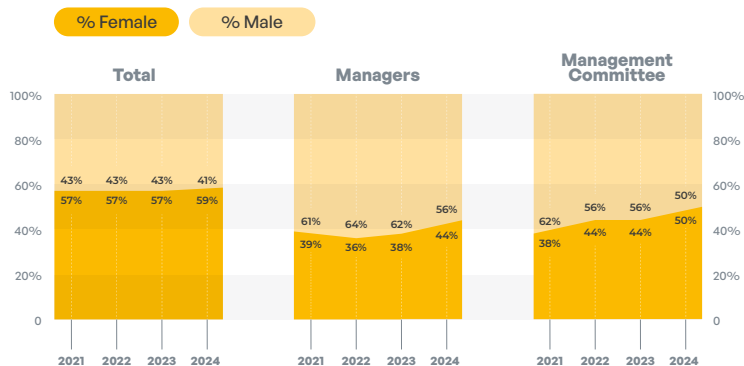
The 2024 Professional Equality Index stands at the national average of 89/100, one point higher than in 2023 (88/100), with an excellent score of **36/40** for pay equality based on skills and equal responsibilities.

Unédic guarantees equal access to training, career progression and remuneration for equal skills and responsibilities. Any discrepancies identified are corrected annually.

In the event of leave (maternity, parenthood, adoption, caregiving), access to information, internal opportunities and promotion is maintained.

Awareness-raising actions (e-learning) against sexism and harassment were completed on a voluntary basis by **60%** of employees.

Gender breakdown of staff



At Unédic, we are committed to ensuring that women and men have the same rights and opportunities in terms of training, career progression and pay, for equal skills and responsibilities. Every year, we closely monitor any potential gaps and, where they exist, we present them to the Social and Economic Committee so that corrective measures can be put in place. We also take action to promote a balance between work, family and personal life. For example, an absence due to maternity, parental, adoption or carer's leave must never hinder career progression, even if it occurs during an internal promotion period.

— **Julie Ramos, Head of Human Resources at Unédic**

PART 3

Gover- nance

CSR: a key issue for Unédic

CSR is emerging as a vital pillar of Unédic's 2024–2025 roadmap. In line with the principles of social dialogue that underpin its governance, it translates a clear ambition: combining scheme performance with responsibility toward society.

Corporate Social Responsibility (CSR) is now at the heart of Unédic's strategic priorities. Included in the 2024–2025 roadmap adopted by the Executive Board on 18 January 2024, it features among the new areas of focus beyond the institution's four core missions – securing funding, establishing and safeguarding rules, supporting the implementation of unemployment insurance, and informing and educating the social partners and the French public. A clear way of affirming that CSR is now an essential lever for governance and performance.

A GOVERNANCE MODEL THAT NATURALLY RESONATES WITH CSR

Transparency, fairness, ethics, and stakeholder engagement: the core principles of CSR are naturally reflected in Unédic's governance, which is based on joint decision-making, active listening and the pursuit of consensus. Incorporating CSR into the roadmap means extending these principles into day-to-day operations.

And because it is now an integral part of our strategic priorities, CSR is subject to regular monitoring. Every quarter, a progress update is included on the Executive Board's agenda. These meetings enable us to measure progress, adjust actions and ensure consistency between stated ambitions and the resources deployed. This approach reflects our commitment to treating CSR with the same rigour as the scheme's other core missions.

ALREADY SOME FIRST TANGIBLE RESULTS

Unédic's roadmap provides a progress update on the CSR initiative as of late November 2024. Several initiatives have already been launched:

- the publication of the first CSR report, included in Unédic's annual report series, on 10 October 2024;
- the launch of the first carbon footprint assessment, the sharing of the initial results and the implementation of an action plan from autumn onwards;
- the preparation of the CSR report, but also presentation of the CSR Lab initiative and the carbon footprint assessment to the various bodies (Executive Committee, Management Board, directors, staff);
- the roll-out of e-learning courses on responsible digital technology, non-discriminatory recruitment and combating sexism in the workplace;
- initial discussions on a binding supplier/service provider charter.

In 2025, other projects have been identified as priorities, including the preparation of the second edition of the CSR report, as well as the presentation of the 2024 carbon footprint assessment and the associated action plan.

A MOMENTUM SET TO STRENGTHEN

CSR has thus become a central focus for Unédic. Its place in the roadmap, its quarterly monitoring and the progress of the work demonstrate a commitment to a sustainable and exemplary approach. By placing CSR on the same level as its core missions, Unédic affirms that acting responsibly and transparently is now an integral part of its governance.



Social responsibility is inherent in Unédic's action as a stakeholder at the heart of social protection in France. It is reflected in our desire to act with responsibility and transparency. Through this CSR report, we share our initiatives, report on progress and highlight the teams' collective efforts. Communicating about our social responsibility means affirming our values, strengthening trust with our employees and partners, and giving visibility to our commitments to the working people supported every day by the Unemployment insurance in their professional paths.

— **Vanessa Hendou, Head of Communications at Unédic**

A NEW SOCIAL FRAMEWORK UNDER DEVELOPMENT

IN 2024, UNÉDIC EMBARKED ON A MAJOR PROJECT: THE RENEGOTIATION OF ITS SOCIAL FRAMEWORK. THIS COLLECTIVE EFFORT CARRIED OUT OVER FOUR MONTHS OF NEGOTIATIONS AND PRECEDED BY NINE MONTHS OF RESEARCH AND ANALYSIS, INVOLVED TRADE UNIONS, THE MANAGEMENT COMMITTEE AND HR TEAMS.

What exactly are we talking about? The social framework covers all the rules and agreements that structure employees' social rights. At Unédic, it replaces a company agreement inherited from the 1990s that had become unsuited to the institution's current scope. The new unified text aims to make rights clearer, more accessible and better adapted to Unédic's current challenges.

This overhaul responds to social, economic and environmental changes, balancing performance, responsibility and quality of life at work. This new agreement provides long-term support for organisational efficiency and the development of every individual.

"Designed for today and tomorrow, this common framework embodies a commitment to social innovation, shared responsibility and collective engagement", emphasises Julie Ramos, Unédic's Head of Human Resources, who is leading this initiative. It promotes inclusion, equity and quality of life at work. An ambitious and structuring agreement will enter into force in 2025.

The Governance is overseen by an Ethics and Professional Conduct Commission

Since 2023, Unédic's governance structure has introduced a strengthened ethical framework. On 27 June 2023, the Board of Directors approved the Code of Ethics for Directors and the Rules of Procedure of the Ethics and Professional Conduct Committee. This code sets out the best practices applicable to directors, technical advisers and qualified individuals, whilst the Committee ensures their implementation.

Its remit is twofold. In terms of advisory and monitoring functions, it proposes updates to the code, collects declarations of interest, addresses and prevents potential conflicts, and issues opinions on any ethical matters.

In terms of oversight, it ensures compliance with the rules, submits an annual report to the Board of Directors, highlights potential risks and collects internal or external alerts.

An initial collection of declarations of interest took place in 2024, marking the practical launch of this initiative. Subject to strict confidentiality, the Committee may draw on Unédic's internal expertise or, if necessary, call upon external expertise. It thus serves as an essential guarantor of responsible and transparent governance.

AN HEALTHY GOVERNANCE, BASED ON DIRECT DIALOGUE

Unédic's governance places transparency and dialogue at the heart of its operations. Unédic's roadmap includes regular opportunities for discussion between members of the governance body and departmental staff, in order to maintain a direct and open line of communication.

For example, staff meetings with the presidency, structured around a question-and-answer format that allows everyone to voice their expectations and concerns, help build trust and foster a shared understanding of Unédic's strategic vision.

The CSR Lab, the driving force behind Unédic's CSR momentum

The Lab initiative was launched in 2023 out of a desire to shape the future of unemployment insurance by drawing on collective intelligence. It also aimed to experiment with new working methods and encourage employees' direct involvement in strategic discussions. Several working groups were thus set up by employees proposing a topic for discussion, joined by other employees interested in the subject. Designed as spaces for pioneering work, these groups explore forward-looking or emerging topics outside traditional hierarchical structures.

Among these labs, the CSR Lab holds a special place: it is this lab that structures and drives Unédic's social responsibility initiatives. The process is reversed: here, it is not decisions coming from the Executive Committee or management, but employees' ideas that shape the strategy.

It is within this framework that a number of concrete and transformative projects have emerged: Unédic's first carbon footprint assessment, the inclusion of the CSR report in the annual report series, and the development of an internal action plan to reduce greenhouse gas emissions. This work will continue in 2025, with the updating of the carbon footprint assessment and the monitoring of the actions undertaken.

Beyond these achievements, the CSR Lab acts as a catalyst for collective ownership. It transforms employees into agents of change and embeds CSR values into internal practices. Although not formally part of the strategy, it is, in fact, its beating heart.



What makes the Lab so effective is that all the projects and studies it are driven directly by employees. This reverses the traditional logic: it is no longer directives coming down from management, but ideas from the front line that shape our actions.

— Benjamin Cros, responsible for coordinating the Labs to senior management

SEE ALSO:



2024 ACTIVITY REPORT



2024 FINANCIAL REPORT



2024 REPORT ON
RISK MANAGEMENT,
CONTROL AND AUDIT
(IN FRENCH)



2024 REPORT OF
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