



Positive innovation

Non-Financial
Performance
Report 2024

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Editorial

As a committed player, Talan continues to invest in sustainable growth addressing 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 360-degree approach to social and environmental responsibility, working to bring about significant change and embed these issues in our DNA. The solid foundations we have been building since 2021 will enable our organisation to achieve a sustainable and positive transformation.

2024 marks a defining moment in the Talan Group's CSR trajectory. The integration of new entities in France and abroad has enabled us to take a significant step forward, reinforcing our position as a player committed to responsible digital transformation, serving people and the environment.

Our ambition remains unchanged: to combine technological innovation with a positive impact for our employees, our customers and society as a whole. Once again this year, we have successfully addressed several challenges, reflecting both our growing maturity and our ability to anticipate change.

We have conducted in-depth work on our double materiality analysis and the identification of our Impacts, Risks and Opportunities (IROs), as part of a proactive approach to complying with the CSRD directive. This analytical foundation enables us to better prioritise our challenges and make our strategy even clearer to all our stakeholders.

Our ethical commitment has reached a new milestone with the achievement of BCR (Binding Corporate Rules) certification, a proof of maturity in personal data governance at an international level. At the same time, we have expanded our integrated management system with ISO 14001 and ISO 45001 certifications, strengthening our structural framework in the areas of environment and health and safety.

Our Research & Innovation centre has continued to develop, working closely with CSR issues. Concrete solutions have been deployed in the areas of generative artificial intelligence, ESG performance, digital sobriety and carbon footprint measurement. This strong link between research, technology and societal impact is a hallmark of Talan.

Our EcoVadis Platinum medal (83/100), awarded for the first time this year, is strong acknowledgment of the consistency and strength of our approach. All of our entities are also Great Place to Work® certified, reflecting the professional environment we strive to create: one that is demanding, inclusive and fulfilling.

At a time when trust, adaptability and transparency are becoming key performance criteria, it is our responsibility to continue transforming these requirements into concrete opportunities, both for the Group and for our customers.

Together, let's continue this drive for collective progress and lasting impact.


Nicolas Recapet,
Group Executive VP HR, CSR & Transformation



Chloé Vinel
Group Head of CSR



FRAMEWORK FOR DECLARATIONS

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FRAMEWORK FOR DECLARATIONS

In 2022, Talan gave concrete form to its voluntary societal engagement with the publication of its first non-financial performance report, which made partial reference to the universal standards of the Global Reporting Initiative (GRI) on a voluntary basis.

Aware of the need to anticipate new regulatory challenges, this 2024 report has been prepared with partial reference to the Corporate Sustainability Reporting Directive (CSRD) as transposed into French law by Order No. 2023-1142 of 6 December 2023. We have included information relating to the analysis of our double materiality, including the presentation of our impacts, risks and opportunities (IROs) in accordance with the ESRS framework.

SCOPE OF REPORTING

The Group has made significant efforts to integrate all of its entities into its sustainability strategy, particularly in France, which accounted for 63% of the Group's workforce at the end of 2024. To ensure transparency regarding our commitments, details on the scope of our policies and actions are provided throughout the report.

As an international company, our policies reflect the guidelines common to all our subsidiaries, without going into detail about local specificities, to ensure global consistency. However, each entity retains the ability to adapt these policies to the realities of its local context, while complying with the requirements defined at Group level.

Thanks to our reporting tool, we have ensured that the indicators monitored cover the entire scope of the Group. However, certain operational or technical difficulties have limited the completeness of data collection for some indicators across the entire scope. We have specified the percentage of the scope actually covered for each indicator in the methodological note at the end of the report. This information allows for a transparent assessment of the representative nature of the published data.

EXCLUSIONS AND CHANGES IN SCOPE

At the end of 2024, the Talan Group finalised the acquisition of two companies: Micropole, based in France and internationally, and Coexya, based in France. Both these entities have been included in the scope of consolidation for the full 2024 financial year. Already committed to publishing its own CSR report, Coexya has also produced a separate CSR report for 2024, which is available online.

Some acquisitions made at the very end of 2024 have not been included in the 2024 non-financial reporting scope, given their consolidation date and the time needed to harmonise reporting practices. These are :

- NineFeetAll, a company specialising in digital transformation consulting and project management, with approximately 50 employees, representing approximately 1% of the overall scope.
- Thinkmax, a company focused on developing innovative technological solutions, with approximately 40 employees, representing approximately 0.8% of the overall scope.

These entities will be included in the reporting scope from the 2025 financial year onwards.

DATA COLLECTION AND CONTROL PROCEDURES

Non-financial data is collected using a dedicated digital tool deployed across the Group, which centralises, tracks and verifies the information provided by the various entities. Each local contributor is responsible for entering data for their area of responsibility, according to a reporting schedule defined in advance.

To ensure consistency in practices and reinforce ownership of reporting requirements, weekly drop-in sessions in French and English were set up throughout the campaign. These sessions enabled contributors to communicate directly with the CSR team to ask questions and resolve any issues. In addition, thematic discussion groups were set up to promote the sharing of best practices among peers.

Each indicator is accompanied by a precise and contextualised definition, directly accessible in the tool, enabling users to refer to a common reference framework.

Consistency and completeness checks are carried out by the CSR Director for all indicators and by the Environment Manager for environmental indicators. In addition, the carbon footprint data is subject to specific external verification by an independent expert to ensure the reliability of the results and their compliance with recognised methodologies.

BUSINESS MODEL

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MANAGEMENT AND INNOVATION CONSULTING

+600 consultants

Design, shape and implement your commercial, organisational, cultural and technological transformation.

CLOUD & APPLICATIONS SERVICES

+2,200 consultants

Integrate expert software solutions on the market and support your migration to streamline your operations and increase efficiency.

CULTURE AND VALUES

We cultivate a culture of curiosity and strong values that are deeply rooted in our identity.

The five pillars of this culture are commitment, team spirit, respect, optimism and knowledge sharing. This shared set of values, combined with the diverse backgrounds of our employees (consultants, developers, AI data experts, project managers, architects, integrators, etc.), fuels our innovation, growth and ability to meet challenges with creativity, pragmatism and rigour. Our employees' individual initiatives align seamlessly with our positive vision and reinforce it. This culture has earned us several awards of which we are very proud.

"At Talan, we believe that innovation, serving the collective good and the success of our customers stems from collaboration and mutual respect. Our unique culture enables us to turn challenges into opportunities."

Philippe Cassoulat,
Managing Director



DATA & TECHNOLOGIES

+3,400 consultants

Implement major data and technology projects to drive your transformation.

CENTRES OF EXCELLENCE

+800 consultants

Scale up and support your project over the long term with the best value for money.

STRATEGY AND BUSINESS MODEL

As an international technology consulting and expertise group, we are committed to continuing to innovate and deliver transformative solutions that have a positive impact. Our current and future projects demonstrate our dedication to remaining at the cutting-edge of technology and offering sustainable and ethical solutions.

We support our customers in the AI revolution by offering comprehensive transformation solutions powered by end-to-end data.

Leveraging deep industry expertise, cutting-edge AI solutions and a global network, we drive positive and sustainable innovation while strengthening collaborative customer partnerships.

We use data as fuel, technology as an engine, AI as a driver and cybersecurity as a shield. By effectively harnessing these interconnected elements, our customers gain competitive advantage, improve efficiency and productivity, enrich the customer experience, drive business innovation and ensure ethical and responsible AI.

We draw on a cohesive ecosystem of partners and technology platforms, cultivating in-depth expertise in selected industries.

The Group is constantly strengthening its position through acquisitions and the wealth of expertise they bring:



Specialising in finance, supply chain, customer engagement and e-commerce. Based in Canada, more specifically in Montreal.



A multi-specialist leader specialising in integration, business solutions and consulting: customer experience, digital content, location intelligence, smart data and enterprise infrastructure.



International expert in data-driven transformation. Present in Switzerland, Belgium, Luxembourg, Spain and China.



Consulting firm specialising in the implementation of complex changes, particularly in the execution of ERP programmes, with offices in London, Manchester and Bath.

Our ambition for 2030: to support our customers over the long term

2024: €830 million

- 1** **2024: €830 million**
Revenue for 2024 exceeded expectations, reaching €830 million, underpinned by strategic acquisitions and global expansion.
- 2** **2025: €1 billion**
Revenue forecast for 2025 stands at €1 billion, reflecting continued growth and the expansion of high value-added offerings in consulting and business functions.
- 3** **2030: €2.5 billion**
Our vision for 2030: €2.5 billion in revenue thanks to the drivers of innovation, our market leadership and strategic investments.

DOUBLE MATERIALITY AND IMPACT-RISK-OPPORTUNITY ANALYSIS

In 2024, Talan updated its double materiality analysis with the support of a specialised external firm, in accordance with the requirements of the CSRD directive. This structured approach enabled us to identify and prioritise our main social, environmental and governance issues, involving our internal and external stakeholders.

The analysis highlighted issues that are likely to have a significant impact on the environment and society (impact materiality) or influence the company's performance, position or development in the medium and long term (financial materiality).

Identification of IROs

1

Through an in-depth study of major global trends, international benchmarks and industry guidelines, Talan brought together internal and external stakeholders to assess the level of importance of each issue. In total, we submitted 79 IROs for assessment and 43 were deemed material for the Group, across three themes: environmental, social and governance. This analysis was conducted at Group level, given the strong similarity of activities across the entities.

2

Assessment of the IROs - stakeholders

To assess the materiality of the issues, we sought the opinions of internal and external stakeholders, selected on the basis of their position in the value chain and their expertise in the areas covered by the CSRD. Recognised for their business knowledge and local presence, these stakeholders provided expert insight into the potential impacts, risks and opportunities (IROs).

A total of 215 assessments were carried out, involving 26 internal experts in 14 workshops and thematic interviews, supplemented by an online questionnaire designed to broaden the scope of participation, particularly on social issues. These working groups enabled a collective and cross-functional assessment of the issues. Two qualitative interviews were conducted with external stakeholders, including an investor and a customer. Although these discussions did not result in a formal rating, they helped to contextualise the issues and refine their assessment from an external perspective, thereby contributing to the robustness of the double materiality analysis.

3

Assessment of impact materiality and financial materiality

The third phase of the analysis involved ranking the issues on a scale of 1 to 4, taking into account the severity, probability and time horizon of the impacts and risks. For impact materiality, the assessment was based on several criteria: magnitude, scope, potential for remediation, likelihood of occurrence, evolution over time, and timing of effects. With regard to financial materiality, the issues were analysed in terms of their level of risk or opportunity, likelihood, evolution and time horizon.

A materiality threshold was defined symmetrically for both dimensions (impact and financial). Thus, any issue with a score above this threshold was considered material. All of the topics covered by the ESRS were thoroughly reassessed through a comprehensive review of the IROs, which was approved by the CSRD Steering Committee. The results of this analysis are set out in the double materiality matrix.

MATERIAL ISSUES FOR THE GROUP

Our double materiality matrix shows the 16 material ESRS for the Group, based on their importance in terms of impact and financial materiality.

As Talan's activities are largely consistent across the Group's operating locations, the results apply to all of its operations and entities.

The most significant impacts identified are mainly positive, both for internal and external stakeholders. For our employees, this means improved working conditions thanks to flexible working arrangements, career development programmes and an active Workplace Wellbeing and Working Conditions policy. For our customers and society, the impact is also favourable, particularly through the deployment of value-added digital and artificial intelligence solutions. However, several sector-specific risks remain, particularly in terms of ethics and competition, as well as reputational risks related to working conditions and operational risks linked to climate change.

At an intermediate level of materiality, the analysis highlights negative impacts on employee health, particularly in terms of mental health, work/life balance and physical inactivity. Our activities also generate significant environmental impacts. Emerging risks have also been identified, particularly in the areas of cybersecurity, data protection and dependence on strategic suppliers. At the same time, opportunities are emerging around skills development and compliance with social and environmental regulatory requirements.

Finally, at the lowest level of materiality, the analysis identifies negative impacts related to the use of natural resources and potential reputational risks in the event of non-compliance with diversity or human rights commitments. Financial and operational risks, such as rising energy costs or inadequate skills management, must also be considered. Nevertheless, positive effects have also been observed at this level, particularly in relation to labour relations, corporate culture and the use of artificial intelligence. Customer-focused ethical opportunities also reinforce this dynamic.





THE CSR, ESRS AND IRO STRATEGY




Since 2021, Talan has structured its CSR commitments around three pillars, broken down into 10 strategic commitments. From 2024 onwards, each of these commitments will incorporate all Risks (R), Positive Impacts (I+), Negative Impacts (I-) and Opportunities (O), identified using the double materiality methodology, in line with the new European CSRD directive. Each commitment contributes to at least one Sustainable Development Goal (SDG) as well as to the principles of the United Nations Global Compact which we joined in March 2022


#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.

People Business	Provide a balanced and welcoming work environment for our employees		ESRS S1	I (-)	> Impact of office work on employee health > Burnout linked to excessive workload
				I (+)	> Flexibility in working hours to help achieve a good work-life balance > Guaranteeing freedom of expression through communication channels and representative bodies > Proposing QWL policies to employees
				O	> Promoting QWL initiatives to boost employee attractiveness and retention
				R	> Additional costs due to non-compliance with labour law or safety standards
	Increase diversity through gender equality at work and inclusion			I (-)	> Discrimination, violence or harassment impacting employee mental health
				I (+)	> Ensuring a healthy and respectful workplace
				R	> Social media complaints damaging the brand image in the event of non-compliance with D&I commitments > Unequal treatment (remuneration) that could lead to disputes and compensation obligations
	Facilitate access to training and career development for employees			I (+)	> Supporting employees in their career development
				O	> Training boosts competitiveness and supports business development
				R	> Cost of attrition due to a lack of appropriate HR actions, policies or programmes > Mismatch between employee skills and transformation needs, leading to additional recruitment costs
	Foster a sense of initiative and promote collaborative innovation		INDUSTRY CHALLENGES	I (+)	> Use of AI to improve work efficiency and enhance employee skills > Use of AI to improve the customer experience
	Monitor and improve our customer satisfaction	-	ESRS S4	O	> Improved service quality through the collection of customer feedback and expectations

Sustainable Business	Integrate CSR into the Group's strategic plan and business plan	-	ESRS 2	-	NA
	Define an environmental trajectory		ESRS E1	I (-)	> Impact of Talan's energy mix on its costs and strategy > Talan's GHG emissions contribute to the environmental impact of digital technology and exacerbate the effects of global warming.
				O	> Easier access to sustainable financing through a commitment to reduce GHG emissions
				R	> Increased costs related to growth in consumption (M&A) and rising energy prices > Difficulties in complying with future legislation, standards and disclosure requirements, generating additional costs or investments
			ESRS E4	I (-)	> Impact of electronic devices purchased and used throughout their life cycle on biodiversity > Impact of supply chain GHG emissions on biodiversity
			ESRS E5	I (+)	> Recovery and recycling of IT equipment at the end of its life
	Implement a responsible purchasing approach in line with our societal commitments		ESRS S2	O	> Training of teams in Green IT and eco-design practices throughout the service life cycle > Dependence on rare materials for IT equipment, exposing Talan to fluctuations in price and availability > Reputational risk linked to indirect contribution to human rights violations in the supply chain
	Develop products and value proposals around social and environmental issues		ESRS S1	O	> Ability to offer responsible services aimed at reducing the carbon footprint of customers and partners (market and reputational opportunity) > Deployment of Green IT to meet customer expectations for low-carbon offerings and reduce the Group's CO2 emissions.
			ESRS S4	I (*)	> Supporting customers in their transition to more responsible digital technology > Promoting digital inclusion and reducing the digital divide
	Increase our societal impact	-	NA	-	NA

Business Integrity	Communicate transparently on the Group's non-financial results and governance		ESRS 1	-	NA
	Ensure that the Group's application of its ethical risk management policy is exemplary		ESRS G1	I (+)	> Ethical acculturation of employees, particularly in countries where local regulations are less stringent, promotes uniform and consistent application of the Group's principles worldwide.
				O	> The implementation of a robust ethics programme, supported by anti-corruption awareness initiatives, helps to limit the risk of fines, penalties and litigation, while securing the Group's activities and business relationships.
				R	> Proven violations of internal ethical rules or applicable laws (non-compliance with the code of conduct, internal fraud) by one or more employees may result in significant financial risks, particularly in terms of reputational damage and commercial losses.
	Provide business continuity through cybersecurity and ensure that the Group's personal data management is exemplary		ESRS E1		> Degradation of service levels in the event of extreme weather affecting a strategic supplier (data centres, telecoms)
			ESRS G1		> Serious failure of a strategic supplier resulting in project interruption or delay
			ESRS S4		> Breach of customers' personal data by employees
			INDUSTRY CHALLENGES	I (-)	> Financial or reputational damage to customers and suppliers in the event of a cyberattack
				R	> Blockage of more than 30% of IT operations following a successful cyberattack > Lack of preparation for the integration of AI by IT teams and employees > Risk of regulatory non-compliance in the event of misuse or incorrect configuration of AI tools

GOVERNANCE STRUCTURE AND ITS SUSTAINABILITY FUNCTIONS

SUPERVISORY BOARD

The Supervisory Board, made up of shareholders, senior management and independent directors, ensures that the Group's commitments on sustainability issues are on track, based on quarterly reports submitted by the CSR coordinator within the Group Executive Committee. Although it is not directly involved in defining the Group's ESG policy, it may make recommendations or encourage certain initiatives as part of its strategic support role. In addition, the shareholders conduct an annual assessment of the Group's Environmental, Social and Governance (ESG) performance, thereby contributing to transparent governance that is aligned with the Group's sustainability ambitions.

GROUP EXECUTIVE COMMITTEE

The Group Executive Committee is the Talan Group's internal strategic management body. It is composed of the Managing Directors of each Business Unit and Group-defined regions, the Group Directors of Operations, HR, Transformation, M&A, Legal and Finance, as well as the founders. This body meets every two weeks to closely monitor business and financial activity, manage talent, steer strategic projects and decide on the Group's major policy directions. The CSR strategy is presented to the Group Executive Committee by the Director of HR and Transformation and the CSR Director, who report four to six times a year. They present the progress of the roadmap, the main results achieved and any alerts or issues requiring attention. These discussions ensure that decisions are informed and aligned with the Group's sustainability commitments. The Group Executive Committee thus plays a role in validating, strategically aligning and mobilising resources around ESG priorities.

ZONE EXECUTIVE COMMITTEES

Each zone defined by Talan has an Executive Committee that adapts and implements the Group's guidelines within the relevant entities. These committees ensure coordination between local Business Units, Group Management and support functions. They play a key role in ensuring that CSR objectives are adopted in the Group's operating regions, especially by considering the legal, cultural and social frameworks specific to each zone. This organisation enables decentralised yet consistent governance, ensuring that the Group's commitments are embedded in its operations across all continents.

CSR DEPARTMENT

The Talan Group's CSR Department, headed by the Group CSR Manager, is responsible for defining, implementing and monitoring the sustainability strategy. It works directly with the heads of key departments in each entity: Human Resources, Purchasing, Legal, IT, and the Executive Committee. This cross-functional approach reinforces the integration of ESG issues into day-to-day operations and encourages operational functions to take greater ownership. The CSR team also coordinates regulatory reporting (including CSRD), the consolidation of ESG indicators, and roadmaps by country or region. In addition, structured internal communication ensures regular monitoring of commitments and the sharing of best practices across the Group.

CERTIFICATIONS AND AWARDS



Since 2017, Talan has been evaluating its CSR commitments with the EcoVadis evaluation and rating platform. In January 2025, the Talan Group was awarded the Platinum medal. With an average score of 83 out of 100, Talan ranks in the top 1% of companies assessed globally by the rating agency.



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. In 2024, 78% of all our employees say that Talan is a great place to work.



Talan is strengthening its management systems based on the international ISO standards (International Organization for Standardization) on key areas: 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.



In 2023, Talan commissioned an independent audit from CyberVadis. This initiative enabled the Group to measure the maturity of its practices according to recognised standards, resulting in the award of a Gold medal. This recognition attests to Talan's high level of compliance in terms of data security, risk management and organisational resilience, particularly in France and Tunisia, where the audited entities demonstrated operational robustness in line with industry best practices.



Through the BCR-ST programme, the Group has created a secure environment for the transfer of personal data within the Group. As data is at the heart of the projects we deliver, we felt it was crucial to provide our customers with robust mechanisms to protect privacy and personal data. This approval recognises the expertise and rigour demonstrated by the Talan Group in the processing of personal data and GDPR governance.



Talan has been awarded the prestigious European "Human Resource Excellence in Research" label.

- We are the first private French company to be awarded this distinction by the European Commission, a recognition which is usually reserved for academic research centres and public institutions.
- **Euraxess**, a European Commission body, recognises the approach we have taken to recruiting our doctoral team and the career prospects we offer them.
- **Transparency and fairness**: our HR policy is aligned with the European Charter for Researchers and the Code of Conduct.

LOCAL CERTIFICATIONS

GEMSERSV



MICROPOLE



COEXYA



TALAN LABS



CORPORATE COMMITMENTS AND MEMBERSHIPS

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" campaign.



2015

Talan is a member of the Institut du Numérique Responsable (Responsible Digital Institute), underscoring its commitment to adopting 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.



2017

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.



2021

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



2022



2014

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.



2016

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



2019

Talan becomes a partner of the Giverny Forum, a leading economic event for responsible companies, within a community committed to taking concrete actions that contribute to the greater good.



2022

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.



2023

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

PERFORMANCE CHART

Commitments	Key Performance Indicators <i>Group headcount at month-end</i>	FY22 4,036	FY23 4,584	FY24 6,462	Objectives
1 - Provide a balanced and welcoming working environment for our employees	Overall employee satisfaction rate according to the GPTW© scale	86%	83%	78%	> 80% each year
	% of employees covered by an ISO 45001 health and safety management system	0%	0%	23%	certify at least one additional site per year
	Absenteeism rate	1.4%	1.6%	1.6%	< 3% each year
	Occupational accident (OA) frequency rate	0.6%	0,12	0,12	Less than 1 each year
2 - Increase diversity through gender equality at work and inclusion	% of women in ECs	23%	23%	26%	40% by 2025
	% of employees made aware of discrimination or harassment issues	65%	92%	86%	90% by 2025
3 - Facilitate access to training and career development for employees	% of Group employees that received at least one training course per year	72% (France) 1,772	72% (World) 3,208	57% 3,396	At least 80% each year
	Number of training hours per employee each year	9.5	12.45	13.2	At least 15 hours/year
	% of employees who have had a regular appraisal interview	82%	84%	74%	90% each year
4 - Foster a sense of initiative and promote collaborative innovation	Number of days dedicated to research per year	9,000	13,000	39,000	18,000 days
5 - Integrate CSR into the strategic plan and business plan	% of Executive Committee member variable pay linked to a common CSR objective	15%	15%	10%	30% by 2025
	% of new employees made aware of the Group's CSR strategy	92%	85%	NA	90% each year
6 - Define an environmental trajectory	% of new Group employees made aware of climate issues and/or digital sobriety	74%	89%	89.5%	At least 80% each year
	% of employees covered by an ISO 14001-certified environmental management system	0%	10%	45%	certify at least one additional site per year
	Direct Scope 1 GHG emissions in tCO2e	655.06	1,126.61	1,247.67	41% absolute reduction by 2030 20% reduction in intensity per FTE by 2025
	Indirect Scope 2 GHG emissions in tCO2e	2,348.92	1,256.28	1,292.78	
	Other indirect Scope 3 GHG emissions in tCO2e	4,780.71	12,290.58	14,695.38	

7 - Implement a responsible purchasing approach in line with our social commitments	% of purchases made from local suppliers	60% (Europe)	59% (World)	51%	70% by 2025
	% of buyers made aware of Responsible Purchasing	100%	92%	NA	80% of employees by 2025
8 – Develop products and value proposals around social and environmental issues	% of employees made aware of and/or trained in responsible digital technology	61%	88%	81%	90% by 2025
9 - Increase our social impact	NA	NA	NA	NA	NA
10 – Communicating transparently on the Group's non-financial results and governance	Pay equity ratio	33	33	33	Ratio under 100%
	GPTW© result: management has a precise idea of the Group's objectives and knows how to achieve them	78%	74%	70%	Result > 70%
11 – Ensure that the Group's application of its ethical risk management policy is exemplary	% of employees made aware of anti-corruption issues	68%	92%	96%	95% by 2025
	% of exposed employees trained in anti-corruption	75%	55%	55%	100% by 2025
	Number of issues reported via the whistleblower system (Sapin 2 law)	O	O	O	NA
12 - Provide business continuity through cybersecurity and ensure that the Group's personal data management is exemplary	% of employees covered by an ISO 27001 information security management system	11%	32%	65%	certify at least one additional site per year 80% by 2025
	% of employees who have completed the cybersecurity awareness modules	74%	98%	74%	
	% of exposed employees trained in personal data protection	100%	100%	100%	-
	% of employees trained in personal data protection	NA	66%	70%	90% by 2025

01

PEOPLE BUSINESS

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

Provide a balanced and welcoming work environment for our employees



Indicators	2022	2023	2024	Main objectives
Overall employee satisfaction rate according to the GPTW© scale	86%	83%	78%	> 80% each year
% of employees covered by an ISO 45001 health and safety management system	0%	0%	23%	certify at least one additional site per year
Absenteeism rate	1.4%	1.6%	1.6%	< 3% each year
Occupational accident (OA) frequency rate	0.6%	0.12	0.12	< 1 each year

POSITIVE AND NEGATIVE IMPACT / MATERIAL RISK AND OPPORTUNITY

+ Impact

- Flexibility in working hours to help achieve a good work-life balance
- Guaranteeing freedom of expression through communication channels and representative bodies
- Proposing QWL policies to employees

Opportunity

- Promoting QWL initiatives to boost employee attractiveness and retention

- Impact

- Burnout linked to excessive workload
- Impact of office work on employee health

Risk

- Additional costs due to non-compliance with labour law or safety standards

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 work 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 2024, all the Group's entities were once again certified as Best Workplaces, with an average trust index of 75% and an overall satisfaction rate of 78%. However, we saw a 4-point drop this year, putting us below our annual target. An in-depth analysis of the results, particularly in France and Luxembourg, has identified several areas for improvement. Local action plans have been launched to meet the expectations expressed by employees and strengthen engagement in these areas.

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© 2024: 90% of employees say “I can take time off when I feel it is necessary” and 82% say that “The working atmosphere is pleasant”.

Social dialogue

Social dialogue is an important pillar of the working environment, both collectively and individually. On a collective level, regular and constructive discussions with employee representatives enable us to develop appropriate responses to the company's social challenges, with the participation of all stakeholders. Representative bodies exist in countries with a legal framework in this area, and consultations cover a wide variety of topics, including working conditions, professional equality, health and safety, organisational change and training policy. This structured dialogue, conducted in a spirit of openness and mutual respect, helps to maintain a positive social climate and anticipate the needs of employees.

Alongside this collective dynamic, social dialogue also takes place at an individual level through a number of formalised exchange mechanisms throughout working life. Annual appraisal interviews, mandatory professional interviews and regular career reviews provide an opportunity to review assignments, objectives, aspirations, training needs and mobility requirements. These personalised exchanges promote recognition of the work accomplished, the identification of levers for development and alignment of individual ambitions with the company's objectives. In some countries, specific interviews are also offered to support internal mobility, returns from leave or the end of assignments.

By combining active collective social dialogue with a focus on individual career paths, the company is committed to a people-centred, responsible and sustainable management approach that promotes employee engagement and overall social performance.

Work from home

Work from home, which is increasingly being offered by companies, is a much-appreciated move that helps provide a better work-life balance. This system meets the needs of the business while enabling employees to reduce travel-related constraints in particular. This is why it is widely adopted within the Group, with local frameworks set up to manage its potential impacts.

Managerial proximity

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 2024 survey, 81% of the Group's employees said that management was accessible and open to dialogue. Listening to employees, particularly through satisfaction surveys, enables us to continuously adapt management practices and foster a working environment that promotes personal fulfilment and collective performance.

Corporate culture and team cohesion

Corporate culture and team cohesion Corporate culture is based on shared values such as respect, commitment, friendliness and collective intelligence. In practical terms, this means putting in place measures to encourage team cohesion and a sense of belonging. In-house seminars, collaborative workshops, festive events and awareness-raising initiatives are regularly organised to strengthen ties between employees and promote a shared culture, regardless of geographic location. Structured induction programmes enable new arrivals to be welcomed in a spirit of sharing and closeness. Setting up internal communities, cross-mentoring programmes and solidarity initiatives all help to create a climate of trust and mutual support. Participatory governance involving employees from different functions and hierarchical levels is also a powerful lever for alignment and collective mobilisation around company projects.

ENSURING THE HEALTH AND SAFETY OF EVERYONE

At Talan, the health, safety and well-being of our employees are the focus of our ongoing, structured efforts. Support for teams is based on coordination between Human Resources, Managers, Office Managers and, depending on the country, external experts (ergonomists, occupational physicians, safety specialists). Together, they work to prevent risks and put in place systems tailored to local circumstances.

The Group facilitates access to healthcare for its employees and their families. This includes: extended health coverage for families, accessible telemedicine services, confidential psychological support, and advantageous mutual insurance contracts that can cover all costs.

A health and safety prevention plan is drawn up each year at Group head office based on a risk analysis. In France, this plan is extended to external service providers and subcontractors. It includes risk assessment, identification of people at risk, appointment of prevention officers, monitoring of actions and reminding third parties of their responsibilities towards their own employees.

ISO 45001 health and safety management system

In 2024, a major milestone in our continuous improvement approach, Talan obtained ISO 45001 certification for its Paris head office. This voluntary initiative involves on-site audits to submit our health and safety system to external approval and review, with a view to continuously improving all aspects of safety (buildings, employees in their daily work and in the performance of their duties) and strengthening health measures, including disability management, diversity, anti-corruption, fairness and well-being at work.

This valued commitment enables us to prevent all risks and maintain a culture of dialogue through, for example, regular employee training, active stakeholder participation and the analysis of feedback.

Obtaining ISO 45001 certification at our head office marks an important first step. Other sites are gradually joining the process, with the aim of rolling out a consistent management system across all our international locations. This initiative is fully in line with our ambition to make Talan a model company in terms of well-being and safety at work.

Whistleblowing system

A whistleblowing system enables employees and third parties to report, freely and confidentially, any situation that could harm their physical or psychological health. This mechanism, published in our Group Code of Conduct, is based on several channels (ethics hotline, management, employee representatives) and guarantees that alerts are handled rigorously and quickly.

Prevention of psychosocial risks (PSR)

All of the measures described in the section entitled "Provide a balanced and welcoming work environment" contribute directly to the long-term prevention of psychosocial risks (PSR). In countries with a welfare system, these measures are supplemented by specific support including material, financial and human assistance tailored to the situation of the employees concerned.

In addition, PSR are identified and monitored as part of the Single Document for the Assessment of Occupational Risks (DUERP), in accordance with French regulations. This document is regularly updated in conjunction with the HR teams and occupational health services in order to identify risk factors and implement appropriate preventive measures.

GPTW©2024: our male and female employees say that 96% of the safety conditions are met and 77% 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 monitoring system for health indicators at Group level, Specific adjustments to the workstation for medical or preventive reasons: adjustment of working hours, use of teleworking, introduction of therapeutic part-time working,
Provision of special equipment: ergonomic devices, acoustic analysis, brightness management, etc.
Safety training: first aid training, First Response Team training, evacuation drills and emergency response procedures.

The absenteeism rate recorded in 2024, although slightly up, remains below our target and significantly below the 2023 average for consulting firms (6.73%, source: Ayming).

SUPPORTING PEOPLE WITH DISABILITIES

Given the diversity of legislative and cultural frameworks for supporting persons with disabilities, specific policies and a local approach are essential. Talan is committed to strengthening its commitment to the inclusion of people with disabilities by providing local dedicated support and raising awareness of these issues among its teams.

Our offices in Europe and Mauritius are setting up 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 sessions are held weekly by an external expert who meets with employees to discuss health or disability issues that may affect them directly or indirectly.

Talan encourages awareness of disability issues by organising special events and activities to raise awareness among employees, such as Disability Awareness Week.

According to the GPTW© 2024 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".



Increasing diversity through gender equality at work and inclusion



Indicators	2022	2023	2024	Main objectives
% of women in senior management	23%	23%	26%	40% by 2025
% of employees made aware of discrimination or harassment issues	65%	92%	86%	90% by 2025

POSITIVE AND NEGATIVE IMPACT / MATERIAL RISK AND OPPORTUNITY

+ Impact

- Ensuring a healthy and respectful workplace

- Impact

- Discrimination, violence or harassment impacting employee mental health

Risk

- Social media complaints damaging the brand image in the event of non-compliance with D&I commitments
- Unequal treatment (remuneration) that could lead to disputes and compensation obligations

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 35% 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© 2024 survey, employees were able to express their perception of fair treatment and diversity at Talan:

- 89% of all employees said that employees are treated fairly regardless of their gender.***
- 92% 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 whistleblowing 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. Aware of the risks inherent in all forms of harassment, intimidation or victimisation, the Group reaffirms its commitment to preventing such situations and to taking firm action against any inappropriate behaviour.

With this in mind, an ethics whistleblowing system is available to all employees and external partners. This system, described in our Code of Conduct, guarantees the confidentiality of whistleblowers and protects them from any form of reprisal.

Since launching our Group commitment against sexist behaviour, we have raised awareness of gender equality issues among 92% of our employees through the "Mission Equality" modules, which are now mandatory for all staff. Although we have achieved our initial goal, we are continuing our commitment for 2025 by ensuring that new entities resulting from our external growth strategy are systematically included in this awareness-raising programme. At the same time, videos and awareness-raising documents for French-speaking employees are available on our intranet, in the section dedicated to prevention.

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 them many opportunities, particularly 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 appointed disability advisers within the recruitment team who are responsible for promoting and fostering the inclusion of people with disabilities in the workplace and implementing measures to ensure ethical and inclusive recruitment practices.

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 on the initiative of one of our entities in Canada, Talan opened the "100-day challenge" programme in 2023 to all female employees with high potential. This coaching programme aims to strengthen their skills and ambitions in order to support them in their progression towards 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. 13 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 pay regulations, and the annual publication of pay differentials for the countries concerned, particularly in France for the Professional Equality Index, is available on our official website.

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, 79% 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



Indicators	2022	2023	2024	Main objectives
% of Group employees that received at least one training course per year	72% (France)	70% (World)	57%	at least 80% each year
Number of employees trained	1,772	3,208	3,396	
Number of training hours per employee each year	9.5	12.45	13.2	at least 15 hours / year
% of employees who had an annual interview	82%	84%	74%	90% each year

POSITIVE AND NEGATIVE IMPACT / MATERIAL RISK AND OPPORTUNITY

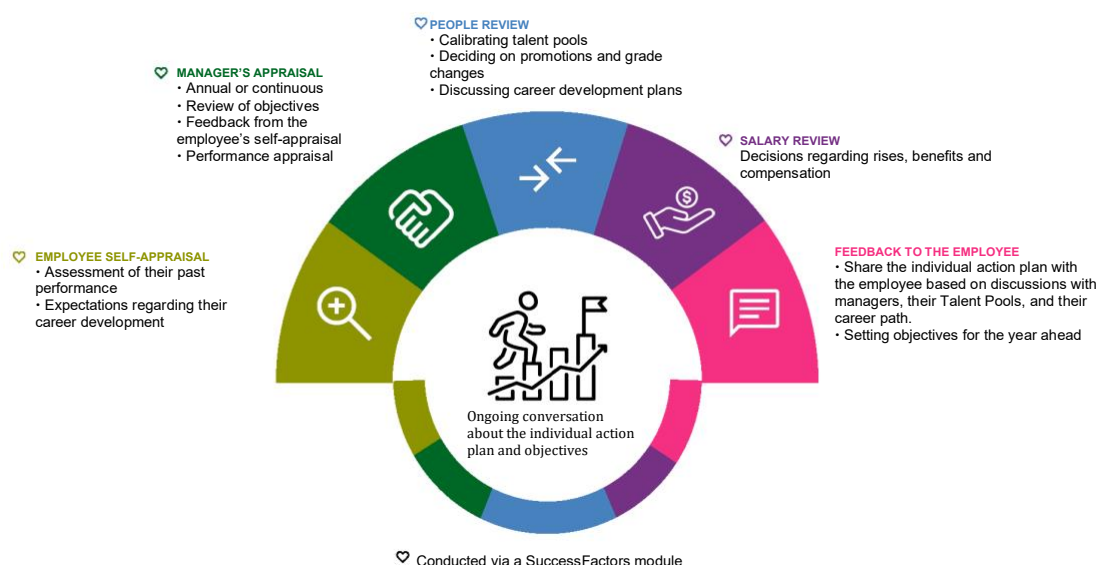
+ Impact	<ul style="list-style-type: none"> Supporting employees in their career development
Opportunity	<ul style="list-style-type: none"> Training boosts competitiveness and supports business development
Risk	<ul style="list-style-type: none"> Cost of attrition due to a lack of appropriate HR actions, policies or programmes Mismatch between employee skills and transformation needs, leading to additional recruitment costs

OUR APPROACH

In a constantly evolving sector, skills development is a lever for employability, performance and attractiveness. The company has implemented a structured performance cycle combining regular reviews, targeted training and personalised development plans. These measures enable our employees to adapt their expertise to the challenges facing our customers, while building their careers in a competitive environment and a fast-growing Group.

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 2024, 74% also benefited from a periodic appraisal interview (a drop of 10 points, mainly due to data collection difficulties, particularly in Belgium and at one subsidiary in France).

Talent pool

Talan aims to attract, develop, motivate and retain employees. It is essential that the Group knows the potential of its employees, to recognise 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 are key practices that aim to:

- 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.
- Strengthen parity and inclusion: talent pools guarantee greater fairness in decisions on promotion, pay raises and support.

Group skills competency framework

A reference framework covering our business lines, a grading scale and the associated core competencies has been implemented across the Group. Available to all employees, this common framework simplifies the design of career paths. Each employee is placed in the business line reference framework upon hiring and then re-evaluated during discussions with their manager throughout their career, such as during annual appraisals.

This system enables employees to see how they are advancing through the grades and to identify areas for development based on their needs and aspirations. In addition, another special framework is available for each country or business unit, taking into account local specifics and guaranteeing that skills management is tailored to each business line or geographic context.

PERSONAL AND PROFESSIONAL DEVELOPMENT 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.

Training is provided mainly by external training providers and organisations. Some training may be provided internally by experts or via training platforms made available by the Group.

Training courses are organised in a number of different contexts:

- Career management: this involves developing the skills of employees as part of their professional development,
- Project/assignment: training designed to strengthen an employee's skills for a specific project or in preparation for an assignment,
- Business strategy: the aim is to develop the company's future performance through new directions (new offerings, new partnerships).
- Certification: validation of employee expertise through the company's partner certification programmes.

Several areas are covered by the skills development plan, which is drawn up annually in line with the company's strategy and the needs expressed by managers: Soft skills (management, public speaking, communication, etc.), business lines (finance, HR, sales, etc.), methodology (project management, design thinking, storytelling, Agile methods), technology (big data, performance management, data intelligence) and languages (English, French).

This year, we recorded a 6% increase in the total number of employees undergoing training to acquire new skills. However, their proportion within the Group fell from 70% to 57%. This decline is mainly due to two factors: difficulties in collecting data in Tunisia and the integration of new staff following recent acquisitions. It should be noted that this result does not include awareness-raising initiatives. Talan reaffirms its objective of achieving an 80% training rate among employees each year.

Personal training plan

Employees submit training requests during their annual review, 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.

Common training 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 2024, more than 3500 Group employees have attended at least one awareness-raising session on one of the issues of corporate social responsibility, bringing the total number of employees trained since 2022 to more than 5,500.

- Boost Your Talan

Launched in France in 2019 and expanded internationally in 2021, the "Boost Your Talan" programme offers our employees with more than two 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. Once again this year, 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. The aim 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 2024 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. Given the success of this programme, it has been decided to repeat this initiative every year so that as many future Talan 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, renews the promotion every year. 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.

Fostering a sense of initiative and promoting collaborative innovation

Indicators	2022	2023	2024	Main objectives
Number of days dedicated to research per year	9,000	13,000	39,000	Minimum 10,000 days/year

POSITIVE AND NEGATIVE IMPACT / MATERIAL RISK AND OPPORTUNITY

+ Impact	• Use of AI to improve work efficiency and enhance employee skills
- Impact	• Use of AI to improve the customer experience

OUR APPROACH

Innovation and research are central elements of the Talan Group's DNA. Driven by growing momentum, our Research and Innovation (R&I) Centre, inaugurated in 2019, is now a strategic pillar for responding to technological, societal and environmental challenges. In 2024, more than 39,000 days were devoted to research, a record for the Group, involving more than 60 PhD graduates in over 35 applied research projects.

Our 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 offers that have a positive impact on society in the broadest sense.

STRATEGIC GUIDELINES AND PROJECT ORGANISATION

The Talan Group places research and innovation at the heart of its development strategy in order to meet our customers' technological, methodological and societal expectations. There are three main strands to this approach:

1. Defining an integrated research and innovation strategy
2. Enhancing visibility and attractiveness
3. Investing in skills and talent

In order to structure our research projects effectively and respond to the specific needs of our Business Units and market developments, we rely on four areas of expertise: managerial practices and innovations, technology governance and evaluation, carbon footprint and CSR performance, and technology applications and business cases. This organisation ensures close synergy between our research teams, the Group's operational entities and our customers, enabling the development of concrete solutions.

RESEARCH AND INNOVATION PLAYERS

The Talan Group's Research and Innovation activities are coordinated by the R&I Centre, which is based in Paris but draws on contributors in all countries where Talan operates in order to offer projects that best meet the needs of each local economy, while maintaining a broad strategic vision. In 2024, the integration of Micropole and Coexya strengthened our innovation capacity. Their respective contributions, which are already operational, will enrich our portfolio of projects.

As a result, the Group's R&I ecosystem now relies on several complementary entities:

- The Paris R&I Centre, a strategic hub led by a multidisciplinary team (doctors, data scientists, humanities researchers),
- Dataroots, an expert in AI and data science, very active in AI4Good projects (digital empowerment, carbon monitoring, health),
- Germserve, a pioneer in energy transition (Ammogen project on ammonia as a hydrogen vector),
- Micropole, a digital consulting firm with an Innovation unit that oversees technology watch, POCs and research tax credits,

- Coexya, a major contributor to health technologies, environmental modelling and digital eco-design.

These synergies strengthen our ability to anticipate change, experiment on a real scale and develop our business practices.

FLAGSHIP PROJECTS TRANSFORMING OUR PRACTICES

Several major projects illustrate our ability to innovate with impact:

- Talanseeker: an intelligent assistant for putting together project teams based on internal skills, optimising responses to calls for tenders,
- CV Pro AI: an assistant for updating and optimising CVs, based on generative AI,
- HOPE: carbon footprint calculator for assignments,
- OptiLLM: a tool that uses large language models to solve optimisation problems and support decision-making in various sectors.

2024 was also marked by:

- **Obtaining the HRS4R (Human Resources Strategy for Researchers) label, making Talan the first private French company to receive this European recognition. It attests to the quality of our working environment for researchers.**
- **The structuring of the Micropole Innovation unit, which is part of the Group, to identify emerging technologies, conduct experiments (POC) and promote projects that are eligible for tax credits.**
- **The integration of Coexya, whose R&D work focuses on medical AI (Consore, Onco Place), environmental impact modelling (MithraREM) and industrial optimisation (IoT, energy performance).**

A CULTURE OF SHARED AND VALUED INNOVATION

At Talan, knowledge sharing is a key driver for embedding innovation in the company's practices and beyond. In 2024, this dynamic resulted in a series of internal and external initiatives aimed at strengthening technological acculturation and encouraging the upskilling of all stakeholders.

Scientific and professional publications

The R&I Centre produced more than 40 publications this year, most of which appeared in peer-reviewed journals and conferences. These works cover a wide range of topics, including artificial intelligence, technology governance, digital sobriety, managerial practices and ecological transition. This output contributes to the Group's influence in scientific and technological ecosystems.

Outreach and acculturation events

- Internal events: research breakfasts give employees the opportunity to find out about current projects, ask the researchers questions and contribute to the collective debate. These moments encourage the operational teams to take ownership of the work.

- External events: In 2024, Talan took part in several academic and professional conferences, such as the EPITA Days, which brought together hundreds of students and teachers to discuss the challenges of responsible AI and applied research. Presentations were also given at ENSTA, in university technology institutes and at specialised trade fairs. Other venues included ENSIMAG and EFREI.

Outreach and acculturation events

Our researchers also run courses, workshops and training modules at several partner institutions in order to share their expertise and contribute to the training of future professionals. In 2024, these activities included:

- University courses (in connection with master's degrees in AI or digital transformation),
- Co-supervision of CIFRE theses or academic doctorates,
- In-house training for Delivery teams to promote the transfer of innovations from R&D projects to business practices.

An open innovation approach to support ecosystems

Beyond internal knowledge transfer, Talan is committed to an open innovation approach, forging partnerships with start-ups, laboratories, engineering schools and institutional players. In 2024, a number of projects incorporated multi-stakeholder collaborative approaches, particularly in the areas of generative AI, digital health and environmental impact mapping. For 2025, we aim to strengthen our role as an international player in responsible innovation.

To achieve this, we will focus on four areas:

- Recruiting 50 new PhD graduates to strengthen our expertise
- Structuring an operational excellence unit to industrialise research output,
- Developing international academic and technological partnerships,
- Deploying internal AI tools (TALIA, OptiLLM) across the Group, to drive collective performance.

02

Sustainable business

Transforming our practices and products in response to sustainable development issues

Integrating CSR into our strategic plan and business plan

Indicators	2022	2023	2024	Main objectives
% of Executive Committee member variable pay linked to a common CSR objective	15%	15%	10%	30% by 2025
% of new employees made aware of the Group's CSR strategy	92%	85%	NA	90% each year

OUR APPROACH

The Group has positioned itself as a driver for its stakeholders and is committed to fostering responsible and sustainable behaviour within its ecosystem. We firmly believe that integrating CSR issues into the business plan enables the Group to continuously adapt its practices and anticipate new societal requirements.

COMMITTED GOVERNANCE

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 investors assess our ESG performance via an internal audit to evaluate our approach to continuous improvement.

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.

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.

ENGAGING EMPLOYEES IN THE GROUP'S PERFORMANCE THROUGH EMPLOYEE SHARE OWNERSHIP

Convinced that employee engagement is a key driver of its collective success, the Talan Group is committed to encouraging their direct involvement in value creation through a structured employee share ownership scheme. In 2024, nearly 30% of the Group's capital was held by employees, demonstrating a genuine alignment between the interests of employees and the strategic ambitions of the company.

This choice is part of a strong desire to promote accountability and to value individual and collective contributions to overall performance. Employee share ownership is also a lever for attracting and retaining talent, which is particularly important in a tight market for digital talent.

This sustainable and open value-sharing model plays a key role in the Group's transformation and in embedding a corporate culture based on transparency, trust and long-term commitment.

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 10% of the variable pay of Executive Committee members and senior management to improvements in the results of this annual assessment.

In January 2025, the Talan Group was awarded the Platinum medal, placing it in the top 1% of more than 6,200 companies assessed worldwide by the rating agency.

Since implementing our CSR strategy, we have improved by 8 points each year, rising from a rating of 60 to 83 out of 100. In addition, EcoVadis has rated Talan's carbon management as Advanced. It should be noted that in 2024, Coexya also obtained an overall Ecovadis score of 73/100, placing this Group subsidiary among the highest-rated companies.

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.

CSR integration of new entities

As part of our external growth, workshops and meetings were organised with the CSR Departments and Committees of the companies integrated in 2024. These discussions enabled us to share our strategy, highlight existing initiatives, pool best practices and collectively raise our level of ambition. This acculturation process promotes buy-in, prepares the way for data consolidation and strengthens our shared commitment to the Group's CSR challenges.

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, 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 strengthens 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.

Since 2023, Talan has deployed a software solution dedicated to sustainable performance, which has now been adopted at 38 sites. This tool centralises the collection, consolidation and analysis of CSR and carbon data, while improving the reliability of monitoring indicators. It facilitates the management of the Group's commitments, the preparation of regulatory reports (in particular CSRD) and transparent non-financial communication. Integrating the measurement of greenhouse gas emissions strengthens our ability to assess and control our overall impact.

Integrating CSR into our strategic plan and business plan

Indicators	2022	2023	2024	Main objectives
% of Group employees made aware of climate issues and/or digital sobriety	74%	89%	89.50%	at least 80% each year
% of employees covered by an ISO 14001-certified environmental management system	0%	10%	45%	certify at least one additional site per year
Direct GHG emissions (Group) Scope 1 in t.eqCO2	655.06	525.64	1,247.67	*41% absolute reduction by 2030
Indirect GHG emissions (Group) Scope 2 in t.eqCO2	2,348.92	1,063.48	1,292.78	
Other indirect GHG emissions (Group) Scope 3 in t.eqCO2	4,780.71	10,763.01	14,697.38	20% reduction in intensity per FTE by 2025

POSITIVE AND NEGATIVE IMPACT / MATERIAL RISK AND OPPORTUNITY

+ Impact

- Recovery and recycling of IT equipment at the end of its life

Opportunity

- Easier access to sustainable financing through a commitment to reduce GHG emissions Training for teams in Green IT practices and eco-design throughout the service life cycle

- Impact

- Talan's GHG emissions contribute to the environmental impact of digital technology and exacerbate the effects of global warming
- Impact of electronic devices purchased and used throughout their life cycle on biodiversity
- Impact of supply chain GHG emissions on biodiversity
- Impact of Talan's energy mix on its costs and strategy

Risk

- Increased costs related to growth in consumption (M&A) and rising energy prices
- Difficulties in complying with future legislation, standards and disclosure requirements, generating additional costs or investments

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 supporting the preservation of natural carbon sinks, partly by supporting reliable reforestation projects selected by a trusted partner.

An Environment Manager 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 from fixed combustion sources (1.1) Direct emissions from mobile combustion sources (1.2) Direct fugitive emissions (1.4)
Scope 2	Indirect emissions related to electricity consumption (2.1) Indirect emissions related to steam, heat or refrigeration (2.2)
Scope 3	Purchased products and services (3.1) Fixed assets (3.2) Emissions related to fuels and energy (not included in scope 1 or scope 2) (3.3) Waste generated (3.5) Business travel (3.6) Commuting (3.7)

In 2023 Talan invested in improving 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.

On the basis of our baseline carbon footprint for 2022, we have defined a Group-wide emissions reduction trajectory, structured around short- and long-term objectives and developed under the supervision of an external service provider.

This trajectory is aligned with the objectives of the Paris Agreement, which aims to limit global warming to 1.5°C above pre-industrial levels. We are therefore committed to reducing our greenhouse gas emissions by 41% by 2030, with an initial milestone set for 2025, targeting a 20% reduction in intensity per employee.

However, the rapid growth of our organisation, marked by international expansion and the integration of new entities in 2024, has profoundly transformed our scope of analysis. This external growth (which has resulted in an increase in the number of countries and sites covered, as well as an increase in the volume of business) is significantly changing the contours of our carbon footprint. It logically calls for a reassessment of our initial climate trajectory to better reflect the Group's broader reality.

That is why we plan to update our emissions reduction trajectory in 2025. This review will take into account new data from our latest carbon audit, which is more representative and comprehensive, and will incorporate the specific characteristics of the entities that have recently been integrated. It will aim to ensure that our commitments are consistent with our updated footprint, while strengthening the effectiveness of our actions.

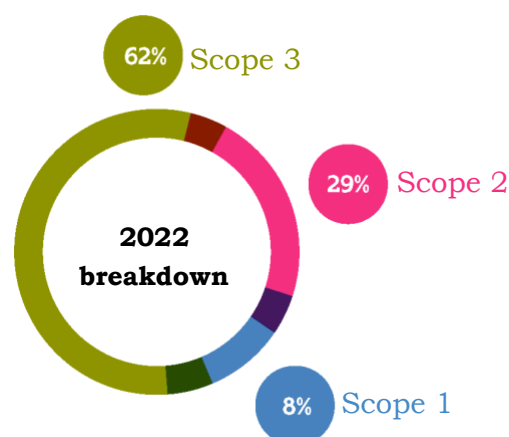
Starting in 2023, local action plans aligned with the 2022-2030 trajectory have been developed and shared with the Executive Committees of each geographic area to help them prioritise the initiatives to be rolled out.

The upcoming adjustment to our environmental strategy demonstrates our commitment to progressing in a responsible and transparent manner that is tailored to the reality of our rapidly changing organisation.

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 trips): 37%
- Premises and buildings (energy, heating, air conditioning and electricity): 32%
- Purchases (office equipment, furniture, consumables and IT purchases): 22%



GHG Protocol in tCO ₂ e	2022	2023	2024
Country	8	10	13
Sites	16	26	40
Headcount	3,872	4,462.2	6,377
Scope 1	655.06	525.64	1,247.67
Scope 2	2,348.92	1,063.48	1,292.78
Scope 3	4,780.71	10,763.01	14,697.38
Total	7,784.69	12,352.13	17,237.83

The year 2024 marks a milestone in the consolidation of our Group-wide carbon footprint. The scope of our analysis has expanded significantly, from 10 to 13 countries and from 26 to 38 sites, following the integration of new entities such as GCL, Micropole and Coexya. This change reflects not only our external growth momentum, but also our commitment to rigorously include all activities, infrastructure and mobility associated with these integrations.

This new scope automatically implies an increase in emissions linked, among other things, to the growth in the number of employees, the expansion of office space, the intensification of business travel and an increase in the consumption of resources. This increase may seem daunting, but it reflects a better understanding of our overall impact, which is now assessed on a more comprehensive and realistic basis.

This expansion is a fundamental lever for improving the accuracy of our future actions and laying the foundations for a more integrated and consistent environmental strategy that is aligned with our current organisation.

Improving the reliability and updating the carbon footprint

As part of its commitment to transparency and continuous improvement, Talan has hired Ecoact, an expert in defining and implementing low-carbon trajectories, to improve the reliability of its 2024 carbon footprint.

This collaboration aims to update the reference year (2022) and recalculate an emissions reduction trajectory in line with the Group's development. Talan's recent growth and transformations require an update of its commitments to ensure that its objectives remain ambitious but achievable. At the same time, the Group is continuing its efforts to consolidate data, reduce emissions at both local and global levels, and continuously improve the quality of its environmental information.

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

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

Thanks to a more representative carbon footprint and a reduction trajectory that is currently being redefined, we have identified concrete levers and updated our roadmap to target our actions on the main sources of emissions, taking into account the specific characteristics of the new entities.

Our objective remains unchanged: to continue, with realism and determination, to gradually reduce our carbon footprint across the Group.

In addition to tools and indicators, the ecological transition also depends on the commitment of our employees. In 2024, Talan continued to raise awareness and provide training on environmental issues, so that everyone can take action at their own level. This collective effort helps to foster a more responsible corporate culture, in line with the Group's values.

Group actions:

- **Global Compact Academy: a CSR training platform (including modules regarding the environment) available to all employees of companies subscribing to the United Nations Global Compact.**
- **Digital Climate Fresks: Since 2022, almost 800 employees have taken part in one of these collaborative workshops on the challenges of climate change and the environmental impact of digital technology.**
- **Group induction day: The environmental strategy and awareness-raising programmes available to each employee are presented during this day.**
- **Guide to reducing the Group's carbon footprint: a ten-page guide has been published on the Group's intranet to outline the main ways in which the Group can reduce its carbon footprint and how each employee can contribute on a daily basis.**

Local actions:

- **France: Update in 2024 of our Expenses and Travel policy, to provide a framework for mobility choices within the Group, for both commuting and business travel. Organisation of three webinars on forest conservation (biodiversity islands and carbon sinks), Community Week, Responsible Digital Week, and local and one-off events on environmental topics, organised by regional sites.**
- **Canada: In addition to the Climate Fresks, the Canadian teams can also take part in the "ateliers2tonnes" workshops.**
- **England: Gemserv organises induction sessions including time dedicated to 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.**

Adapting our Group Mobility policy

Our baseline Carbon Footprint, calculated in 2022, shows that 37% of our emissions are travel-related (commuting, 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.
- In France, the Human Resources team has set up a Sustainable Mobility Fund that reimburses part of the cost of transport season tickets or provides a mileage allowance for cycling.
- In Luxembourg, a carpooling solution is offered to employees for their commutes.
- 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.
- Employees who are assigned a company or service vehicle receive training in responsible driving (reminder of the Highway Code and road safety rules, Responsible Driver's Guide, Eco-driving Guide and access to a dedicated channel providing specific information and reminders of best practices).
- The vehicles in the fleet are also maintained to ensure everyone's safety.

Since 2023, Talan in France 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 in France.

The scheme is based on a 3-year action plan to reduce GHG emissions from business travel. It provides for actions targeting three sources of emissions: organisation, drivers and vehicles. A 17-point action plan is currently being implemented in France, with the aim of rolling out relevant best practices at the Group's other sites. A Group-wide mobility survey was also conducted to gain a better understanding of employees' travel habits, involving nearly 1,400 respondents from all countries where the Group operates.

Managing our IT equipment

The management of Talan's IT equipment (computers, telephones, printers) embodies our commitment to reducing our environmental impact at every stage of the equipment's life cycle.

We are currently working to collect reliable IT data across all our countries in order to calculate our overall carbon footprint. However, detailed operational information on IT equipment management remains difficult to consolidate on our international scale. The figures below therefore relate to France, which accounts for 62% of our total workforce.

We encourage the purchase of more responsible equipment:

- 100% of our laptops are Energy Star-certified, and 100% are EPEAT Gold-certified.
- In telephony, 100% of our devices are reconditioned, and we rely on a responsible offer from our operator.

Everyday use is optimised to combine performance and energy efficiency:

- Equipment is switched off at night and at weekends,
- 60% of the support team is trained to make repairs,
- Laptops have an average lifespan of 4 years (5 years for our two new subsidiaries, Coexya and Micropole),
- Digital storage is controlled and workstations are serviced at least once a month,
- For the printing system, we have introduced pool printing and economy mode settings, and we use recycled paper supplied by an ESAT (vocational rehabilitation centre).
- The servers are virtualised.

Finally, we actively monitor the end of life of our equipment:

- Computers are reconditioned and re-used among employees. Coexya automatically offers employees the option to buy back equipment after five years of use.
- High repairability index for EPEAT or TCO-certified equipment.
- 100% of toner cartridges are recycled.
- Telephones are sent to Ateliers du Bocage, in partnership with Emmaüs Connect, to extend their useful life through the social and solidarity economy. Boxes are also available to all employees for disposing of their personal equipment.

This virtuous cycle reflects our commitment to making every piece of equipment a player in the responsible digital transition.

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 Paris headquarters, which houses more than 35% of our workforce in France (the Group's largest building), was designed to meet the most demanding energy and environmental performance standards. It was built in accordance with the most widely recognised certification standards (BREEAM Excellent, HQE, WELL (GOLD), E+C-, Effinergie, BBCA Low Carbon and Accessibility), demonstrating its eligibility for these benchmark labels, even though it has not yet been formally certified.

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 energy consumption through energy-efficient HVAC systems,
- Increasing the proportion of renewable energy in energy contracts,
- Audit to optimise energy consumption and expenditure,
- Optimising non-hazardous waste management through sorting and tracking systems for recovery and recycling,
- Setting up a collection system for hazardous waste (IT equipment, batteries, small electrical equipment),
- Adopting paperless administrative processes to reduce paper waste,
- Raising awareness of and announcing good environmental practices in the office.

SUPPORTING THE PRESERVATION OF CARBON SINKS

Aware of the threat that human activities pose to ecosystems, Talan has chosen to include an initiative in favour of carbon sinks, particularly forest ecosystems, in its environmental approach. Aware that action in favour of forestry alone cannot represent our overall 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 set up local initiatives to protect forestry.

In 2023 and 2024, Talan supported a project to protect the Indonesian rainforest: Rimba Raya, an area rich in biodiversity and home to several threatened species. Talan chose this triply certified project with high environmental, social and biodiversity standards: Verified Carbon Standard (VCS), Sustainable Development Verified Impact Standard (SD Vista), Climate, Community & Biodiversity Standards (CCBS).

This project has enabled Talan to contribute to the preservation of carbon sinks equivalent to 1,500 tonnes of CO₂ in carbon credits, preserve 27 hectares of forest and contribute to overall carbon neutrality equivalent to 50% of its Scope 1 and 2 emissions. This contribution marks the beginning of our commitment to support our efforts to reduce our carbon footprint.

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.

In 2024, a number of internal communication initiatives and webinars co-hosted with our partner were organised to support this approach. Entitled "The challenges of forest conservation" and "Technological solutions for forest regeneration", these webinars helped to raise awareness of the concepts of ecosystem co-benefits and innovation among all employees. More than a hundred employees participated live, and just as many watched the replays, thereby raising awareness within the organisation.

VOLUNTARY ASSESSMENT OF OUR CSR AND ENVIRONMENTAL PERFORMANCE

Optimising the use of our premises

Talan has strengthened its environmental management system by obtaining ISO 14001 certification. This international recognition attests to the rigour of its approach to identifying, controlling and reducing the environmental impact of its activities. Obtaining this certification has enabled Talan to accelerate the structuring of its internal processes, further integrate environmental responsibility into its operating methods and raise awareness among all its employees of the need to adopt sustainable practices.

The scope of certification has gradually expanded from one certified site in the United Kingdom to two with certification in Tunisia, then to six sites with the Talan Group's head office in Paris and all Talan Americas entities, demonstrating Talan's commitment to continuous improvement. As a result, more than 45% of our workforce is now covered by an environmental management system. We remain committed to gradually certifying our sites to cover at least 80% of the Group's scope.

EcoVadis

Since 2014, Talan has voluntarily participated in EcoVadis assessments to affirm its commitment to sustainable development, both internally and with its partners. In 2024, the Group confirmed its progress by once again obtaining the Platinum medal, the highest distinction awarded by this platform for assessing corporate social responsibility performance.

With an overall score of 83/100, Talan is now in the top 1% of companies assessed worldwide.

This continued progress illustrates Talan's maturity in its environmental management, supported by a structured carbon strategy, concrete actions led by its teams, and the involvement of its Research Centre for a more responsible digital technology.

From 2022 to 2024, a 26-point increase in the 'Environment' category rewards the actions implemented in this area.

Continuous improvement in the EcoVadis environmental rating

2021	2022	2023	2024
50/100	60/100	80/100	86/100

In December 2024, EcoVadis assessed Talan's carbon management as Advanced.

Implementing a responsible purchasing approach in line with our societal commitments



Indicators	2022	2023	2024	Main objectives
% of purchases made from local suppliers	60%	59%	51%	70% by 2025
% of buyers made aware of Responsible Purchasing	100%	92%	NA	80% of employees by 2025

POSITIVE AND NEGATIVE IMPACT / MATERIAL RISK AND OPPORTUNITY

Risk

- Dependence on rare materials for IT equipment, exposing Talan to fluctuations in price and availability
- Reputational risk linked to indirect contribution to human rights violations in the supply chain

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.

Gathering information on supplier locations proved particularly complex this year due to the Group's strong external growth. Despite these challenges, the consolidated data enables us to maintain the share of purchases made from local suppliers at over 50%, although this is down 8 points on the previous year. In France, Talan has set up master agreements between our regional agencies giving preference to purchases from partners and suppliers based in France.

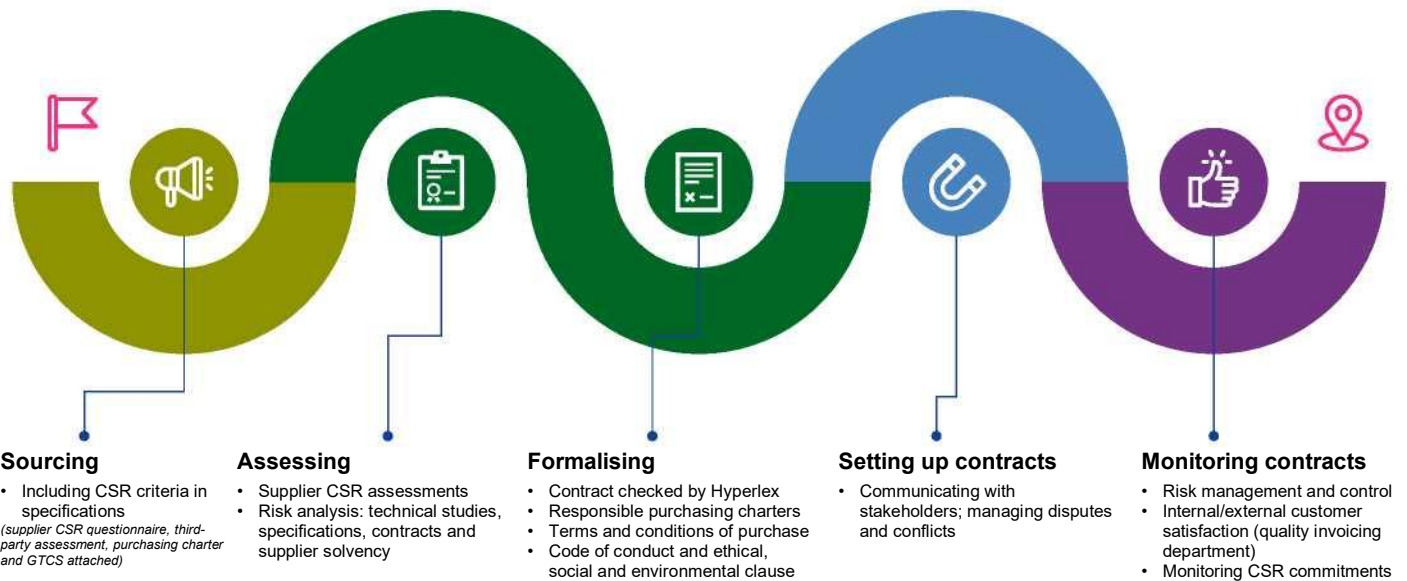
Our subsidiaries in Spain, Mauritius and France also work with partners who support diversity, such as “Etablissements et Services d'Aide par le Travail”, sheltered workshops and specialist employment centres.

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. In France, CSR practices account for 50% of 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.

Our subsidiary Coexya is a signatory to the Responsible Supplier Relations and Purchasing Charter (RFAR), thereby affirming its commitment to ethical, balanced and sustainable purchasing practices. We plan to roll out this Charter across all our French subsidiaries.

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 managing the car fleet

Between 2022 and 2023, approximately 10% of the Group's emissions were generated by the car fleets of countries owning vehicles: France, Luxembourg and Switzerland.

We have set 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.

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 Institutes for Responsible Digital Technology (INR) in 2022, it 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.

Talan's commitment to the WeNR initiative - 2023 audit

As an active member of the network of Institutes for Responsible Digital Technology, Talan takes part in the WeNR assessment every year. The 2023 audit report (the latest report to date, with the 2024 report currently being reviewed by the INR) measured our maturity in terms of responsible digital technology through several concrete levers.

Our best practices in this area have been recognised, in particular:

- ***Continuously raising employees' awareness of the challenges of the ecological transition;***
- ***Adopting best practices aimed at reducing our footprint (energy, paper, storage);***
- ***Prioritising the re-use of equipment through refurbishment and internal reallocation;***
- ***Extending the life of equipment;***
- ***Systematically using specialist service providers for the collection and processing of WEEE.***

This assessment reinforces our commitment to fully integrating the principles of responsible digital technology into our daily practices and to making continuous progress.

Developing products and value proposals around social and environmental issues



Indicators	2022	2023	2024	Main objectives
% of employees made aware of and/or trained in responsible digital technology	61%	88%	81%	90% of employees by 2025

POSITIVE AND NEGATIVE IMPACT / MATERIAL RISK AND OPPORTUNITY

+ Impact

- Supporting customers in their transition to a more responsible digital world
- Promoting digital inclusion and reducing the social divide caused by digital technology

Opportunity

- Ability to offer responsible services aimed at reducing the carbon footprint of customers and partners (market and reputational opportunity)
- Deployment of Green IT to meet customer expectations for low-carbon offerings and reduce the Group's CO2 emissions

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 economic and social development 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 achieved our goal in 2023. Since then, Talan has strived every year, amid strong growth through acquisitions, to maintain a responsible digital awareness rate of at least 80% of its workforce. In 2024, we once again achieved a rate of 86%, a success made possible not only by our awareness-raising programmes, but also by the maturity of the new entities joining us on these issues.

Talan makes awareness-raising modules available to employees throughout the year to maintain and renew their skills:

The awareness MOOC on responsible digital technology, which is available to all employees, is one of the compulsory modules being widely rolled out.

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.

Training is offered to 100% of our employees. This offers a theoretical knowledge enabling them to master the fundamentals of Responsible Digital Technology and can enable them to obtain certification on request.

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.

In 2024, Talan strengthened its sustainable growth strategy with the integration of Coexya and Micropole, two companies committed to designing responsible digital services. These mergers strengthen the Group's expertise in technological sovereignty, eco-design and optimising the environmental impact of information systems.

Coexya structures its offering around environmental responsibility and the sustainable performance of digital solutions, particularly in its cloud, content management and blockchain activities. The company integrates an eco-efficient approach into its customer projects, while relying on recognised environmental governance (score of 80/100 in the EcoVadis 2024 environmental assessment).

Micropole is committed to an exemplary path of responsible digitalisation, formalised by the award of the *Numérique Responsable* label in 2022. It supports its customers in reducing the environmental impact of their data and IT projects through levers such as the eco-design of digital services, the rationalisation of cloud infrastructures and the improvement of the energy performance of user journeys.

Talan incorporates this expertise in its own responsible digital approach, based on the principles established by the Institut du Numérique Responsable: Green IT, IT for Green, Human for IT, and IT for Human. Technological innovation is geared towards creating simple, inclusive and sustainable solutions. This approach is reflected in the systematic integration of standards such as the RGEN (General Reference Framework for Eco-design of Digital Services) and the RGAA (General Reference Framework for Accessibility Improvement) from the service design phase onwards.

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 (Green IT, IT for Green, Human for IT and IT for Human) form a virtuous ecosystem within which the Group operates.

We strive to use technological innovation to create more sustainable and accessible digital solutions, integrating eco-design and accessibility principles from the outset. To guide our approach, we rely on standards such as the RGEN (General Reference Framework for Eco-design of Digital Services) to reduce the environmental footprint of our services, and the RGAA (General Reference Framework for Accessibility Improvement) to ensure they are accessible to as many people as possible.

Talan's determination to offer positive value through its business lines is also reflected in its strategic choices, developing economic activity aligned with major environmental and societal transitions. The integration of subsidiaries such as Gemserv, which is B Corp-certified, is testament to this ambition.

A British player in the energy and digital transitions, Gemserv is involved in major issues such as reducing carbon emissions, developing the circular economy and modernising energy systems (heating networks, smart meters, etc.).

In 2024, this momentum continued with the integration of three new entities: Coexya, Micropole and GCL. Each of them makes a specific contribution to the Group's sustainable development project:

- Coexya, a specialist in digital solution integration, supports its customers in their technological challenges while promoting a corporate culture based on commitment, diversity and collaboration.
 - Micropole, a digital transformation consulting firm, leverages its expertise in data, cloud and digital business to deliver sustainable performance. The company's growth is underpinned by a structured CSR policy that includes reducing its environmental footprint, inclusion and solidarity.
 - GCL complements this strategy by providing strong sector expertise in consulting and digital transformation, with an approach focused on creating sustainable value.
- Through these integrations, Talan confirms its commitment to supporting its customers in their digital, environmental and societal transitions by combining technological innovation, social responsibility and long-term performance.

IT For Green: Talan develops environmental monitoring solutions, including:

- ***“Go Green (with data)” programme: Talan offers a Go Green Data approach to integrating environmental issues into data governance. This approach reduces the carbon footprint of the data lifecycle while optimising its usefulness and quality. It combines digital sobriety, performance and responsibility in organisations' data projects.***
- ***Green Heat Network Fund (GHNF): Gemserv is leading the Green Heat Network Fund until 2030, supporting the roll-out of low-carbon heating networks in the UK. This key programme contributes to the energy transition and the decarbonisation of heating.***
- ***Hydrogen project: Gemserv is coordinating a project to convert ammonia into hydrogen, funded by the UK government. This technology demonstrator is exploring solutions to facilitate the transport and use of hydrogen as a low-carbon fuel.***
- ***Optimisation of an eco-responsible production chain: Micropole has helped a fashion house reduce its CO₂ emissions (estimated reduction of 20%) by optimising its production chain using digital solutions.***
- ***Cloud by Coexya: This sovereign cloud solution is hosted in France and is ISO 27001 and HDS certified. It incorporates a Green IT approach to reduce the carbon footprint of its infrastructures. By combining security, sovereignty and energy efficiency, it supports a responsible digital transition.***
- ***HOPE carbon footprint simulator: We have worked to roll out a “Hope” application that makes it easier to calculate the carbon footprint of our products: 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



OUR APPROACH

Increasing our societal impact is an important objective for the Group, reflecting our values and our people-oriented 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.

MEMBERSHIP IN THE UNITED NATIONS GLOBAL COMPACT

Since 2022, Talan has been a signatory of the United Nations Global Compact, reinforcing its commitment to responsible and sustainable development. For a company like Talan, a player in digital technology and transformation, this membership represents much more than a compliance framework: it embodies a deep desire to put innovation and technology at the service of the common good.

By structuring and integrating the ten principles of the Compact (human rights, working conditions, the environment, and anti-corruption) into our commitments, we are consolidating our corporate social responsibility. This membership helps to structure our CSR approach around concrete and measurable objectives and commits us to a process of continuous improvement through annual reporting. By joining this international network of committed players, Talan is actively contributing to the achievement of the Sustainable Development Goals (SDGs) and affirming its desire to have a positive long-term impact on 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.

Solidarity mobilisation

In 2024, the citizen engagement platform mobilised employees in France, Spain and Poland around high-impact actions. More than 600 awareness-raising challenges were taken up and 490 hours of voluntary work were carried out with associations, more than double the figure for 2023.

The perceived impact is strong: 98% of participants said they felt useful and 85% said their involvement gave meaning to their daily lives. This commitment also contributes to employee retention, with 60% of employees involved saying that their participation strengthens their attachment to Talan.

GETTING INVOLVED WITH THE ACADEMIC COMMUNITY 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.

In France, Talan partners with 16 higher education institutions. As part of this partnership, our employees participate in forums, lead conferences, develop business cases, teach courses, and organise mock interviews and CV writing workshops.

Talan is committed to hosting high-school interns for two weeks. 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.

Talan Summer Camp: Training tomorrow's talent

Every year, Talan offers 10 students from engineering and business schools the opportunity to complete their first-year internship as part of the Summer Camp, an immersive eight-week experience split between Paris and our research and innovation centre in Tunisia.

This programme gives them the opportunity to work in teams on real-world issues faced by our customers, discover our transformation support methods and experience the cultural richness of our Group.

At the same time, the fifth Summer Camp Tunisia, organised by Talan Tunisia, brought together almost 100 students selected by our recruitment teams. The 2024 edition, themed "Technological evolution as a lever for sustainable development", featured a rich programme that stimulated innovation around sustainable solutions.

The theme for the 2025 edition will be revealed at the opening ceremony in Tunisia.

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 commitment is demonstrated through concrete actions and strategic leadership, embodied by its President, Mehdi Houas. He is actively involved in several key initiatives in the digital sector. From 2022 to 2024, he chaired the Talents du Numérique association, which brings together higher education institutions and digital companies. Under his leadership, the association has stepped up its efforts to promote digital skills development, professional retraining, diversity, gender equality and environmental transition in digital professions.

At the same time, Mehdi Houas sits on the board of directors of Numeum, the leading professional organisation in the digital sector in France, and is a member of Club XXI^e Siècle, which works to promote diversity and equal opportunities. Through these commitments, Talan is affirming its role as a catalyst for responsible transformation, placing people and inclusion at the heart of its actions in the digital economy.

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 Talan 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 2024, Talan continued its commitment to promoting gender equality in digital professions. The Group is a partner of the Femmes@ Numérique Foundation, hosted by the Fondation de France, and actively supports the Assises nationales de la féminisation des métiers et filières numériques (National Conference on Women in Digital Professions and Sectors). These initiatives aim to raise awareness and encourage young girls and women to pursue careers in technology, thereby helping to break down stereotypes and promote equal opportunities in the sector.

Talan is committed to ethical AI

The Talan Group, an international digital transformation consultancy, is actively involved in the development and ethical regulation of artificial intelligence (AI) through its subsidiaries and international partners. This strategy is part of a "Positive Innovation" approach, which aims to promote responsible AI that complies with current regulatory frameworks, such as the European AI Act.

Talan has signed the International Charter for Inclusive Artificial Intelligence, an initiative led by Orange and the Arborus association. This charter commits signatories to promoting diversity in AI teams, preventing discriminatory bias, ensuring the quality of the data used and training those involved in the ethical issues surrounding AI.

Talan is also a signatory to Numeum's "Ethical AI" charter, which brings together companies committed to more ethical AI.

Local initiatives for ethical AI

Micropole has published in-depth analyses on the AI Act, highlighting the challenges related to transparency, accountability and risk classification of AI systems. Gemserv (in the UK) has contributed to discussions on the British Central Digital and Data Office (CDDO) Algorithmic Transparency Standard, which aims to regulate the use of algorithms in the public sector.

Talan Tunisia demonstrates an active commitment to artificial intelligence through various local initiatives: the Head of AI Research and Development at Talan Innovation Factory, who holds a PhD in intelligence and teaches at INSAT, is a member of the scientific committee of the journal ActulA and author of several articles on the subject. Talan Tunisia operates in a country that adopted a national strategy for AI in 2018.

Talan Tunisia has also organised events to raise awareness among young people about the challenges of AI, using videos and interviews to give them a voice.

Talan Canada operates in a context where the government introduced a "Voluntary Code of Conduct" in 2023 for the responsible development of advanced generative AI systems, and this Talan subsidiary operates in a regulatory environment conducive to ethical AI.

03

BUSINESS INTEGRITY

Set an example in our business conduct and comply with business ethics rules throughout our value chain.

Communicating transparently on the Group's non-financial results and governance

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.

Talan also publishes its Communication on Progress (CoP). Publishing the Communication on Progress is a commitment by signatories 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 work carried out on our environmental impact has enabled us to establish a public trajectory score, including our Group carbon footprint across all 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



Indicators	2022	2023	2024	Main objectives
% of employees made aware of anti-corruption issues	68%	92%	96%	95% by 2025
% of exposed employees trained in anti-corruption	75%	55%	55%	100% by 2025
Number of issues reported via the whistleblower system (Sapin 2 law)	0	0	0	NA

POSITIVE AND NEGATIVE IMPACT / MATERIAL RISK AND OPPORTUNITY

+ Impact	<ul style="list-style-type: none"> Ethical acculturation of employees, particularly in countries where local regulations are less stringent, promotes uniform and consistent application of the Group's principles worldwide.
Opportunity	<ul style="list-style-type: none"> The implementation of a robust ethics programme, supported by anti-corruption awareness initiatives, helps to limit the risk of fines, penalties and litigation, while securing the Group's activities and business relationships.
Risk	<ul style="list-style-type: none"> Proven violations of internal ethical rules or applicable laws (non-compliance with the code of conduct, internal fraud) by one or more employees may result in significant financial risks, particularly in terms of reputational damage and commercial losses.

OUR APPROACH

Talan is committed to setting an example in its business conduct and complying with professional ethics rules throughout its value chain.

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 based on 2 pillars: (i) our commitments and (ii) the rules of conduct. The Code of Conduct also sets out the measures taken to ensure that it is implemented and complied with.

FIGHTING 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 Talan 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 geographic 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.

Assessment of 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.

In 2024, following in-depth analysis and research, the Compliance team drew up a list of red flags for the Group's third-party categories, for internal use. This document facilitates a more detailed assessment of third parties and enhances the risk mapping analysis. The list is based on ten key categories, including geographic area, sector of activity, type of remuneration, links with public officials, etc. This tool strengthens the effectiveness of the control system and supports a more proactive approach to third-party management.

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.

Since 2022, 96% of our employees have been made aware of anti-corruption issues through a specific 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

Indicators	2022	2023	2024	Main objectives
% of employees covered by an ISO 27001 information security management system	11%	32%	65%	Certify at least one additional site per year
% of employees who have completed the cybersecurity awareness modules	74%	98%	84%	80% by 2024
% of exposed employees trained in personal data protection	100%	100%	100%	-
% of employees trained in personal data protection	NA	66%	70%	90% by 2025

POSITIVE AND NEGATIVE IMPACT / MATERIAL RISK AND OPPORTUNITY

- Impact • Financial or reputational damage to customers and suppliers in the event of a cyberattack

Risk

- Blockage of more than 30% of IT operations following a successful cyberattack
- Serious failure of a strategic supplier resulting in project interruption or delay
- Degradation of service levels in the event of extreme weather affecting a strategic supplier (data centres, telecoms)
- Lack of preparation for the integration of AI by IT teams and employees
- Risk of regulatory non-compliance in the event of misuse or incorrect configuration of AI tools
- Breach of customers' personal data by employees

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 SYSTEMS SECURITY

The Talan Group 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.

Risks are tracked and monitored on a daily basis. In addition, the organisation of security has been strengthened and a Group Security Committee was set up in 2025 to monitor security indicators for the entire Group.

The Talan Group has a Group Information Systems Security Policy (GISSP) that has been validated and approved by Management. This document applies to all employees and stakeholders such as suppliers and partners, including temporary external 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.

Raising awareness of cybersecurity among Group employees is essential. Consequently, each employee is made aware of information security issues as soon as they join Talan. Best practice in information system security is communicated through a wide range of measures: Integration session; Awareness platform; False phishing campaign; Display on dynamic screens; SharePoint "Group Cybersecurity Department" and communication emails.

In 2024, we were able to certify or renew four ISO 27001-certified areas: our Data & Technology Business Unit, CAS in France, Talan Consulting in Spain and Talan Tunisia. The activities of the Gemserv subsidiary are CE+ certified and in the process of obtaining ISO 27001 certification. Talan has reinforced this approach in France and Tunisia by requesting a CyberVadis audit in 2024, for which they were awarded a Gold medal.

PROTECTION OF PERSONAL DATA

Committed to respecting the privacy and protecting the personal data of all individuals, Talan has been implementing a compliance programme for several years to ensure that it complies with all applicable laws and regulations on data protection, particularly personal data.

Since the General Data Protection Regulation (GDPR) came into force, this compliance programme has been led by Talan's Data Protection Officer (DPO).

To ensure the success of this programme, the DPO carried out a review of all personal data processing activities within Talan. This inventory was used to draw up Talan's processing register and to ensure that all internal processing operations comply with current regulations and legislation on the protection of personal data. The DPO also ensures that the fundamental principles set out in the GDPR are implemented within all Talan entities and business units. He or she ensures that practices comply with the laws and regulations in force relating to personal data protection, for which he is the guarantor. The DPO has set up a network of key people from all departments and subsidiaries who have been trained in the fundamental principles of personal data protection.

As an illustration of the technical and organisational measures deployed as part of its compliance programme, Talan has introduced rigorous access management: access to personal data is strictly reserved for employees authorised according to their responsibilities, and in line with the principle of least privilege. Talan has also implemented a robust password management policy, including two-factor authentication. Furthermore, in addition to the confidentiality clause included in employees' contracts of employment, users of the information system must sign a charter setting out the issues and responsibilities of each party in relation to data security. A specific charter has also been drawn up for high-privilege users, who have extensive access rights. In the event of a data breach, Talan has a dedicated procedure to ensure a unified and coordinated response, enabling it to define the actions to be taken and deploy the appropriate corrective and remedial measures.

Lastly, whenever necessary, and particularly when a new technological solution is proposed within Talan, an impact assessment is carried out to verify that the solution complies with the applicable principles of personal data protection. This approach is part of a "Privacy by Design" strategy, which integrates data protection requirements into projects from the design stage onwards in order to prevent risks and ensure ongoing compliance.

Talan has also put in place a procedure dedicated to managing requests to exercise rights made by data subjects concerned by the processing operations carried out by Talan. This procedure is intended for all Talan managers and employees who may receive requests from data subjects concerning the processing of personal data carried out by Talan, either as Data Controller or as Data Processor, 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.

Lastly, Talan carries out control audits, when necessary, to verify compliance with the security measures applied to its information system and the protection of the confidential information it contains. In addition to internal audits, audits may also be carried out by third parties, either appointed by Customers or by approved bodies as part of certification procedures (ISO 27001, INR, etc.). The Talan DPO is responsible for all inspection processes relating to confidential information, and he or she can also be called on for the management of incidents, crises or internal/external alerts.

OUR RESULTS

After an initial awareness-raising phase targeting employees in the departments most at risk, Talan wanted to extend awareness-raising to all Talan employees in France in 2023. As a result, 88% of all Talan employees in France have been made aware of the fundamentals of personal data protection. In 2024, Talan decided to further extend the scope of awareness-raising to all Talan employees worldwide, achieving a 70% awareness rate.

Following the favourable opinion of the 27 European data protection authorities, Talan obtained approval from the CNIL for its Binding Corporate Rules (BCR-ST) as a personal data processor. Talan thus joins the select group of 15 French groups with BCR-ST approved by the CNIL, including five in its sector, and is one of 51 groups worldwide with BCR-ST. These binding corporate rules constitute a global compliance programme that ensures a very high level of protection for data transfers within Talan Group entities, whether they are transferred within or outside the European Union (EU). Obtained following a rigorous process, the approval of Talan's BCRs reflects its commitment to enhanced data protection across the Group, as well as its ability to meet the expectations and requirements of its customers and partners in terms of personal data protection.

SOCIAL INDICATOR SUMMARY

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Total as at 31 December of the reporting year. Included: permanent and temporary employees, including employees who left on the last day of the month. Excluded: interns	FTE headcount 2024	Women	Men
BELGIUM	166	32	134
CANADA	380	141	239
SPAIN	128	39	89
USA	69	16	53
FRANCE	4,211	1,456	2,755
HUNGARY	11	2	9
LUXEMBOURG	126	31	95
MOROCCO	22	8	14
MAURITIUS	73	24	49
POLAND	24	10	14
UK	423	154	269
SWITZERLAND	338	80	258
TUNISIA	491	243	248
TOTALS	6,462	35%	65%

Representation by country	As at 31/12/2024	As at 31/12/2023	As at 31/12/2022
BELGIUM	2.3%	2.7%	NA
CANADA	6.1%	8.8%	10.8%
SPAIN	2.2%	2.8%	2.0%
USA	1.2%	1.5%	1.6%
FRANCE	63.7%	57.3%	62.8%
HUNGARY	0.1%	NA	NA
LUXEMBOURG	1.9%	2.8%	3.0%
MOROCCO	0.3%	NA	NA
MAURITIUS	1.0%	1.1%	NA
POLAND	0.7%	0.5%	NA
UK	6.5%	9.9%	5.8%
SWITZERLAND	5.4%	2.7%	3.0%
TUNISIA	7.4%	10.0%	11.0%

METHODOLOGICAL NOTE

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METHODOLOGICAL NOTE

BREAKDOWN OF ENTITIES BY GEOGRAPHIC AREA

In France, Talan operates in eight cities:

Amiens, Aix-en-Provence, Bordeaux, Lille, Lyon, Nantes, Rennes and Toulouse. Talan also operates internationally in 13 other countries, the entities of which are described below.

Geographic region	Company names of entities
Belgium	<i>Dataroots, Lucy in the Cloud, Micropole Consulting Belgium, Micropole Belgium, Forty 2</i>
Canada	<i>Talan Conseils Canada Inc, 6362222 Canada Inc. (Talan)</i>
Spain	<i>Talan Consulting Espana, Micropole Spain</i>
USA	<i>Talan LLC / Insum Solutions Corp</i>
France	<i>Talan SAS, Talan Corporate, Talan Labs SAS, Talan Consulting, PàP, Dunette, Talan Holding, SC EMEA, Go Cloud & Security, Micropole France, Micropole Levallois 1, Micropole Levallois 3, Micropole Levallois 5, Micropole Méditerranée, Micropole Nord-Ouest, Micropole Rhône Alpes, Micropole Sa, Micropole Sas, Aquilab, Coexya SAS, Coexya Group, PI Services, Siris Advisory</i>
Hungary	<i>Olit</i>
Mauritius	<i>Talan Mauritius</i>
Luxembourg	<i>Talan Luxembourg, Tomorrow Services</i>
Morocco	<i>GCL Group Africa</i>
Poland	<i>Talan Poland SP Z.O.O</i>
UK	<i>Talan Consulting UK, Business Data Partners, GEMSERV, PàP UK</i>
Switzerland	<i>Talan SA, Cross systems Suisse, PASàPAS Suisse SA, Wide Agency, Beryl Management, Micropole SA</i>
Tunisia	<i>Talan Tunisia</i>
Not included in the analysis for the report	<i>Thinkmax USA, ThinkMax LLC, Nine feet Tall, Easteq China, Micropole China</i>

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.

Subject of indicators	% of Group Scope represented	Indicators concerned
People Business		
Health and Well-being	69%	Overall employee satisfaction rate according to the GPTW© scale
	100%	% of employees covered by a health and safety management system based on legal requirements and/or recognised standards or guidelines
	96%	Absenteeism rate
	96%	Occupational Accident frequency rate
Inclusion and Diversity	96%	% of women in senior management
	92%	% of employees made aware of discrimination or harassment issues
Training and professional development	95%	% of Group employees that received at least one training course per year
	85%	Number of training hours per employee each year
	77%	% of employees who had an annual interview
Innovation and Commitment	100%	Number of days dedicated to research per year
Sustainable Business		
CSR governance	100%	% of Executive Committee member variable pay linked to a common CSR objective
Carbon footprint	100%	% of Group employees made aware of climate issues and/or digital sobriety
	100%	% of employees covered by an ISO 14001-certified environmental management system
	100%	Direct Scope 1 GHG emissions
	100%	Indirect Scope 2 GHG emissions
	100%	Other indirect Scope 3 GHG emissions
Responsible purchasing	57%	% of purchases made from local suppliers
CSR products	100%	% of employees made aware of and/or trained in responsible digital technology
Business Integrity		
Communication	100%	Pay equity ratio
	69%	GPTW© result: management has a detailed idea of the Group's objectives and knows how to achieve them
Business ethics	92%	% of employees made aware of anti-corruption issues
	80%	% of exposed employees trained in anti-corruption
	100%	Number of issues reported via the whistleblower system (Sapin 2 law)
IT security	100%	% of employees covered by an ISO 27001 information security management system
	92%	% of employees who have completed the cybersecurity awareness modules
	100%	% 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.

A. 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, geographic 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 headcount corresponds to all employees covered by the aforementioned contracts as at 31 December of the reporting year, including employees leaving as at 31 December of the reporting year.

Absenteeism rate 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.

B. Environmental data

Carbon footprint:

The Group's greenhouse gas (GHG) emissions inventory was carried out for the calendar year 2024, in accordance with the principles of the GHG Protocol. It covers Scopes 1, 2 and partially Scope 3, based on activity data from our 42 sites in 13 countries, representing an annual FTE workforce of 6,377 employees.

The following emission categories are included:

- Scope 1: direct energy consumption (fuels, gases) and fugitive emissions (refrigerant gases).
- Scope 2: indirect energy consumption (electricity, district heating).
- Scope 3: purchases of goods and services (including subcontracting), transport of goods, business travel and commuting, waste management, fixed assets, end-of-life products.

Data collection was structured around 220 questions addressed to internal contributors. Where data was unavailable, estimates were made based on national averages or recognised default values.

The calculation was performed by our Tennaxia software, which cross-referenced activity data with the most recent emission factors. The methodology used is strictly compliant with GHG Protocol standards.

Finally, Coexya's carbon footprint, calculated separately using the same methodology, was integrated into the results consolidated by Scope to ensure a comprehensive view at Group level.

Water and energy consumption:

The water and energy consumption figure is the invoiced consumption.

C. 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 2024 who have taken the module by the total number of people at Talan.

SDG & GRI CORRELATION TABLE

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Commitments/Issues	GRI	SDG
#1 People Business		
Provide a balanced and welcoming work environment for our employees	401-1, 401-2, 401-3, 403-3, 403-6,	3 - Good health and Well-being
Increase diversity through gender equality at work and inclusion	102-8, 405-2	5 - Gender equality 10 - Reduced inequalities
Facilitate access to training and career development for employees	404-1, 404-3,	4 - High-quality education
Encourage a sense of initiative and promote collaborative innovation	-	9 - Industry, innovation and infrastructure
Monitor and improve our customer satisfaction	-	
#2 Sustainable Business		
Integrating CSR into our strategic plan and business plan	102-35	
Define an environmental trajectory	308-1, 414-1	12 - Responsible consumption and production 13 - Measures to combat climate change
Implement a responsible purchasing approach in line with our societal commitments	305-1, 305-2, 305-3, 305-5	13 - Measures to combat climate change
Develop products and value proposals around social and environmental issues	-	9 - Industry, innovation and infrastructure 12 - Responsible consumption and production
Increase our societal impact	-	10 - Reduced inequalities
#3 Business Integrity		
Communicate transparently on the Group's non-financial results and governance	-	
Ensure that the Group's application of its ethical risk management policy is exemplary	102-16, 102-17, 205-1, 205-2, 205-3	16. Peace, justice and strong institutions
Provide business continuity through cybersecurity and ensure that the Group's personal data management is exemplary	-	

Constituent elements of the CSR report	GRI	SDG
Editorial	102-14	
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Business model	102-1, 102-2, 102-3, 102-6, 102-7, 102-16, 201-1	
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TAIAN

Positive innovation

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