

ARTEFACT

AI IS ABOUT PEOPLE

Corporate Social Responsibility Report

2025

Artefact is a leading global consulting company dedicated to accelerating the adoption of data and AI to positively impact people and organizations.

We specialize in data & AI transformation and data marketing to drive tangible business results across the entire enterprise value chain.

Artefact offers the most comprehensive set of data-driven solutions per industry, built on deep data science and cutting-edge generative and agentic AI technologies, delivering AI projects at scale in all industry sectors. From strategy to operations, we offer an end-to-end approach and solutions: data & AI strategy, data quality and governance, data platforms, AI Factory, data-driven customer experience and marketing ROI.

Our 2000 employees operate in 27 countries (Europe, Asia, Americas, Middle East, India, Africa) and we partner with 1000+ clients, including some of the world's top 300 brands.

About Artefact

DATA, AI AND DIGITAL SERVICES

Leading the way

INTRODUCTION

Data, AI and digital industry have exploded in a few years, unleashed by digitization and connected devices.

The AI wave is evolving so fast that regulation and public authorities cannot catch up.

Unfair algorithms, job cuts, large environmental footprint. AI and data activity can have negative impacts.

But data is also a chance for our society. It's a massive career opportunity for people looking to re-skill. AI can also be a powerful ally to fight global warming.

That's why Artefact works every day to contribute to the societal main issue.

How? By changing our internal practices, setting the right standards, using success stories as examples and initiating positive contributions.

Yes, we can make a positive impact with data.

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IMPACT VISION

Our 3 stakes

PEOPLE

Boosting our social handprint

We are on the journey to foster greater parity, diversity and inclusion in the data industry. We encourage our talents to share their experience so that everyone can benefit from data.

PLANET

Acting on climate change

We want to address the climate crisis without data negative impact. We bring our data and IA expertise to serve our clients' climate ambitions.

PRINCIPLES

Shaping AI Ethics

We aim to infuse Ethics in our ways of working through AI standards and research. As data leaders, we want to shape the future of trusted AI.

OUR FIRST STAKE

People

Boosting our social handprint

PEOPLE

Knowledge sharing

COMMUNITIES

OUR STAKES

The data sector is growing rapidly, but there are few schools that train future generations and professionals eager to seize the opportunities offered by this field.

That's why we created Artefact School of Data. A school that promotes professional integration in the fields of data and AI.

Our school provides access to data & AI training for as many people as possible in order to welcome talent from a variety of backgrounds. Students are trained directly in the field by the leader in data and AI.



COMMUNITIES

GLOBAL



We train the data experts of tomorrow

The most professional training on the market with immersion in Artefact business data activities and collaboration with its experts.

With 303 external students trained in less than 2 years (2024-2025) and 83% integration rate within 6 months, it's the only bootcamp integrated into a fast-growing company with major recruitment needs. Labelled Grande École du Numérique.

Boost your Data career with field experts

Learn directly within a world leading company in data and land your future job

[Apply](#)[Talk to our team](#)**+5000**

Alumnis in the world

83%

Rate of professional integration after 6 months

+500

Partner companies

4,8/5

Average score

COMMUNITIES

OUR STAKES

We believe mentoring can make a life difference.

Artefact collaborators support students in shaping their new professional life in data & AI.

By offering career advice, optimizing CVs and LinkedIn, preparing for interviews and connecting them with networking resources. Our mentors provide practical, hands-on support to help students gain confidence and open doors to new career opportunities.



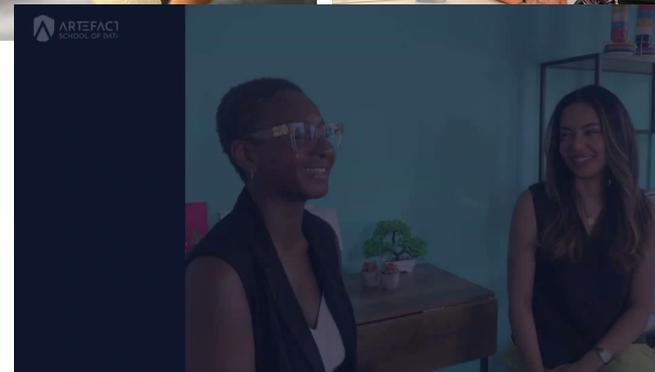
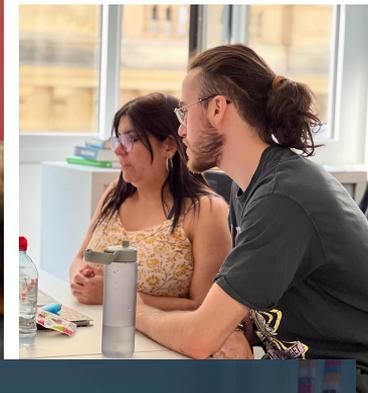
COMMUNITIES

FRANCE

Tailored support for specific needs

Students at the School of Data come from a wide range of backgrounds: career changers, recent graduates, and experienced professionals, each with different skill levels and life experiences, and from diverse socio-economic environments. Every student has a unique story, and mentoring plays a key role in helping them navigate the next chapter of their journey.

To support this transition, the School of Data offers two months of personalized mentoring led by Artefact collaborators. This tailored guidance helps students clarify their professional goals, strengthen their profiles, and enhance their employability.



COMMUNITIES

FRANCE

Empowering Refugee Women In Tech Career

Artefact has been sponsoring [Sistech](#), a non-profit organization, for several years through financial and material sponsorship, as well as by offering places at the Artefact School of Data to train women from their program in data and AI.

In 2025, Artefact volunteers **supported the program's fellows, mentoring more than 12 women** and demonstrating Artefact's long-term commitment to Sistech.



COMMUNITIES

FRANCE

Artefact Next Gen: Tutored project

Artefact has launched the inaugural edition of Artefact Next Gen.

This initiative brings together interns and apprentices from all chapters to tackle a shared challenge: **designing an innovative, yet practical, solution for [Sistech](#)**. *The objective?* To automate tech job market monitoring and enhance the professional integration of their alumnae.

The competition aims to **foster collaboration across the diverse professions and areas of expertise within Artefact**, while also **building connections and encouraging knowledge sharing among peers**.



x

COMMUNITIES

📍 NETHERLANDS

Empowering Refugee Talent with Data & AI

Artefact supports [SpikeUp](#) in empowering refugee talent in Data & AI.

Our colleagues volunteered as mentors in the SpikeUp.AI Capstone Program, **guiding five highly educated refugee students as they designed and built their own data or AI applications**, helping them restart their careers and gain practical experience.



COMMUNITIES

📍 CHINA

Shaping Future Data & Business Leaders

Since 2021, Artefact China has partnered annually with the Fudan DSBA Program (MSc in Data Science and Business Analytics) to run a three-month workshop.

The program **tackles real-world business challenges, providing students with hands-on experience and mentorship, and aims to cultivate the next generation of data and business talent.**



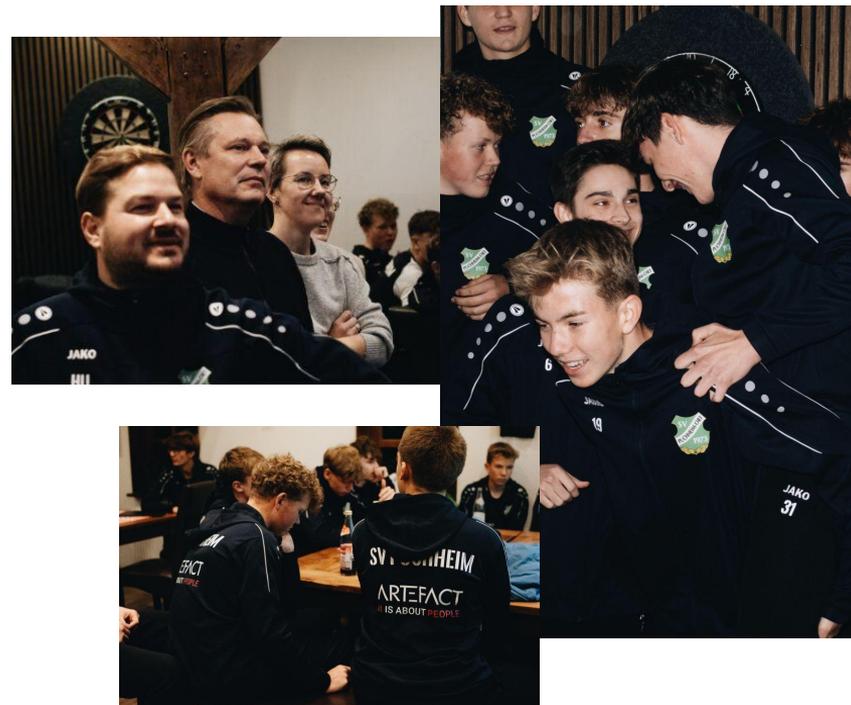
COMMUNITIES

GERMANY

Responsible AI in Youth Sports

Artefact Germany's "I Wear My Heart on My Sleeve" project with SV Puchheim youth football shifts AI from performance tracking to team collaboration.

Concretely, the **AthleteAI** platform organizes training while "First Step to AI" workshops demystify technology for players. Using non-sensitive data and parental consent, the project transforms team interactions into AI-generated visual art. This pilot proves that Responsible AI can foster social cohesion and digital literacy without replacing human judgment.



COMMUNITIES

USA

Mentorship & Equal Opportunity

Artefact US team participated in the [Minds Matter](#) program, engaging with high-achieving students from low-income backgrounds across multiple events.

Artefact employees acted as mentors during the **Career Incubator session**, the **Elevator Pitch workshop**, and **Networking Day**, providing guidance, feedback, and encouragement. Through these interactions, **students developed confidence, professional skills, and a clearer understanding of their career paths.**



Key figures

COMMUNITIES

216

PEOPLE TRAINED BY ARTEFACT SCHOOL OF
DATA IN 2025

18

BOOTCAMPS COMPLETED
IN 2025

83%

FOUND A JOB WITHIN 6 MONTHS OF
COMPLETING THEIR TRAINING IN 2025

70

STUDENTS RECEIVED MENTORING SUPPORT
IN 2025



PEOPLE

Skills sponsorship

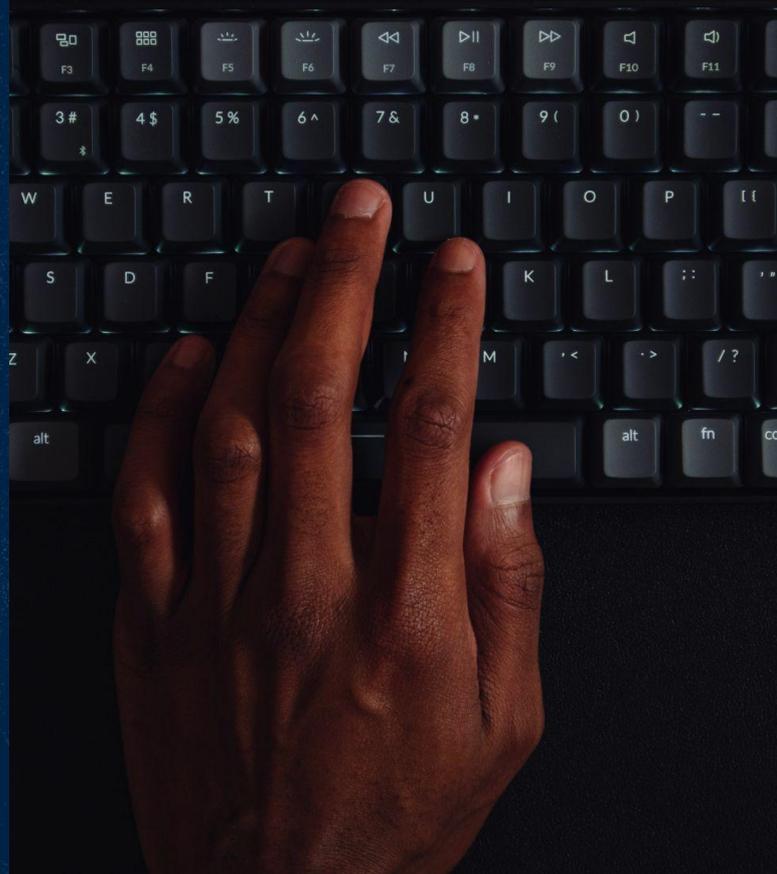
SKILLS SPONSORSHIP

OUR STAKES

AI and data have the power to drive positive change for society and the environment.

At Artefact, we dedicate our time, skills, and expertise to support associations and initiatives addressing social and environmental challenges, providing mentoring, technical guidance, and hands-on collaboration.

Through skills sponsorship, our teams help turn ideas into tangible impact, applying data and AI expertise to create meaningful outcomes for both people and the planet.



SKILLS SPONSORSHIP

FRANCE

Responsible AI for Climate Awareness

Artefact 3000 developed **FutureGuessR**, a project enabling **climate awareness** for [Réseau Action Climat](#). This immersive educational game projects users into 2100 landscapes, based exclusively on **IPCC scenarios**, making the impacts of climate change tangible. It relies on an **internally developed, locally trained generative AI model** designed to minimize its carbon footprint, demonstrating how **responsible AI** can serve education and the public interest.



SKILLS SPONSORSHIP

FRANCE

Generative AI for Wildlife Conservation

Artefact 3000 collaborated with **WWF** to create an innovative communication campaign using generative AI, aimed at **raising public awareness about biodiversity protection**.

The campaign playfully highlighted the encouraging results of the [Living Planet France 2025 Report](#), which showed an increase in the density of protected species across France.



LES POPULATIONS
D'ESPÈCES PROTÉGÉES
ONT AUGMENTÉ DE 120%,
DEPUIS 1990, EN FRANCE
HEXAGONALE.



SKILLS SPONSORSHIP

FRANCE

Creativity for Gender Equality

In partnership with the association [En avant toute\(s\)](#), Artefact 3000 created the **National Patriarchy Museum**, a project awarded at the Concours Futurs Désirables.

This fictional museum envisions an optimistic future free from gender inequalities and raises awareness of systemic violence through an interactive campaign and DOOH displays. The project demonstrates **how creativity and communication can serve as tangible levers for social change.**



PEOPLE

Diversity & Inclusion

At Artefact, we are committed to fostering a truly inclusive workplace.

In 2025, we launched the Global D&I Community under the sponsorship of Group CSR and HR to turn our diversity and inclusion commitments into tangible actions across all offices.

Composed of volunteer ambassadors, this community brings together employees who raise awareness, share best practices, and support colleagues through training and guidance. Acting as a hub, it coordinates and connects all D&I initiatives across the Group, from local actions to global programs, and pilots new initiatives that advance inclusion and equality across Artefact.



Diversity & Inclusion

AI IS ABOUT ALL PEOPLE

DIVERSITY

NETHERLANDS

Celebrating Cultures & Community

Artefact Netherlands ran initiatives to celebrate cultural diversity and support the community. For [Make-A-Wish](#), employees organized an international-themed bake sale, **creating and selling cakes inspired by different countries and cultures**, with all proceeds donated to support children.

They also hosted a **Ramadan exchange session, where colleagues shared traditions and taught how to create henna designs**, fostering understanding of cultural practices.



DIVERSITY

UK

Embracing Diversity Through Cultural Events

In our UK office, we promoted inclusion and celebrated cultural diversity through engaging events.

For **Black History Month**, we hosted a social gathering with a live steel pan band, offering colleagues a chance to connect and reflect on Black heritage and contributions. We also organized a **Lunar New Year** lunch & learn, bringing the team together to explore and celebrate this important cultural tradition.



DIVERSITY

NETHERLANDS

Challenging Stigmas and Promoting Inclusion

In October 2025, the Artefact Netherlands office partnered with the [Human Library](#) to host **small-group conversations with individuals often marginalized or stereotyped**.

Employees **listened, learned, and reflected on personal biases**, fostering empathy, awareness, and a more inclusive workplace.



DIVERSITY

LATAM

Conducting Diversity Training for Senior Employees

Artefact Brazil organized a **diversity training for senior employees** focused on **how to support and embrace their diverse mentees**.

The session aimed to raise awareness, develop inclusive leadership skills, and foster a supportive mentoring culture.

ARTEFACT
AI IS ABOUT PEOPLE

Treinamento Novos Mentores
DEI

O MAIOR DESAFIO: VIÉS INCONSCIENTE

▲ **Associações automáticas** que resultam em **suposições, julgamentos e atitudes** em relação a outras pessoas.

▲ **Formamos um conjunto de estereótipos sociais**, valores e preconceitos que todos as pessoas compartilham sobre diferentes grupos de pessoas a partir de situações e experiências que vivenciamos ao longo da vida, como memórias de infância, conversas com amigos e até mesmo notícias que vimos na televisão.



Gender bias - The tendency to judge people based on their gender.

Ageism - The tendency to judge people based on their age.

Hero effect - The tendency to judge people based on their heroic actions.

Halo effect - The tendency to judge people based on one positive trait.



VIÉS INCONSCIENTE NA MENTORIA

AFINIDADE

- Um mentor **pode se sentir conectado a um mentorado com hobbies ou background cultural semelhantes** e julgá-lo com base nesses interesses.
- AÇÃO:** Seja uma pessoa curiosa. Enaja realmente interessado em conhecer as diferentes experiências de seus mentorados.

CONFIRMAÇÃO

- Por exemplo, um mentor que acredita que um profissional vindo de uma universidade menos prestigiada é "menos preparado", pode supervalorizar seus erros como evidência dessa crença.
- AÇÃO:** Observe com objetividade. Avalie com base em evidências, não em crenças prévias ou expectativas.

PERCEPÇÃO

- Um mentor pode assumir que um mentorado introvertido é menos engajado do que outro que se comunica com mais facilidade e levar o mentor a oferecer menos desafios ou oportunidades ao primeiro, mesmo que ele tenha alta potencial.
- AÇÃO:** Tenha sempre um pouco mais o olho do mentorado. Fique em entressacos e crie desafios em diferentes formas de se expressar.

HALO EFFECT

- O mentor entende (ou não) base numa conversa com o consultor do projeto, por exemplo) que algo que o mentorado fez estava incorreto e ele considera "incorreto" ao invés de entender o que aconteceu de outro ponto de vista.
- AÇÃO:** Escute ativamente para entender o ponto de vista do mentorado e então pontuar pontos de melhoria com base nessas informações. Não transpore julgamento.



PARITY

OUR CHALLENGE

According to research, women make up barely 25% of workers in the technology sector, and only 19% in senior positions.

At Artefact, we believe data and AI should not be a male's world.

Women@Artefact is our main ally to convince women to join the adventure, offer inspiring careers and make sure they rise to the top.

We are on the journey to parity.

WOMEN
@ARTEFACT



PARITY

PARIS

Feeding our inclusive culture

Women@Artefact organized 2 Sexism Fresco workshops to raise awareness about the root causes of sexist dynamics.

We also supported women's cause by sponsoring over 70 employees to participate in the **Odyssea run**, which funds breast cancer research and supports women affected by the disease.

Finally, we continue to showcase our fully AI-generated film, which **highlights the underrepresentation of women in tech**, and we publicly reaffirm our commitment through PR initiatives.



PARITY

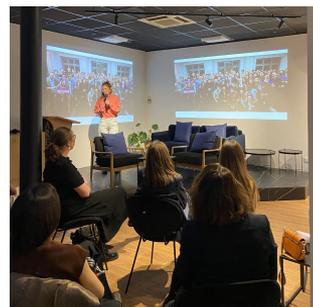
PARIS

Inspiring women to pursue careers in data

Women@Artefact organizes **quarterly afterworks** connecting our female employees and women from the data ecosystem, featuring leaders and role models.

We also host **exclusive Group-level talks** with inspiring women in tech, including interactive Q&A sessions.

Finally, our **first “coffee chat”** provide a safe space for Artefact women to discuss imposter syndrome, leadership, and career growth with female top management.



PARITY

FRANCE

Supporting women reach leadership positions

In 2025, Women@Artefact continued to actively support the professional growth of women within our Paris offices.

This year, **20 women benefited from individual and personalized coaching** to develop their leadership skills and career strategies. In addition, we organized **four small-group workshops** (limited to 10 participants each) led by a professional coach, **providing practical support to help participants advance toward top management positions.**



PARITY

FRANCE

Prioritizing Women's Health at Artefact

This year, Women@Artefact partnered with [Gynger](#), a platform connecting women with health professionals for personalized support.

We offered licenses to all women at Artefact, enabling them to access tailored health guidance and resources, promoting well-being and work-life balance across our teams.



Gynger Les experts de la santé des femmes dans votre poche !

Artefact vous offre l'accès à l'application
👉 Inscrivez-vous avec le code GYNARTE25

Douleurs, endométriose, santé mentale, ménopause, post-partum, SOPK ...
Vous cherchez un conseil, une orientation ou un soutien ?
Nos soignants vous répondent par chat en 24h.

Available on the App Store | GET IT ON Google Play

PARITY

FRANCE

Empowering Women in Tech & Entrepreneurship

Women@Artefact continues to strengthen its commitment to gender equality in the tech ecosystem through strategic partnerships.

Our collaboration with **Women In Tech** helps expand our female network and provides support for women to thrive in the industry, while our partnership with **Statup Angels** fosters female entrepreneurship by backing innovative women-led startups in the tech sector.



PARITY

MOROCCO

Promoting Women's Inclusion in Tech

In 2025, Artefact Morocco launched a **partnership with WOMEN IN TECH® Morocco** to strengthen inclusion and the representation of women in tech.

During the “Together Forward” event, our internal initiative Women@Artefact was highlighted as a program for mentoring, knowledge sharing, and development to support and inspire women in data and technology. This partnership reflects our commitment to diversity, equal opportunities.



PARITY

UK

Building Female Leadership Through Mentorship

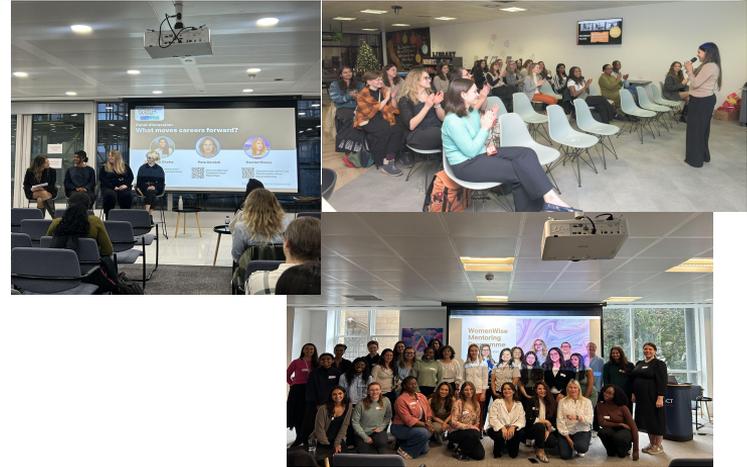
In our UK office, from May to December 2025, we ran a women-only mentorship program, bringing together **30 mentor-mentee pairs**.

The program began with a launch breakfast, followed by webinars and workshops to develop skills and confidence, and networking events to foster connections and expand networks. It concluded with a graduation ceremony celebrating the relationships built and the progress made.

Powered by **THE IN GROUP** | ARTEFACT**WOMEN
WISE**
MENTORING

Mentee's Webinar

Online Session



PARITY

LATAM

Unlocking Career Pathways for Women

Launch of a **free mentorship program for women from underrepresented groups** (Black women, trans women, and/or mother) who are transitioning careers or seeking their first role in the data field.

The program offers a comprehensive learning and professional development path, providing mentorship and practical guidance to help participants build skills, gain confidence, and access new opportunities.

TODAS | INSCRIÇÕES ABERTAS | VAGAS LIMITADAS | INSCRI

Dados para Elas

MULHERES [negras, mães e/ou trans]

Quer entrar na área de Dados, mas não sabe por onde começar? A gente te ajuda!

em AGOSTO & SETEMBRO/ 2025

Engenharia de Dados
AULÕES + MENTORIAS
INDIVIDUALIZADAS

Inscriva-se até 10/08!

100% GRATUITO → ARIEFECT

*Participação no programa não garante contratação na Ariefect.

Concluimos com Sucesso a
1ª Turma da Mentoria

Dados para Elas

Participantes da 1ª Turma da Mentoria

100% das participantes concluíram o curso.

Dados Para Elas
Mentorias em formato 1:1 com especialistas em Engenharia de Dados.

Assessorias, grupos de trabalho, networking e oportunidades de participação no programa. Foi uma experiência transformadora, que não apenas ensinou novos conhecimentos técnicos, mas também ofereceu muita confiança para entrar na carreira de área de dados.

Realizada no período de agosto a setembro, a mentoria ofereceu um programa personalizado e personalizado de dados, realizado pela Data Hackers em parceria com a Data & Careers, com as professoras ministrando aulas e mentorias individuais. Além disso, houve a interação de grupos no vivo, capacitando e desenvolvendo por etapas, o conhecimento técnico de engenharia de dados e profissionalização sobre o impacto do gênero no setor.

Para isso, contou com o apoio de especialistas em Power BI e outras ferramentas de dados para quem está iniciando a jornada. Foi um grande prazer para os participantes e as professoras que foram. Esse evento foi uma ótima oportunidade de networking e profissionalização, com o apoio de quem faz um trabalho incrível de ensino e oportunidades.

Desde o início de expor minha proficiência gerada a minha mentora, venho lutando. Sua orientação tem um papel fundamental na minha vida de desenvolvimento, e foi extremamente inspirador poder conversar com alguém que já possui uma trajetória de sucesso. Sua experiência e conselho foram de grande importância para mim.

Se quiser saber mais sobre o Ariefect ou se inscrever no próximo evento, entre em contato conosco. Foi uma experiência realmente incrível!

Os resultados desta edição mostram a força e o potencial das mulheres na área de dados. Que seja apenas o começo!

PARITY

LATAM

Connecting Women Leaders in Data and AI

In partnership with The HEINEKEN Company, a special **Data Circle Leaders meeting** was held, bringing together more than **35 outstanding women** in the data and artificial intelligence ecosystem.

The initiative fosters **networking, knowledge sharing, and leadership development**, supporting women to **strengthen their influence and impact** in the data and AI.



PARITY

📍 CHINA

Celebrating Women by Sharing Experiences

We hosted a vibrant International Women's Day celebration celebrating "Women Power". The event featured a curated afternoon tea, providing a relaxed setting for our female talent to connect and engage.

Beyond the festivities, the highlight was a meaningful knowledge-sharing session, where participants exchanged personal insights on balancing professional growth with life's aspirations.



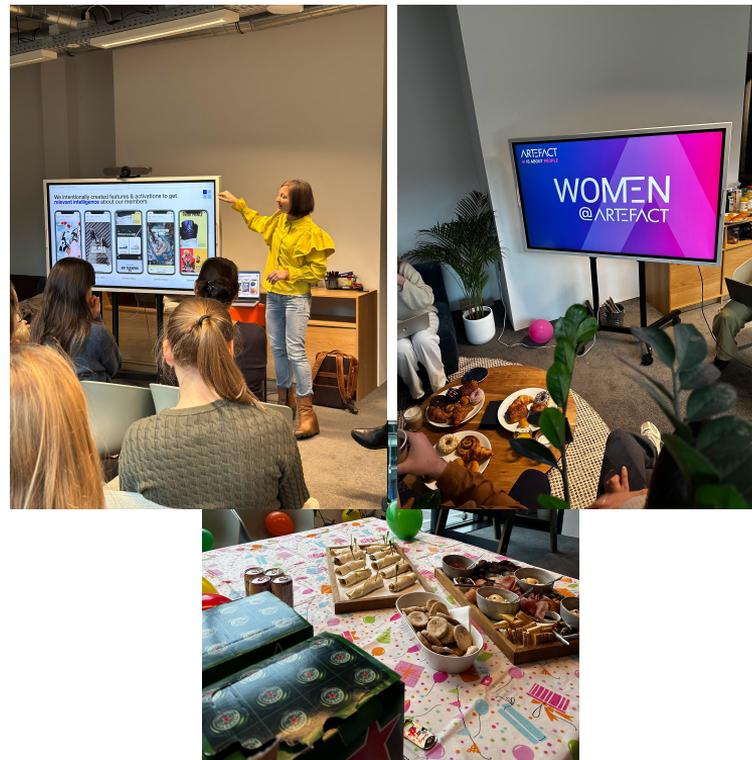
PARITY

📍 NETHERLANDS

Launching new formats and building our community

In 2025, we introduced **new event formats** and **built** up our **community**. With our new **Trailblazer Talks**, we welcomed our Senior Advisor, who shared a sharp, practical perspective on what AI means for business and marketing, followed by an open “Ask Me Anything” with candid insights into her career journey.

We also hosted two **Inspire & Connect** sessions, creating space for colleagues to exchange ideas, learn from one another, and engage in meaningful conversations on topics that matter for the women in our company.



LGBT+

OUR CHALLENGE

As part of our ongoing commitment, we have created *PrideFact*, our dedicated community for LGBTQ+ employees and allies.

Through this community we foster a safe and inclusive environment where everyone can be their authentic selves, contributing to a culture of openness and respect.

We embrace everyone as they are, fostering a truly inclusive culture!



LGBT+

FRANCE

PrideFact France Kick-off

Launched in July 2025, **PrideFact** works to raise awareness of LGBT+ discrimination and promote inclusion in the workplace.

During the last quarter of 2025, our commitment resulted in **several onboarding sessions, the organization of a themed breakfast, the rollout of an HIV awareness campaign and a mentoring program.**

PRIDEFACT

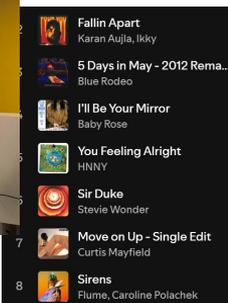


LGBT+

UK

Raising Awareness on LGBTQIA+ and Bias

Artefact UK is committed to creating an **inclusive environment for all identities**, including the LGBTQIA+ community. Initiatives include **training on unconscious bias and Pride Month**, reviewing **DEI Survey results** to guide next steps, and the **“Soundtrack to a Life” workshop**, where everyone shared a meaningful song.



LGBT+

LATAM

Conducting Diversity Training on Privilege

As part of a team-building session, Artefact Brazil organized a **diversity training on privilege and social privilege**, presented by a transgender lawyer.

The session aimed to **raise awareness, foster reflection, and encourage inclusive behaviors** among participants,



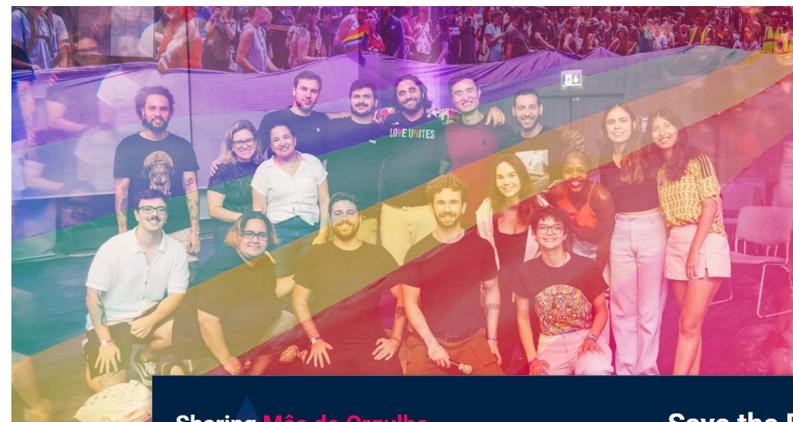
LGBT+

LATAM

Remind the Importance of LGBT Pride Month

Artefact Brazil published an article highlighting the importance of **Pride Month** and recalling the history of the Stonewall riots, which sparked the LGBTQIA+ rights movement.

It emphasizes the role of trans activists and the significance of Pride parades as both celebration and political demonstration.

Sharing **Mês do Orgulho**

Save the Date!

Relembre a **história** e conceitos do **Pride** e conheça algumas **histórias pessoais da nossa equipe**Emilyn Faber, Lay D'arc, Luana Nogueira,
Lucy Souza, Esteban Rojas13.06.2025
14h**Mês do Orgulho**

DISABILITY

OUR CHALLENGE

At the Group level, we raise awareness about disability through interactive workshops, training sessions, and internal communications.

It is essential that everyone feels understood and accepted in the workplace.

We want to foster greater diversity in the data industry!



DISABILITY

FRANCE

Raising Awareness on Disability

Artefact France organized **two awareness sessions focused on disability in the workplace**, in collaboration with the ESAT Les Papillons de Jour, a long-standing partner.

These sessions provided employees with the opportunity to better understand the challenges faced by people with disabilities, share experiences, and discuss inclusive practices.



Agence de Communication  Entreprise Adaptée



DISABILITY

FRANCE

Disability Awareness for Students

In line with the European Disability Employment Week in November, **Artefact participated in the EDHEC Business School's Handicap Day.**

Our presence allowed us to **raise students' awareness of disability** through interactive activities, share our **disability policy**, and **highlight the concrete initiatives Artefact has implemented** to promote inclusion for people with disabilities.



DISABILITY

FRANCE

Supporting People with Disabilities

In 2025, 10 Artefact employees joined [Axel Allétru](#), a former motocross rising star turned para-swimming champion, for the **Paris-Roubaix Challenge**. Through [#JEPEUX2025](#), the team helped raise over €10,000 for Les Invincibles, supporting Charcot's disease (ALS) research.

This initiative highlights our dedication to **actively supporting people with disabilities, fostering awareness** within our teams, and **making a tangible impact** on meaningful causes.



DISABILITY

UK

Understanding Neurodiversity in the Workplace

Artefact UK organized **discussion groups** focused on the **importance of DEI**, as well as on **neurodiversity topics** such as **dyslexia, dyspraxia, and dyscalculia**.

These sessions provided a safe and open space for employees to share experiences, raise awareness, and learn from one another.



Key figures

DIVERSITY & INCLUSION

87/100

IS OUR 2025 FRENCH GENDER EQUALITY INDEX

37%

OF OUR TALENTS ARE FEMALE

26%

OF OUR TOP MANAGEMENT IS FEMALE

37%

OF OUR CONSULTANTS ARE FEMALE

25%

OF OUR TECH PROFILES ARE FEMALE



PEOPLE

Career Development

CAREER DEVELOPMENT

TRAINING

Artefact relies on training to attract and retain talents.

An onboarding week is organized at the beginning of each month, and a Management Base Camp is held every year to help our teams **make the most of their career** at Artefact.

At Group level, **4 648 hours** of training were carried out in 2025.



CAREER DEVELOPMENT

 GLOBAL

Skills development plan

Twice a year (once for support functions), the **People Reviews** take place: employees are evaluated on their achievements of the semester, and get rated by their managers and peers according to a skills grid, tailored to their job and seniority level.

A committee made up of HR and team leadership then reviews all employees and decides on their promotion to the next level.



CAREER DEVELOPMENT

GLOBAL

New Learning Path

Artefact is committed **to supporting employee growth through a structured and personalized learning journey.** Based on biannual "People Reviews," which assess achievements and skills through manager and peer feedback, our Learning & Development team tailors training to each career stage.

The program includes **onboarding for newcomers, technical and consulting bootcamps for junior staff, and advanced courses in communication, management, and negotiation for senior employees and leaders.** This approach ensures all team members are continuously equipped to thrive and advance within the company.



CAREER DEVELOPMENT

 GLOBAL

International Mobility Program

As Artefact is a global company, with **30 offices** worldwide, we deemed it necessary to able our employees to move across the globe.

In 2023, we launched a global mobility policy, to make the process smooth for anyone who dares to try !



Key figures

CAREER DEVELOPMENT

4 648

TRAINING HOURS COMPLETED IN 2025

9

MOBILITIES IN 2025

1 025

TRAINING CONTENTS AVAILABLE ONLINE



OUR 2ND STAKE

Planet

Acting on climate change

PLANET

Global carbon footprint

Artefact last calculated its **Group-level carbon footprint in 2022**, with the support of an external service provider to ensure the robustness and accuracy of the methodology applied.

As a consulting firm, **Scope 3 emissions account for 98%** of our total carbon footprint, mainly driven by **media-related expenses**.

By 2030, Artefact is committed to **reducing its greenhouse gas (GHG) emissions by 50%**. To achieve this ambition, we have defined and deployed a **Group-wide action plan** targeting our main sources of emissions.

In line with this trajectory and our continuous improvement approach, Artefact will **update and publish a new Group-level carbon footprint in 2026, based on 2025 data**.

CARBON FOOTPRINT

GLOBAL

Reducing our carbon footprint

To achieve our ambition of **reducing our GHG emissions by 50% by 2030**, Artefact has identified its key reduction levers at Group level and structured a comprehensive action plan, supported by a five-year roadmap.

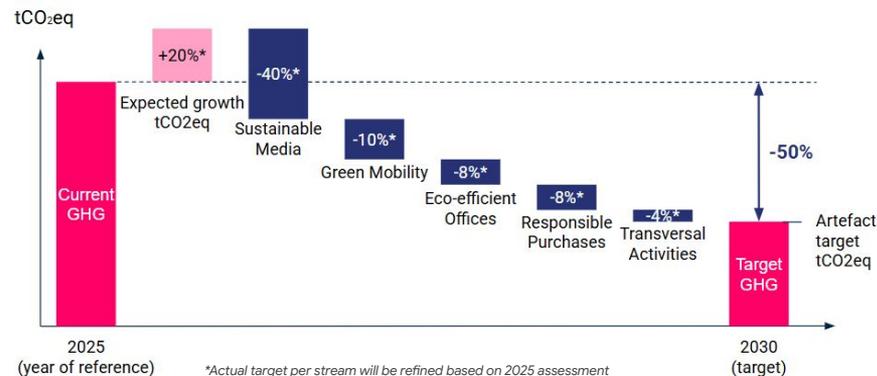
In 2025, Artefact further strengthened this approach **by committing to the Science Based Targets initiative (SBTi)**, aligning its climate objectives with the latest climate science and internationally recognized decarbonization pathways.

ACTION

PLAN:

- **Sustainable media:** Improve media data collection with a measurement tool
- **Green mobility:** Cut air travel via a business travel policy
- **Eco-efficient offices:** Use renewable energy & reduce consumption
- **Responsible purchasing:** Implement a Group-wide policy & establish processes
- **Transversal initiatives:** Raise awareness & train employees

ROADMAP:



CARBON FOOTPRINT

 GLOBAL

Driving Climate Action Through CDP Commitment

Artefact has been responding to the **CDP Climate Change questionnaire for several years**, demonstrating its commitment to transparency and continuous improvement in the management of its climate impacts.

In 2025, Artefact achieved a CDP Climate Change **score of C**, reflecting a structured approach to carbon management and the implementation of concrete actions to measure, monitor and reduce its GHG emissions



FOOTPRINT

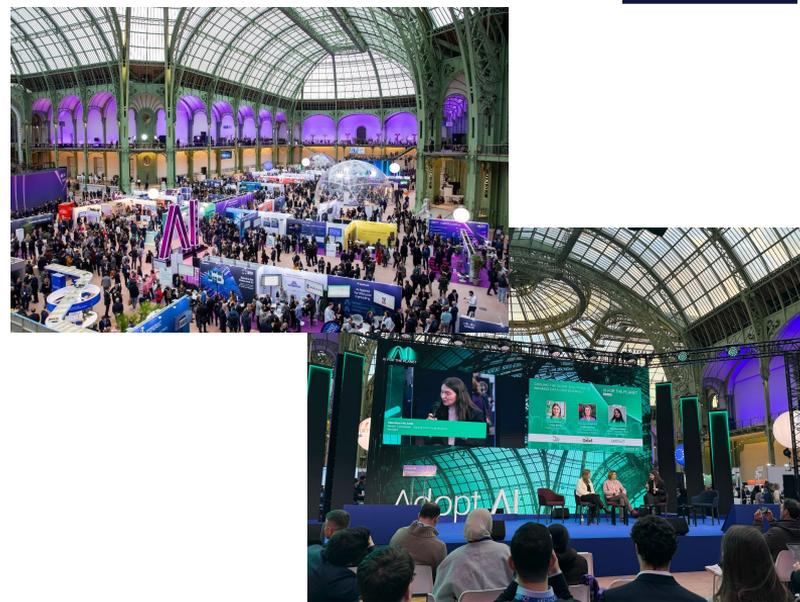
GLOBAL

Adopt AI - 11 Conferences AI for The Planet

During Artefact's flagship event on November 25–26, 2025, the 'AI for the Planet' theme was woven throughout the agenda. Attended by over **20 000 participants**, the summit featured **11 dedicated sessions exploring the intersection of technology and sustainability**, including:

- *Data Driven Weather Forecasts*
- *Harnessing AI to Confront Climate Change*
- *Greening AI and Greening with AI : From Climate Footprint to Climate Action*
- *Cooling the Cloud : Solutions to Minimize Data Center Impact*

Adopt AI
ARTEFACT GRAND PALAIS



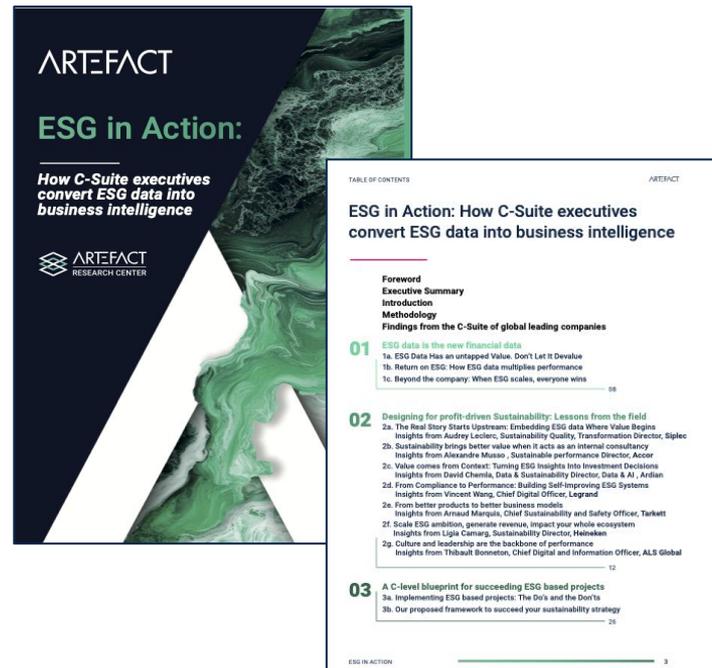
FOOTPRINT

GLOBAL

Driving Insights in Corporate Sustainability

Artefact's Research Center published the white paper "ESG in Action", released during the Adopt AI event, showcasing our commitment to corporate sustainability.

The paper demonstrates how ESG data can be transformed into actionable insights for decision-makers and how it can support sustainable performance that goes beyond mere compliance.



CARBON FOOTPRINT

FRANCE

Raising awareness and training on climate issues

As part of our **Group Internal CSR Awareness Program**, Artefact France organized **11 workshops** in 2025 to raise employee awareness on:

- Current climate challenges
- The environmental impact of the data & AI sector



CARBON FOOTPRINT

FRANCE

Minimizing our electronic waste

In 2025, our Paris offices collected **260 kg of electrical and electronic equipment** to give it a second life. **51% of this equipment was recycled**, while **49% was refurbished and resold on the second-hand market**, avoiding 7,384 kg CO₂ equivalent emissions.

In addition, **20 computers were directly donated to our partner association Sistech**, providing a second life to these devices for refugee women supported by the organization, combining environmental and social impact.



CARBON FOOTPRINT

FRANCE

Promoting Sustainable Practices

In France, Artefact has rolled out **waste sorting across its two Paris offices**, taking a concrete step to reduce environmental impact and promote circular practices.

To ensure its success, the initiative is backed by a comprehensive **employee training campaign**, developed with our recycling partner, raising awareness and embedding sustainable habits into daily office life.



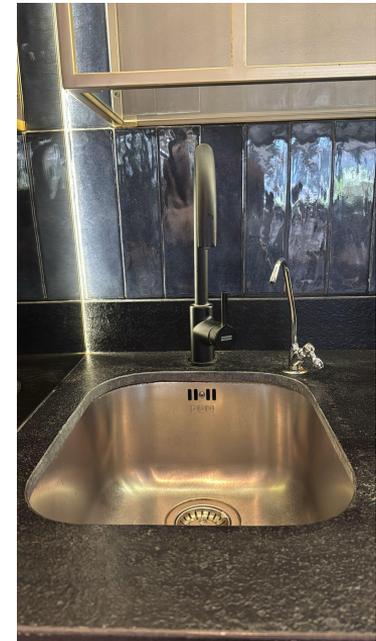
CARBON FOOTPRINT

MOROCCO

Promoting Eco-Friendly Practices Locally

Artefact in Morocco has implemented several concrete initiatives to **reduce its daily environmental impact**.

The aluminum capsule coffee machine was replaced with a more sustainable **bean-to-cup machine**, and **potable water dispensers** were installed in the offices to reduce the use of plastic bottles. These actions demonstrate the Moroccan office's commitment to promoting **eco-responsible practices**.



PLANET

Data for sustainability

In 2022, Artefact launched its offer “Data/AI for Sustainability” designed to use help companies address their environmental challenges through our expertise in Data and Artificial Intelligence.

We have structured our approach around three pillars :

- **Build ESG project:** Leverage data/AI to define, implement and monitor actions that benefit the environment/people
- **Streamline Extra-financial reportings:** Collect, transform, share and govern data to answer regulatory obligations
- **Limit of Impact of data & AI:** Assess and monitor the environmental & social impacts of data/AI solutions and select the best options



CARBON FOOTPRINT



Conducting ESG Workshops to Develop Business Cases

Artefact LATAM offices organized **ESG workshops** to develop business cases for different types of industries, involving more than **15 groups generating diverse ideas**.

The sessions aimed to stimulate collaboration, apply ESG thinking to practical scenarios, and encourage innovative solutions.



DATA FOR
SUSTAINABILITY

PARIS

Empowering Responsible AI

BivwAk!, BNP Paribas' Open Innovation hub, **drives the Group's transition toward ethical and sustainable technology.**

Artefact supports its Responsible AI offering through **high-impact initiatives bridging technical innovation and ethical requirements.**

This includes a **2-day Responsible AI Hackathon** bringing together 100+ participants from tech, data, compliance and legal teams to co-create a responsibility scoring methodology and visual indicator, as well as **“La Bataille de l'IA”**, a gamified workshop raising awareness of AI's environmental and societal impacts and fostering cross-functional alignment.



DATA FOR
SUSTAINABILITY

PARIS

Driving Sustainable Product Strategy

Through **PEP Market Intelligence**, we developed an AI solution that extracts and structures publicly available information from PEPs (Product Environmental Profile) to enable competitive benchmarking across environmental impacts, material composition, and energy consumption metrics.

By transforming **complex environmental declarations into actionable insights**, Artefact empowers clients to **strengthen ESG positioning**, enhance **transparency**, and support **more sustainable product strategies**.



COMPANY OVERVIEW

- Sustainability built in to support our associates, customers, and the environment**
 At Legrand North and Central America, we're committed to leading by example within our own operations, to developing high quality solutions for our customers, High Performance Buildings, and to transforming how people live and work - more safely, more comfortably, more efficiently.
 - Better Performance**
 A core principle of designing for sustainability drives us to innovate products and systems that enable buildings to reach exceptional levels of performance, bringing about industry-leading ideas, inventions and initiatives.
 - Better Operations**
 A commitment to a leadership role in operational excellence through environmental management, optimizing the way we manage energy, water and waste.
 - Better Lives**
 A dedication to enhancing employee and community well-being through programs that help people enjoy healthier, more productive and more rewarding lives.
- For more information on Legrand's PEPs and other sustainability initiatives, visit legrand.us/sustainability.



LEGRAND'S ENVIRONMENTAL COMMITMENTS

- Integrate environmental management into our industrial sites**
 Of all Legrand sites worldwide, over 95% are ISO 14001 certified (sites belonging to Legrand for more than five years).
- Offer our customers environmentally friendly solutions**
 Develop innovative solutions to help our customers design more energy efficient, better managed and more environmentally friendly installations.
- Reduce the environment in product design**
 Reduce the environmental impact of products over their whole life cycle. Provide our customers with all relevant information (composition, consumption, end of life, etc.).



REFERENCE PRODUCT

Function	To protect and link a connection point during 10 years with a 25% use rate for copper telecommunication applications in a commercial building.
Reference Product	
Part Numbers: HD&A	
Clarity HDJ Category &A jack, fog white	

The company reserves the right to change specifications and designs without notice. All quantities, descriptions, dimensions and weights in this document are for guidance and cannot be held binding on the company.

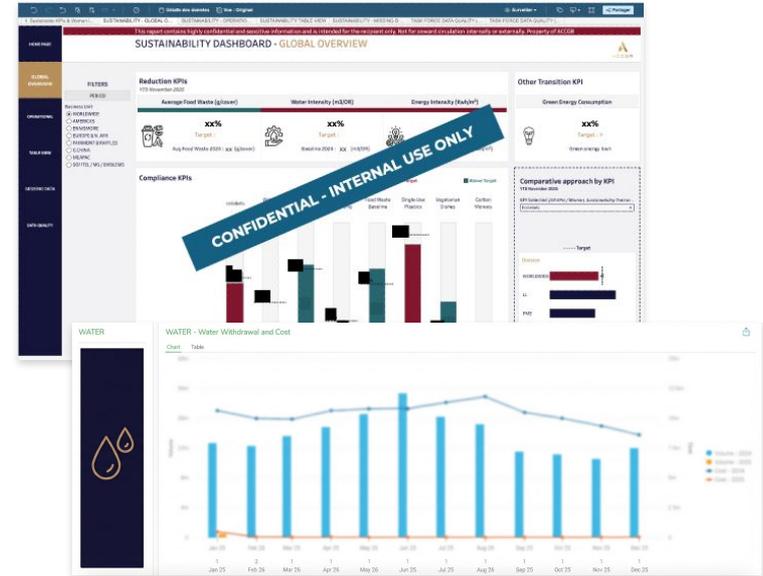
DATA FOR
SUSTAINABILITY

PARIS

Turning ESG Data into Action

Accor has made environmental performance a strategic priority, tracking key metrics such as water, energy, and Ecolabel across its global portfolio, some linked to executive compensation.

Artefact supports Accor's ESG Data & Performance team by **industrializing the data lifecycle, automating collection, standardizing calculations, and deploying dashboards**, to deliver reliable, audit-ready insights that inform both regulatory compliance and operational decision-making.



DATA FOR
SUSTAINABILITY

PARIS

Climate data governance

Bpifrance has placed climate issues at the heart of its strategy. The public bank has notably adopted an ambitious Climate Plan aiming at environmentally transitioning 20 000 business.

In order to help them accomplish their ambitious plan, Artefact has been supporting the Climate department in managing their Climate data & facilitating access to this reliable data within a comprehensive dashboard.



DATA FOR
SUSTAINABILITY

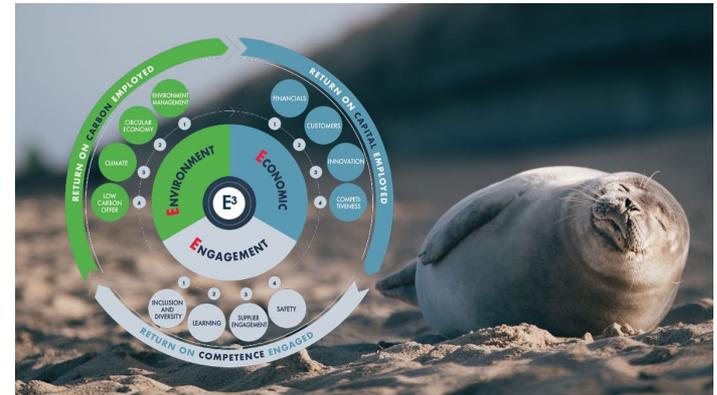
PARIS



Structure environmental data for CSRD reporting

Sobriety in GHG carbon emission is a key driver of performance for Nexans. The company intends to communicate effectively on these performances through the 3 pillars Economy, Environment and Engagement (E3) but it faces a significant data debt due to heterogeneity of quality, complexity and heterogeneous tech infrastructures.

Artefact is supporting Nexans on both the governance of the sustainability data to strengthen its quality as well as on the choice of technical architecture to ensure data integrity and system reliability for regulatory reports (i.a. CSRD).



PLANET

Sustainable Data

SUSTAINABLE DATA



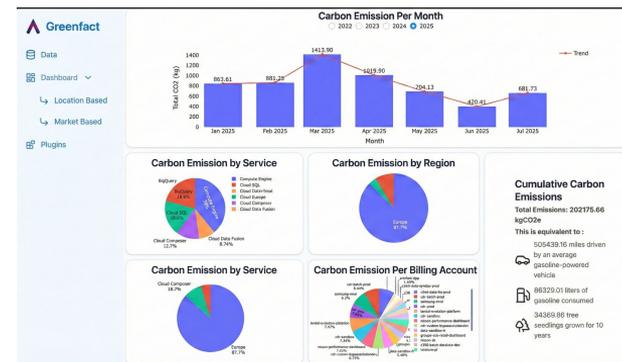
Measuring the impact of our projects

We are currently **developing a dashboard to measure carbon footprint** from our projects. This dashboard has 3 goals :

- A project team can track the level of carbon emissions of their project, going into the granularity of technical components and identify areas for optimization
- New projects will be able to compare the emission levels of similar projects and draw inspiration from best practices
- Management can monitor the impacts of projects developed by Artefact



Internal handbook with best practices for sustainable data



Dashboard to follow the impact of our projects

SUSTAINABLE DATA

PARIS

LLM Environmental Impact Analysis

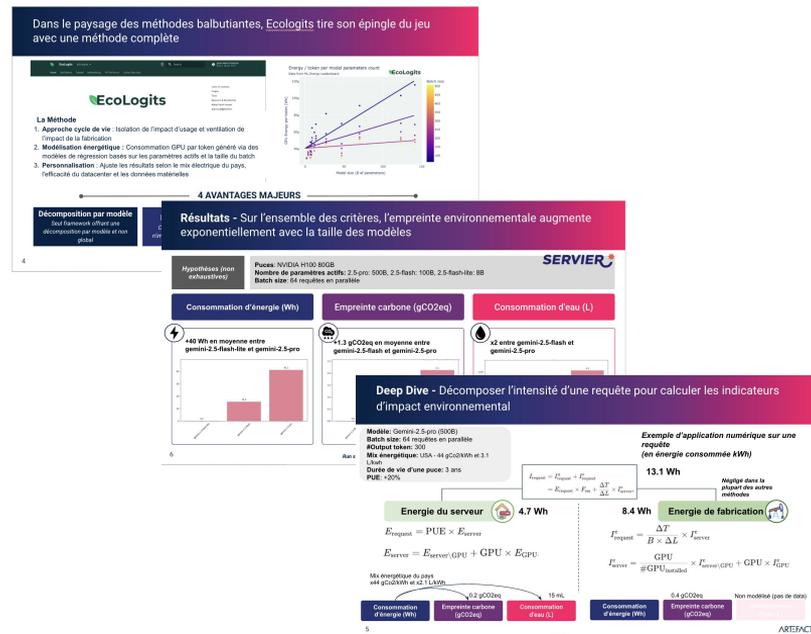
We applied the EcoLogits framework to the *Secure GPT* for Servier use case to **compare the environmental footprint of different LLMs**.

The methodology enables **data-driven “Right-Sizing”** by isolating model usage vs. hardware impact, benchmarking different LLM sizes, and adjusting metrics for data center efficiency and local electricity mix.

This approach provides **actionable insights to optimize AI deployment** while minimizing environmental impact.

SERVIER
moved by you

EcoLogits



OUR 3RD STAKE

Principles

Shaping Data & AI Ethics

PRINCIPLES

Ethical & Responsible Internal Culture

ETHICAL & RESPONSIBLE

GLOBAL

Protecting Data: GDPR Training

At the end of February 2025, Artefact launched its **GDPR training** program to strengthen an **ethical and responsible corporate culture**.

Targeting Directors and key operational teams (HR, IT, Finance), the 15-minute scenario-based module follows Inspector Lockhart through a GDPR investigation and concludes with **practical case studies** tailored to Artefact's activities.

MODULE PERSONAL DATA REGULATIONS

START

00:12

Let's say you're outside the EU but still want to offer services or products to people in the EU. Or maybe you're tracking what they do online. That's what we call the targeting criterion, even if you're outside the EU, if you're aiming at EU residents, you've got GDPR obligations.

Course Player

CONTINUE

Processing data
Any contact with personal data—collecting, organizing, storing, or deleting—is processing.

Pseudonymized Data
Data with replaced identifiers (like names to codes) is still personal if traceable.

Anonymized Data
Only fully anonymized data, where re-identification is impossible, is exempt from GDPR.

New SUMUP CARD Unlocked

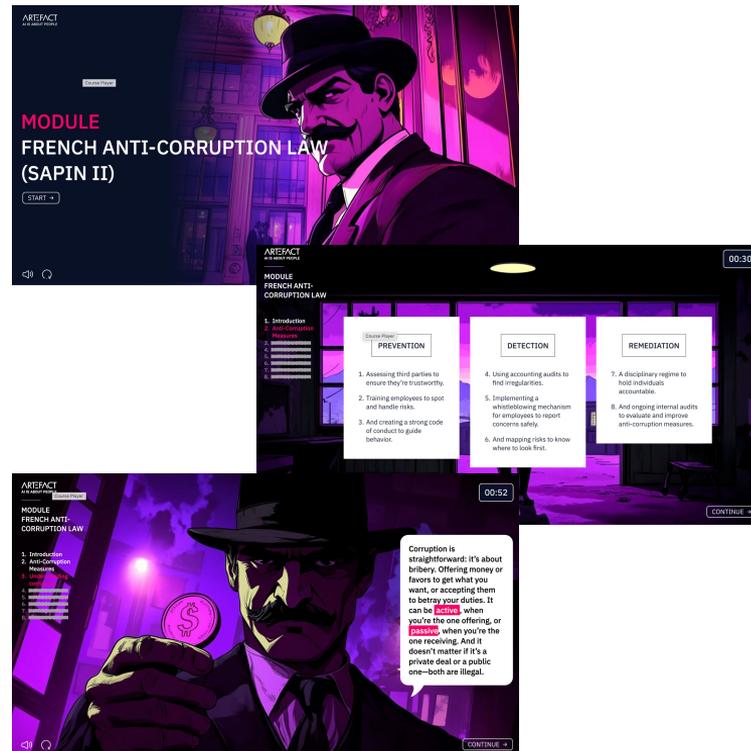
ETHICAL & RESPONSIBLE



Fighting Corruption: Anti-Corruption Training

In May 2025, Artefact launched its **anti-corruption training module**, complementing the anti-corruption code and internal whistleblowing framework.

Aimed at Directors and above, the 15-minute scenario-based module follows Inspector Lockhart to **help employees identify daily risk situations and understand the applicable legal framework**. A final assessment ensures that key concepts are properly understood and retained.



PRINCIPLES

Towards a trusted AI

TRUSTED AI

GLOBAL

Infusing ethics in our ways of working

Everyone at Artefact is invited to read, sign this chart highlighting **10 key principles** to follow in its everyday life.

Technical teams are trained on checklists and control points to follow to guarantee ethical data collection, manipulation and model building.



ACCOUNTABILITY

Data applications should always be under the responsibility of a human. All of our analyses are subject to human review and validation.



TRANSPARENCY

Data applications should always be as transparent as possible. Anyone with the right level of authorisation can have access to our tools, data sources and code.



EXPLAINABILITY

Data applications should always be understandable to the maximum extent possible. Any result obtained can be explained through the detailed weighting of the parameters that led to the decision.



BIAS AVOIDANCE

Data applications should not reflect or reinforce unfair biases. We make every effort to detect, document and minimise bias in the development and production of our algorithms.



CONTEXTUALISATION

Data applications should always serve a purpose defined by humans. We take care to give purpose to data and ensure that it does not harm human life.



PRIVACY

Data applications should always comply with legislation governing the use of personal data and respect for privacy. We inform and train our teams to respect these rules.



SAFETY AT ALL COSTS

Data applications should always respect the security standards in compliance with the global, local and market regulations in force. We commit to informing and training our teams to respect these standards.



REPRODUCIBILITY

Data applications should apply standard operating procedures as much as possible. We seek to ensure the scientific reproducibility of our treatments: under similar conditions, we obtain similar analysis.



PEDAGOGY

Data Ethical Principles should be accessible and shareable. We educate the stakeholders involved so that they can take ownership of these ethical principles.



TRUST

Data applications should be a matter of trust. We commit to working in an environment of mutual trust with our collaborators, clients, partners and users.

TRUSTED AI

PARIS

Ensuring responsible & ethical AI

Artefact received the **Labelia certificate Intermediary level** in 2022 and 2024.

Through **Labelia certification**, Artefact is committed to developing and using ethical, transparent and responsible artificial intelligence, aligned with best practices in governance and societal impact.

**LabeliaLabs**

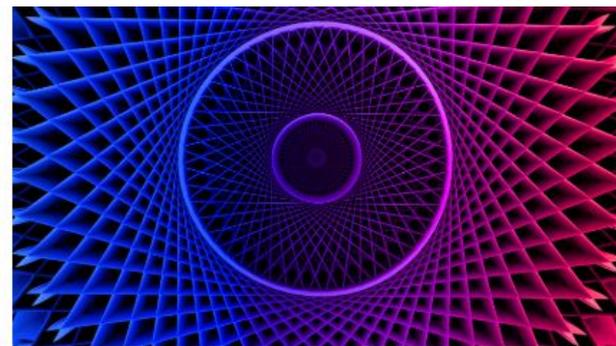
TRUSTED AI

 MENA

Leading Responsible AI

As a leader in AI, we prioritize **aligning technologies with human values, ensuring transparency and explainability, protecting data, and implementing robust governance.**

Our teams work closely with clients to apply these principles in their AI projects, fostering responsible and ethical use of AI that builds trust, drives innovation, and supports sustainable impact.



The ethical considerations and governance required for responsible AI adoption

Author



Rahul Arya

CEO & MANAGING PARTNER
ARTEFACT SAPMENA

The adoption of AI brings significant ethical considerations and governance challenges that must not be ignored. The way we develop, deploy, and manage AI technologies will fundamentally impact the future of our societies and economies.

In my experience, responsible AI adoption requires a focus on human-centric design, transparency, privacy, and governance—principles essential for ensuring AI serves the common good. This article explores the ethical dimensions of AI adoption and provides practical insights into the governance frameworks required to guide its responsible integration.

TRUSTED AI

GLOBAL



ARTEFACT

RESEARCH CENTER

Detecting & Reducing Social Bias in AI

Our **Research Center** team is carrying out open-source research to ensure the development of responsible and ethical AI.

This includes designing algorithms **to detect and mitigate biases**, such as those related to skin tone and ethnicities, and ensuring that AI systems treat all individuals fairly. These initiatives are part of a broader effort to enhance reliability, transparency, and accountability in AI, while upholding the principles of inclusion and ethics.



Fairness-Aware Grouping for Continuous Sensitive Variables: Application for Debiasing Face Analysis respect to Skin Tone

Veronika Shilova^{1*}, Emmanuel Mathèr², Clément Pataut¹, Laurent Bloyer¹ and Jean-Michel Moreau¹

¹Univ. de Toulouse, CNRS, IRIT, CNRS, Institut de Recherche en Informatique et Automatique, 118 Route de Narbonne, 31062 Toulouse, France

²Univ. de Toulouse, CNRS, IRIT, CNRS, Institut de Recherche en Informatique et Automatique, 118 Route de Narbonne, 31062 Toulouse, France

*Corresponding author: veronika.shilova@irit.fr

Abstract. This paper introduces a novel framework for fairness-aware grouping in machine learning models, specifically designed to address continuous sensitive variables like skin tone. The proposed method, FairGroups, leverages a combination of clustering and fairness-aware optimization to create groups that are both fair and representative. The framework is evaluated on a face analysis task, demonstrating its effectiveness in reducing bias while maintaining high accuracy. The results show that FairGroups outperforms existing methods in terms of fairness and accuracy, particularly in scenarios with high variance in sensitive variables. The code is available at <https://github.com/veronika-shilova/fairgroups>.

1. Introduction

Machine learning models are increasingly used in high-stakes domains such as healthcare, finance, and criminal justice. While these models have demonstrated remarkable performance, they often exhibit biases that can lead to unfair and discriminatory outcomes. One of the most prominent sources of bias is the presence of sensitive variables in the data, such as race, gender, and age. These variables can influence the model's predictions, leading to systematic errors that disproportionately affect certain groups of individuals. Addressing this bias is a critical challenge in the development of responsible and ethical AI systems.

One of the most common approaches to address bias in machine learning is through fairness-aware algorithms. These algorithms aim to modify the model's training process to ensure that the resulting predictions are fair and unbiased. However, these methods often come at the cost of reduced accuracy and increased complexity. Another approach is to use post-hoc fairness techniques, which aim to adjust the model's predictions after the fact. While these methods can be effective, they often require access to the model's internal state, which is not always available in practice.

In this paper, we propose a novel framework for fairness-aware grouping in machine learning models. The proposed method, FairGroups, leverages a combination of clustering and fairness-aware optimization to create groups that are both fair and representative. The framework is evaluated on a face analysis task, demonstrating its effectiveness in reducing bias while maintaining high accuracy. The results show that FairGroups outperforms existing methods in terms of fairness and accuracy, particularly in scenarios with high variance in sensitive variables. The code is available at <https://github.com/veronika-shilova/fairgroups>.

2. Related work

The concept of fairness in machine learning has been extensively studied in the literature. Fairness-aware algorithms aim to modify the model's training process to ensure that the resulting predictions are fair and unbiased. However, these methods often come at the cost of reduced accuracy and increased complexity. Another approach is to use post-hoc fairness techniques, which aim to adjust the model's predictions after the fact. While these methods can be effective, they often require access to the model's internal state, which is not always available in practice.

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3. Fairness-aware grouping for continuous sensitive variables

The proposed method, FairGroups, leverages a combination of clustering and fairness-aware optimization to create groups that are both fair and representative. The framework is evaluated on a face analysis task, demonstrating its effectiveness in reducing bias while maintaining high accuracy. The results show that FairGroups outperforms existing methods in terms of fairness and accuracy, particularly in scenarios with high variance in sensitive variables. The code is available at <https://github.com/veronika-shilova/fairgroups>.

PRINCIPLES

CSR certification & membership

CSR CERTIFICATION

 GLOBAL

Measuring our CSR performance

Artefact has been rated by EcoVadis as a **Bronze medal** company for its CSR performance in 2025, with an overall score of **65/100**. The EcoVadis assessment covers key areas including environment, social & human rights, ethics, and responsible procurement.

With this score, **Artefact ranks among the top 35% of companies assessed by EcoVadis** for sustainability, demonstrating the strength of our CSR approach.



CERTIFICATION

PARIS & UK

ISO 27001 Certification

In 2025, **Artefact France and Artefact UK achieved ISO 27001 certification**, marking a significant milestone in our efforts to secure digital assets and protect our business.

This international standard provides a robust framework for information security management, **ensuring the confidentiality, integrity, and availability of data**. It requires that cybersecurity be embedded across all business processes, strengthening trust with our clients and partners.



MEMBERSHIP

GLOBAL

Joining the UN Global Compact

In 2025, Artefact became a **member of the United Nations Global Compact**, reaffirming its commitment to universal principles on human rights, labor, the environment, and anti-corruption.

This membership represents a key step in strengthening our CSR approach, and aligning our practices and strategy with internationally recognized standards.



United Nations Global Compact



MEMBERSHIP

 GLOBAL

Working on making AI more sustainable

Artefact has joined the **Coalition for Sustainable AI** to actively contribute to the establishment of standards and frameworks for AI development in line with global environmental goals.



ARTEFACT
AI IS ABOUT PEOPLE

joins the

COALITION FOR SUSTAINABLE AI



<https://www.sustainableaicoalition.org>

Governance

Implementing Group Governance

GOVERNANCE

 GLOBAL

Global CSR governance

CSR SPONSOR



Vincent LUCIANI
CHAIRMAN & CO-FOUNDER OF ARTEFACT

CSR MANAGER



Lucie FILIOL DE RAIMOND
GLOBAL CSR MANAGER

CSR SPOC BY COUNTRY / REGION



Fabrice HENRI
MANAGING PARTNER



Ghadi HOBEIKA
MANAGING PARTNER



Alexandra MANGEARD
MANAGING PARTNER



Kenn LIU
PARTNER



Ghita AMMOR
MANAGING PARTNER



Rahul ARYA
MANAGING PARTNER

GOVERNANCE

 GLOBAL

Global CSR Ambassadors

Uniting a team of local experts to accelerate
our positive impact

LATAM



Pedro
IPPOLITO

USA



Erica
ESPARZA

NETHERLANDS



Louise
LU

UK



Sam
HARRIS

SPAIN



David
LOPES

MOROCCO



Driss
AHMIDOUCH

MENA



Caroline
ELSIBAI

ASIA



Emma
ZHANG

GERMANY



Olivier
VERWILGHEN

FRANCE



Eugénie
KOTELNIKOVA



Qualid
MOKHANTAR



Nicolas
BOINAY



Franck
CHEN

GOVERNANCE

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Amandine GUILBAULT
LEAD W@A
LEAD COMMUNICATION



Hajar BELMHAÏDI
LEAD FORMATION



Domitille DE ROQUEMAUREL
LEAD EVENTS



Carla PICHOT
COMMUNICATION



Pauline GINESTET
COMMUNICATION



Jihane BENAMOUR
FORMATION



Jamila NARSI
COMMUNICATION



Manon PETITPREZ
EVENTS



**Fenohasina
ANDRIAMPIONONA**
FORMATION



**Manale
EL KHATI**
TRANSFO

UK



Louise FREMY

NETHERLANDS



Karen RIEGER

LATAM



Manuela MESA

MOROCCO



Jihane MRABET



Oumkeltoum GHELLAB

GOVERNANCE

 GLOBAL

PRIDEFACT

FRANCE



**Baptiste
PASQUIER**



**Ayrton
ANDRE**



**Roberta
RINAUDO**



**Nicolas
PUBELLIER**

LATAM



**Pedro
IPPOLITO**

NETHERLANDS



**Sid
MOHAN**

ARTEFACT

AI IS ABOUT PEOPLE

lucie.filiol-de-raimond@artefact.com