



This is to certify that

Maxim Glorieux

by completing the qualifications,
is granted the Certified LeSS Basics designation

on 2025-09-25

A handwritten signature in black ink, appearing to read 'Craig Larman', written over a white background.

Craig Larman
Director



A handwritten signature in black ink, appearing to read 'Bas Vodde', written over a white background.

Bas Vodde
Director