



TALIAN

Positive innovation



NON-FINANCIAL  
PERFORMANCE

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**REPORT 2023**

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# Editorial

**Talan is a highly committed group that continues to invest in sustainable growth by taking social and environmental issues into account while also maintaining our values and guaranteeing operational excellence to our customers. We are also committed to excellence in all areas of our Corporate Social Responsibility.**

Over the last three years, we have adopted a holistic approach to social and environmental responsibility, working to bring about significant change and strengthen the presence of these elements in our DNA. The solid foundations we have been building since 2021 will enable our organisation to achieve a sustainable and positive transformation.

This year, we have continued to increase our actions and broaden our horizons. The richness of our cultures, the diversity of our legal frameworks and our ambition for growth within the group represent the greatest challenges for the deployment of our commitments in all the countries in which we operate.

To meet these challenges, we have widened the scope of our group-wide performance metrics by including a steering solution, which will also enable us to comply with the new European reporting directives. In this way, we are adapting to Society's demands and aiming to anticipate and implement actions that will have an impact in the short and medium term.

Our ability to adapt enables us to increase our maturity each year, strengthening our commitment to continuous improvement.

We are proud to have been awarded the EcoVadis distinction, placing us among the Top 1% of the world's most committed companies in our industry in 2023, and all Talan group countries have been certified as being a Great Place to Work®. These awards underline the positive impact of our actions and the commitment of our employees.

Our successes include the strengthening of our performance cycles and leadership programmes, in particular by developing our female talent. We have also increased the certification of our management systems regarding cybersecurity and the environment, and involved our employees worldwide in our plan to reduce our emissions.

These actions demonstrate our desire to cultivate a positive environment and provide innovative, sustainable solutions as part of our CSR approach.

Our ambition for 2026 is to transform this pivotal moment in Europe's history into an opportunity, showing once again that the Talan Group is firmly committed to achieving excellence through continuous improvement.

**Nicolas RECAPET,**  
*Group Executive VP HR, CSR & Transformation*



**Chloé VINEL**  
*Group Head of CSR*



# ABOUT THIS REPORT

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*In 2022, Talan is concretising its voluntary commitment to society by publishing its first non-financial performance report.*

*Aware of the need to structure a responsible groupwide approach and meet the regulatory challenges (Corporate Sustainability Reporting Directive, "green taxonomy", etc.), we have chosen to tell all our stakeholders about the progress we are making in meeting our commitments.*

*Our experience of its first year of publication has enabled us to review the consistency of certain sections and to adapt indicators and paragraphs to fit all the cultures and entities represented in the group.*

*When producing this report, we have chosen to partially refer to the universal standards of the Global Reporting Initiative (GRI). The correlation table can be found at the end of this document.*

WHO ARE WE?

The background features a solid blue upper section. Below this, a large purple triangle points downwards from the right side. At the bottom, a white triangle points upwards from the left side, and a pink triangle points upwards from the bottom right corner. The purple and pink triangles overlap each other and the white triangle.

# WHO ARE WE?

Talan is an international consulting firm specialising in innovation and transformation through technology. Talan has been advising companies and public institutions for over 20 years. The group supports them and implements their transformation and innovation projects in France and abroad.

Present on five continents, the group expects to generate revenue of €600 million in 2024 for more than 5000 consultants and aims to exceed €1 billion in revenue by 2026. The group places innovation at the heart of its development and operates in areas related to the technological changes of large groups, such as AI, data intelligence, Web3, blockchain and IoT.

Focusing its strategy on adopting "humanist technology practices", the Talan group is convinced that it is by serving people that technology multiplies its potential for society.

# OUR PURPOSE

**"By truly embracing a humanist approach to technology, we believe we can make the next digital age an era of progress for all. Together let's commit."**

The definition of our Purpose is the culmination of 9 months of work in 2021 with all our stakeholders (employees, customers, partners, etc.), who have been fully involved in this process.

Embracing a humanist approach to technology represents a strong vision of what the technologies serving mankind should contribute to people's everyday lives. Humanism is rooted in reality and takes into account all current and future issues. Talan's Purpose also provides a long-term compass that will require adjustments to the group's strategy over the medium and long term.

# OUR BUSINESS MODEL

**2023**

5

4 700

500M€

continents employees revenue

Macro-trends	Accelerating the digital transition	Ecological and social transition	Tight job market	Data security
Our challenges	Training the talents of tomorrow	Innovating to create positive impact value	Being agile in an uncertain environment	Ensuring compliance with the new directives

**OUR RESOURCES**

- ESG criteria integration
- Shareholding programme
- CSR performance monitoring platform

- 36% women
- 85 nationalities represented
- Structured performance cycle

- €10M invested in our Research and innovation Centre
- 69% of internal projects in R&I

- 1 Solidarity commitment platform
- Over 1,000 suppliers

- Annual carbon audit
- Awareness of environmental issues
- Internal Climate and Ecology community

**OUR VALUE CREATION PROCESS**

OUR PURPOSE  
**"By truly embracing a people-oriented vision of technology, we believe we can make the next digital age an era of progress for all."**

OUR CSR STRATEGY

**#1 People Business**

Cultivating a fulfilling, inclusive work environment for our employees, enabling them to develop and meet the needs of our clients.

**#2 Sustainable Business**

Transforming our practices and our offers to meet the challenges of sustainable development.

**#3 Business Integrity**

Setting an example in our business conduct and complying with business ethics rules throughout our value chain.

OUR VALUE PROPOSITION  
**"Accelerate your transformation through innovation, technology and data for greater efficiency and resilience."**

**DESIGN**

Organize & optimize our client business

**DELIVER**

Deliver project & restore trust in technology

**INNOVATE**

Use technology to innovate

**EMPOWER**

Empower your data

**VALUE CREATED FOR STAKEHOLDERS**

**Financial capital**

- Top1% Ecovadis
- 14% organic growth
- 100% of dividends reinvested
- 30% employee shareholding

**Human capital**

- 83% of Talans are satisfied with their working environment
- +800 employees in 2022
- 70% of employees received training over the year
- 31% women managers
- All Talan entities are certified GPTW

**Intangible capital**

- Over 18,000 days worked at the Research and Innovation Centre

**Social and relational capital**

- Over 170 days of skills sponsorship
- Over €500K paid to associations
- Nearly 60% of purchases are from local suppliers
- 94% client satisfaction

**Environmental capital**

- 7,784 tCO2e of emissions (2022)
- 4,095 employees made aware of climate issues and/or digital sobriety
- Financing a project to protect carbon sinks

**STAKE-HOLDERS**

- Investors Shareholders
- Employees
- Clients
- Clients Communities Public Bodies
- Planet Public Bodies Communities

**ODD**

# OUR CSR APPROACH

The background features a solid blue upper section. Below this, a large purple triangle points downwards from the right edge. At the bottom left, a white triangle points upwards. At the bottom right, a pink triangle points upwards. The purple and pink triangles meet at a vertical line, and their top edges are slanted.



## MATERIALITY AND RISK ANALYSIS

In 2021, an external firm worked with our internal and external stakeholders to conduct a materiality and risk analysis identifying and prioritising our main social, societal and environmental risks.

The risk identification methodology it used was based on a robust analysis to compare the importance attributed by decision-makers (employees holding a strategic position within the group) with the level of expectations expressed by a segment of the stakeholders in order to identify common priorities. In total, approximately 430 people participated in the study through a quantitative questionnaire and interviews.

The results are presented in the following materiality matrix, highlighting the 17 main sustainability issues. We have reached a global consensus regarding all the issues raised in order to formalise our various commitments, which are dealt with inside this report.



This voluntary risk materiality analysis and its prioritisation by the stakeholders will necessarily be updated to comply with the criteria of the new European CSRD directive. By adapting our materiality analysis, we will ensure that our priorities are aligned with these new requirements, thereby improving our risk management and the reliability and transparent communication of our sustainability performance.

## TALAN'S CSR STRATEGY













Talan has structured its CSR policy around three central pillars supported by thirteen commitments covering all the risks identified in the materiality matrix (shown above).

**#1 – People Business: provide satisfying working conditions for our employees to enable them to develop and meet the needs of our customers.**

**#2 – Sustainable Business: transform our practices and products in response to sustainable development issues.**

**#3 – Business Integrity: set an example in our business conduct and comply with business ethics rules throughout our value chain.**

Each commitment contributes to at least one Sustainable Development Goal (SDG) as well as to the principles of the United Nations Global Compact to which we have adhered since March 2022.

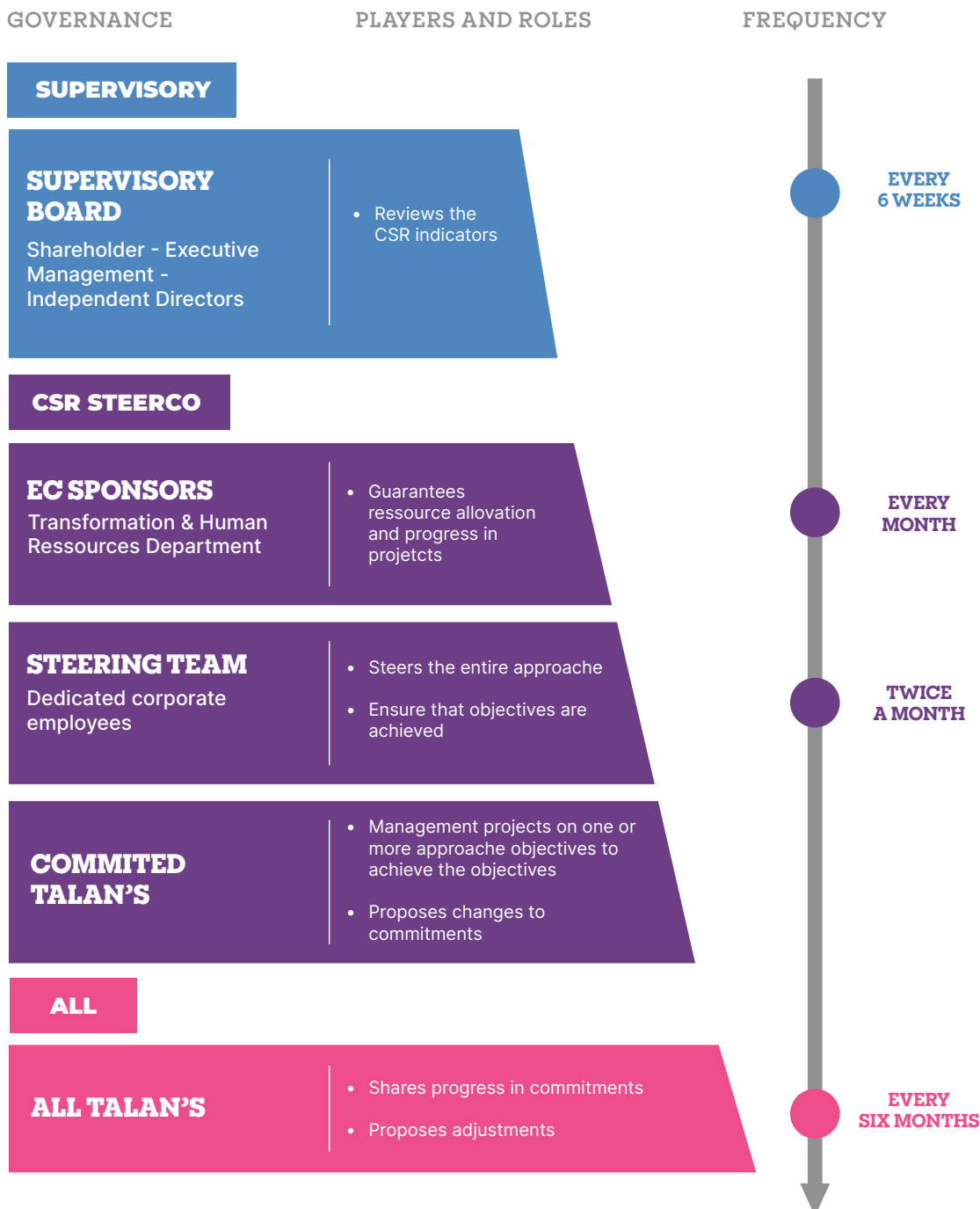
Pillar #1 People Business	Corresponding issues in the materiality matrix	Sustainable Development Goals (SDGs)
Provide a balanced and welcoming working environment for our employees	11. Health, well-being and quality of life at work 12. Employee commitment	
Increase diversity through professional parity and inclusion	10. Diversity, gender equality, equal opportunities and inclusive environment	 
Facilitate access to training and career development for employees	9. Development of skills, careers and employability	
Foster a sense of initiative and promote collaborative innovation	7. Research and Innovation	
Pillar #2 Sustainable Business	Corresponding issues in the materiality matrix	Sustainable Development Goals (SDGs)
Integrate CSR into the group's strategic plan and business plan	1. Integration of CSR issues into the group's strategic plan and business plan	-
Define an environmental trajectory	13. Mitigation and adaptation to climate change	
Implement a responsible purchasing approach in line with our societal commitments	5. Responsible purchasing	 
Develop products and value proposals around social and environmental issues	8. Integration of CSR into our service products 14. Responsible digital technology	 
Increase our societal impact	15. Impact partnerships and solidarity actions 16. Participation in sectoral initiatives and relations with the academic world 17. Contribution to regional economic development and digital inclusion	
Pillar #3 Business Integrity	Corresponding issues in the materiality matrix	Sustainable Development Goals (SDGs)
Communicate transparently on the group's non-financial results and governance	2. Corporate governance	-
Ensure that the group's application of its ethical risk management policy is exemplary	3. Business ethics	
Provide business continuity via cybersecurity and ensure that the group's personal data management is exemplary	4. IT data and operational security	-

## OUR GOVERNANCE MODEL FOR SOCIAL AND ENVIRONMENTAL ISSUES

The group’s social responsibility is borne by its CSR Steering Committee and its Organisation and Human Resources Department, which meet every month to monitor progress in projects and guarantee that the necessary resources are allocated to ensure that the CSR strategy is properly deployed. In 2021, a division responsible for steering all aspects of the group’s approach was formed around a CSR Officer. The team works in collaboration with all group departments involved: team managers, the Purchasing department and the legal and human resources teams, all of whom are involved in monitoring actions and commitments. Talan also relies on the commitment of volunteer employees – “Committed Talan’s”.

Major decisions are discussed by General Management during a review of Talan’s performance in the various areas of the strategy. Our independent shareholders review all actions and their performance every year, and our shareholders also evaluate Talan’s Environmental, Social and Governance (ESG) performance annually.

Lastly, all our employees can monitor the group’s progress regarding its CSR commitments through a half-yearly newsletter.



## CERTIFICATIONS AND AWARDS



Since 2017, Talan has been evaluating its CSR commitments with the EcoVadis evaluation and rating platform. In December 2023, the Talan group was awarded the Gold Medal with an overall score of 76/100. The group is ranked among the Top 1% of companies assessed by EcoVadis in the “IT programming, consultancy and related activities” business sector.



Since 2014, Talan has been using the EcoVadis Great Place To Work survey to assess its employees’ satisfaction in their working environment, via 5 pillars: management, fairness, respect, pride and conviviality. In 2023, 83% of our employees said that Talan is a great place to work.



Talan is strengthening its management systems based on the international standards of the ISO (International Organization for Standardization) on major issues: cybersecurity (ISO 27001), the environment (ISO 14001) and health and safety (ISO 45001). To support the deployment of its group-level management systems, Talan is adding a dedicated ISO expert position to its management team.



## ENGAGEMENTS ET ADHÉSIONS SOCIÉTALES

Mehdi Houas, the Talan group's CEO, was elected to head the association, which has been working with the young since 2006 and promoting diversity in the industry.

The group signs the Impact Manifesto set up by the French Ministry of the Economy and Finance. This public tool enables each company to publish its performance indicators on the platform and prepare for future regulatory changes.

Talan is a member of the Institut du Numérique Responsable (Responsible Digital Institute), underlining its desire to adopt a virtuous approach. Its membership provides access to a network of expertise to which Talan is committed to contributing in order to support the implementation of best practices.

An active member of the French "21st Century Club", Talan helps create its Diversity Charter with the Montaigne Institute and participates in its "Talents des Cités" (Inner-city talents) campaign.



2022



2021



2017



2015



WE SUPPORT



2022



2019



2016



2014

Talan is committed to Reforest'Action, a certified B Corp company whose mission consists of preserving, restoring and creating forests around the world.

Talan incorporates the Ten United Nations Principles on Respect for Human Rights, International Labour Standards, Environmental Protection and Anti-Corruption into its strategy, culture and day-to-day operations, and is firmly committed to promoting them in its field of influence.

Talan becomes a partner of the Giverny Forum, a benchmark economic event for responsible companies in a community aiming to take concrete actions contributing to the general good.

Talan signs the charter and undertakes to promote the role of women in digital professions.

Talan shows its commitment to taking a proactive approach in acting to foster diversity and so going beyond the legal framework of the fight against discrimination.

# PERFORMANCE CHART



Commitments	Key Performance Indicators	Results FY22	Results FY23	Objectives
1 – Providing a balanced, fulfilling work environment for our employees	Global employee satisfaction rate based on the GPTW® scale	86%	83%	At least 80% each year
	Absenteeism rate	1,4%	1,6%	Less than 3% each year
	Occupational accident (OA) frequency rate	0,6%	0,12%	Less than 1 each year
2 – Increasing diversity through professional parity and inclusion	% of women in ECs	23%	23%	40 % by 2025
	% of employees made aware of discrimination or harassment issues	65%	92%	90% by 2025
3 – Facilitating access to training and career development for employees	% of group employees who received at least one training course per year	72% (France)	72% (World)	> 80% each year
	Number of training hours per employee each year	9,5	12,45	At least 15 hours/year
	% of employees who had an annual interview	82%	84%	90% by 2023
4 – Encouraging a sense of initiative and promoting collaborative innovation	Number of days dedicated to Research per year	9 000	13 000	10,000 days minimum/year
5 – Integrating CSR into the strategic plan and business plan	% of EXCOM member variable pay linked to a common CSR objective	15%	15%	30% by 2025
	% of new employees made aware of the group's CSR strategy	92%	85%	90% each year

Engagements	Indicateurs clés de performance	Résultats FY22	Résultats FY23	Objectifs
6 – Defining an environmental trajectory	% of new group employees made aware of climate issues and/or digital sobriety	74%	89%	70%
	Direct GHG emissions Scope 1 in tCO2e	655.06	525.64	-41% absolute reduction by 2030 -20% intensity per FTE by 2025
	Indirect GHG emissions Scope 2 in tCO2e	2 348.92	1 063.48	
	Other indirect GHG emissions Scope 3 in tCO2e	4 780.71	10 763.01	
7 – Implementing a responsible purchasing approach in line with our social commitments	% of purchases made from local suppliers	60% (Europe)	59% (World)	70% by 2025
	% of buyers made aware of Responsible Purchasing	100 %	92 %	80% of employees by 2025
8 – Developing products and value proposals around social and environmental issues	% of employees made aware of and/or trained in responsible digital technology	61%	88%	80% by 2024
9 – Increasing our social impact	Amount of donations and patronage	€92 123,70	€502 858,27	NA
10 – Communicating transparently on the group's non-financial results and governance	Pay equity ratio	33	33	Ratio under 100
	GPTW® result: management has a detailed idea of the group's objectives and knows how to achieve them	78%	74%	Result over 70%
11 – Ensuring that the group's application of its ethical risk management policy is exemplary	% of employees made aware of anti-corruption issues	68%	92%	90% by 2023
	% of exposed employees trained in anti-corruption	100%	75% (Extended scope)	100% by 2023
	Number of issues reported via the whistleblower system (Sapin 2 law)	0	0	-
12 – Providing business continuity via cybersecurity and ensuring that the group's personal data management is exemplary	Number of scopes certified ISO 27001 compliant	1	4	90% by 2024
	% of employees who have completed the cybersecurity awareness modules	74%	98%	80% by 2024
	% of exposed employees trained in personal data protection	100%	66% (Extended scope)	-



# 01

## **PEOPLE BUSINESS**

Cultivating a satisfying and inclusive work environment for our employees to enable them to develop and to meet our customers' needs

# Providing a balanced and welcoming working environment for our employees



Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>Annual employee satisfaction survey</li> </ul>	Overall employee satisfaction rate according to the GPTW® scale	86%	83%	>80% each year
<ul style="list-style-type: none"> <li>Common local onboarding process</li> </ul>	Absenteeism rate	1.4%	1.6%	<3% each year
<ul style="list-style-type: none"> <li>Local health support</li> </ul>	Occupational accident (OA) frequency rate	0.6	0.12	<1 each year

## RISK DESCRIPTION



## OUR APPROACH

Our social policy aims to ensure the physical and mental health and safety of all our employees through practical monitoring and support measures. We are committed to creating a balanced and welcoming working environment that promotes a healthy work-life balance and encourages conviviality between teams while also ensuring local regulatory compliance. This approach reflects our desire to play an active part in creating a healthy working environment in which every employee can achieve their full potential.

## EVALUATING EMPLOYEE SATISFACTION

Since 2014, Talan has assessed the satisfaction of its employees in their working environment via its Great Place To Work® survey, under five themes: management, fairness, respect, pride and conviviality. This year too, all of our countries have been certified as "Best Workplaces": the group's employee satisfaction rate reached 83% in 2023.

This survey is a valuable tool enabling all Talan subsidiaries to gather feedback on employee satisfaction, measure the impact of actions and identify future improvements and trends. At the beginning of each year, a comprehensive report is presented to the entire Executive Committee. The data is then analysed by the Human Resources teams, who report back to each Business Unit director and manager. All the results are also sent to all group employees in English and French so that they can assess them in total transparency. To support our statements, we have chosen to include the employee satisfaction percentages regarding the topics evaluated by Great Place To Work®.

*In 2023, all of the Group's entities were certified Best Workplaces, with a trust index of over 70% and an overall satisfaction rating of 83%. This is slightly down, by three points, due to a decline in the France zone while maintaining our target of over 80% for the group as a whole. The dedicated teams presented local reports. Workshops were organised with department managers in France to propose improvements based on employee feedback.*

## **Creating a flexible, user-friendly working environment**

It is essential for the group to offer healthy and flexible working conditions that ensure the well-being of our employees and respect the local legal framework and the principles of international legislation. All group entities are committed to implementing concrete actions and have undertaken to do the following:

- Apply the most favourable conditions for their employees
- Respect the contractual working hours laid down by local and international legislation
- Adapt work situations as closely as possible to the way the business is organised
- Provide a statutory rest period
- Make it easy to take paid leave
- Guarantee the right to disconnect from work to ensure a good work-life balance.

*GPTW® 2023: 92% of employees say "I can take time off when I feel it is necessary" and 86% say that "The working atmosphere is pleasant".*

## **Teleworking**

Teleworking, which is increasingly being offered by companies, is a much-appreciated move that helps provide a better work-life balance. This is why it is widely adopted within the group, with local frameworks set up to manage its potential impacts.

## **Managerial closeness**

Talan is convinced that poor management is a major health risk factor. The Group's entities set up training programmes for managers to help them take ownership of their role, by developing the right posture and communication skills. They are provided with training in assertive management and responsible communication to represent their Executive Management and present the vision of their BU and the group. In the GPTW 2023 survey, 85% of the group's employees said that management was accessible and open to dialogue.

*Talan organised a seminar for all HR managers, during which it held a dedicated workshop on increasing management closeness. This workshop resulted in an action plan for deployment from the start of the school year until the second quarter of 2024 to ensure management closeness within all teams in France and abroad.*

### **Onboarding**

Talan offers international onboarding sessions for new arrivals from the previous month. Our aim is to strengthen interdepartmental links and communications and to foster a shared corporate culture. During these sessions, various heads of group departments take part and present the pillars common to all countries and Business Units, interspersed with challenges to make the work more exciting. Since their launch, these sessions have been attended by more than 600 new employees, with a satisfaction rating of 4.7/5. Other onboarding sessions are organised at the local level to help new employees work together and adapt to the welcoming, friendly environment.

*GPTW© 2023: 90% of employees with less than 2 years' seniority say that new recruits are well received.*

## **ENSURING THE HEALTH AND SAFETY OF EVERYONE**

Human Resources teams, Managers and Office Managers play an essential role in supporting employees. Depending on the country in which we are based, our teams draw on the expertise of professionals such as ergonomists, occupational physicians and dedicated safety service providers to prevent risks and provide appropriate support.

Consequently, the group complies with all regulations relating to the physical, health and psychological safety of our employees. A health and safety risk analysis and an annual prevention plan are in place at the group's head office.

In France, this plan also covers all external service providers and subcontractors and analyses all risks, identifies the people concerned and the managers responsible for risk prevention and the tracking of prevention actions, as well as the duties of third parties in ensuring the safety of their employees involved.

In addition to the health monitoring recommended by the legal framework, Talan wants to provide simple and rapid access to healthcare for its employees and their families. Most entities operating within the group offer their employees and their families comprehensive health cover, including telemedicine services for partners and children, psychological support services and advantageous health insurance policies with up to 100% cover.

GPTW© 2023: 82% of male and female employees say that 97% of the safety conditions are met and 81% say that “the working environment is psychologically and humanely healthy”.

Concrete actions have been taken throughout the group, including the following:

- The introduction of an automated, group-level health indicator monitoring system
- Special workstation adjustments for pathological or preventive reasons, such as adapting of working hours, use teleworking, the introduction of therapeutic half-time working, etc.
- Provision of special equipment: ergonomic devices, acoustic analysis, brightness management, etc.
- Safety training: first aid training

At the end of 2023, Talan began the certification of its health and safety management system at its head office, based on ISO 45001 standards.

In 2023, our absenteeism rate continues to be below our target.

## SUPPORTING PEOPLE WITH DISABILITIES

The diversity of legislative and cultural frameworks for supporting people with disabilities means that special policies and a unique approach are required in each country in which the group operates. The Talan group is committed to strengthening its commitment to the inclusion of people with disabilities by providing dedicated support and raising awareness of these issues among its teams.

Our offices in Europe and Mauritius are setting up dedicated training courses for their Human Resources teams, enabling them to respond effectively to the needs of the employees concerned during their career with Talan.

In France, Talan offers a health and disability hotline providing support for employees and their families. These hybrid hotlines are staffed each week by an external expert, who talks to employees about health and disability issues that affect them directly or indirectly.

Talan builds employee awareness of disability by setting up special events and events such as Disability Week.

According to the GPTW© 2023 survey, 96% of employees say they are treated fairly regardless of any disability they may have.

Our entities in France, the UK and Luxembourg have signed public commitments in favour of people with disabilities through the Diversity Charter and “Disability Confident”.



<sup>1</sup>Model combining both face-to-face and remote operation

# Increasing diversity through professional parity and inclusion



Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>Roll out the Women@Talan programme</li> </ul>	% of women in ECs	23%	23%	40% by 2025
<ul style="list-style-type: none"> <li>Create a group-level “Leadership and Diversity Development Manager” position</li> <li>Train the Executive Committee on harassment</li> </ul>	% of employees made aware of discrimination or harassment issues	65%	92%	90% by 2025

## RISK DESCRIPTION



## OUR APPROACH

At Talan, we are convinced of the importance of diversity and want to make it an asset in attracting and retaining talent. We firmly believe that the diversity of our employees' outlooks and experiences enriches our working environment and strengthens our ability to innovate and perform. This diversity is the foundation of our collective essence, with more than 80 nationalities represented, women comprising up to 50% of the workforce of Talan entities and making up 36% of the group's employees, the group's founders being from different faiths and the group acquiring companies that share the same DNA but which are each unique. Combining this diversity of experience and technological expertise is essential to the group's growth.

This is why Talan is committed to increasing gender parity, ensuring that the personal rights of every employee are strictly respected and guaranteeing that the principles of diversity and inclusion are maintained from the recruitment stage onwards.

*In 2023, Talan will add a project manager to the Group Executive Committee to strengthen diversity and leadership.*

*In the GPTW© 2023 survey, employees were able to express their perception of fair treatment and diversity at Talan:*

- 91% of all employees said that employees are treated fairly regardless of their gender.*
- 94% of all employees said that employees are treated fairly regardless of their ethnic origin.*

## **ENSURING RESPECT FOR ALL**

### *Human rights*

The group places respect for human rights at the heart of its values and is committed to ensuring that all its stakeholders are respected in every way. We have made a public commitment to this, notably by signing the United Nations Global Compact and publishing our Group Code of Conduct in which all our stakeholders undertake to respect these fundamental principles.

Our Code of Conduct has been strengthened by the introduction of a whistleblowing mechanism to report any violation of human rights, environmental and ethical principles. This warning mechanism is publicly available on our official website and can be accessed by all our stakeholders.

### *Combating sexist behaviour and all forms of harassment*

Talan firmly prohibits any behaviour, words or actions that might undermine the dignity or physical or psychological integrity of any person, whether employees or third parties. We recognise the risks associated with all forms of harassment, intimidation and victimisation, regardless of their nature. The group is committed to taking action against any perpetrators of such acts, thereby ensuring everyone a safe and respectful working environment.

Since we began rolling out our commitment to fighting gender-based violence throughout the group, we have been able to raise awareness of gender equity issues among 92% of our workforce thanks to our “Mission Equality” awareness-raising modules, which are compulsory for all employees. Although we have achieved our target, we are maintaining our ambitions for 2024 by ensuring that all new entities that join our group as part of our external growth are properly informed.

*To include and reinforce the principles of respect at the highest levels of the group, Talan’s Human Resources Department has set up a plan to prevent sexist behaviour and violence in the workplace, including a training programme for the Executive Committee and management.*

*This plan was first deployed in an area representing 57% of its scope.*

*Further training programmes will be extended to cover other areas. At the same time, we have organised a webinar for French-speaking employees, available via our intranet’s section on risk prevention issues.*

## **Ensuring an inclusive policy from the recruitment stage onwards**

The *Ethical and Inclusive Recruitment Charter* created and published by Talan underlines our commitment to non-discrimination, professional equity and inclusion. It incorporates and emphasises international human rights and international labour standards. By signing this charter, recruitment professionals undertake to respect all these principles and to apply them to their candidates.

We are also rolling out a training policy on non-discrimination in recruitment, specifically designed for recruitment managers and all employees involved in the recruitment process. These training courses aim to raise awareness and enable our teams to ensure a fair and equitable recruitment process for all candidates.

Talan is actively committed to employing young people and people undergoing professional retraining, particularly through internships and work-study contracts. The group recruits around 150 interns and work-study students every year, offering many opportunities to students, especially those at the end of their studies. Talan's objective is not only to train these profiles by providing them with beneficial practical experience, but also to integrate them into the group over the long term. The group has set up an active policy of converting internships and sandwich courses into permanent contracts to retain talents and offer them opportunities for internal career development.

The Recruitment Department in France has set up disability advisors within its teams. These disability experts work to boost and cultivate the social inclusion of people with disabilities through employment, and they set up ethical and inclusive recruitment measures.

## **INCREASING GENDER PARITY AND ENSURING PROFESSIONAL EQUITY**

### **Promoting our female talent**

The group and our entire Executive Committee are committed to creating an ecosystem that increases gender parity and creates a working environment that supports women through our Women@Talan programme. By introducing a range of skills development programmes, a mutual help space and the opportunity to promote our female talent, the group aims to ensure gender diversity in senior positions of responsibility.

**'Effet A' programme** : *Launched by our Business Unit in Canada in 2023, Talan introduced this 100-day challenge for all women identified as future leaders, coaching them to strengthen their skills and ambitions to enable them to reach leadership positions within the group.*

**Role models** : *programme in which our female employees on management committees can (1) Share their experience to inspire junior employees, (2) Provide advice on aspects of life such as achieving a proper work-life balance, and (3) Strengthen the culture of mutual support. Today, 14 women across the group have been identified as role models and have agreed to share their successes and obstacles.*

*To monitor the progress and effectiveness of our actions in the short and medium term and adapt them according to the results, the Group has expanded its KPI monitoring, which now includes group-level parity data.*



## *Fair treatment and pay equity*

The group has introduced a structured process for involving all stakeholders in its pay review campaigns. The entire process is integrated into a common group HR tool, enabling the Human Resources Department to monitor pay reviews clearly and transparently and ensure that employees are treated fairly throughout their careers.

As a result, when they onboard employees all our subsidiaries apply a pay scale based on national, industry or collective agreement minimums, ensuring that men and women receive equal pay for a given position from the moment they join the group. The Human Resources Department updates and provides this grid to all Talan recruiters.

From recruitment to pay reviews, the Human Resources Department checks that the group's principles of fairness are applied consistently and properly for every level and qualification, and assists managers on these subjects.

Talan also provides all employees with a session entitled "Mission Equality" to ensure they are aware of professional equality topics, including obstacles to career development and the benefits of a professional equality policy. This awareness-raising session is compulsory and must be attended within three months of first joining the group.

*Talan meticulously analyses and monitors any gender pay gap at a given qualification level. All countries comply with local regulations on pay and publish an annual report of any differences for the countries concerned.*

## *Parenting*

Talan is committed to supporting parenting by adapting its policies to local conditions to provide better support for employees who are parents. The group is committed to ensuring gender parity, ensuring that parenting has no impact on employment, working conditions, professional and salary development or employee leave. The Human Resources Department works with management to ensure that female employees taking maternity leave during the pay review period receive equal pay on their return. In addition, Talan organises special interviews when employees return from maternity leave, so that they can continue to build their career paths and identify the means to achieve them.

Male and female employees alike are encouraged to take the parental leave available to them, as well as the special rights to breastfeeding days for our female employees.

*In the latest GPTW® survey, 82% of all employees said that "employees are encouraged to maintain an effective work-life balance."*

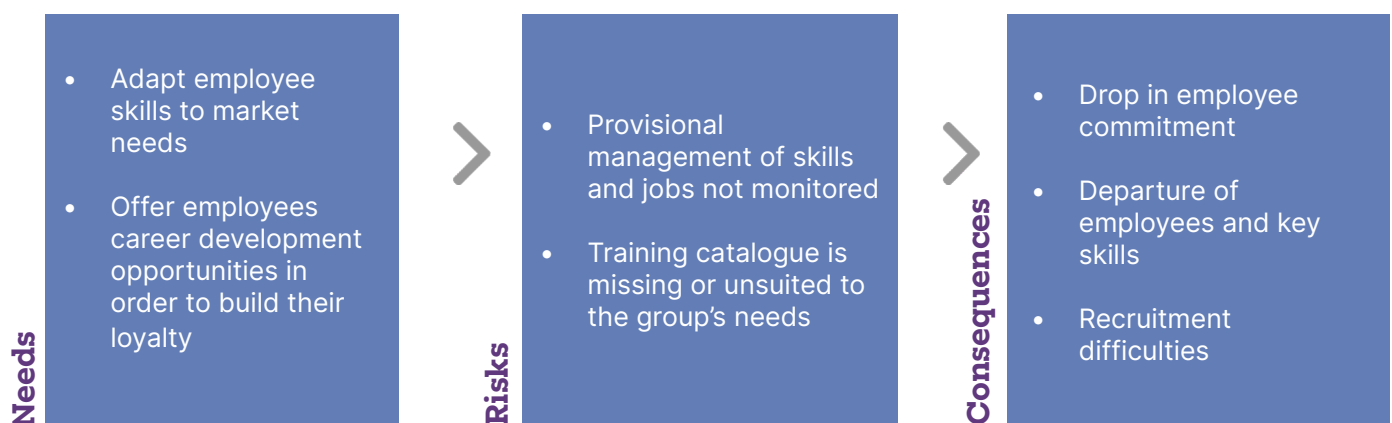
*Talan puts in place personalised arrangements for pregnant women, such as adapted teleworking, working hours and workstations. All France entities and one of our UK subsidiaries offer employees the opportunity to return to work on full pay after taking 80% paid parental leave. Talan provides ongoing support through access to local parenting guides, affirming its support for the family well-being of employees who are parents.*

# Facilitating access to training and career development for employees



Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>Redesign the development cycle</li> <li>Create a new programme for experts</li> </ul>	% of group employees that received at least one training course per year	72% (France)	70% (Monde)	80% by 2023
	Number of training hours per employee each year	9,5	12,45	Minimum 15 hours/year
	% of employees who had a periodic appraisal interview	82%	84%	90% each year

## RISK DESCRIPTION



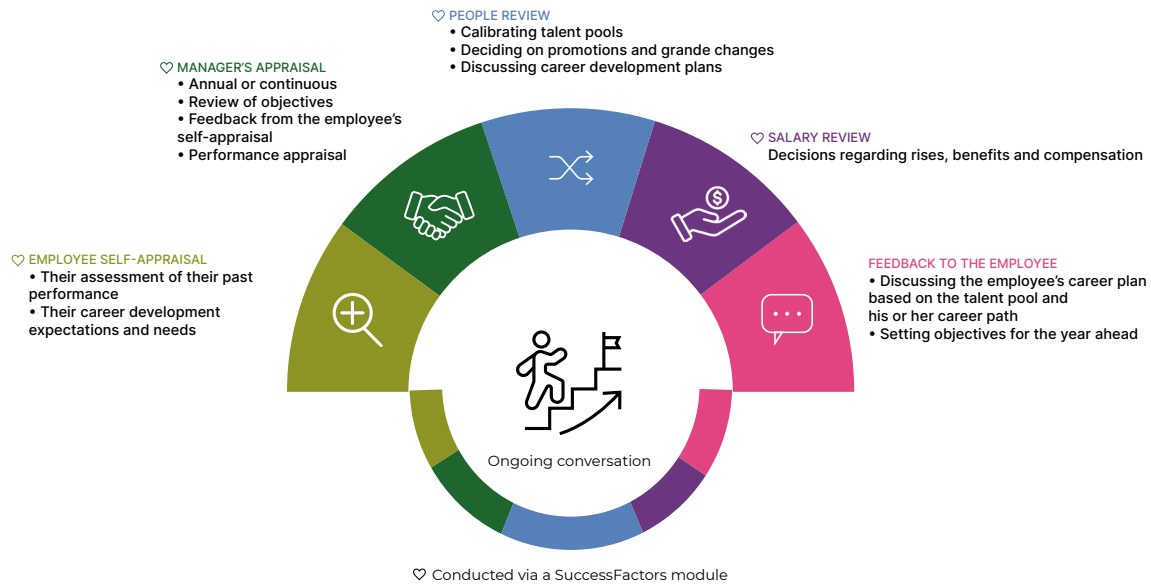
## OUR APPROACH

In a constantly changing market experiencing major transformation issues for its professions, Talan is strengthening its commitment to supporting employees throughout their professional career. Our aim is to enable our employees to maintain and develop their employability while meeting the needs of our customers.

Talan has set up a structured performance cycle, suitable training and development programmes for its employees, enabling it to make a significant contribution to the career development, skills development and expertise growth of the group's employees.

## SUPPORTING THE CAREER DEVELOPMENT OF EACH EMPLOYEE

Talan has set up a structured talent management system based on a five-stage performance cycle, designed to guarantee ethical personalised monitoring for all employees.



Thanks to a combination of a structured career development policy and local initiatives, 100% of our employees benefit from career discussions with their manager and/or Human Resources Department. In 2023, 84% also had a periodic work appraisal interview.

### Talents pools

Talan aims to attract, develop, motivate and retain employees. It is essential that it knows the potential of the group's employees and to understand their strengths and needs in order to contribute to their development.

In 2023, Talan is adding "Talent Pools" to this cycle, classifying six talent profiles.

Identifying and managing Talent Pools is an essential practice that aims to do the following:

- Involve and retain our employees: talent pools serve as a basis for designing tailor-made development programmes, offering our employees training and growth opportunities intended to develop their skills and enable them to plan and advance their career paths.
- Capitalise on our existing resources: recognising and investing in the talent we already have in-house, thereby maximising the retention of our key resources and limiting the costs associated with high employee turnover.
- Increase parity and inclusion: talent pools guarantee greater fairness in decisions on promotion, pay increases and support.

### Group skills repository

The skills repository has been developed to serve as a basis for the generic skills expected for each grade and for all professions. Available to all employees, this repository provides a common framework that simplifies the design of career paths. Employees are positioned in the professions repository as soon as they are hired, and then reassessed at their annual appraisal.

This system enables employees to see how they are advancing through the grades and to identify training topics to be developed in line with their needs and aspirations. In addition, another special repository is available for each country, taking into account local specifics and guaranteeing that skills management is tailored to each geographical context.

### *Development and fulfilment through training*

Every year, each group entity's Training Managers define the best strategy for their local context. In agreement with Group Management, they set targets, budgets and priorities.

New employees are encouraged to train as soon as they join the group. Several entities in Europe and North America have developed special career paths starting from the first day and provide qualifying training from the first year onwards.

*This year, 70% of employees in France and abroad have received training enabling them to acquire new skills. This figure does not take into account awareness campaigns. By integrating our CSR performance monitoring solution, we have been able to extend our indicator to cover the entire group this year. Talan is maintaining its target of providing 80% of its employees with at least one training course each year.*

### *Personal training plan*

Employees submit training requests during their annual appraisals, enabling personal training plans to be defined for each employee based on their development needs. They may also take additional training courses during the year to meet specific work-related needs.

### *Training platform and catalogue*

The group has stepped up the deployment of a training platform offering numerous opportunities for employees to enrich their career paths while supporting innovation and competitiveness in the marketplace. It provides free, flexible access to a vast library of courses covering a wide range of disciplines.

### *Joint programmes*

#### *• CSR Awareness Course*

In collaboration with all the departments involved in social, environmental and ethical issues, Talan has set up a series of compulsory training courses to be taken within three months of first joining the group. The aim of this awareness-raising programme is to ensure that all employees are fully aware of the group's commitments and respect for fairness issues (including harassment and discrimination), anti-corruption, cybersecurity and digital responsibility.

*In 2023, more than 2,600 Group employees have attended at least one awareness-raising course on one of the challenges of corporate social responsibility, with more than 5,100 people trained since 2022.*

### • *Boost Your Talan*

Set up four years ago, the “Boost Your Talan” programme offers our employees with more than three years’ seniority a unique opportunity to develop and/or strengthen their skills in management, technology, innovation and much more. Each year, the group issues two calls asking all employees for projects and chooses three or four projects per campaign. The chosen finalists receive 50% of the funding they need to carry out their project.

*The last two editions of Boost Your Talan have been a great success with our international employees. In 2023, 60% of the applications were accepted. Since the scheme was created, Talan has invested €100,000 in encouraging volunteer employees to take the training course of their choice.*

### • *Lead Like a Guide*

In 2023 Talan introduced a new initiative: a leadership programme entitled Lead like a Guide. Its purpose is to bring together around twenty Talan leaders (directors, managers, etc.) from different countries and entities with the aim of getting them to work together and strengthen their leadership skills while developing mutual trust. With the help of mountain guides, the team of leaders was given the task of climbing a mountain by having to quickly adapt their communication, ability to work together, risk-taking and trust. The concept is based on inspiration drawn from the collective work of the guides and their adaptability in the face of risk, applied to the daily work of leadership teams.

*The 2023 edition brought together 22 directors from seven different countries and 11 different entities, helping to strengthen the bonds between Talan’s teams around the world. It was a unique, inspiring and learning experience for everyone involved. In view of this first event’s success, the group has decided to repeat the campaign each year so that as many of Talan’s future leaders as possible can benefit from it.*

### ***Development through professional retraining***

In Tunisia and France, Talan is actively involved in innovative campaigns to develop skills and encourage professional retraining in the digital business sector. These initiatives demonstrate Talan’s commitment to supporting the professional development of its employees and responding to the changing needs of the labour market.

In Tunisia, Talan has set up the Talan Academy to retrain graduates from courses with no prospects in the digital sector. Around sixty graduates follow the courses offered each year, 80% of whom continue their careers at Talan or find a job within a month of their training. Talan Academy offers intensive three-month training courses designed to enhance the employability of participants. The aim is to develop the skills needed to meet the needs of the labour market and prevent skills obsolescence. The free training courses, which are based on peer learning, provide an opportunity to join Talan. Their participants, who are chosen via a stringent selection process, enjoy a positive learning and professional development environment.

In France, Talan’s “Parcours Reconversion” programme, which the group launched in 2017, is renewing the promotion in 2023. This path helps people make a career change into information systems and management consulting. This programme offers candidates training and personalised support to prepare them for their future jobs.

# Encouraging a sense of initiative and promoting collaborative innovation



Key actions	Key actions	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>Growth in teams dedicated to innovation</li> <li>New responsible innovation projects</li> </ul>	Number of days dedicated to research per year	9,000	13,000	Minimum 10,000 days/year

## RISK DESCRIPTION



## OUR APPROACH

Innovation and Research are central elements of the Talan group’s DNA and Purpose. In 2019, Talan concretised this value by creating its own Research and Innovation Centre.

The Centre’s mission is to encourage and support the group’s technological and methodological initiatives, particularly in the fields of digital transformation, artificial intelligence, data processing, societal impacts and the resulting transformations. Its role consists in anticipating technological developments and enabling Talan to build new products that have a positive impact on society in the broadest sense.

The Research and Innovation Centre focuses its actions on two main areas:

- Deploying and guiding technological projects by facilitating collaboration between group entities and allocating the necessary human and financial resources. Our research teams work with a wide range of partners (universities and innovative companies), mainly to work on subjects intended to protect the environment and providing useful solutions for our customers, local communities and society as a whole.
- Advancing research and disseminating knowledge, particularly through an open source approach: our research projects are published in scientific articles and specialised journals. In 2023, our work was the subject of 40 publications, 20 of which were in peer-reviewed scientific journals or conferences. (14 in 2022)

This shows the Talan group's ability to develop a differentiating product offering for its customers and take into account current social and environmental changes.

In 2023, this amounted to more than 13,000 days, and nearly 330 employees corresponding to 60 FTEs participated in research and development projects. Given the success of this commitment, the group plans to devote up to 15,000 days to the project by 2024.

To date, Talan's research teams include more than 40 PhDs throughout the group, 12 of whom were recruited in 2023 to join the Research and Innovation Centre. Diversity and parity are encouraged, with women comprising 50% of the workforce and more than eight different nationalities.

*The key research projects for 2023 include the following:*

- Generative Artificial Intelligence: In 2022, Talan initiated several projects using Generative AI techniques. We continued this work in 2023 with experiments on Large Language Models, multimodal generative AI and their impact on businesses and organisations.*
- Advanced data processing: Synthetic data and data visualisation have been central to major research projects, answering the questions and expectations of customers needing to handle large quantities of important and/or sensitive data.*
- Artificial Intelligence in combating money laundering and preventing fraud: This use case examined the contribution of AI to fighting this global scourge and suggested ways of implementing innovative solutions.*
- The environment: We have continued to examine the impact of technology on the world around us and the way in which climate change is factored into corporate strategies.*

*In mid-2023, we also published our first business report on 2022. This report reflects our commitment to quality research and sustainable innovation. It provides an overview of our achievements and our prospects for the future. Noteworthy for us strengthening our Research teams and an unprecedented number of publications in recognised journals and conferences, 2023 has shown we can produce recognised results by providing inspiration that makes a pragmatic contribution to the entire Talan group ecosystem.*

For 2024, the Research Centre's priority will be to strengthen its teams by recruiting around twenty more employees while maintaining its wide range of disciplines, demonstrating Talan's dynamism in this area. The BUs will recruit PhD graduates to encourage the dissemination of research methods across all the group's entities. We will continue to focus on projects studying the impact of generative AI, business transformation and ways of limiting the emissions generated by the technologies. Our research team is also looking beyond generative AI by pursuing its research into hybrid and multimodal AI and by promoting frugality.

<sup>2</sup> Available on the Talan website (in French): <https://talan.com/actualites/detail-actualites/news/rapport-dactivite-2022-centre-de-recherche-et-dinnovation-de-talan/>

# 02

## **Sustainable business**

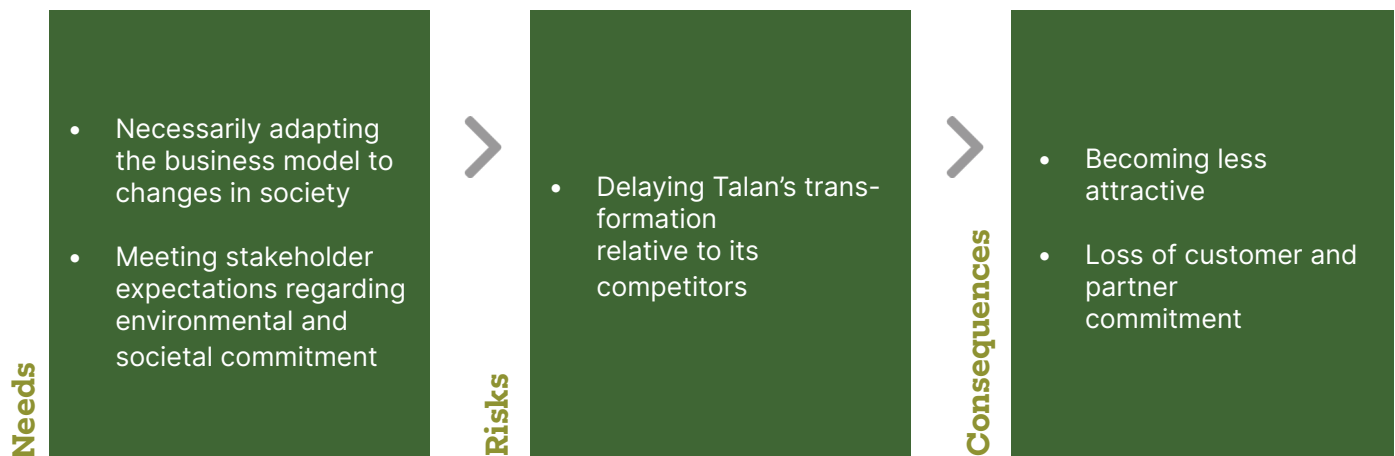
Transforming our practices and products in response to sustainable development issues



## Integrating CSR into our strategic plan and business plan

Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>CSR trajectory in line with the Group's ambitions</li> </ul>	% of Executive Committee member variable pay linked to a common CSR objective	15%	15%	30% by 2025
<ul style="list-style-type: none"> <li>Improve the EcoVadis rating included in the objectives of all Executive Committees</li> </ul>	% of new employees made aware of the Group's CSR strategy	92%	85%	90% each year
<ul style="list-style-type: none"> <li>Develop internal and external support for CSR initiatives and strategy</li> </ul>				

### RISK DESCRIPTION



### OUR APPROACH

Talan aims to work towards a more sustainable society and become a responsible commitment leader in its industry. The group has positioned itself as a driver for its stakeholders and is committed to fostering responsible and sustainable behaviour within its ecosystem. Today, CSR is helping structure our business and must further highlight the link between our value creation model and our Purpose. This is why CSR is an integral element of Talan's strategic plan.

Talan believes that CSR should not be a departmental prerogative but concerns everyone in the group. Consequently, the group employs internal governance responsible for inspecting, steering, challenging and deploying all social responsibility actions, involving the group's highest strategic level as well as all divisions and department employees.

### COMMITTED COMMITTEES

The group employs internal governance responsible for inspecting, steering, challenging and deploying all social responsibility actions, involving the group's highest strategic level as well as all divisions and department employees.

Our Supervisory Committee is made up of the Group Executive Committee and our capital-holding partners. These partners are highly committed to our CSR approach, and one of our investors has been awarded the BCorporation Label. The Supervisory Committee monitors the progress of the strategic action plan every three months. Each year, our two major investors assess our ESG performance via an internal audit to evaluate our approach to continuous improvement.

*The department responsible for steering the group's CSR strategy took part in the ESG round table organised by our capital-holding partner, whose aim is to create a strong ESG synergy between its portfolio companies and provide each company with the best possible support in its ESG strategy. The round table featured three workshops: Carbon metrics, European regulations and Responsible governance.*

The CSR Department regularly presents local action plans and projects undertaken with operational teams. Lastly, Talan is also committed to enabling all its external stakeholders (customers, suppliers, etc.) to become involved in and integrated into its CSR strategy in a constructive dialogue dynamic.

### **SHARED COMMON OBJECTIVES**

Commitment by our employees and at the highest level of governance is a key factor in the successful deployment of our approach. Since it introduced its strategy, Talan has provided transparent information on its actions and results to its employees and it has included a common objective relating to CSR issues in the annual objectives of the Executive and Management Committees. Our goal is for all our partners, customers, suppliers and employees to be regularly involved in our actions and set themselves tangible objectives in terms of responsible commitments.

As part of its continuous improvement process, Talan aims to increase its score each year and be among the Top 1% of the companies assessed by EcoVadis in its sector. As a key indicator of this commitment, we have therefore chosen to link 15% of the variable pay of Executive Committee members and senior management to improvements in the results of this annual assessment.

*Since we set up our CSR strategy three years ago, we have improved by eight points each year, up from a rating of 60 to 76 out of 100 and placing the Talan group in the Top 1% of more than 6,200 companies evaluated in our business sector.*

Management and the CSR steering team also rely on internal communication drivers to ensure the proper level of information and raise employee awareness of the challenges involved in our CSR approach:

- Our entire CSR strategy is available in English and French on our dedicated internal platform.
- The pilot team includes a presentation of the approach during each induction session.
- Every year, three Live events are organised for the entire group.
- Management and operational teams are also involved at the country level in specific local issues.
- As part of our external growth, we have systematically shared our CSR strategy with all employees of the group's new entities. This initial acculturation phase presents the challenges facing us and will ultimately facilitate CSR data collection.

*Thanks to our various initiatives, we have been able to inform 85% of the group's new employees about Talan's strategy and objectives. The widened scope and the review of our group-wide integration plan have slowed down our awareness-building programme and left us five points short of our target for 2023.*

## **IMPACT FINANCING**

Since 2019, Talan has linked a large part of its financing to its Corporate Social Responsibility performance. More than 80% of its financing is backed by objectives linked to improving its EcoVadis rating on all social and environmental aspects, maintaining the satisfaction of our employees at more than 80% via the GPTW® survey, increasing the number of women in management positions and increasing the percentage of employees trained to more than 70%. By achieving its objectives year after year, Talan is continuing to strengthen its continuous improvement approach and its commitment to a responsible society.

## **MEASURING OUR PERFORMANCE**

Performance metrics are essential in a context of integration and transformation. This enables us to monitor the effectiveness of our initiatives, identify areas for improvement and ensure that our actions are having the desired positive impact. By using precise and relevant indicators, we can transparently report on our progress, increase the trust of our stakeholders and adapt our strategies according to the results obtained. Performance metrics are therefore an essential tool for the management team responsible for steering our CSR commitments in conjunction with the Executive Committees and operational teams.

*Talan includes a software solution for managing the sustainable performance of companies. This solution enables the indicators associated with the group's commitments to be monitored, managed and reported.*

*Adopting this tool has simplified the collection, consolidation and analysis of CSR data from all our entities, enabling us to monitor progress towards our sustainable development objectives. It also helps us to prepare regulatory reports and disclose our non-financial performance transparently to our stakeholders, enabling us to comply with the new European directives (Corporate Sustainability Reporting Directive).*

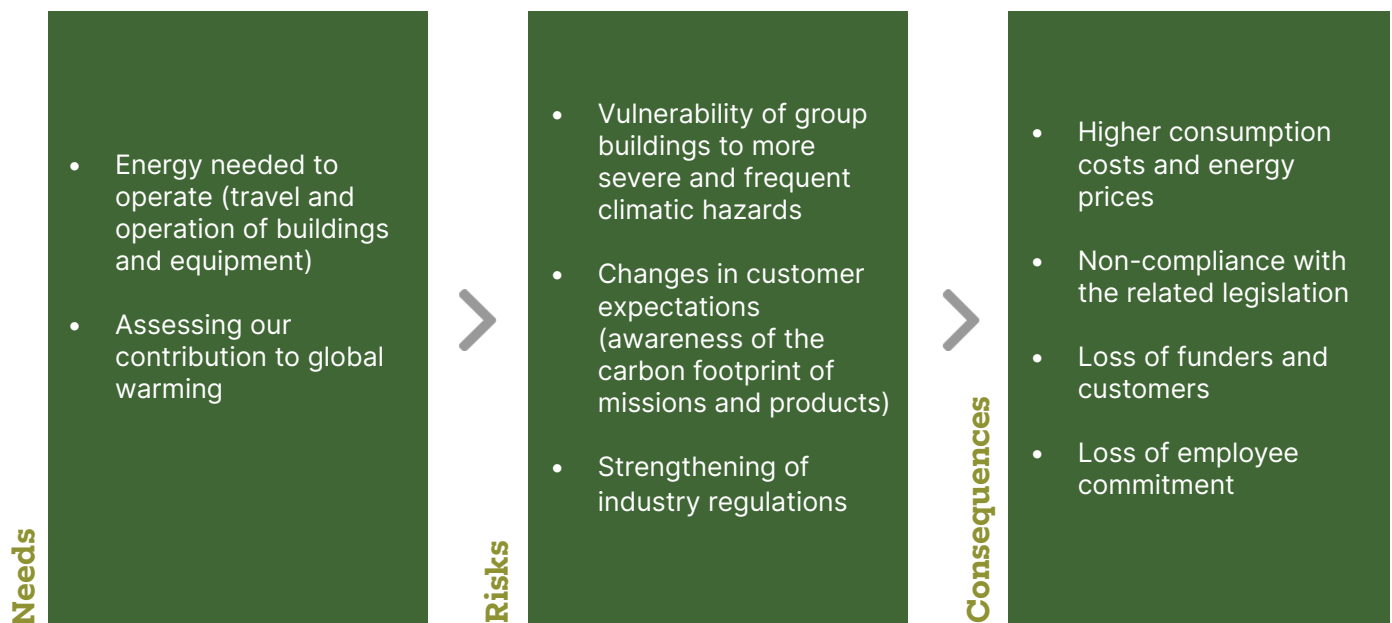
*We have also chosen to integrate the measurement of our group-wide greenhouse gas emissions into this tool.*

# Defining an environmental trajectory



Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>Conduct a carbon assessment for the three scopes each year</li> </ul>	% of group employees made aware of climate issues and/or digital sobriety	74%	89%	70% by 2023
<ul style="list-style-type: none"> <li>Define our low-carbon trajectory by 2030</li> </ul>	Direct Scope 1 GHG emissions in t.eqCO2	655.06	525.64	41% absolute reduction by 2030  20% intensity
<ul style="list-style-type: none"> <li>Help to preserve carbon sinks</li> </ul>	Indirect Scope 2 GHG emissions in t.eqCO2	2 348.92	1 063.48	
	Other indirect Scope 3 GHG emissions in t.eqCO2	4 780.71	10 763.01	

## RISK DESCRIPTION



## OUR APPROACH

Our environmental approach is based on concrete actions: measuring our Carbon Footprint, defining a carbon reduction trajectory accompanied by a reduction action plan to minimise our impact, and raising our employees’ awareness of environmental issues in order to instil a culture of eco-responsibility. We complement this approach by helping to preserve natural carbon sinks, partly by supporting reliable reforestation projects selected by a trusted partner.

A steering team is responsible for rolling out the group’s environmental strategy, supported by the Management Committee in each country. The Management of each region and a member of the Executive Committee ensure that the necessary resources are allocated to ensuring the progress of the projects.

## CALCULATING OUR CARBON FOOTPRINT AND DEFINING A CARBON REDUCTION TRAJECTORY

Every year since 2021, the Talan group has calculated its carbon footprint for Scopes 1, 2 and 3 to take into account all the climate impacts of the group's activity.

Scope 1	Direct emissions generated by the combustion of fossil fuels from resources owned or controlled by Talan.
Scope 2	Indirect emissions associated with the purchase or production of electricity, heat or cold for our activities.
Scope 3	Other indirect emissions related to the entire value chain (purchase of products or services, fixed assets, waste and travel).

Talan is investing to improve the reliability of its Carbon Footprint calculations by adopting a solution for monitoring data relating to our greenhouse gas emissions. A trained in-house team, a high-performance monitoring solution and the support of an external consultancy enable us to better assess our impact every year.

### **Change of carbon footprint measurement solution.**

*In 2023, we adopted a new solution for collecting and consolidating our global CSR performance data. We have included the monitoring of our emissions and the calculation of our carbon footprint in order to provide a holistic view of the group's impact.*

*Talan has therefore updated its carbon footprint for 2023 using this solution, which is based on the GHG Protocol methodology. Such a change involves updating the emission factors for all three scopes.*

Based on the analysis data and our calculated baseline Carbon Footprint in 2022, we have defined a group-wide trajectory that includes short- and long-term objectives, overseen by our external service provider.

Our objective for 2030, in line with that of the Paris Agreement, is to limit temperature increases to 1.5°C above pre-industrial levels. To meet this international challenge, Talan must reduce its greenhouse gas emissions by 41% by 2030. We have defined an initial milestone for 2025, with a reduction in intensity of 20% per employee.

We have defined local action plans on the basis of our 2022-2030 trajectory and presented them to each region's Executive Committee to help them prioritise the actions to be taken.

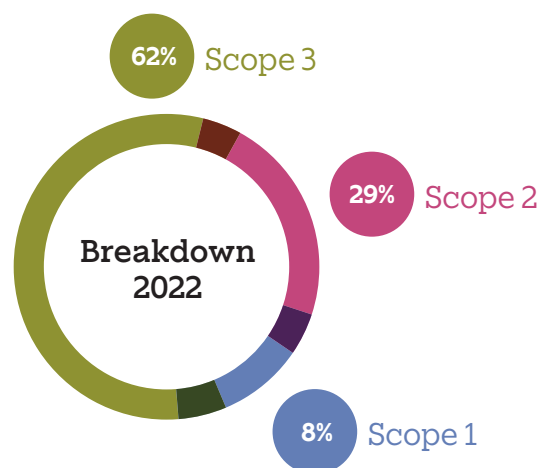
It should be noted that in a context of external growth, this ambitious trajectory may be adjusted to ensure that it is consistent with the emissions of companies joining the group. This review demonstrates our determination to move forward transparently and responsibly while constantly seeking to improve our environmental impact.

## Report on our footprint

**In 2022, the reference year for our Carbon Footprint, five sources of emissions account for 94% of the group's emissions, spread over three main areas:**

- Mobility (commuting to and from work, Talan vehicle fleet and business travel): 37%
- Premises and buildings (energy, heating, air conditioning and electricity): 32%
- Purchases (office equipment, furniture, consumables and IT purchases): 22%

GHG Protocol	2021	2022	2023
Country	8	8	10
Sites	15	16	26
Workforce	3,252	3,872	4,462.2
Scope 1 (tCO <sub>2</sub> e)	667.93	655.06	525.64
Scope 2 (tCO <sub>2</sub> e)	739.66	2,348.92	1,063.48
Scope 3 (tCO <sub>2</sub> e)	2,306.98	4,780.71	10,763.01
<b>Total</b>	<b>3,714.57</b>	<b>7,784.69</b>	<b>12,352.13</b>



In 2023, our carbon footprint reflects significant growth in our activities and our scope of analysis: we have extended our geographical coverage from 8 to 10 countries and from 16 to 26 sites, thereby including new entities following external growth operations\*.

Welcoming these new entities will mean that the surface area of our premises will grow in 2023, resulting in higher energy consumption, waste production and consumable purchases.

Our analysis now guarantees a more accurate assessment of our emissions. This broader scope enables us to identify more opportunities for reducing our carbon footprint and strengthening our overall environmental strategy.

These changes, combined with the integration of new members into the group and the relocation of certain infrastructures, have led to an overall increase in our carbon footprint.

### Impact of changing the Carbon Footprint calculation solution

*The adoption of a new group-wide data monitoring and analysis solution has enabled us to collect additional more reliable data than in the previous financial year.*

*The maturity that our teams have acquired in each entity in this area has enabled us to avoid having to resort to estimates, allowing a more detailed analysis but a higher overall result.*

*The calculation solution change has also led to variations in the methods used to account for emissions: a more granular level of detail in the collection points and the use of emission factors adjusted by our service provider.*

\* Note: our Belgian agency has insufficient data and so has not been included in this analysis so that our group-level emissions per employee are not underestimated (121 employees).

We remain firmly committed to continuing our efforts to reduce GHG emissions and to following the 2030 reduction action plan.

Although our Scope 3 emissions have risen, our Scopes 1 and 2 have dropped, rewarding our local efforts:

→ Electricity: Emissions linked to electricity consumption fell in Tunisia, Canada, Spain, the United Kingdom, France and Luxembourg.

→ France: Although relocations have had a significant impact on our overall Carbon Footprint, the new premises, which were selected for their high energy efficiency, have significantly reduced our indirect emissions generated by steam, refrigeration and heating. Fugitive emissions are virtually zero in our new headquarters.

→ Tunisia: After obtaining ISO 14001 certification, the premises have reduced their waste management-related emissions.

→ Luxembourg: The adoption of a car-sharing platform has helped us to reduce our emissions linked to employees' home-to-work journeys.

→ United Kingdom and Canada: The quality of the data collected has improved, reducing the emissions generated by energy consumption in offices.

At the local level, the Gemserv subsidiary, which joined the Group in 2023, is committed to achieving its "Net Zero" emissions by 2040.

## **TAKING ACTION AND RAISING AWARENESS OF ENVIRONMENTAL ISSUES**

Armed with a more comprehensive Carbon Footprint and a solid reduction trajectory, we have worked with our expert and our employees to identify actions to reduce our emissions with the aim of achieving our decarbonisation targets. Our aim is to continue our strategy of reducing the group's carbon footprint, focusing our efforts on our main sources of emissions.

Raising Talan employees' awareness of environmental issues is an essential lever for reducing our environmental footprint and that of our customers. Involving our employees in reducing our environmental impact fosters the development of an internal culture consistent with the group's values. Every employee who joins the group must therefore be able to take action at his or her own level, which is why it organises awareness-raising sessions on the challenges of Corporate Social Responsibility as a whole.

## Group actions

- *Global Compact Academy: a CSR training platform (particularly regarding the environment) available to all employees of companies subscribing to the United Nations Global Compact.*
- *Digital Climate Fresks: Since 2022, almost 700 employees have taken part in this collaborative workshop on the challenges of climate change. 370 employees took part in the Digital Fresk*
- *Group induction day: The environmental strategy and awareness-raising programmes available to each employee are presented during this day.*

## Local actions

- *France: Community Week: 350 employees took part in 18 workshops and conferences led by nearly 30 speakers, focusing in particular on environmental issues.*
- *Canada: In addition to the Fresks, the Canadian teams can also take part in the "2tonnes" workshops.*
- *England: Gemserv organises induction sessions including time on raising awareness of responsible digital practices. The BCorp-labelled company plays its role as a positive influence and organises internal and external sessions on social and environmental issues.*

From June to September 2023, we called on the collective intelligence of the group's employees in workshops focusing on six key themes: Six thematic workshops involving 70 participants were organised within each BU to identify local solutions for reducing Talan's main greenhouse gas emissions.

The results of these collaborative workshops were then analysed by our carbon expert and incorporated into the footprint reduction action plan.

Our carbon reduction efforts are focusing on these main sources of emissions, through the following main areas:

→ Adapting our Group Mobility policy,

→ Optimising the use of our premises,

→ Strengthening our Responsible Purchasing policy [Chapter on implementing a responsible purchasing approach in line with our social commitments].



## *Impact of our travel: adapting our Group Mobility policy*

Our baseline Carbon Footprint, calculated in 2022, shows that 37% of our emissions are travel-related (home-work, business travel and vehicle fleet). This is therefore a major lever in our impact reduction strategy. Talan thus aims to promote responsible practices and raise employee awareness of the environmental impacts of travel:

- We encourage all our employees to assess the need for any journey and to favour responsible solutions, including by integrating an awareness-raising message into our booking tool so that they use the train whenever possible.
- We facilitate the use of teleworking (governed by a special charter) in order to reduce the environmental impact of commuting.
- We are developing agreements with hotels close to our customers and agencies.
- We have conducted an audit and developed an action plan focusing on mobility and our fleet of company cars.

*In 2023, Talan has made commitments as part of its participation in the Mobili'Pro programme, proposed by ADEME (the French Environment and Energy Management Agency). This programme involves support from an expert mobility consultancy commissioned by ADEME, and it has enabled us to benefit from an in-depth study of the management of our mobility and our car fleet.*

*The scheme is based on a 3-year action plan to reduce GHG emissions from business travel.*

- *Organisation: To rethink the organisation of mobility within the structure.*
- *Drivers: To help employees adopt new mobility practices.*
- *The vehicles: To reduce the impact of the vehicles used by modifying their characteristics (see: "Purchasing and managing the vehicle fleet").*

*Talan also conducted a group-wide mobility survey to obtain a better understanding of employees' travel habits.*

## *Optimising the use of our premises*

Since 2021, Talan has committed to adopting demanding energy performance criteria when selecting buildings for its agencies.

They incorporate the latest heating and air-conditioning systems, optimised insulation and use renewable energy sources. These improvements should enable us to significantly reduce our GHG emissions in the medium term.

Our new head office in Paris, which houses over 70% of our staff in France, meets the most advanced standards in terms of energy and environmental performance: BREEAM excellent, HQE, LEED, WELL.

In order to optimise energy performance and reduce energy consumption on our premises, our approach includes monitoring the following actions:

- Selecting buildings with energy performance criteria.
- Reducing the energy consumption of HVAC systems.
- Increasing the proportion of renewable energy in energy contracts.
- Auditing to reduce energy consumption for lighting and heating.
- Optimising waste management.
- Adopting paperless administrative processes to reduce paper waste.
- Installing sorting bins and special collection points.
- Eliminating the use of single-use plastic.
- Raising awareness of and announcing good environmental practices in the office.

*Talan is committed to obtaining the progressive certification of its environmental management system, ISO 14001. Our ambition is to progressively have our sites certified to cover at least 80% of the group's scope.*

**Certified agencies:**

*2023: Talan Tunisia*

*2019: Gemserv, UK*

**Certification process underway:**

*Paris agency, Group head office*

*Talan Americas branches (USA and Canada)*

## **HELP TO PRESERVE CARBON SINKS**

Aware of the threat that human activities pose to ecosystems, Talan has chosen to include an action in favour of carbon sinks, particularly forest ecosystems, in its environmental approach. Aware that action in favour of forestry alone cannot represent our approach to reducing our impact, we want to get involved on our own scale and in the most reliable way possible.

The group has made a commitment to a trusted and internationally recognised partner, who is helping us to finance a certified project to preserve natural areas and to set up local initiatives to protect forestry.

*In 2023, Talan is supporting a project to protect the Indonesian rainforest: Rimba Raya, an area rich in biodiversity and home to several threatened species. Talan voluntarily chose this triply certified project with its high environmental, social and biodiversity standards: Verified Carbon Standard (VSC), Sustainable Development Verified Impact Standard (SD Vista), Climate, Community & Biodiversity Standards (CCBS).*

*To date, Talan has contributed to the protection of carbon sinks to the tune of 1,500tCo<sub>2</sub> in carbon credits, protecting 27 hectares of forest and contributing 50% of its Scopes 1 and 2 emissions to overall carbon neutrality. This contribution marks the beginning of our commitment to support our efforts to reduce our carbon footprint.*

*At the same time, our EMEA business unit is integrating reforestation actions into its events with employees and customers.*

Once the group's Executive Committee validated the whole approach protecting carbon sinks and forest ecosystems, it presented the approach to each region's Management Committees so that everyone can take part at their own level. This local commitment will reinforce this initiative's positive impact.

Aware of the importance of communicating fairly on these issues, the group's CSR team has drawn up a Guide to Responsible Communication, outlining the key concepts and the approaches to adopt and avoid. This guide was presented and sent to the group's Executive Committee and made available to all employees so that they can inform themselves and take ownership of the subject.

Internal communications and dedicated webinars have also been organised with our partner to support this approach, making it possible to integrate the concepts of ecosystem co-benefits with all employees.

### **VOLUNTARY ASSESSMENT OF OUR CSR AND ENVIRONMENTAL PERFORMANCE**

Since 2014, Talan has taken part in a voluntary EcoVadis assessment exercise to promote sustainable practices not only within the group but also among our partners and suppliers.

The growing maturity of the group's carbon and environmental policy, its proactive approach to seeking solutions for both the group and its customers, and the mobilisation of our employees and the Talan Research Centre for a more responsible digital future are all levers promoting sustainable business practices and contributing to a more virtuous development model.

Our entire environmental management system, our actions and their results were evaluated in 2023.

An increase of 20 points in the 'Environment' category will reward the actions taken in this area in 2023.

#### **Continuous improvement in the EcoVadis environmental rating**

2021	2022	2023
50/100	60/100	80/100

In December 2023, EcoVadis assessed Talan's carbon management at **the Advanced Level:** Company that has set up a comprehensive GHG management system with monitoring in line with global standards.

# Implementing a responsible purchasing approach in line with our societal commitments



Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>Commit our suppliers to signing the Responsible purchasing charter/ supplier code of conduct</li> <li>Deploy a supplier assessment based on CSR criteria</li> <li>Master and optimise the digital equipment life cycle</li> </ul>	% of purchases made from local suppliers	60% (Europe)	59% (World)	70% by 202
	% of buyers made aware of Responsible Purchasing	100%	92%	80% of employees by 2025

## RISK DESCRIPTION



## OUR APPROACH

Since 2020, the Purchasing Department has been committed to reducing Talan's impact on the environment by optimising its purchases, consumption, management tools and working with suppliers that respect our CSR values.

The Administrative and Financial Department manages the group's entire purchasing strategy and relies on two essential departments: the Purchasing Department and the Legal Department. The Purchasing Department establishes the responsible purchasing strategy and procedures and then analyses, assesses and selects suppliers based on the defined CSR criteria. The Legal Department is responsible for reviewing and negotiating all Talan supplier contracts for all group subsidiaries.

Our policy aims to do the following:

- Establish responsible and sustainable relationships with suppliers as soon as they are selected.
- Reduce the environmental impact.

*Against a backdrop of continuous growth and the integration of new entities, we decided to hire an expert consultancy to structure the Purchasing function and align our CSR commitments with those of the group as a whole. The group has conducted an audit to assess our processes and the integration of CSR into them. The results have enabled us to choose a purchasing management solution that meets our needs and commitments. We have opted for a regional roll-out, beginning with our head office at the beginning of 2024 and extending it over a two-year period to include the group's other locations.*

*The integration of this solution is a significant step forward for our responsible purchasing. This tool enables us to do the following:*

- Improve the transparency and efficiency of our procurement processes.*
- Optimise our relations with suppliers.*
- Ensure complete traceability of products and services.*
- Meet our commitments in terms of social and environmental responsibility.*

*In addition, automating and centralising these processes makes decision-making easier and helps to reinforce our commitment to sustainable and ethical purchasing practices.*

*By 2025, we will be able to collect and analyse our first purchasing-related performance indicators.*

## **ESTABLISHING A RESPONSIBLE AND SUSTAINABLE RELATIONSHIP WITH SUPPLIERS**

Talan works to have a positive impact in its supply chain by entering into a CSR commitment with its suppliers that are aligned with its CSR ambitions. As early as 2021, Talan began a process to redefine its purchasing practices. Through our policies and the deployment of our CSR commitments, we raise awareness and encourage the choice of local suppliers, thereby strengthening our impact on both ethical and environmental issues.

*Our integrated solution helps us identify and work with suppliers who share our values, helping to create a more ethical and sustainable supply chain.*

*In 2023, our consolidated data shows that all group entities made 59% of their purchases from local suppliers (European entities in 2022). In France, Talan has set up master agreements between our regional agencies giving preference to purchases from partners and suppliers based in France.*

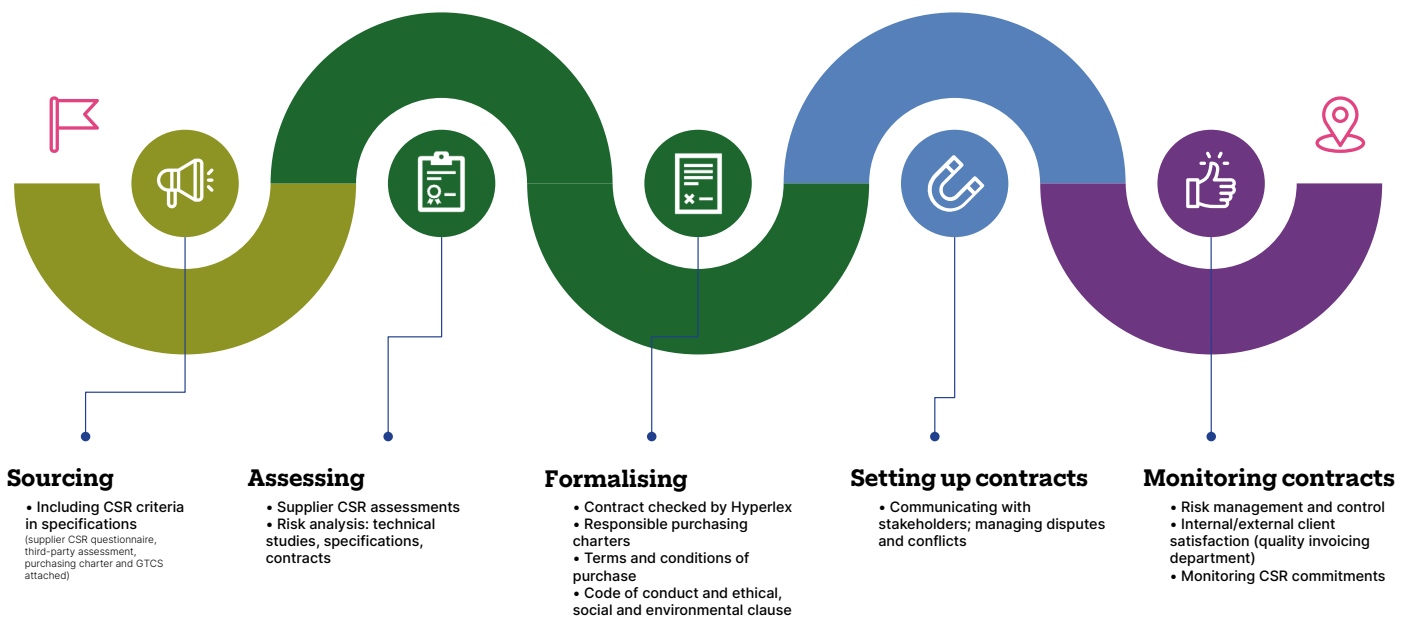
*Our subsidiaries in Spain, Mauritius and France also work with partners who support diversity, such as "Etablissements et Services d'Aide par le Travail", sheltered workshops and specialist employment centres.*

## Mapping of stakeholders

Initially, Talan mapped its purchases in order to better control the impact of each listed type. We then split these purchases into six large groups, representing nearly 60 categories of products or services. This made it possible to study the level of social, ethical and environmental risk associated with purchasing and to associate each group with an appropriate action plan.

## Responsible purchasing processes

Talan has defined a process for limiting the identified risks and fostering the deployment of a responsible purchasing approach within the group.



As soon as it launches requests for proposals in order to select its suppliers, Talan includes social, environmental and ethical criteria in its specifications. Talan's responsible purchasing policy demands that no suppliers are selected without justifying a commitment to a responsible approach, particularly social and environmental matters.

The group's Purchasing managers assess all files using an internal questionnaire on key CSR issues: societal memberships, labels and certifications, respect for human rights, diversity, labour standards, the environment, governance, business ethics and export control. CSR elements represent 50% of the selection criteria. The group's Legal Department also conducts a specific "ethical" assessment to ensure compliance with the Sapin 2 law.

We ask all our suppliers to sign our Responsible Purchasing Charter setting out the commitments we expect regarding ethics, social responsibility and environmental protection, as well as the commitments that Talan makes towards them. Consequently, the Charter makes it possible to ensure a fair purchasing process that complies with international labour rights, applicable laws and regulations, and to develop and maintain trusted ethical and responsible relationships with all suppliers.

*No suppliers are created or integrated into our Purchasing solution unless we have received their signed Responsible Purchasing Charter.*

In all its supplier, customer and partner contracts, Talan includes a compliance clause specifying the principles of ethics and sustainable development. This clause obliges stakeholders to respect the group's ethical commitments and the standards of international law, including basic human rights (child labour, forced or clandestine labour and discrimination), arms trafficking, health and safety, environmental protection, competition law and the fight against money laundering and corruption.

## **REDUCING THE ENVIRONMENTAL IMPACT OF PURCHASING**

The impact of an organisation's purchasing greatly depends on the nature of its business and its structure. At Talan, we have identified our main sources of emissions and, led by our Purchasing department, we are focusing on reducing them through our business travel and digital purchases. The control of these emissions is largely integrated into our purchasing policies.

Since 2022, the group has been working to raise awareness of employees responsible for purchasing and develop their skills so that they understand the significant impact of poor management and the importance of transforming our purchasing practices into responsible ones. Today, over 92% of our Purchasing teams have received detailed training on the environmental and social issues and impacts of the group's supply chain. In addition, the group's CSR team members are all trained to implement a responsible purchasing policy.

*Our objective of raising employee awareness of responsible purchasing could not be measured this year. We gave precedence to implementing our project to transform our purchasing process by integrating the new solution mentioned in our approach. The Purchasing teams in place since 2022 have maintained their level of maturity in these areas.*

### **Purchasing and management of the vehicle fleet**

In 2022, 10% of the group's emissions were generated by the car fleets of countries owning vehicles: France, Luxembourg and Switzerland.

We have set ourselves a common international objective of gradually renewing our service and company vehicle fleets with hybrid and electric vehicles until 100% of the Talan group's fleet has been replaced.

*In 2023, the Swiss and Luxembourg branches introduced a car-sharing scheme for commuters. This initiative, which has been deployed in regions where commuting is still mainly done by car, has had a real impact on emissions from mobile combustion sources. In this way, Luxembourg has managed to reduce its commuting emissions by 150tCO<sub>2</sub>e.*

## *Impacts of our digital equipment purchases and management*

The Purchasing department and our IT department work closely with our suppliers and employees to adopt more sustainable practices. By adopting responsible purchasing and management practices, we aim to reduce our ecological footprint by favouring equipment that is durable, energy-efficient and complies with ethical standards. Our risk mapping confirms the importance of the group controlling its digital purchases and so acting on the entire life cycle of equipment to reduce the environmental risks.

After Talan joined the network of Responsible Digital Institutes (INR) in 2022, it has set up an analysis of its IT assets based on the audit methodology proposed by the network in Europe: WeNR. The aim was firstly to assess the extent of our responsible digital maturity according to the INR requirements, and then to identify ways of optimising the life cycles of IT equipment and reducing our inherent energy consumption.

*The WeNR 2023 audit report assessed our responsible digital maturity on a scale from 0 to 100%.*

*We can now confirm that our maturity has been assessed at between 70 and 75% in the following areas:*

- Raising awareness and training on the challenges of the ecological transition.*
- Adoption of best practices to reduce consumption (energy, paper and storage unit optimisation).*
- Favouring reconditioning for re-use rather than recycling.*
- Internal reallocation of equipment.*
- Extending the duration of equipment holdings.*
- Systematisation and control of WEEE collection with professional service providers.*

*Our ability to integrate sustainable purchasing was assessed at 59%, acceptable in view of the 30% average of companies assessed by WeNR. This initiative is now part of our improvement and reduction actions.*



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**Sourcing****Use****End of life****Global Park**

- |   |  |                                      |
|---|--|--------------------------------------|
| > Integrating environmental clauses in requests for proposals | > Powering down the fleet at night and weekends<br>> 60% of the support team trained to make repairs<br>> Average service life of equipment: 4 years | > Fostering reuse and reconditioning |
|---|--|--------------------------------------|

**Laptop Computers**

- |  |  |  |
|--|--|--|
| > 87% of our computers are certified "Energy Star" compliant by our supplier<br>> 31% of our laptops are certified with the "EPEAT" ecolabel | > Configuration<br>> Storage control<br>> 90% of workstations are maintained at least once a month | > Reconditioning between several internal users<br>> High reparability index for certified computers<br>> Our supplier takes back used computers |
|--|--|--|

**Printers**

- |   |                                  |
|---|----------------------------------|
| > Setting up pool printing<br>> Using recycled paper from ESAT<br>> Configuring printers in economic mode<br>> Informing users about the carbon footprint of printing | > 100% recycled toner cartridges |
|---|----------------------------------|

**Telephones**

- |   |   |   |
|---|---|---|
| > 100% of phones purchased are reconditioned<br>> Responsible product offering from SFR | > 50% of telephones have an integrated dual SIM | > 65% of telephones are entrusted to Emmaüs in order to separate and recycle them or process their components appropriately<br>> 35% of telephones are entrusted to Atelier Bocage for re-use |
|---|---|---|

**Accommodation**

- > No local accommodation  
100% virtualised servers: European Cloud
-

# Developing products and value proposals around social and environmental issues



Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>Rolling out our low-carbon products</li> <li>Setting up a carbon calculator for our products</li> </ul>	% of employees made aware of and/or trained in responsible digital technology	61%	88%	80% by 2024

## RISK DESCRIPTION



## OUR APPROACH

Talan's approach to developing responsible products is based on several key pillars. We invest in the training and awareness of our employees, providing them with the tools and knowledge they need to understand and integrate social and environmental issues into their work for our customers. We create new products by working closely with companies with expertise in these areas, fostering strategic partnerships. By highlighting the positive social and environmental impact of digital technology, we are committed to promoting sensible practices and building a sustainable future for everyone.

## DEVELOPING OUR RESPONSIBLE DIGITAL MATURITY

As a driver of transformation through digital technology, Talan believes that digital technology is a major lever for the economic and social development of society in its broadest sense. We are committed to reducing the impact of our businesses and those of our customers in the development of solutions and services. Each employee must be able to choose suitable infrastructures and technologies in order to help achieve the sustainability objectives the group has set itself.

Our training catalogue is updated in response to our employees' desire to develop their skills in responsible digital technologies. To raise their awareness of this major issue, we have set up awareness-raising modules and workshops.

*We were able to reach our target by 2023, with 88% of our employees aware of their digital responsibility. We will strive to reach 80% each year as we integrate new acquisitions into the group.*

***The awareness MOOC on responsible digital technology**, which is available to all employees, is one of the mandatory modules widely provided to everyone.*

***The internal Fresque du Numérique ('Digital Fresk')** launched for the first time in the first half of 2022. Based on expert reports and studies, this workshop aims to raise awareness of the environmental and social impacts of digital technology. Nearly 400 employees learned from this workshop.*

Talan has also signed the Planet Tech'Care manifesto, recognising that environmental changes have a negative effect on human societies and ecosystems. This manifesto, supported by Numeum (formerly Syntec Numérique), commits companies to measuring and reducing the environmental impact of their digital products and services. Talan is one of the signatories committed to promoting a more responsible digital future.

## **DEVELOPING A RESPONSIBLE BUSINESS**

Talan is committed to a responsible approach to digital development for the group's benefit, relying on the following levers defined by the INR for developing its business:

These complementary concepts form a virtuous ecosystem within which the group operates:

→ Talan implements Green IT by working with its customers on infrastructure optimisation projects and using eco-design methods.

→ The group uses digital technologies to find solutions to environmental problems, adopting an 'IT for Green' approach. To achieve this, Talan has developed environmental monitoring solutions (H.O.P.E) and sustainable mobility management solutions (My Talan Carbon Footprint). Industrial process optimisation assignments also enable Talan to focus on innovative solutions for and with its customers.

→ The group also focuses on the Human for IT aspect by providing training courses tailored to its employees and encouraging creativity and innovation while integrating diversity, inclusion and user expectations.

→ Lastly, Talan is developing the IT for Human aspect by training its employees in digital accessibility, and by creating applications and tools to improve health and well-being (Fondation des Hôpitaux, Women For Women, Aiiitense, etc.).

Talan incorporates these key pillars of digital responsibility into its development strategy with the aim of actively contributing to a more sustainable, inclusive and people-centred digital future.

In January 2023, Talan created its CSR Factory division, which is bringing an internal dynamic to environmental and social issues:

→ A special training programme set up for consultants.

→ A guide for responsible consultants bringing together a selection of good practices so that everyone can contribute at their own level to achieving one or more of the UN's Sustainable Development Goals.

→ 60 CSR contacts across all of Talan Consulting's divisions have volunteered to perform a sector watch and play an active role in building awareness and sharing within their division.

This incubation phase supported by the group's CSR division in 2023 has enabled Talan to integrate CSR issues into our value proposals. In January 2024, this incubator will move on to a second phase with the development of a community of practices so that each informed consultant becomes an active consultant, deploying these values within our sectors and cross-functional products.

Talan's determination to provide a positive value proposal through its professions is partly reflected in its strategic choices. In 2023, Talan announced the acquisition of Gemserv, a UK-based company. This acquisition will strengthen the group's energy and digital transition expertise. This new subsidiary proudly displays one of the highest awards for environmental and social performance, the B Corporation certification.

Gemserv works across a range of sectors including energy, carbon reduction, healthcare and the public sector, to meet today's social and environmental challenges. The acquisition will enable the group to provide its customers with concrete support for their low-carbon transition, thanks to its expertise and activities, some of which are listed below:

- Support for the energy transition and the reduction of carbon emissions.
- Consultancy on the circular economy and Corporate Social Responsibility.
- Development of an energy efficiency programme in London to help residents better manage energy costs.
- Deployment of smart meters.
- Setting up of heating networks and deployment of heat pumps.
- Supporting the transition of transport modes (hardware and software engineering) towards low-carbon solutions.

With its expertise and solutions, this new subsidiary is strengthening the group's influential role in the sustainability field. In 2023, it took part in COP28, lending its voice to global efforts towards achieving the "net zero" objective. The company highlighted its commitment to sustainability and decarbonisation, focusing on practical solutions for achieving carbon neutrality. Gemserv's Director of Energy Consulting shared his thoughts on the importance of implementing existing technologies, such as those at the world's largest solar power site. With Gemserv, Talan aims to contribute to effective and adaptable solutions for the needs of the MNEA region.

### **IT For Green:** *Talan develops environmental monitoring solutions*

#### **• HOPE carbon footprint simulator**

*We have worked to roll out an application that makes it easier to calculate the carbon footprint of our products, entitled "HOPE" (Harmonizing Optimization and Precision in Emissions). This simulator enables us to estimate the environmental impact of our missions, an essential step in setting emission reduction targets and monitoring progress.*

*HOPE therefore helps us target the most effective reduction actions by identifying the areas where emissions are highest.*

*It helps us to assess the evolution of the carbon impact of our projects and to advise our customers on adopting a more environmentally-friendly trajectory.*

#### **• My eCarbon**

*Developed by Gemserv, My eCarbon is an application that enables a company's employees to calculate their digital carbon footprint and record their carbon emission levels. It generates personalised suggestions for improvements.*

*This solution is designed to help businesses and individuals reduce their carbon footprint.*

## Increasing our societal impact



Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>Promoting virtuous actions for the group, including the fostering of inclusion</li> <li>Setting up a solidarity commitment platform to make volunteering and patronage easier</li> </ul>	Amount of donations/patronage	€92,123.70	€502,858.27	NA

### OUR APPROACH

Increasing our societal impact is an important objective for the group, reflecting our values and our humanist commitment. By promoting our employees' commitment to solidarity and using digital technology to help build a more sustainable society, we aim to encourage and make a positive contribution to a number of society's issues. Every year, we support numerous initiatives through partnerships with schools and associations, targeting crucial issues such as equal opportunities, parity in our professions and digital inclusion. Set against a backdrop of rapid digital growth, we are integrating inclusive technologies into our projects, ensuring that they are accessible to all. This creates an environment in which everyone, regardless of their ability or background, can fully benefit from technological advances, contributing to a fairer and more inclusive society.

### PROMOTING OUR EMPLOYEES' COMMITMENT TO SOLIDARITY

As part of its strategy of commitment to societal issues, Talan is strengthening its solidarity initiatives by offering all employees the opportunity to get involved in local communities and associations.

All employees in the Americas and France have access to a solidarity platform. It enables them to find out about local volunteering opportunities and get in touch with associations. This gives them the opportunity to apply their skills to social and environmental causes, broaden their professional scope and actively help to solve social and environmental issues. The group's implementation of this initiative strengthens Talan's social impact while reinforcing the commitment and development of its employees, positioning it as a responsible and committed player.

*In 2023, the commitment platform enabled employees to get involved in more than 740 challenges and offer 220 hours of support to associations. 100% of the employees who have carried out missions say that they felt they had been useful and had served a cause, and that this gave more meaning to their daily lives.*

*67% of the employees who have completed a mission say that it contributed to their desire to stay in the group.*

*In 2024, Talan will extend this initiative internationally by rolling out this product in other group countries.*

## INVOLVEMENT IN EDUCATION AND FUTURE GENERATIONS

### *Relations with schools*

The Talan group is actively involved in promoting relations with schools, intervening in various ways to encourage the exchange of knowledge and the professional development of students. Talan takes part in forums, runs conferences, produces business cases, runs courses and organises mock interviews and CV advice.

In France, Talan is committed to hosting second-year trainees for a fortnight. These initiatives aim to create a strong bond with students by sharing knowledge essential for their professional future. In the UK, Gemserv has set up an in-house apprenticeship programme to help students access professional careers, and it offers decarbonisation mentoring to students at the Universities of Manchester and Warwick. These actions illustrate Talan's commitment to an inclusive and sustainable society.

In 2023, Talan continued to affirm its commitment in partnership with the Microsoft AI School by Simplon, aimed at training jobseekers and people undergoing retraining in artificial intelligence professions. Since this partnership was created, Talan has integrated several classes of work-study students into its teams, enabling them to develop advanced technical skills and work on innovative AI and data science projects. These included eight work-study students from the school's Data/IA class, offering intensive training and personalised support over a 15-month period. These work-study students have had the opportunity to enhance their skills with the help of experts from Talan's Artificial Intelligence division, contributing to various projects, such as AI tools for recognising and extracting information from financial invoices. In 2023, the school expanded its network of partnerships and continued to promote inclusion by integrating learners from diverse backgrounds, including women and people with Asperger's autism, into its classes.

### *Supporting future generations*

*Summer Camp:* Talan offers engineering and business students the opportunity to do their end-of-first-year work placement at its Research and Innovation centres in Paris and Tunis. A six-week work placement, starting in France at our research centre and continuing in Tunisia.

This provides an opportunity to work in teams on the issues that concern our customers, to understand how we support them in their transformation, and to discover the diversity of cultures that makes our group so rich. The third Summer Camp organised by Talan Tunisia was attended by almost 100 students selected by a panel of experts. This year's theme was "Technological evolution as a lever for sustainable development", which promoted a rich and varied programme enabling participants to present their ideas. This initiative has led to innovative solutions as part of a group commitment to a more sustainable world.

For the past three years, Talan has made a concrete commitment to the 'Entretiens de l'Excellence' association. The company has given each of its employees in the Hauts-de-France region the opportunity to support a young secondary school pupil in their development of a career plan, enabling them to gain a better understanding of the business world, overcome social intimidation and discover the digital professions. The employees were able to take part in around 15 meetings and offer their time and expertise to guide young people through their academic careers.

## PROMOTING DIGITAL INCLUSION

Talan and its employees actively participate in projects that contribute to the emergence of an innovative, inclusive and human digital society:

Talan's involvement takes the form of concrete actions and strategic leadership, through its Chairman Mehdi Houas, who is actively involved with the 'Talents du Numérique' association. Mehdi Houas has set up a number of initiatives to promote digital skills, facilitate professional retraining and encourage diversity and gender equality in the sector. This association brings together higher education establishments and digital companies and focuses on continuing education and raising public awareness of digital professions.

In France and abroad, our experts are involved in highlighting major issues in our businesses, taking part in themed events and creating content to raise awareness of the social and environmental challenges of digital technology. Special reports on digital education, expert notes on decarbonisation and details of our department's contribution to the challenges of using technological innovations such as generative AI in the workplace are available online. All these initiatives are intended to strengthen our social responsibility in the digital age and raise awareness among our stakeholders.

Talan plays an influential role in encouraging innovation while preventing potential abuses of certain technologies so that it develops human-oriented technological solutions. Mehdi Houas is a regular speaker at international events on the development of generative artificial intelligence, the opportunities it represents and its impact.

Philippe Cassoulat, the group's CEO, has created the Observatory of Metaverses, a think-tank consisting of companies, public bodies and personalities whose aim is to analyse the professional and societal development of metaverses. It aims to promote the development and sharing of tools that encourage and verify responsible and inclusive use and enables Talan to take part in the public debate.

In 2023, Talan has continued to be actively involved in promoting gender equality in the digital professions through its partnership with the 'Femmes@Numérique' foundation, which is supported by the Fondation de France. This initiative aims to raise awareness and encourage young girls and women to take up careers in technology. During its Digital Technology and Computer Sciences Week, Talan, alongside other companies, supported various events designed to explain the digital professions for secondary school pupils, their parents and teachers. The aim is to create vocations and break down the stereotypes associated with technological professions.

# 03

## **BUSINESS INTEGRITY**

Setting an example in our business conduct and complying with business ethics rules throughout our value chain.



## Communicating transparently on the group’s non-financial results and governance

Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>Providing regular information on progress in our commitments</li> </ul>	Pay equity ratio	33	33	Ratio < 100
<ul style="list-style-type: none"> <li>Specifying the role of CSR governance, including in Talan’s geographical development</li> </ul>	GPTW© result: management has a detailed idea of the group’s objectives and knows how to achieve them	78%	74%	Results > 70%

### RISK DESCRIPTION



### OUR APPROACH

To ensure that the group’s CSR strategy is properly deployed, building transparent communication and robust governance on corporate social responsibility is essential in order to meet the expectations of our stakeholders, including our investors and our employees. Our non-financial results must be clearly published each year and our CSR policy must be managed at the highest group level to enable our stakeholders to monitor our progress.

To meet this ambition, every six months the CSR steering committee informs all our employees regarding progress in Talan’s CSR commitments. This keeps them informed of the actions in progress and the key events in the period. At the same time, we are committed to publishing an annual sustainability report for all our stakeholders. This is available on the group’s website.

The Talan Executive Committee provides CSR governance by reviewing the CSR actions on a quarterly basis. Its decisions guide CSR policy in the short, medium and long term. We are committed to regularly disseminating and updating all the organisation charts of the management bodies (supervisory board, executive committee and management committee) so that all employees are kept informed of any changes that have occurred.

## STRENGTHENING OUR REPORTING SYSTEMS

We have continued to set up internal reports containing relevant indicators in order to monitor our various commitments. With the help of the divisions and departments concerned, we are making progress in ensuring that our group data is reliable. We have strengthened this reliability in 2023 by investing in a CSR performance measurement solution, mentioned in the section “Integrating CSR into the strategic plan and business plan” in Chapter 2, which will enable us to provide new indicators in 2024. We have enriched and developed our network of employee contacts within our various entities in each country where Talan is established. This network was called upon during the adoption of our new reporting solution to ensure the success of the data collection campaign.

*The solution has enabled us to harmonise our reporting practices for all our subsidiaries and those that joined us during the year.*

*During the first quarter of 2023, two data collection questionnaires (covering all social, environmental and ethical issues) were sent to 31 data collection points distributed by region and/or legal entity in 12 countries. These data collections enabled us to collect more than 500 indicators, 254 of which were calculated. For this first year of the campaign at this scale, we have achieved an average response rate of over 80%.*

## INCREASING OUR INTERNAL AND EXTERNAL TRANSPARENCY

Since 2022, we have been consolidating and disclosing our performance to our internal stakeholders. In addition, the CSR Department organises face-to-face sessions with all the group’s employees every year in order to state the actions taken and the results achieved. We complement our communications by sharing content and documents, which are freely available on our internal platforms.

In the first half of 2023, we published our first report on our official website, reflecting our dynamic progress and our desire to communicate transparently and objectively with all our stakeholders.

2023 also saw the publication of Talan’s first Communication on Progress (CoP). Publishing the Communication on Progress is a commitment by members of the United Nations Global Compact; it enables Talan to publish the progress it has made during the year in implementing the Ten Principles and its contribution to achieving the 17 Sustainable Development Goals. It states our CSR commitments and reinforces our voluntary approach to progress. Publicly reporting its results to an international institution such as the UN increases the stringency of Talan group’s reporting, positions the group as a proactive element in the implementation of the SDGs, and provides a global view of the impact.

In addition, the measurement and support work carried out between 2022 and 2023 with an external consultancy has enabled us to draw up a public trajectory report, including our Group Carbon Footprint for the three scopes and the definition of our emissions reduction trajectory. This trajectory note is available on our official website.

# Ensuring that the group's application of its ethical risk management policy is exemplary



Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>Raise employee awareness of "Mission incorruptible"</li> </ul>	% of employees made aware of anti-corruption issues	68%	92%	90% in 2023
<ul style="list-style-type: none"> <li>Train the most exposed employees in our international subsidiaries</li> <li>Update the risk mapping</li> <li>Update Gift and Invitation limits by country</li> </ul>	% of exposed employees trained to fight corruption in our international subsidiaries	100%	75% <i>(Extended scope)</i>	100% in 2023
<ul style="list-style-type: none"> <li>Update the anti-corruption SharePoint (France and Group)</li> <li>Announce anti-corruption policies to all employees</li> <li>Draft an annual report</li> </ul>	Number of issues reported via the alert system (Sapin 2 law)	0	0	-

## RISK DESCRIPTION



## OUR APPROACH

The nature of our business makes IT and data security a major issue for the group. Talan must ensure that its management of IT risks and personal data is exemplary.

## CODE OF CONDUCT

The Talan group's Code of Conduct applies to all its employees and to third parties who do business with the group. It reaffirms the group's commitment to legal compliance and social and environmental responsibility, and formalises the rules of conduct and best practice in the field of business ethics.

The Code of Conduct is binding and any breach may result in sanctions. The Code of Conduct is built around four pillars of action:

- The group's policy in terms of respect for the law and the environment,
- Respect for the individual and respect for society's assets,
- Anti-corruption policy,
- Competition law compliance policy,
- The Code of Conduct also sets out the measures taken to alert, sanction and raise awareness of the need to comply with the provisions of the Code.

## FIGHTING OF CORRUPTION

Fighting corruption and influence peddling are central elements of the Talan group's business conduct and commitments. The Talan group's anti-corruption policies apply to all its subsidiaries, employees and stakeholders and are based in particular on the French "Sapin 2 law", the US federal "Foreign Corrupt Practices Act of 1977" and the UK "Bribery Act 2010". Consequently, the group has set up an anti-corruption system to guide the actions of Talan's employees and stakeholders on the following common principles.

### *Governance*

The management body promotes and disseminates an anti-corruption compliance culture within the Talan group as well as to third parties. Together with the Compliance team, it defines the risk management strategy and deploys the most effective means for defining, implementing and controlling the anti-corruption measures and procedures in accordance with procedures that are suitable for and proportional to the risk profiles to which the group is exposed.

The Group Chief Compliance Officer, along with the Deputy Group Chief Compliance Officer, is responsible for steering the deployment, implementation, assessment and updating of Talan's anti-corruption compliance programme. He assists and advises the group's employees on a daily basis and reports annually to the management body, drawing up a formal report on the overall effectiveness of the anti-corruption system.

### *Mapping of anti-corruption risks*

In order to analyse, identify and prioritise the risks of the group's exposure to corruption and influence peddling, a risk map is regularly updated, taking into account the nature of our activities, sectors and geographical areas in which the group operates, as well as the categories of third parties with which the group interacts. This was done in all group subsidiaries, and any entity joining the group is required to comply with it, in accordance with the M&A acquisition target integration procedure.

### *Changes in third parties*

The Talan group has a third-party evaluation procedure for assessing the situation of its third parties (customers, suppliers, acquisition targets, intermediaries, etc.) in relation to its risk mapping. The purpose of these evaluations is to assess the third party's level of compliance with the anti-corruption policy, in order to decide whether or not to enter into a business relationship, to continue the business relationship or to terminate it. This involves regular audits of our most important customers and suppliers. In addition, all the group's contracts have clauses that oblige co-contractors with which it has a business relationship to comply with Talan's anti-corruption policies.

### *Gifts and invitations policy*

Talan has set up a gifts and invitations policy, along with a guide specifying the gift and invitation limits for each country, to help group employees to decide correctly whether to offer or accept a gift or invitation in the context of their work and so comply with the Talan group's ethical and social policy and the various anti-corruption regulations.

### *M&A transactions*

The group has produced a guide specifically on M&A transactions with the aim of assessing the existence and maturity of the anti-corruption programme of target companies and then organising their integration into the Talan group system.

This guide is structured around three main stages:

- An initial assessment before negotiations begin with a potential target to enable any conflict of interest to be detected;
- Anti-corruption due diligence is carried as soon as discussions begin with the target company and throughout the acquisition procedure;
- A target integration programme intended to ensure that the company complies with the group's anti-corruption policy, including a presentation of the anti-corruption system and the deployment of the group's anti-corruption policy, as well as training and monitoring.

### **WHISTLEBLOWER MECHANISM**

The Talan group has a whistleblower mechanism for collecting reports of conduct or situations that break the law and the group's internal policies.

A special internal procedure lists the mechanism's general principles (mechanism scope, whistleblowers, status and guarantees of the whistleblower, the whistleblower function, whistleblower confidentiality and protection of personal data) and specifies the operation of the internal whistleblowing procedure (receiving alerts, admissibility analysis, guarantees offered to persons concerned by the whistleblowing alert, investigation and closure of the investigation).

The whistleblower mechanism may be used by all Talan group employees, whether internal or external, permanent or temporary, regardless of their role, business sector or country; as well as by all Talan group stakeholders (customers, service providers, suppliers, subcontractors, etc.).

## TRAINING AND INFORMING

The training process is a central element of the anti-corruption system. The group offers all its employees a multilingual digital programme raising awareness of the fight against corruption. This programme is mandatory for all employees joining the group, with a certificate of success at the end.

The compliance team also provides special training to the group employees most exposed to corruption risks, through in-depth modules on certain topics such as the gifts and invitations policy, the whistleblower mechanism and conflicts of interest. The aim of this training is to enable the employees most at risk to improve their understanding and knowledge of the Talan group's anti-corruption system and to identify a situation that is contrary to our internal policies and take the appropriate measures immediately.

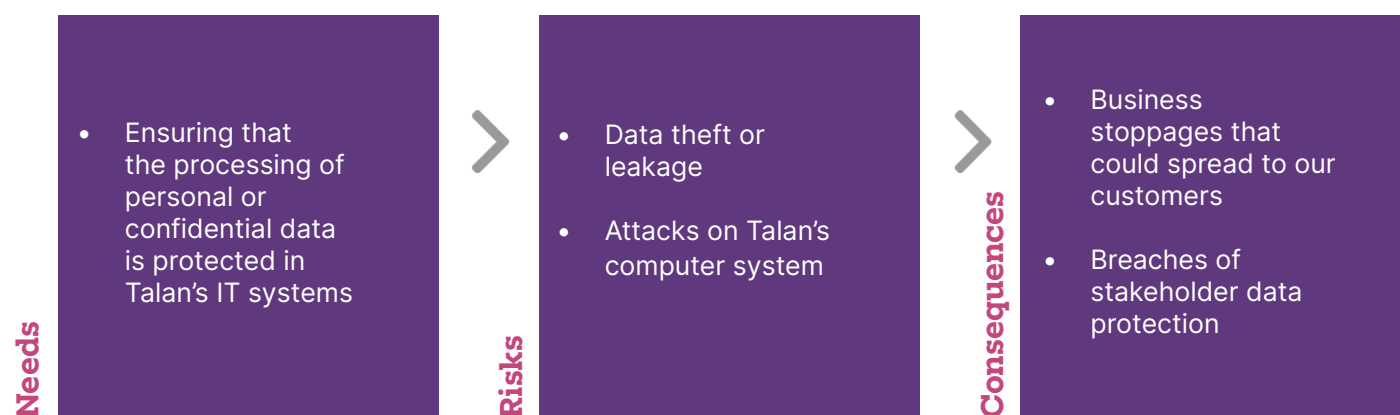
In order to make its commitments known to employees and stakeholders, the Code of Conduct, the gifts and entertainment policy and the internal whistleblowing procedure are announced and distributed to all Group employees and are also available on the Talan group's internet and intranet sites in English and French.

*In 2023, we informed all our employees of the group's anti-corruption policies and procedures. Since 2022, 92% of our employees have been made aware of anti-corruption issues via the "Mission Incorruptible" e-learning module, and 55% of exposed employees in international subsidiaries have received in-depth training from the Compliance Team. While the awareness-raising aspect is well in place at Talan, including within newly integrated companies, one of the Compliance team's challenges consists of deploying a collaborative and automated tool for evaluating third parties in all our subsidiaries.*

## Providing business continuity via cybersecurity and ensuring that the group’s personal data management is exemplary

Key actions	Key indicators	2022	2023	Main objectives
<ul style="list-style-type: none"> <li>• Increase ISS maturity within the group through ISMS implementation (ISO 27001)</li> </ul>	Number of ISO 27001-certified scopes	1	4	3 by 2024
<ul style="list-style-type: none"> <li>• Ensure employee awareness of cybersecurity</li> </ul>	% of employees who have completed the cybersecurity awareness modules	74%	98%	80% by 2024
<ul style="list-style-type: none"> <li>• Roll out mandatory awareness-raising campaigns on personal data protection</li> </ul>	% of exposed employees trained in personal data protection	-	38%	70% by 2024
<ul style="list-style-type: none"> <li>• Deploy and distribute the ISS document corpus</li> </ul>				

### RISK DESCRIPTION



### OUR APPROACH

The nature of our business makes IT and data security a major issue for the group. Talan must ensure that its management of IT risks and personal data is exemplary.

### IT SYSTEM SECURITY

Talan views information security as an absolute, well-established priority of group-wide policies, to ensure that all staff understand their information protection responsibilities and so protect the confidentiality, integrity, accessibility, availability and traceability of data.

The group provides its employees with the communication systems, hardware and software they need to conduct their business.

All employees must comply with the Talan group's security policies and procedures whenever they use group IT assets. Each Talan group employee's information security risks are reported on a monthly basis.

The Group Cybersecurity Division (DCG Talan) has a group Information Systems Security Policy (ISSP) validated and approved by it. This document applies to all employees and contractors (including consultants and temporary staff).

The group's ISSP controls its risks by defining applicable security measures. This ISSP is regularly reviewed and based on the best international standards, including the ISO 27001 standard. It applies to all information and its processing (creation, retention, exchange and deletion) in material or dematerialised form (e-mail, paper, image, etc.), and to any individual with access to the Talan group's information system, whether inside or outside it. By extension, subcontractors contributing to the operation of the information system, publishers, manufacturers and service providers, will be subject to a set of rules consistent with the ISSP, regardless of their location.

*In 2023 we were able to certify three additional perimeters, bringing the total to four ISO 27001-certified perimeters: our subsidiaries Gemserv, Talan Tunisia, Talan Consulting España, and our Data & Technology Business Unit in France.*

*Talan has reinforced this approach in France and Tunisia by requesting a CyberVadis audit in 2023, for which they were awarded a Gold medal.*



DCG Talan considers that ensuring the awareness of group employees is essential. Consequently, each employee is made aware of information security issues as soon as they join Talan. Best practice in information systems security is announced across a wide range of systems: Integration session; Awareness platform; False phishing campaign; Display on dynamic screens; SharePoint "Group Cybersecurity Department" and communication emails.



## PROTECTION OF PERSONAL DATA

Talan is committed to respecting privacy and protecting personal data, and it has implemented a programme to ensure compliance with all applicable data protection laws and regulations, particularly those relating to personal data. The mission of the Data Processing Officer (DPO) is to lead this compliance programme. This involves him or her identifying all processing of personal data within the Talan group, recording it in a register and ensuring that it is used in accordance with the General Data Processing Regulation (GDPR). The DPO also ensures that the fundamental principles set out in the GDPR are applied within all Talan's entities and business units. He or she guarantees that the group complies with the applicable laws and regulations on the protection of personal data. The DPO has representatives trained in the fundamental principles of personal data protection in all departments and subsidiaries.

As part of its compliance programme, Talan has adopted a personal data access policy that limits access to personal data solely to employees authorised to do so by virtue of their role and restricts the rights and authorisations of all employees solely to the data they require in connection with their duties (least privilege rule). In addition, the group has implemented a strong password management policy (two-factor). In addition to the confidentiality clause in its employee employment contracts, all users of its IT systems must sign a charter reiterating the issues and responsibilities of each person, and a special charter has been drawn up for high-privilege users.

In the event of a data breach, the Talan group has a procedure intended to provide a unified response in the actions to be taken and remedial measures. Lastly, whenever necessary, and particularly when a new technological solution is proposed, an impact assessment is carried out to ensure that it complies with Talan's personal data protection principles.

Talan has also rolled out a procedure for managing any access rights requests made by data subjects in relation to processing carried out by the group. The access rights management procedure is intended for all Talan managers and employees liable to receive requests from data subjects concerned by the processing of personal data that Talan implements as Data Controller, or as Subcontractor in accordance with the instructions of a customer or partner acting as Data Controller. This procedure ensures that access rights requests are managed within a transparent framework that complies with the principles laid down by the laws and regulations in force, and in particular articles 13 to 23 of the GDPR.

When necessary, Talan orders audits to check for the compliance of measures intended to ensure that its information system and the confidential information it contains are secure.

In addition to internal audits, customers or approved certification bodies (ISO 27001, INR, etc.) can also demand an external audit. The Talan DPO is responsible for all inspection processes applicable to confidential information, and he or she can also be called on for the management of incidents, crises or internal/external alerts.

In 2022, we will have trained 100% of the people exposed to the conflict over personal data in specific modules (mainly members of the DPO team and Human Resources and Marketing staff). In 2023, Talan has decided to extend awareness-raising to all Talan employees in France. 66% of all Talan employees in France, and 38% of Talan employees worldwide, are aware of the fundamentals of personal data protection. Talan's objective for 2024 and 2025 is to extend the scope of this awareness-raising to all Talan employees worldwide.

The DPO team has initiated a procedure to implement Binding Corporate Rules (BCR). Talan is required to exchange data with its subsidiaries around the world, sometimes in countries that the European Union does not recognise as suitable for the processing of personal data. The BCRs will enable Talan to provide a legally binding framework for data transfers outside the European Union while also undertaking a global compliance process throughout the group.

All procedures must be audited by the French data protection and personal liberties authority (CNIL) and then approved by the local competent authorities. We hope that in 2024, these BCRs will be deployed at the group level and will provide a data protection system consistent with international best practices. They will be included in our user charters and mentioned in our Code of Conduct.

In 2024, Talan has adopted a data retention policy in line with the continuous improvement of its processes. This is implemented as part of the group's certification process. The purpose of this policy is to set out the conditions under which Talan retains data, and more specifically the personal data that it processes as Data Controller.

This policy has been drafted in accordance with the CNIL guidelines on data retention. The group's data retention policy is accompanied by a procedure setting out the applicable retention periods depending on the type of data processed.

# SOCIAL INDICATOR SUMMARY

The background features a solid blue upper section. Below this, a large purple triangle points downwards from the right edge. At the bottom left, a white triangle points upwards. At the bottom right, a pink triangle points upwards. The purple and pink triangles meet at a vertical line, and their top edges are slanted.

Number of FTE employees (*excluding interns and work-study students)	FTE headcount 2023	Women	Men	Neutral
Belgium	121.8	18%	81%	0.8%
Canada	405.1	35%	65%	0.4%
Spain	126.2	35%	65%	0.0%
USA	69.4	31%	69%	0.0%
France	2628.3	35%	65%	0.0%
Luxembourg	126.3	24%	76%	0.0%
Mauritius	48.9	31%	69%	0.0%
Poland	22.4	36%	64%	0.0%
UK	453.8	36%	64%	0.2%
Switzerland	124.3	19%	81%	0.0%
Tunisia	457.6	54%	46%	0.0%
<b>Group total</b>	<b>4584</b>	<b>36%</b>	<b>64%</b>	<b>0.1%</b>

Interns and work-study students present during the year	As at 31/12/2023	As at 31/12/2022	As at 31/12/2021
Canada	9	8	0
Spain	8	0	0
USA	1	3	1
France	156	166	90
Luxembourg	12	10	5
UK	0	0	0
Switzerland	6	3	1
Tunisia	0	1	0
<b>Group total</b>	<b>184</b>	<b>191</b>	<b>97</b>

Breakdown by country	As at 31/12/2023	As at 31/12/2022	As at 31/12/2021
Belgium	2.7%	/	/
Canada	8.8%	10.8%	3.0%
Spain	2.8%	2.0%	1.4%
USA	1.5%	1.6%	1.0%
France	57.3%	62.8%	68.4%
Luxembourg	2.8%	3.0%	3.4%
Mauritius	1.1%	/	/
Poland	0.5%	/	/
UK	9.9%	5.8%	8.0%
Switzerland	2.7%	3.0%	3.1%
Tunisia	10.0%	11.0%	11.7%

# METHODOLOGICAL NOTE

The background features a solid blue upper section. Below this, a diagonal line separates the blue from a white area on the left and a purple area on the right. A pink triangular shape is positioned at the bottom right, overlapping the purple area.

## METHODOLOGICAL NOTE

- *Data verification and consolidation*

The data presented in this document is initially validated by the Human Resources and Transformation Organisation Department and the CSR Manager.

It is submitted to all managers of the scopes in the indicators for the various subjects concerning them, for a second validation.

- *Breakdown of entities by geographical region*

In France, Talan operates in eight cities: Amiens, Aix-en-Provence, Bordeaux, Lille, Lyon, Nantes, Rennes and Toulouse. Talan also operates internationally in seven other countries, the entities of which are described below.

Geographical region	Company names of entities
Belgium	DataRoots
Canada	Talan Canada / Talan Conseil Canada / Insum Solutions Inc. / Createch
Spain	Talan Consulting España
USA	Talan LLC / INSUM Solutions Corp
France	Talan SAS / Talan Solutions / Talan Corporate / Talan Labs SAS / Talan Consulting / Keyon by Talan / KPF-SI / PàP / Pastad / Dunette / Talan Holding
Mauritius	PASàPAS Mauritius
Luxembourg	Talan Luxembourg
Poland	Talan Poland SP Z.O.O
UK	Talan Consulting UK / Business Data Partners / GEMSERV
Switzerland	Talan SA
Tunisia	Talan Tunisie Consulting

- *Scope*

By default, the consolidation scope consists of all wholly- or partially-owned Talan entities consolidated in our group's financial statements. However, some entities do not report all social and environmental indicators. Action plans are planned for some indicators in order to obtain data for the next financial years. These are either more recently acquired entities, sites for which certain indicators are less applicable or partially-owned entities. The list of entities that do not report certain indicators may differ depending on the indicator concerned. The following table shows the scope of each indicator.

<b>Subject of indicators</b>	<b>Scope</b>	<b>Indicators concerned</b>
<b>People Business</b>		
Health and Well-being	Group	Overall employee satisfaction rate according to the GPTW© scale
	Group Group	Absenteeism rate Occupational Accident frequency rate
Inclusion and Diversity	Group	% of women in ECs
	Group	% of employees made aware of discrimination or harassment matters
Training and professional development	Group	% of group employees that received at least one training course per year
	Group	Number of training hours per employee each year
	Group	% of employees who had a periodic appraisal interview
Innovation and Commitment	Group	Number of days dedicated to research per year
Customer quality	Group	
<b>Sustainable Business</b>		
CSR governance	Group	% of Executive Committee member variable pay linked to a common CSR objective
	Group	% of new employees made aware of the Group's CSR strategy
Responsible purchasing	Group	% of purchases made from local suppliers
	Europe	% of buyers made aware of Purchasing Managers
Carbon footprint	Group	% of group employees made aware of climate issues and/or digital sobriety Direct GHG emissions (Group) Scope 1 Indirect GHG emissions (Group) Scope 2 Other indirect GHG emissions (Group) Scope 3
CSR products	Group	% of employees made aware of and/or trained in responsible digital technology
Communities and inclusion through digital technology	Group	Amount of donations and patronage
<b>Business Integrity</b>		
Communication	Group	Pay equity ratio GPTW© result: management has a detailed idea of the group's objectives and knows how to achieve them
Business ethics	Group	% of employees made aware of anti-corruption issues % of exposed employees trained in anti-corruption Number of issues reported via the whistleblower system (Sapin 2 law)
IT security	Group	Number of ISO 27001-certified scopes % of employees who have completed the cybersecurity awareness modules % of exposed employees trained in personal data protection

## CALCULATION METHODS

Figures are provided per fiscal year, unless specified otherwise with the data. Talan's fiscal year begins on 1 January and ends on 31 December.

### *Social data*

The social data is calculated for the registered workforce and for the positions held (which exclude suspended contracts). The registered workforce consists of people with an employment contract; this excludes interns, temporary workers and seconded employees.

- Registered workforce: staff distribution, geographical region, change in workforce, turnover rate and gender breakdown.

CIFRE (industrial doctoral research) and work-study agreements (apprenticeship or vocational training) are included in **the fixed-term contracts**, but not interns or international volunteers in companies (VIE).

**The FTE headcount** corresponds to all the employees on the above-mentioned contracts, taking into account their presence over the 12 months of year N and their contractual working hours.

**The absenteeism rate** is the number of days of sick leave divided by the number of days worked.

**The frequency rate** is the number of accidents resulting in lost time over the fiscal year multiplied by a million and divided by the number of hours worked over the period.

**Safety indicators** such as the frequency rate are monitored and disseminated annually. They are calculated over a rolling year, making it possible to see their evolution over time.

**Lost-time accidents** are accidents that have resulted in at least one day not worked (the day of the accident is not counted).

**The equity ratio** is the average annual gross pay of the employees of Talan Holding divided by the average gross annual pay of all FTE employees. All pay is converted into euros and excludes variable pay.

### *Environmental data*

**Carbon footprint:** Our group's inventory of greenhouse gas emissions was carried out based on business data for the 2023 calendar year.

Scope 1: direct energy consumption at the sites; direct emissions of greenhouse gases not derived from energy (process and air conditioning gases).

Scope 2: indirect energy consumption by entities.

Scope 3: purchases of goods and services, including subcontracting; carriage of goods inwards and outwards; personal travel: commuting and business travel of employees and visitors; collection and treatment of waste generated on sites; property, plant and equipment; end of life of products and packaging placed on the market.

The carbon footprint for 2023 covers, for the group scope, the three scopes of emissions, i.e. 4,462 employees at 26 sites in ten countries.



To calculate our emissions, our service provider Tennaxia merges our business data with the most recent emission factors. This methodology is certified compliant with the GHG Protocol. The uncertainty associated with the result is due to the unavailability of certain data such as that related to the impact of our services, due to the lack of data. The raw data missing for some countries has been replaced by national estimates and averages in order to be included in the calculation of our Carbon Footprint.

**Water and energy consumption:** The water and energy consumption figure is the invoiced consumption.

#### *Societal data*

Percentage of employees who have taken the e-learning course on the Code of Conduct: The rate is calculated by dividing the number of employees as at 31 December 2022 who have taken the module by the total number of people at Talan.

#### *Methodological limits*

Talan does not consider that it bears any major risk or opportunity on issues relating to the fight against food insecurity, food waste, respect for animal welfare, or responsible, fair and sustainable food. Consequently, these subjects are excluded from our report.

# SDG & GRI CORRELATION TABLE

The background features a large, abstract geometric composition. A light blue area occupies the top-left and middle-left sections. A dark purple area is on the right side, and a bright pink area is at the bottom-right. A white area is in the bottom-left corner. The shapes are defined by sharp, diagonal lines.

<b>Commitments/Issues</b>	<b>Chapter</b>	<b>Page no.</b>	<b>GRI</b>	<b>SDG</b>
<b>#1 People Business</b>				
Providing a balanced and welcoming working environment for our employees	1	18	401-1, 401-2, 401-3, 403-3, 403-6	3. Good health and Well-being
Increasing diversity through professional parity and inclusion	2	22	102-8, 405-2	5. Gender equality 10. Reduced inequalities
Facilitating access to training and career development for employees	3	26	404-1, 404-3	4. High-quality education
Encouraging a sense of initiative and promoting collaborative innovation	4	30	-	9. Industry, innovation and infrastructure
<b>#2 Sustainable Business</b>				
Integrate CSR into the strategic plan and business plan	5	33	102-35	
Define an environmental trajectory	6	36	305-1, 305-2, 305-3, 305-5	13. Measures for fighting climate change
Implementing a responsible purchasing approach in line with our societal commitments	7	44	308-1, 414-1	12. Responsible consumption and production 13. Measures for fighting climate change
Developing products and value proposals around social and environmental issues	8	50	-	9. Industry, innovation and infrastructure 12. Responsible consumption and production
Increasing our societal impact	9	54	-	10. Reduced inequalities
<b>#3 Business Integrity</b>				
Communicating transparently on the group's non-financial results and governance	10	58	-	
Ensure that the group's application of the ethical risk management policy is exemplary	11	60	102-16, 102-17, 205-1, 205-2, 205-3	16. Peace, justice and strong institutions
Providing business continuity via cybersecurity and ensuring that the group's personal data management is exemplary	12	64	-	

<b>Constituent elements of the CSR report</b>	<b>Chapter</b>	<b>Page no.</b>	<b>GRI</b>	<b>SDG</b>
Editorial		04	102-14	
About this report		05	102-51	
Purpose		07	-	
Business model		07	102-1, 102-2, 102-3, 102-6, 102-7, 102-16, 201-1	
Materiality analysis		09	102-15, 102-21, 102-29, 102-47	
Talan CSR strategy		09	102-15	
CSR governance		11	102-18, 102-20, 102- 22, 102-23, 102-26, 102-31	
Societal commitments and memberships		12	102-12, 102-13	
Performance chart		14	403-2, 406-1	
Methodological note		70	102-45, 102-46, 102-49, 102-50, 102-51, 102-52	
Correlation table		75	102-55	
Contact	Back cover		102-53	

**TALAN**

Positive innovation

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