

TECHNOLOGY & STRATEGY GROUP

CSR Report 2025





WELCOME TO OUR 2025 CSR REPORT



SOPHIE BRETON
ESG & TALENTS DIRECTOR

"We are an international alliance of experts dedicated to shaping and implementing change for responsible growth. As a European consulting group, we offer a wide range of expertise and high value-added solutions to our customers. Innovation and operational excellence are at the heart of our activities, since our aim is to facilitate the technological development of companies that are building the world of tomorrow.

*As an international alliance of experts, we are united by a community of shared values, which underlines our ESG approach. We firmly believe that **responsible growth is the key to building a better future for all**. At Technology & Strategy, we are proud to play a part in building that future.*

*The growing challenges facing society and the environment demand a clear focus for the future. Our sustainability strategy, directly aligned with our CSR goals established upon the **UN's Sustainable Development Goals (SDGs)**, centers on 3 specific pillars, driving numerous ongoing and planned initiatives across the Technology & Strategy Group. We have also prioritized our employees within our CSR program, fostering their contribution and a stimulating professional environment. Guided by these SDGs, our CSR commitments structure our activities, allowing us to combine growth objectives with positive impact.*

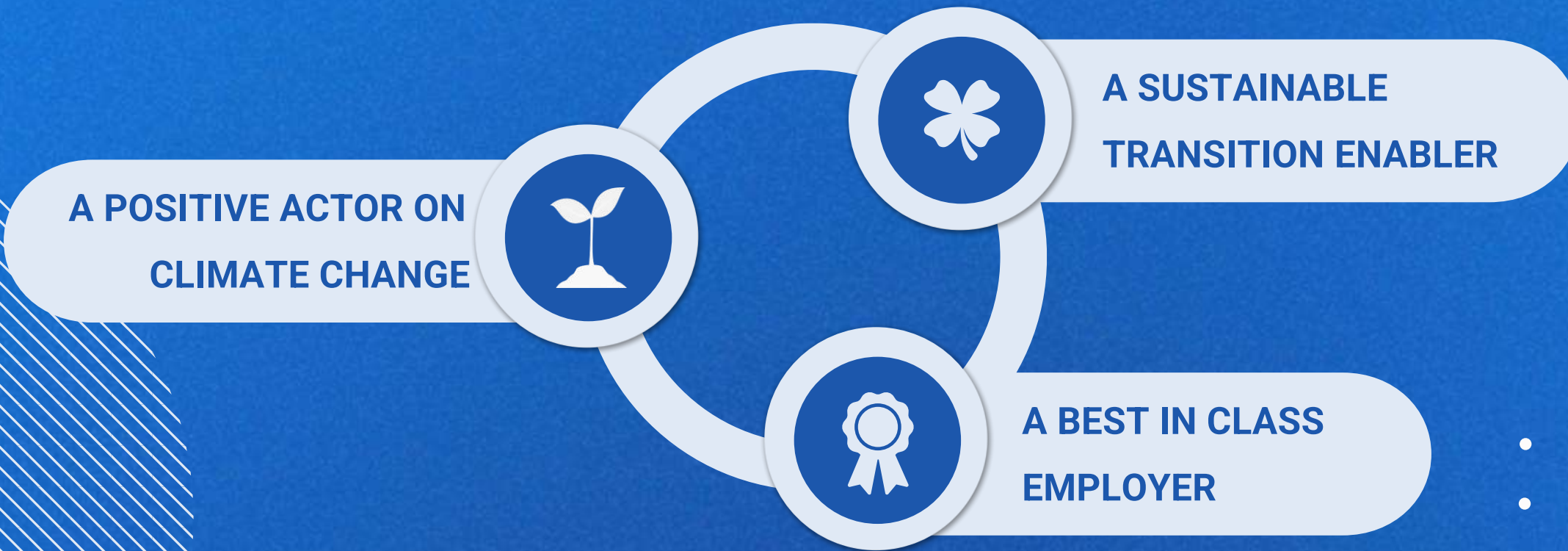
*In conclusion, we are proud to affirm and materialize a strong belief: **CSR is truly a driver of sustainable growth and prosperity for companies and society!**"*





OUR CSR STRATEGY

... aims to maintain the Group as



The goal driven and authentic CSR approach enhances T&S commitment towards environmental sustainability, philanthropic responsibility and establishing socially responsible business practices.

Thus, our CSR strategy, based on 3 pillars, allows us to contribute to a responsible growth and to accelerate a change towards a sustainable and inclusive world.



SUMMARY

1. OVERVIEW OF T&S

2. SDGs
(SUSTAINABLE DEVELOPMENT GOALS)

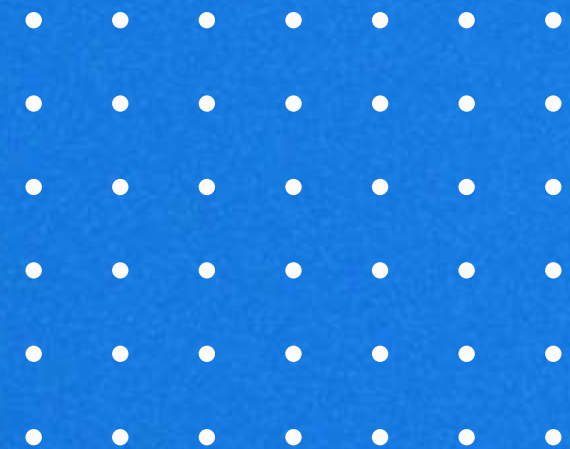
3. SOCIAL

4. ENVIRONMENT



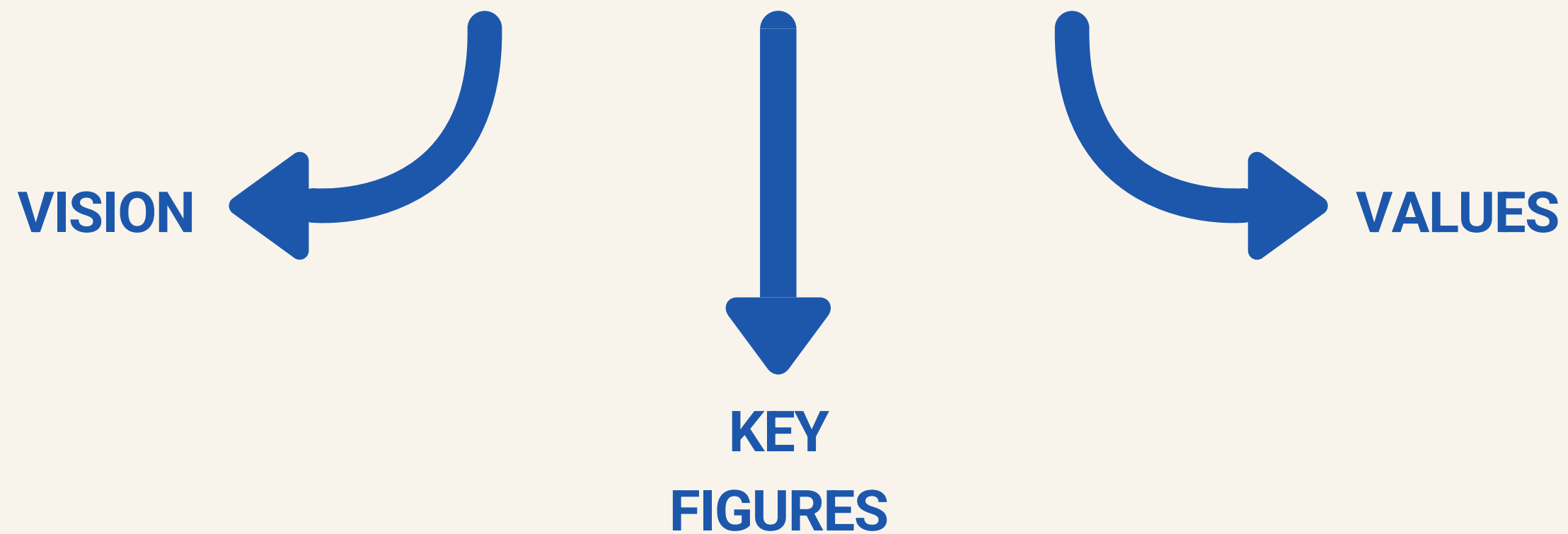
5. GOVERNANCE

6. T&S FOR A
SUSTAINABLE FUTURE





1. OVERVIEW OF T&S





OUR VISION

"An international alliance of experts shaping & implementing changes for a responsible growth."





27
OFFICES

320M
TURNOVER

2700
EMPLOYEES

45
NATIONALITIES

9
COUNTRIES

300 FTE
NEARSHORE





SHARING

We feel stronger as a team, so we want to share a lot with all our coworkers to allow them being a part of the company and to create a lot of synergies.

T&S VALUES



EXCELLENCE

The quality of the work is something we keep working on over and over. We always have high standards, but also a strong continuous improvement process to be able to do better, over and over.

INITIATIVE

We promote the initiative at all levels. If anyone wants to be committed and to suggest new things, we want to be able to listen !

RESPECT

Respect is a fundamental value : the respect of others, of our coworkers of our clients. This is also the key for long-term relationships and that is what we are seeking.

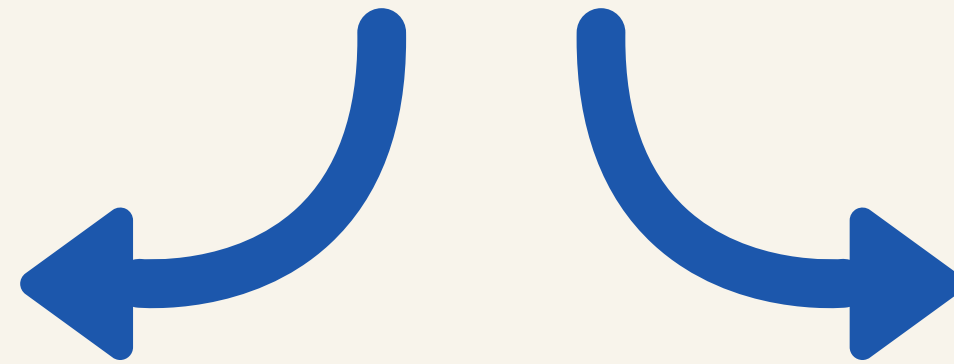




2. SDGs

(SUSTAINABLE DEVELOPMENT GOALS)

WHAT THEY ARE AND
WHY THEY MATTER



HOW WE CONTRIBUTE,
WITH KEY EXAMPLES



SUSTAINABLE DEVELOPMENT GOALS

What are the SDGs?

The United Nations defined 17 Sustainable Development Goals (SDGs) to promote economic and social development that respects people and the planet, to be achieved by 2030.

The SDGs apply to all economic and social actors. To support responsible growth and help drive a sustainable and inclusive transition, T&S integrated 12 SDGs into its CSR approach.

Why it matters for our company?

- Aligns with global standards and stakeholders' expectations
- Strengthens competitiveness and innovation
- Helps manage environmental, social and regulatory risks
- Builds long-term value and brand trust
- Focuses efforts where T&S can create meaningful impact



Since 2025, we have been committed to the UN Global Compact, reinforcing our alignment with its principles and its vision for sustainable and responsible development.



OUR CONTRIBUTIONS TO THE SDGs

Technology & Strategy, sometimes through its very own actions, sometimes through its clients' projects contributes to the following SDGs.



CLIENT PROJECTS

Reduce food waste, improve nutrition and food security and promote sustainable agriculture.



CLIENT PROJECTS

Provide reliable, modern, and environmentally friendly energy for everyone.



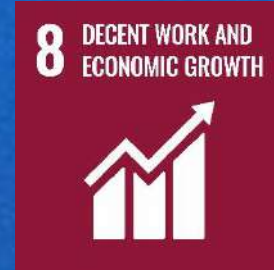
CLIENT PROJECTS

Make cities safe, inclusive, resilient, and environmentally sustainable.



T&S ACTIONS and CLIENT PROJECTS

Promote healthy lives, reduce diseases, and improve well-being for all ages.



T&S ACTIONS

Support fair employment, safe working conditions, and sustainable economic growth.



T&S ACTIONS and CLIENT PROJECTS

Promote efficient resource use and reduce waste for sustainability.



T&S ACTIONS and CLIENT PROJECTS

Provide inclusive and fair education and lifelong learning opportunities for everyone.



T&S ACTIONS and CLIENT PROJECTS

Foster innovation, sustainable and inclusive industrialization



T&S ACTIONS and CLIENT PROJECTS

Take urgent steps to fight climate change and its negative impacts.



T&S ACTIONS

Ensure equal rights, opportunities, and empowerment for women and girls.



T&S ACTIONS

Reduce social and economic disparities within and between countries.

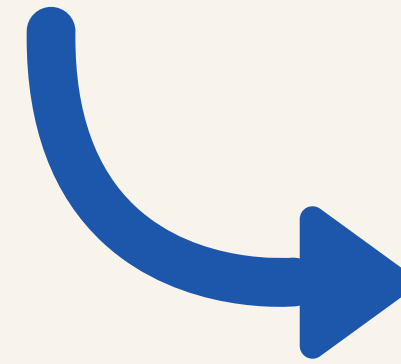
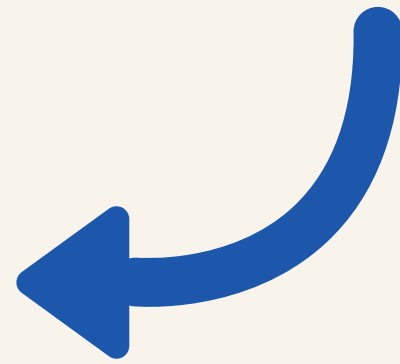


T&S ACTIONS

Strengthen global cooperation to achieve all the Sustainable Development Goals.

3. SOCIAL

A CULTURE WHERE
PEOPLE THRIVE



KEY INITIATIVES





SHARING AN ENRICHING EXPERIENCE WITH OUR EMPLOYEES

Technology & Strategy aims to stay a best-in-class employer, and our main goal is to share a **rewarding experience with each of our employees** which is a key element to promote and enhance innovation, creativity and productivity!

We focus on **skills development** through various trainings and coaching sessions as well as specific career path programs.

Technology & Strategy is an **inclusive** and very **diverse** company, which allows everyone to find their place. We support not only our team members in their associative work and sportive challenges, but we also **support associations which are in line with our CSR policy.**

We promote wellbeing at work in order to **create a positive, happy and healthy working environment** which will ultimately help **our employees thrive at work!**





CAREER DEVELOPMENT



OUR GOAL : Building with our employees their professional career plan, by training them each year on various topics such as languages, technical, regulatory or soft skill trainings.

We support our employees in their development and build with them a personalized training plan, ensuring the development of professional competences and guaranteeing the access to training in different skills.

Each of our employees also benefits from a personal and individual career coaching therefore supporting the fulfillment of professional ambitions.

During the year 2025, 53% of our employees undertook training in a range of competencies, including technical, linguistic, and soft skills.



60% of our employees have followed a training in any skill (technical, language, soft skills ...)



Via T&S Institute our internal training organization we set up e-learning training content and manage face-to-face and distance learning sessions with an individual follow-up. The development of our training offer is carried out in accordance with the French certification Qualiopi*. This certification attests the quality of our internal and external training offer.

*The T&S Institute Qualiopi certification has not been renewed in 2026



YOUNG TALENTS



The “Campus” department promotes the company through forums, business presentations and HR workshops in schools and universities to invite students to join the T&S adventure.



For the 2025/2026 academic year, 4 T&S consultants carried out skills-based volunteering (*mécénat de compétences*), supporting education by teaching in partner schools such as INSA Strasbourg and ENSISA Mulhouse.



MOBILITY WISHES



T&S supports each employee in fulfilling his/her professional aspirations and encourages both geographical and functional mobility to offer diverse and engaging career paths.

To reinforce this, we communicate through 4 interactive webinars presenting the Group’s agencies and in-house opportunities.

We also provide two dedicated mobility modules: one designed for HR teams and managers, and another tailored to consultants.

KEY POINT : In total 85 mobilities were carried out.





EQUAL OPPORTUNITY



“We need more women in science. There’s a whole world of problems we haven’t tackled because we only have half the brains working on them.”

Marie Curie, Nobel Prize winner in Physics and Chemistry

At T&S, we remain dedicated to fostering a culture of professional equality, ensuring everyone has the same opportunities for success.

Female consultants: **25%**

Female Business Managers: **31%**



Above 30% of female consultants.
At least 35% of women in management positions

The French Gender Equality Index (GEI) conceived as a tool to end professional inequalities gives a score from 1 to 100; a score of 100 would mean that the company reached full equality between women and men.

technology & strategy GROUP 96/100

Engineering 86/100

Information Technologies 87/100

novencia 85 / 100 **degetel** 94 / 100

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Technology & Strategy Munich and Stuttgart hosted “Girls' Day” by welcoming enthusiastic girls to explore the world of engineering through hands-on coding, and soldering. The event was a resounding success, with both the girls and the T&S volunteers thoroughly enjoying the experience. This initiative reflects T&S Munich's & Suttgart’s commitment to inspiring the next generation of engineers and fostering a passion for STEM.



We also have a YouTube channel with several podcasts, including one that explores gender diversity in engineering through the experiences of T&S women engineers.

→ [Click here to watch it!](#)



DISABILITY & EMPLOYMENT



Inclusive partners

T&S Group calls upon organizations that help people with disabilities back into work to contribute to the employment and to fight against their exclusion and discrimination.

These partnerships aren't just transactional; they represent **long-term relationships** built on mutual respect and a shared vision of a more inclusive future.



Inclusive management

T&S commits to the **professional integration** of **people with disabilities** and provides the workplace adjustments.

Managers and the **HR team** undergo **special training** to cater for the needs of employees with handicaps. They are particularly **aware** and **trained on disability issues**.



2026 GOAL
100% of our managers and recruiters are trained on recruiting without discriminating and an awareness program regarding disabilities

DuoDay 2025

We are proud to participate in the DuoDay for the **third year**. This initiative matters to us because it promotes **inclusion**, breaks down barriers, and creates **meaningful connections** between people with disabilities and our teams. By opening our doors, **we help raise awareness**, challenge **preconceived ideas**, and build a workplace where everyone has a place and a voice.





PARTNERSHIPS



Our company values extend beyond business. We believe in giving back to society and demonstrate this by supporting organizations that share our commitment to social and environmental responsibility. These partnerships allow us to make a tangible difference in the communities where we operate and contribute to a more sustainable future for all.

22 100€

donated to associations
supporting CSR goals





OUR PATRONAGE INITIATIVE



Corporate philanthropy is a voluntary commitment to society and a key part of our CSR approach. At T&S, we reinforce this commitment by supporting and sponsoring associations aligned with our CSR goals.

For the past three years, employees involved in CSR-driven associations have been able to submit their organization for potential sponsorship. Each year, our internal CSR committee reviews all proposals and collectively votes on which associations T&S will support.

We supported 7 associations in 2025 :



Les Dérailleurs de Clamart



Promotion of green mobilities in Clamart and organization of bike repair workshops and events to boost circular economy around bikes.



Le Berç'0



Support for opening a new birth center offering respectful, personalized care for future mothers.

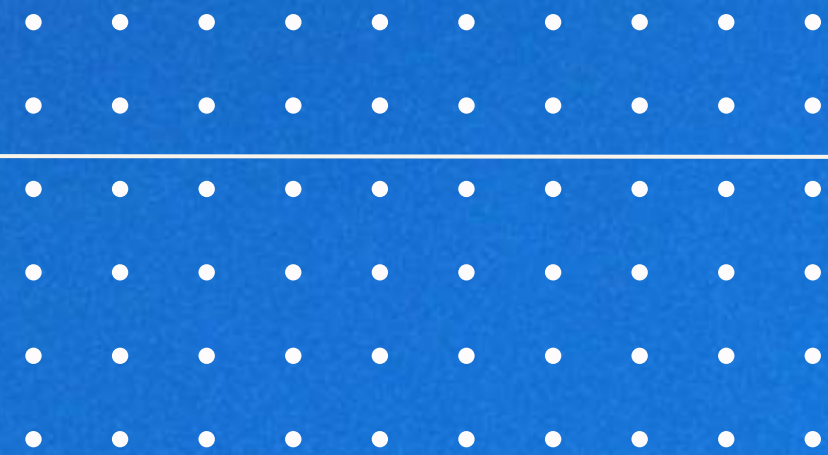


Vale de Acór



Combat drug and alcohol addiction and support the reintegration into society through therapeutic communities, housing, family support and work.





Emmaüs Connect



Digital access and guidance for people facing social or financial hardship.



Box and Fit degetel



Boxing sessions focused on well-being, confidence, and inclusive access for all.



KO La Muco



Joyful activities and support to bring comfort and hope to people affected by cystic fibrosis.



Handi'Chiens



Assistance dogs trained to help people with disabilities gain autonomy and confidence.





A REAL-LIFE EXAMPLE OF OUR COMMITMENT

Our sponsorship enables concrete actions that truly change lives.



Here's the story of a family who received a trained dog from **Handi'Chiens** :



"After spending more than a year raising and training Vika, a future assistance dog, it felt natural to nominate this wonderful association. Handi'Chiens' work brings real happiness and autonomy to people with disabilities, and I'm proud that T&S is helping support the education of future assistance dogs like Vika." — **Émilie Barthelme**

"Vika also loves accompanying us on our outings, whether it's to the shops, around town, or to medical appointments, and it's during these moments that we truly realize how helpful she is. She acts as a catalyst for our son, making these outings much less stressful and anxiety-inducing for him. Additionally, she helps him engage much more easily in social interactions simply by being present and through the curiosity or positive reactions sparked by her Handi'Chiens superhero cape, which opens up conversations with strangers—a completely new experience for both our son and us.

It's only been a few weeks since Vika joined us, but we are already seeing the positive effects for our son, both in terms of his overall well-being due to her reassuring presence outside and at home, where she calms him, especially at night. She also motivates him to be active every day through play and outings. The responsibilities that come with having Vika, such as caring for her needs, have also helped him gain independence in providing necessary care and increased his confidence through the social interactions he now initiates much more easily thanks to Vika's presence."

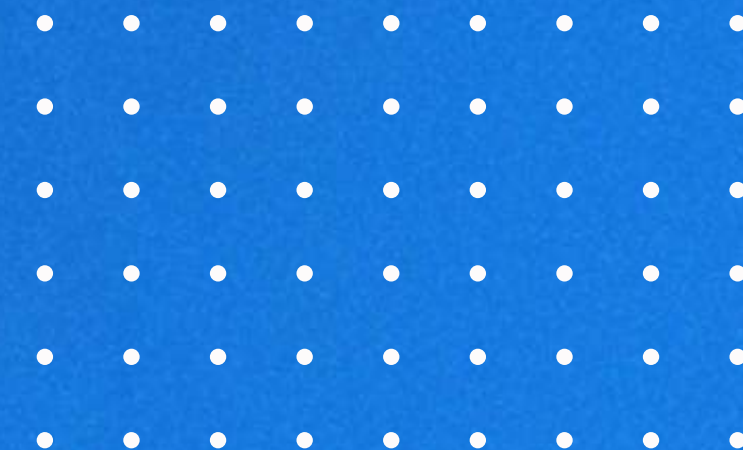


CHARITY & SOLIDARITY



▶ degetel **novencia** **T&S** Blood donations

Blood donation is a **vital act** that addresses critical shortages and **supports life-saving medical procedures**. By donating, our collaborators contribute to supplying essential components like red blood cells, platelets, and plasma, directly impacting patient survival and recovery.



Letters of solidarity **T&S**

During the year-end celebration, T&S organized a **letter-writing workshop** where employees could write messages for isolated people. In partnership with the association **Ô Cœur de la Rue** in Strasbourg, some T&S colleagues **joined volunteers on an outreach round** to distribute meals, share conversations with homeless individuals, and deliver the letters. This initiative **offered moments of comfort** while reinforcing our commitment to supporting vulnerable communities.





OUR IMPACT BOX



The Impact Box is a project created by the **Group's CSR team**, inviting all employees to **submit ideas** related to sustainability. Several proposals were selected and brought to life, showcasing everyone's engagement and creativity.

Nutrition Workshop

Held in Strasbourg and in Paris, the Nutrition Workshop offered a simple and positive approach to balanced eating. The nutritionist provided clear, guilt-free guidance that was very well received by participants.

Lifesaving Skills Awareness Session

Organized in Paris and Strasbourg, this session introduced essential reflexes for reacting in emergencies, such as cardiac arrest or choking, helping employees feel more prepared.

Repotting Workshop

During the Repotting Workshop in our Strasbourg office, we refreshed all the office plants together. It was a friendly, hands-on moment that brightened up our workspace.





WELL-BEING AT WORK



Because **well-being is essential to success**, Technology & Strategy fosters a **positive, happy and healthy working environment** through **conferences** on health and safety, as well as **workshops** focused on ergonomics and nutrition. Throughout the year, various moments of **exchange and teambuilding** help our employees to build strong connections with one another. The group is also committed to improving **work-life balance** by offering **flexible work arrangements**, including home office options, and by ensuring the right to disconnect.



Holiday Afterwork novencia
degetel



The Puzzle Corner Ln



PetsDay ts



Board Game night TOPIC
EMBEDDED SYSTEMS



Winter Event 2025 ANTAES



KidsDay ts



3. SOCIAL



10 km of Paris novencia



JP Morgan - Asia ANTAES



Courses de Strasbourg T&S

RUNNING FOR PURPOSE AND TEAM SPIRIT

Throughout the year, T&S employees took part in various **rac**es and charity runs, strengthening **team spirit** while **supporting meaningful causes**. These events offer a unique opportunity to unite colleagues around **shared goals**, promote a **healthy lifestyle**, and contribute to **initiatives that make a positive social impact**. Running together helps build stronger teams, while running for others helps build a better community.



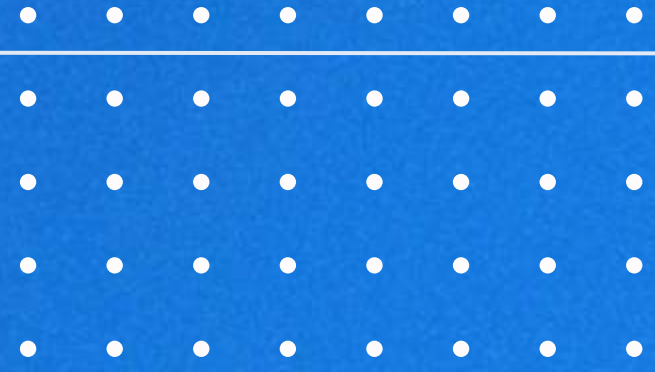
Escalade Race ANTAES



20 km of Brussels intys.



Tour du Canton ANTAES



MONTHLY SPORTS SESSIONS FOR A HEALTHIER LIFESTYLE

We promote **employee well-being** by offering **monthly sports sessions** in Strasbourg and now in Paris, with **plans to expand** even further. These moments encourage physical activity, reduce stress, and **strengthen team connections** in a friendly and motivating environment. By supporting regular movement and shared energy, we continue to foster a healthier, more balanced, and engaging **workplace culture.**



novencia

intys.



▶ degetel





GROUP ESG INITIATIVES

Train and Protect



We rolled out “Life-Saving Actions” and first-aid workshops for our teams: first in Paris, then in Strasbourg, and now also in Geneva, Lausanne, and Zurich through the **Antaes** entity. This human, preventive and civic initiative enables everyone to become an **active contributor to safety**, both in the workplace and in everyday life.

Because taking care of our people also means **giving them the tools** to take care of others.





GROUP ESG INITIATIVES



Raise Awareness, Support Health

This year at the T&S headquarters in Strasbourg, we strengthened our commitment to health awareness through dedicated initiatives for Pink October and Movember. Throughout October, we organized a special yoga class focused on women’s health, including movements designed to support body awareness and breast cancer prevention. We also shared self-examination guides to promote early detection and informed care.

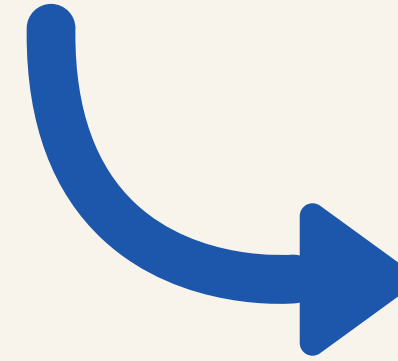
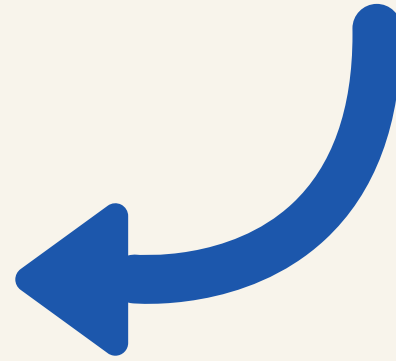
For Movember, we took steps to break the taboo surrounding men’s health by launching awareness messages on our social media channels and encouraging open conversations within the agency.

These initiatives reflect our belief that talking about health: openly, regularly, and without stigma, is essential to protecting and empowering our teams.

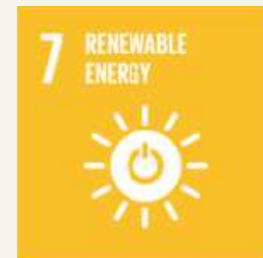


4. ENVIRONMENT

DRIVING THE
ECOLOGICAL TRANSITION



OUR CONCRETE
ACTIONS





A SUSTAINABLE ECOSYSTEM

Technology & Strategy's aims to be a **positive actor on climate change** and is resolutely committed to a **low-carbon approach**, asserting itself as a key player committed to the **ecological transition**.

Therefore T&S believes in behaving in a as **environmentally friendly way** as possible and thus aims to **reduce** our CO2 emissions in line with **scientific recommendations** based on our annual **carbon footprint assessment**.

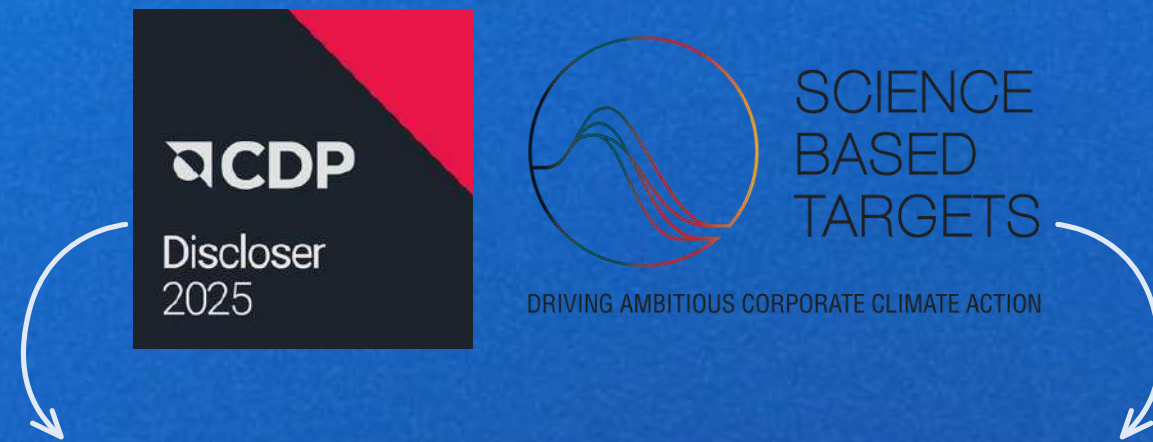
We are convinced that employee engagement is essential to successfully achieving our ecological transition. Therefore T&S encourages **green mobility** and **offers** training and awareness-raising on responsible behavior.





COMMITMENTS FOR CARBON REDUCTION

Our group is firmly dedicated to a **low-carbon approach**, positioning itself as a **key driver** in the **ecological transition**. Our evaluation of carbon emissions, following the **GHG Protocol**, enables the company to pinpoint its primary emission sources and establish ambitious reduction targets.



Our environmental policy has since evolved through annual participation in the **Carbon Disclosure Project** and a commitment to the **SBTi near-term targets**.

CDP
SCORE B

We are recognized by CDP with a **B score**, reflecting our **active management of climate impacts** and the implementation of **concrete environmental actions**.



CARBON FOOTPRINT ASSESSMENT



The climate crisis demands action. The carbon footprint assessment aims at **quantifying** and **analyzing** GHG emissions, a key foundation for effective reduction. Understanding emission sources is the first step to implement the relevant actions.

T&S Group aligns with internationally recognized methods such as the **GHG Protocol** to report emissions on all **3 scopes**.



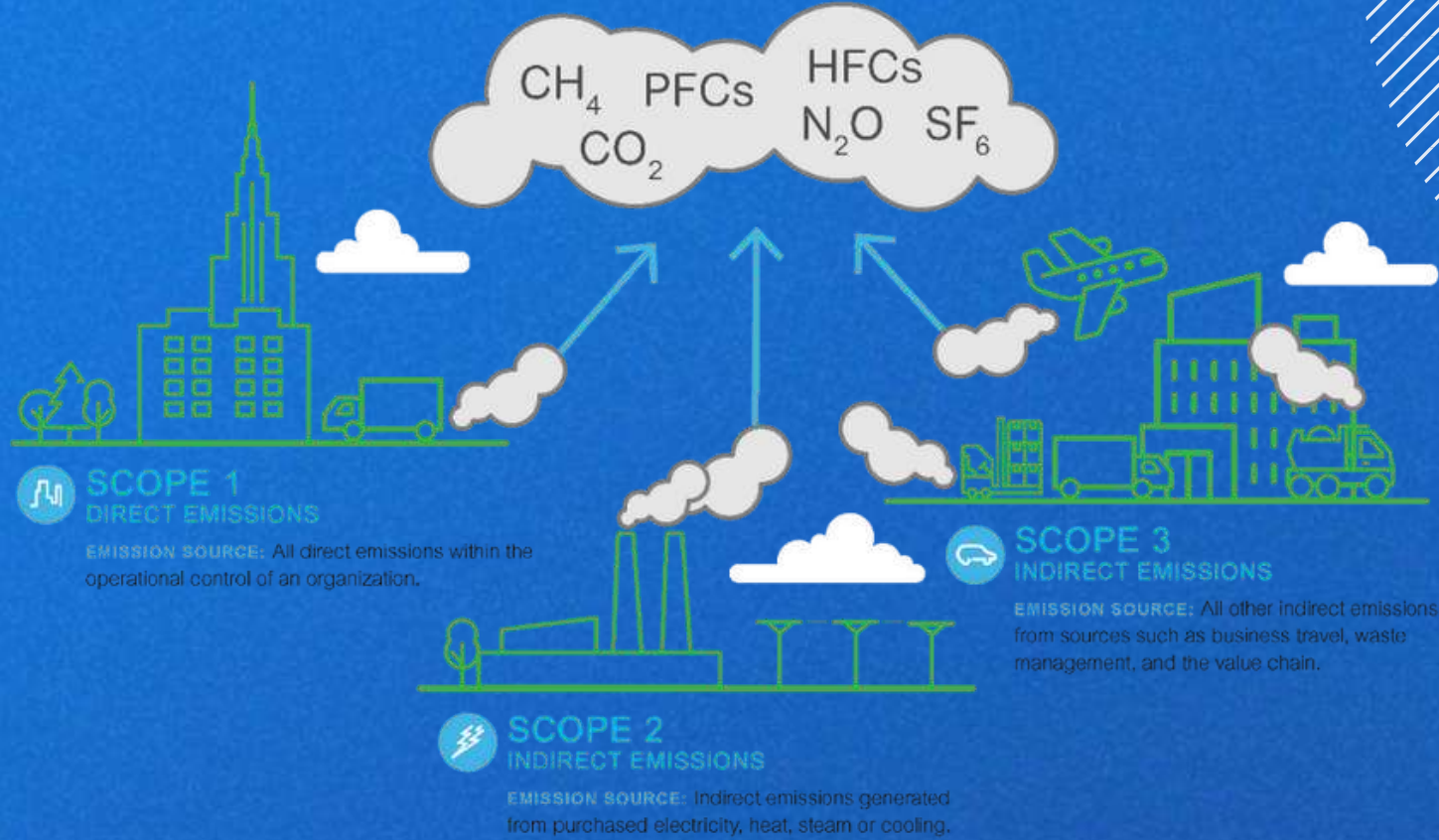
Degetel and **Novencia** have signed the Planet Tech'Care Manifesto, thereby committing to **measuring** and **reducing** the **environmental impact** of their **digital products** and services.





CARBON FOOTPRINT RESULTS

ATMOSPHERIC GREENHOUSE GASES



To ensure a complete and accurate representation of our environmental impact in 2025, our emissions inventory includes all relevant sources, facilities, and operations.

There were no notable changes to our operational perimeter during the year, nor corporate acquisitions.

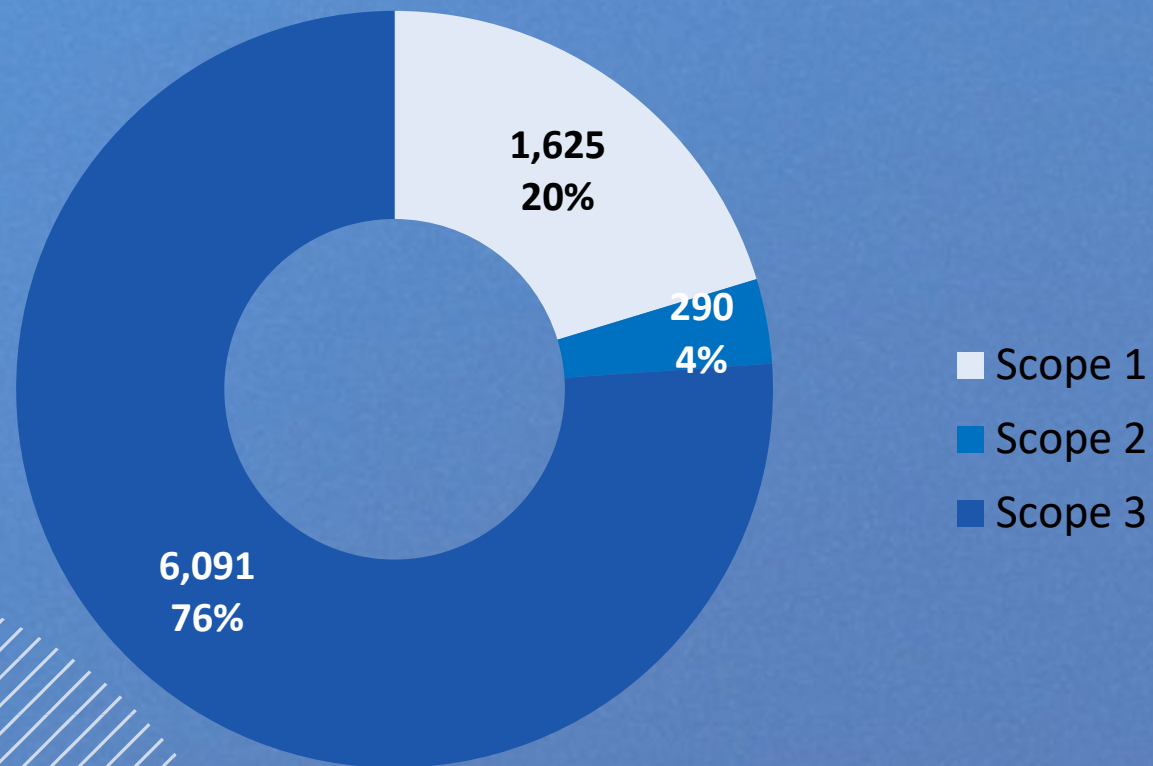
Our activities do not involve emissions from biologically sequestered carbon.

| | 2023 | | 2024 | | 2025 |
|----------------|-------|---|--------|---|-------|
| SCOPE 1 | 2,253 | ↓ | 2,060 | ↓ | 1,625 |
| SCOPE 2 | 356 | ↓ | 270 | ↑ | 290 |
| SCOPE 3 | 9,090 | ↑ | 13,331 | ↓ | 6,091 |



CARBON FOOTPRINT EVOLUTION (2024-2025)

The overall carbon footprint of the group has decreased between 2024 and 2025 on the submission perimeter. The 2025 emissions are back to be aligned with our SBTi near-term target after the 2024 year during which the use of sold products generated a high increase.



SCOPE 1



Our Scope 1 emissions have decreased as a result of our efforts to optimize business travel and home-to-work commuting. This has been accomplished by reducing air travel and encouraging the use of sustainable alternatives., as well as increasing the number of low emissions company vehicles.

SCOPE 2



Scope 2 emissions slightly increased. This is mostly due to the Paris office change where we do not yet have a renewable electricity contract.

SCOPE 3



The impressive reduction of our CO2 emissions on the scope 3 in 2025 is due firstly to the fact that there was no production line sold in a high-carbon energy mix country and secondly, the ADEME input emission factors have been updated and lowered compared to previous year, consequently reducing the impacts.



T&S GROUP GHG EMISSIONS

IN TONS CO₂E

| | CO ₂ Carbon dioxide | CH ₄ Methane | N ₂ O Nitrous Oxide | HFC s Hydrofluoro- carbons | Other gases | PFCs Perfluoro-carbons | SF ₆ Sulfur hexafluoride | Total |
|--|---|----------------------------|-----------------------------------|--|--|---------------------------|---|--------|
| 2023 base year | 11,319 | 18 | 67 | 116 | 180 | 0 | 0 | 11,699 |
| 2024 | 15,372 | 18 | 59 | 111 | 101 | 0 | 0 | 15,661 |
| 2025 | 7,711 | 17 | 39 | 132 | 104 | 0 | 0 | 8,005 |
| Activities generating GHG | Car fuel combustion Extraction and production of fossil energy | | | Refrigerant leaks within cooling installations | Production of IT assets Condensation of water by aircraft | | | |



REDUCING OUR CARBON FOOTPRINT



Setting **science-based emission reduction targets** is key to make educated decisions and implement efficient actions to part of the climate transition.

The Science-Based Targets initiative (SBTi) encourages numerous actions to **improve the global stance on climate change** by providing companies with **science-based criteria** to assist them in reducing excessive emissions.

Demonstrating our strong commitment to climate action, our near-term science-based emissions reduction targets were **officially validated by the SBTi in April 2025**. This significant milestone underscores our alignment with the most ambitious goals of the Paris Agreement.

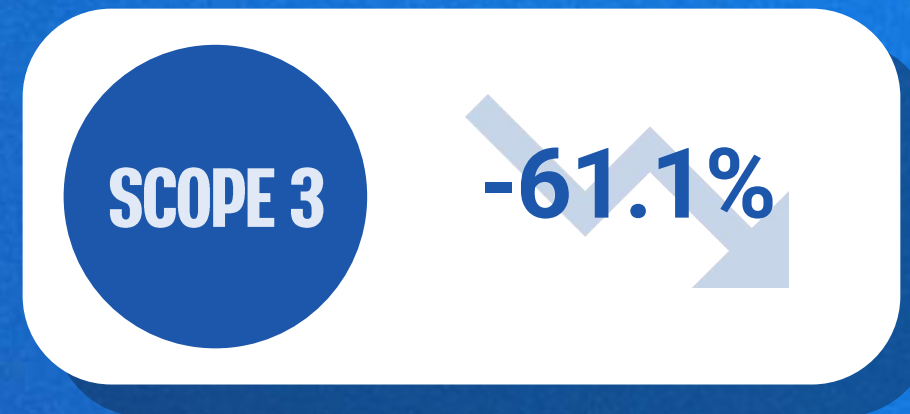


OUR CARBON FOOTPRINT REDUCTION OBJECTIVES



Scopes 1&2 are subject to an absolute reduction objective in accordance with a 1.5°C trajectory. With a commitment to 2033, T&S's reduction objectives on scopes 1&2 are 54.6% compared to 2023 (base year) emissions.

Scope 3: T&S chose the physical intensity trajectory, aiming for a 61.1% decrease in intensity by 2033.





RUNNING ON RENEWABLE ENERGY



BENELUX

Eindhoven
Brussels
Luxembourg

GERMANY

Hannover
Kehl
Stuttgart
München
Ingolstadt

FRANCE

Paris
Lyon
Toulouse
Bordeaux
Nantes
Lille
Strasbourg (HQ)
Strasbourg (Englab 1 & 2)

SWITZERLAND

Zurich
Geneva
Lausanne

PORTUGAL

Lisbon

GLOBALSHORE

Cairo, Egypt

ASIA

Hong Kong
Singapore

In 2025, T&S continued its journey towards its **100% objective*** of renewable energy despite the move ins and outs, we were able to maintain our **40%** of renewable energy consumption.

*Exception made for the co-working offices where T&S does not have the hand on the electricity contract



SUSTAINABLE MOBILITY



Due to our tertiary consulting activity, mobility represents **50% of our carbon footprint.**

Promoting green mobility is therefore key to reducing our carbon footprint. Whenever possible, **sustainable transportation options** that have minimal environmental impact, are used for business travels.

Technology & Strategy Group formally stated in the **environmental policy** from 2024 onwards, **that plane travel are forbidden if a train or car alternative exists that takes less than 6 hours.** To also encourage sustainable daily commuting, each brand of the group has implemented several incentives such as the **reimbursement of public transportations, carpooling** solutions, **leasing of e-bikes** and **incenting biking to work.** Eco-driving tips and tricks such as **e-learnings on this topic** are available to encourage the change and become a 'greener' driver if sustainable mobility is not a possibility.



MOBILITY PLAN

intys.

In Belgium, Intys implemented the mobility plan so employees can **switch their company car for a green & tax-free mobility budget** used on eco-friendly cars, public transport, shared bikes or housing! Today 80 consultants have opted for a budget mobility since it was launched in July 2022.

BICYCLE MILEAGE ALLOWANCE

novencia

The bicycle mileage allowance provides employees with a **financial incentive for every mile they cycle to work,** aiming to encourage the use of bicycles for commuting to work, reducing carbon emissions and promoting a healthier lifestyle.

FOCUS : E-BIKE



Purchase an e-bike for 720€ instead of 2690€

Employees have the possibility to lease an e-bike for **30€/month for 2 years** and then to purchase it for a token value of 1€.



SUSTAINABLE MOBILITY



Mobility Corner: Moving Toward Greener Habits



To support greener daily commuting and encourage employees to rethink their mobility habits, we organized a Mobility Corner at T&S in collaboration with Strasbourg's public transport company (CTS), shared e-bikes organisation (Vélhop), and Agence du Climat.

During this dedicated lunchtime session, our partners presented concrete, accessible alternatives to polluting transportation, public transit solutions, bike-sharing options, and practical advice for reducing the environmental impact of everyday travel.

T&S actively supports this transition by reimbursing 100% of public transportation or public bike subscriptions, regardless of the type of bike used.

Changing the way we move, even one step at a time, is a real and meaningful way to contribute to a more sustainable future.





GROUPE ESG INITIATIVES



Cycling for a More Sustainable Future

Promoting soft mobility is an essential part of our commitment to a more sustainable future. Cycling challenges are a way for us to **raise awareness, encourage active commuting, and create team spirit around a positive environmental impact.** By choosing the bike (whether for work, fun or a collective challenge) we reduce emissions, improve our **well-being,** and move together toward greener habits.

AU BOULOT À VÉLO

Our team from Strasbourg cycled over **5,200** km in June, combining commuting with a city-wide checkpoint hunt and a festive final ride.



BIKE TO THE FUTURE

34 employees cycled **1,162** km in two weeks, ranking 20th out of 250+ companies, supporting climate action with every kilometre.



BIKE-WALK-RUN WEEK

62 participants biked, walked, and ran **4,189** km to support **Alzheimer Nederland,** moving together for a meaningful cause.





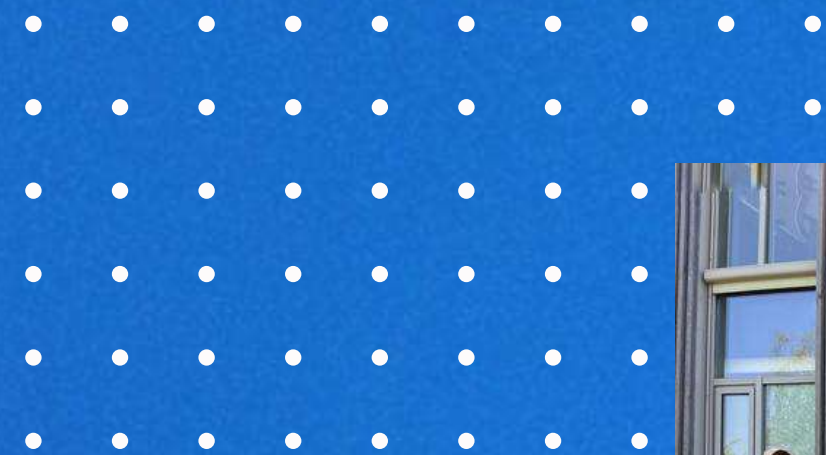
GROUPE ESG INITIATIVES



Collective Clean-Up Action

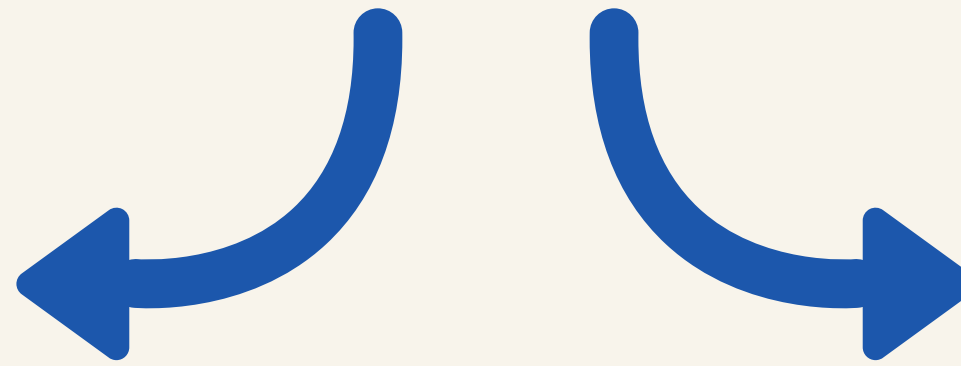
To strengthen our environmental commitment and encourage collective action, we organized a **cleanwalk around the lake near T&S headquarters**. This initiative invited employees to step outside together, take responsibility for their surroundings, and **contribute directly to the preservation of our local environment**.

By collecting waste and raising awareness about its impact, the clean-walk helped to develop new **sustainable habits** while fostering team spirit. Small actions, when taken together, make a real difference: cleaning our shared spaces is a simple but **powerful way to protect biodiversity** and promote a cleaner, healthier environment for everyone.



5. GOVERNANCE

**ETHICAL & RESPONSIBLE
GOVERNANCE**



**RESPONSIBLE
BUSINESS PRACTICES
& POSITIVE IMPACT**





SUSTAINING ETHICAL, RESPONSIBLE AND SHARED GOVERNANCE

Technology & Strategy is sustaining ethical, responsible and shared governance. Our governance system ensures that **sustainable development issues are considered** by our shareholders, directors, managers and employees, through various **actions** and **trainings**, which empowers all our team members to act accordingly in their **daily lives**.

The **fight and prevention of corruption ensures** the integrity of our business practices, and all players are acting with integrity in the economic and business environment, while respecting principles of ethics.

Cybersecurity and data protection means managing information ethically and responsibly, respecting users' privacy and acting transparently.

The **Supplier relationship and responsible purchasing** policy allows us to engage the value chain on climate and social issues.

As a consulting company, Technology & Strategy is even committed above our own CSR strategy and though supports our clients in their **projects with positive impact !**





RESPONSIBLE PURCHASING



A commitment to sustainable procurement ensures us that key CSR values are present throughout the life cycle of our services and products.

2022: Publication of our Supplier relationship and responsible purchasing charter.

2023: T&S launched a responsible purchasing training for all internal buyers and prescribers.

2024: First assessment of suppliers' CSR performance.

2025: Our supplier contracts include CSR and ethical clauses to uphold human rights, environmental standards, and responsible business conduct across our operations.



- 100% of our buyers are trained on responsible purchasing
- 100% of our suppliers are invited to sign the supplier relationships and responsible purchasing charter
- At least 80% of our suppliers are fully in line with our CSR goals



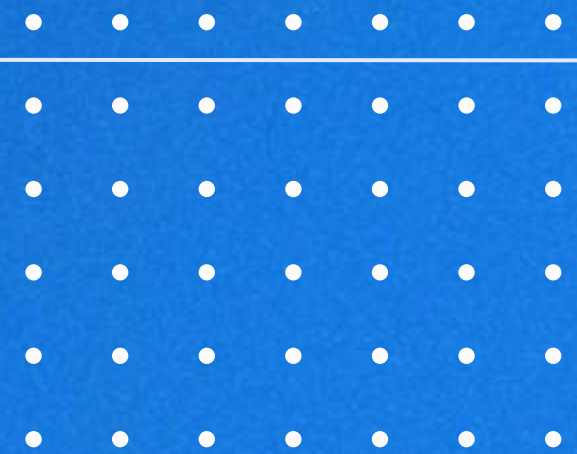
Key Figures Responsible Purchasing Training

100%

Buyers trained

63%

Average Score



BUSINESS ETHICS

SAPIN II LAW

The Sapin 2 law, was passed to strengthen the fight against corruption, modernize economic life and make it more transparent. The anti-corruption provisions have a direct impact on businesses, their managers and employees, as well as their customers and partners and are aiming to **prevent and detect corruption and to protect whistleblowers.**

All subsidiaries of Technology & Strategy Group, French and foreign, are required to comply with the measures introduced by the Sapin 2 law.

WHISTLEBLOWING

Within the framework of the Whistleblower Protection Law, T&S has established a procedure for the collection and processing of internal whistleblowing, in order to accompany and attend to the reporting of violations within the company or in a company with which the employee has professional contact, by employees and external or occasional collaborators of the company. **In 2025, no alerts were notified.**

2026 GOAL



100% of reports handled via the alert procedure

ANTI-CORRUPTION TRAINING

To raise awareness among potentially exposed staff, we developed an e-learning program on **corruption prevention** with T&S Institute, a **Qualiopi certified in-house training center.**

- **100%** of Business Managers have enrolled for the class on digital training platform
- **65%** Completion Rate

2026 GOAL



100% of our employees are made aware and trained on the issue as soon as they join the group



CYBERSECURITY & DATA PROTECTION

CYBERSECURITY



ISO 27001 - DEGETEL

Information security management system



TISAX - T&S ENGINEERING

Strasbourg, Stuttgart and Hannover

Information system security applied to automotive industry

The TISAX assessment process aligns with our ongoing commitment to improve information security and enhancing the overall security level of the information system.

71 % of our **employees** are made aware and **trained on the issue of cybersecurity**

DATA PROTECTION

- **Tisax Data Protection certification** obtained in 2022 and renewed in 2023 and 2024 for Technology & Strategy Groupe
- **A certified data protection officer**
- **66%** of our employees are made aware and **trained on data protection**

2026 GOAL



100% of our employees are made aware and trained on the issue as soon as they join the group



POSITIVE IMPACT PROJECTS

On social or environmental challenges

As an international consulting group, with a wide range of expertise and high value-added solutions, we have a central role to play. We act by making our own commitments, but more importantly, **by offering our clients innovative sustainable solutions helping them to increase their development and create positive impact for the common good.**

Our methodology based on SDG's enables us to contribute creating a positive impact for the society or the planet.



*25% of our turnover comes from positive impact projects!



We design and provide innovative medical devices to improve the health and well-being of individuals.



We strive to ensure access to reliable, sustainable energy for all, like in charging stations for electric vehicles.



We develop assistive technologies that empower people with disabilities to live more independent and fulfilling lives.



We work towards creating carbon-free mobility and urban transport networks.



We promote the efficient use of natural resources and the reduction of waste throughout the entire product lifecycle.

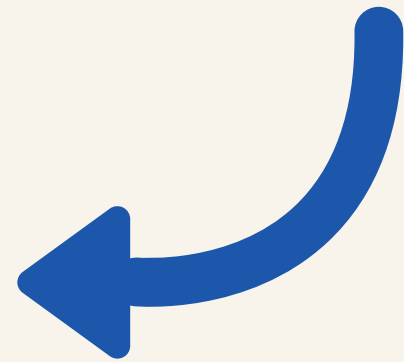


We design and implement solutions that reduce greenhouse gas emissions.



6. T&S FOR A SUSTAINABLE FUTURE

ECOVADIS



2025

HIGHLIGHTS





A CSR CERTIFICATION : ECOVADIS

The EcoVadis certification highlights our investment on 4 sustainability pillars: environment, labor & human rights, ethics and sustainable procurement.

This CSR assessment shows the main risks and opportunities based on the above listed themes and gives a thorough analyses on the strengths and limitations and emerging CSR opportunities.

Year after year, all our entities are dedicated to improving our sustainability performance within the EcoVadis framework, even as the evaluation standards become more rigorous.

The recent Carbon Management Level addition on the EcoVadis platform also rates T&S Group as Advanced and Antaes as a Leader.



2026 GOAL
100% of our entities are committed to improve their Ecovadis score

ANTAES 78 **ecovadis** GOLD | Top 5% Sustainability Rating JUN 2025

Antaes increased its score by 5 points due to a stronger environmental policy. Thanks to these great results, Antaes is in the Top 4% best companies and even Top 2% in their sector.

technology & strategy 77 **ecovadis** SILVER | Top 15% Sustainability Rating JAN 2026

T&S gained 6 points between 2025 and 2026 medals mostly thanks to a sharp increase of our environmental and responsible purchasing performances, respectively plus 15 and 12 points gained.



2025 IN REVIEW : OUR KEY CSR ACHIEVEMENTS

2033

TARGET YEAR FOR REDUCING OUR CARBON FOOTPRINT



We've conducted a thorough carbon footprint assessment to understand our impact.

Building on this, our emission reduction targets have been validated by the SBTi, demonstrating our commitment to a science-backed pathway towards significant decarbonization.

53%

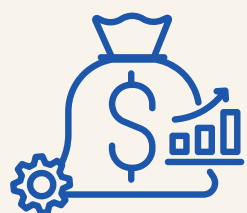
OF OUR EMPLOYEES TRAINED



Our HR strategy prioritizes mobility to foster career growth and internal opportunities. In 2025, 53% of our employees undertook a training in a range of competencies, including technical, linguistic, and soft skills. This active investment in talent development equips our employees with relevant and necessary skills for their future career path.

25%

OF OUR TURNOVER COMES FROM POSITIVE IMPACT PROJECTS



We support our customers with positive-impact projects to promote responsible development.

Our different entities work together to offer our customers innovative and sustainable solutions, in order to protect our planet and ensure that by 2030 all people can live in good health, peace and prosperity.

€ 22,100 DONATED TO NON-PROFIT ORGANIZATIONS



We actively supported the community through philanthropic activities. For example, our patronage initiatives in 2025 enabled us to support seven associations working towards CSR goals. Beyond this program, our total donations to various associations reached €22,100, reflecting our broader commitment to social and environmental responsibility.



LET'S MAKE IT POSSIBLE

Together Stronger

