



# Humanizing the future

2024 Non-financial  
Performance Report

**keyrus**  
make data matter

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# Interview with Éric Cohen, Founder & Executive Chairman

**You founded Keyrus 29 years ago, and your commitment to building a more sustainable society came to fruition in 2011, when you joined the UN Global Compact. It was further strengthened in 2021 with the creation of an ESG department. How would you define your approach to sustainability at Keyrus?**

At **Keyrus**, we are convinced that our commitment to a sustainable future starts with our people. Developing their skills, providing them with a fulfilling working environment and promoting an inclusive culture are essential levers for building a responsible and sustainable company. Our approach is also environmental, with a strong commitment to decarbonization and energy consumption. This is all the more important with technologies like AI, which are particularly resource-hungry. This ambition implies integrating sustainability into all our processes, without giving up our agility and continuing our efforts to meet regulatory requirements more effectively. In 2024, **Keyrus** reached a new milestone: we decided to further structure our efforts to ensure that our approach to sustainability is shared by all our teams, everywhere in the world. We're taking steps to meet the requirements of CSRD<sup>1</sup>, but also to boost our EcoVadis score, which is becoming an increasingly important benchmark for our customers.

**How is the Keyrus Group positioning itself in relation to the challenges of AI and digital responsibility?**

We clearly want to be a leader in these areas! We've always been keen to harness our expertise in data and AI to provide solutions meeting environmental and ethical criteria. In 2024, we entered into a strategic partnership with Aivancity, France's first and only state-approved school dedicated to artificial intelligence. This enables us to raise awareness not only among students, but also among professionals, of the ethical issues involved in AI. At the same time, we work hand-in-hand with our customers to optimize the energy consumption of the solutions we provide. I'm convinced that technology and sustainability are not mutually exclusive. On the contrary, they can complement each other and contribute to a more responsible future.

1. The CSRD (Corporate Sustainability Reporting Directive) is a European regulation that requires companies to report on their environmental, social and governance impacts. It aims to provide clear and comparable information on their sustainable practices. The aim is to enhance transparency to help guide responsible decision-making by investors and consumers.

**What message would you like to convey to your employees and stakeholders through this NFPR?**

The main message is one of responsibility and commitment. To achieve this, we need to be able to get as many people as possible on board for this journey, involving our employees as well as our stakeholders. It's not just a question of paper commitments, but of real concrete actions like the ones we are carrying out through our **Keyrus Foundation**, particularly on the subjects of inclusion and digital accessibility. This year, almost 250 employees actively participated in actions supported by the Foundation. It's not just words: it's a real virtuous circle that's gaining momentum. When we mobilize our teams, customers and partners, we create a lasting impact. This collective effort is key, not only to making a success of the ecological transition, but also to enhancing our attractiveness, both to future talent and to all our stakeholders.

**"I'm convinced that technology and sustainability are not mutually exclusive. On the contrary, they can complement each other and contribute to a more responsible future."**

# Our manifesto

**"Humanizing the future:  
at Keyrus, we believe that  
data holds the answers to  
humanity's biggest challenges"**

*Keyrus' renewed vision of  
the economic, environmental  
and social challenges  
of the current decade.*

**This vision is  
based on**

**essential  
convictions**

## Inspirational reality

All our projects are both present and future-oriented. We implement solutions that solve current challenges and add immediate value while also looking ahead at future opportunities for innovation. This enables our clients to proactively reinvent their business models and offerings.

## Human Data

Data is a window into our world, its workings, and the way humans interact with and shape it. Data is the story of our past and the script for our future, making it inherently human. This approach allows our clients to put more focus on the individuals they serve. More broadly, it enables them to use data in a way that will positively shape the future.

## Simplex future

Data is the raw material that businesses need in order to grow and succeed, and data is in our genes. We're experts at tackling complex problems and providing our clients with straightforward, effective and scalable solutions.

# Keyrus at a glance

In the age of Artificial Intelligence (AI), where the data that feeds it is the key to business differentiation and competitiveness, Keyrus reaffirms its position as a specialist. As such, Keyrus helps its customers to implement the levers of their growth, transformation and resilience in a changing world, by equipping each of them with the means to combine data and artificial intelligence to develop their business models.

Operating in 28 countries and drawing on the combined expertise and experience of over 3000 people, **Keyrus** is widely recognized as a leader in consulting and solutions, making the opportunities created by data, artificial intelligence (AI) and digital become a reality. By pushing back technological boundaries and activating their ability to leverage their data, **Keyrus** helps companies write their future.

**29**  
years of  
experience

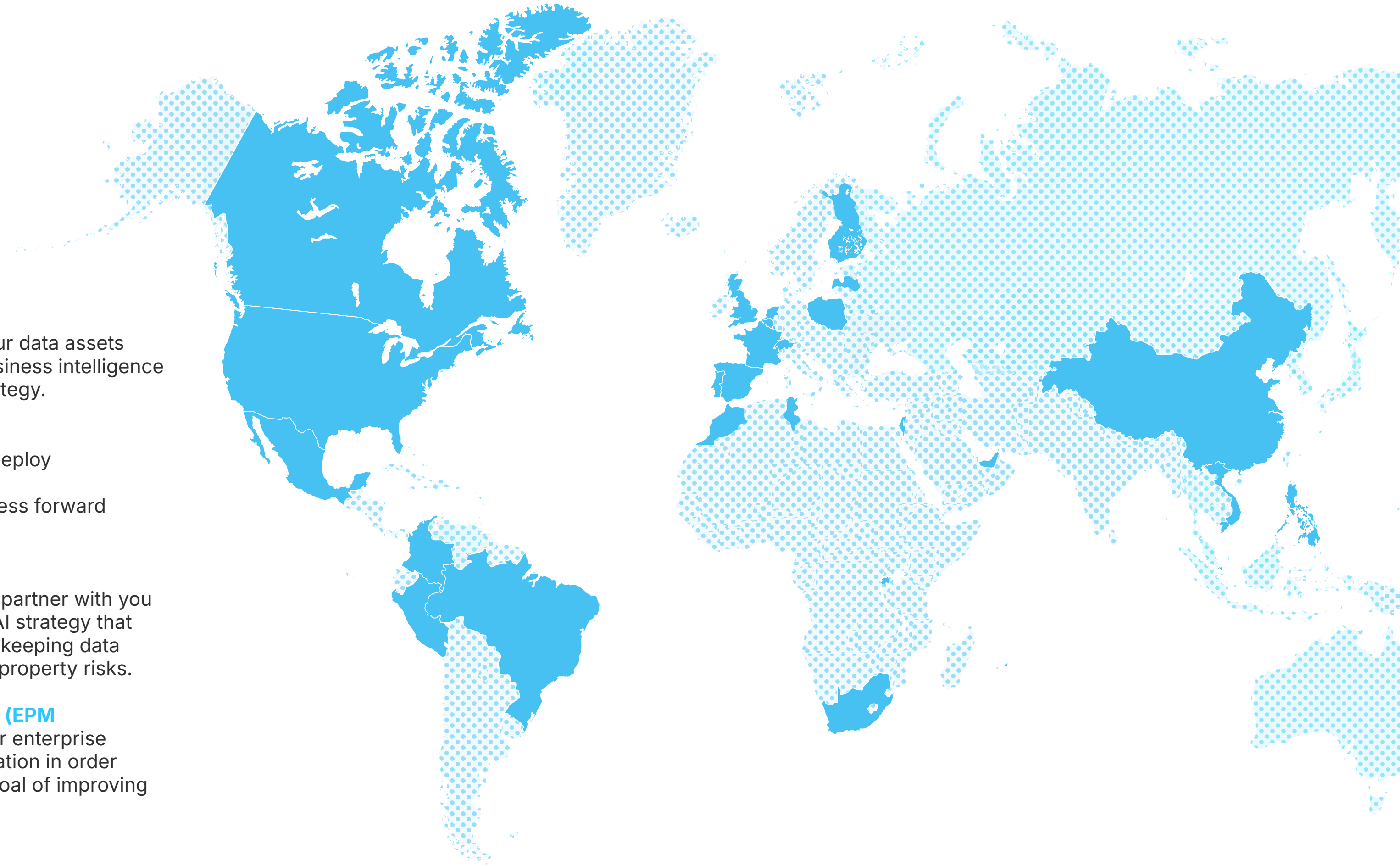
**28**  
countries on  
4 continents

More than  
**3,000**  
people

**€354.6 million**  
in turnover in 2024

## Our expertise

- Data advisory & consulting**  
 We help unleash the full potential of your data assets and unlock all advantages of AI and business intelligence with an effective data management strategy.
- Data & analytics solutions**  
 At Keyrus, we enable organizations to deploy the capabilities to make data matter: we deliver solutions to drive your business forward by turning data into insights and value.
- Artificial Intelligence (AI)**  
 We have the insight and AI expertise to partner with you in planning and executing an effective AI strategy that delivers tangible business value, whilst keeping data secure, private & mitigating intellectual property risks.
- Enterprise Performance Management (EPM)**  
 We give our clients to means to monitor enterprise performance across the entire organization in order to facilitate decision-making with the goal of improving business outcomes and results.
- Digital & multi-experience**  
 At Keyrus, we help businesses imagine and create seamless multimodal digital experiences to achieve their business goals.



# Our 2024 business model

Keyrus, a committed group and trusted partner for the data, digital & AI transformation of companies and the public sector.

Drawing on over 29 years' experience, **Keyrus** gives meaning to data by revealing its full scope, particularly from a human perspective. Data, whether big, small, human, complex, historical or prospective, only makes sense when it is used to develop experiences, refine understanding of everyday life and make the best decisions: **Economically, Societally, Humanely.**

## Resources

### Human capital

- **2,948** employees, including 2,654 permanent staff (39% women)
- Operating in **28 countries** and on **4 continents** (opening in the Philippines)
- **59** offices worldwide
- **464** recruitments (Group)

### Financial capital

- Solid financial health
- Stable shareholder base

### Intellectual capital

- Internal expertise: Generative AI, data engineering, data science, cybersecurity, digital solutions, business performance management, business transformation
- **79%** of employees involved in customer projects

### Relationship capital

- Created **29 years ago**
- Keyrus Foundation
- Signatory of the United Nations Global Compact since 2011

## Our vision: Humanizing the future

### Our business lines

#### Data & Artificial Intelligence

- AI strategy, data & analytics
- Data management & data governance
- Analytics & BI
- Data science & AI
- AI & data architecture
- EPM
- AI & data engineering

#### Digital

- Digital strategy
- Business model transformation
- Digital operations performance
- Customer experience
- Employee experience
- Product-oriented design & innovation
- Digital solutions

#### Cloud

#### Cybersecurity



#### Business functions

- Finance
- Operations
- Marketing
- Sales
- Human resources
- Transformation
- Digital
- Data
- Innovation
- DSL
- ESG

#### Industry expertise

- Finance & insurance
- Industry
- Services
- Retail trade
- Health & pharmaceuticals
- Telecommunications, media & technology
- Finance & real estate
- Procurement
- Utilities
- Public sector

### Our brands



### Our solutions

- Consulting
- Development & integration
- Maintenance & support
- Sustainability

### Our operating model

- Individual technical support
- Bundled technical support
- Service center
- Fixed budget with controlled scope
- Subscription (with or without commitment)

### Our ESG commitments

- Group governance
- ESG policy: Environment, Social, Responsible Purchasing and Governance
- CSRD working group

## Value creation

### Human capital

- **89%** of employees trained
- Great Place to Work: for subsidiaries in Colombia, Mexico, Brazil, US and Canada
- **81/100** Keyrus SA equal access to employment index

### Financial capital

- **€354.6 million** in turnover

### Intellectual capital

- Renewed partnerships:
  - Qlik: Elite partner
  - Snowflake: Premier partner
  - Informatica: Platinum partner
- Keyrus LAB/Younicorns Start Up studio
- ISO 9001 renewal for Keyrus SA functions
- "Best in class" in the "Leaders in AI-related Services in France" and "AI-related Services for Back-Office Workflows in Europe" categories

### Relationship capital

- Member of the Institut du Numérique Responsable
- Partnerships for ethical and responsible AI with aivancity
- **31 associations** supported internationally by the Keyrus Foundation
- **40** Keyrus SA white papers (10% dedicated to ESG)



# What will tomorrow's Tech industry look like? Industry challenges

For 29 years, Keyrus has been pursuing its strategy in an ever-changing world. Technological, economic and social developments are redefining corporate priorities. At Keyrus, we keep a close eye on key issues such as the carbon impact of digital technology, the rise of artificial intelligence and the increasing number of women in tech jobs. These issues influence our approach and guide our actions for a more sustainable and inclusive future.

## The carbon footprint of digital technology

### Increase in greenhouse gas (GHG) emissions

Today, the digital industry accounts for 3 to 4% of global GHG emissions and 2.5% of France's carbon footprint<sup>1</sup>.

### Growth in energy consumption

Energy consumption in the digital industry is rising sharply. In France, it could rise by 79% by 2050, mainly due to the expansion of data centers and increased data traffic<sup>2</sup>. The energy requirements for training and deploying AI models are considerable, raising concerns about their impact on the environment<sup>3</sup>.

### Impact of electronic equipment

Servers, computers, smartphones, etc. make up a significant part of the digital industry's carbon footprint, not least because of their energy-intensive manufacture and often short life cycle. Limiting their impact means extending their lifespan, as well as reusing and recycling them.

## AI: ethical and regulatory issues

### Emulation around generative AI

In 2025 and over the next decade, new tools and uses will be developed for the general public and professionals in all industries. By 2032, the generative AI market could be valued at over \$1,300 billion<sup>4</sup>.

### Seamless integration of AI into workflows

Generative AI covers all of a company's operational and decision-making processes. By 2026, 80% of companies will be using generative AI models in their production environment. In 2023, this figure was 5%<sup>5</sup>.

### The ethical challenges of AI

Responsibility for decisions made by artificial intelligence represents a major challenge in a context of accelerated societal transformation. At the Global Summit for Action on AI in Paris, leaders stressed the need for ethical and inclusive AI, calling for coordinated governance to prevent excessive

market concentration. At the same time, European regulations impose strict obligations to ensure the transparency and accountability of AI systems. These measures are essential to address the ethical challenges associated with algorithmic bias and exploitation of personal data, which raise concerns about discrimination, confidentiality and consent. This calls for a rigorous, controlled approach, to ensure that AI remains a fair tool that respects fundamental rights.

## Women and Tech: a question of representation

The increasing number of women in tech jobs meets the challenges of gender equality and attracting talent, both in France and abroad. Women account for just 25% to 28% of employees in the industry, a gap that's even more pronounced in technical professions and the AI field. This industry remains strongly influenced by gender stereotypes and a historically masculine working environment. Women's access to positions of responsibility and scientific careers remains very limited.

## How can Keyrus help turn these challenges into opportunities?

In a world of successive crises and uncertain economic visibility, **Keyrus** wants to be part of the solution. At a time when companies need to combine digital transformation, environmental imperatives and societal changes, we are committed to developing innovative solutions aimed at reducing the carbon footprint of our value chain and providing our customers with more responsible solutions. We also intend to play a role in increasing the number of women in tech jobs, by promoting diversity and inclusion in our teams and supporting initiatives that encourage equal opportunities.

1. Arcep, L'empreinte environnementale du numérique, November 2024 - 2. Arcep, Étude ADEME - Arcep sur l'empreinte environnementale du numérique en 2020, 2030 et 2050, March 2023 - 3. Le Monde, Les promesses de l'AI grevées par un lourd bilan carbone, August 2024 - 4. Bloomberg, Generative AI to Become a \$1.3 Trillion Market by 2032, Research Finds, June 2023 - 5. Gartner, Gartner Says More Than 80% of Enterprises Will Have Used Generative AI APIs or Deployed Generative AI-Enabled Applications by 2026, October 2023.


# A decisive year for Keyrus' ESG strategy

2024 wasn't just another stepping stone in our commitment to sustainability, it was the year in which we reached a new milestone. Our ESG strategy, launched in 2011 when we signed up to the Global Compact, has taken a decisive turn thanks to ambitious structuring and worldwide deployment. This collective work was carried out with our teams, subsidiaries and stakeholders.




## Environment

Reducing our environmental impact: limiting our carbon footprint, optimizing our IT equipment, and reducing our office consumption.



## Social

Diversity, inclusion and non-discrimination are at the heart of **Keyrus'** values. We promote gender equality, health and well-being in the workplace, and career-long training for all our employees.



## Governance

Placing ethics and compliance, respect and protection of data, cybersecurity and responsible purchasing at the heart of our activities.

# Our long-term ESG approach

**2011**

Joining and signing the **UN Global Compact**



**2017**

Creation of the **Keyrus Foundation**



**2020**

Signing of the **manifesto** for ethical AIs from Planet Tech'Care and the #StOpE commitment



initiative **#StOpE**

**2022**

**Carbon footprint** calculation  
Launch of Group **ambassador network**



Adoption of a **Responsible Purchasing Charter**

**2024**

Group-wide monitoring & steering of **deployment strategy**

EcoVadis **Silver Medal** 68/100

Signing of the **Digital Responsibility Charter**



**2012**

First **EcoVadis** rating

**2018**

Aligning our ESG actions with the UN's **Sustainable Development Goals**



**2021**

Creation of the **ESG Department & the Health and Disability Mission**

**2023**

Identification of ESG issues, review of **materiality matrix** & definition of an **ESG strategy**

EcoVadis **Bronze Medal**

"**Keyrus**' ESG strategy took a real turn in 2024. Although we have been committed to sustainable development since 2011, when we joined the Global Compact, our actions were mainly focused on France. Today, the Group's ESG ambitions have gained new impetus. Our aim is to take this momentum worldwide, by involving all our subsidiaries. This implies a tailor-made approach for each country, as ESG maturity and sustainability regulations can vary from region to region. Our ambition is to involve all our employees and stakeholders.

The real trigger for our subsidiaries was the definition and implementation of our environmental, ethical, social and responsible purchasing policies. Each region took ownership of the subject and made it its own, contributing to our EcoVadis SILVER Medal in August 2024. It's a great achievement, and we don't intend to stop there! "



**Anne-Claire Richardot**  
ESG Manager France

**"Our aim is to take this momentum worldwide, by involving all our subsidiaries."**

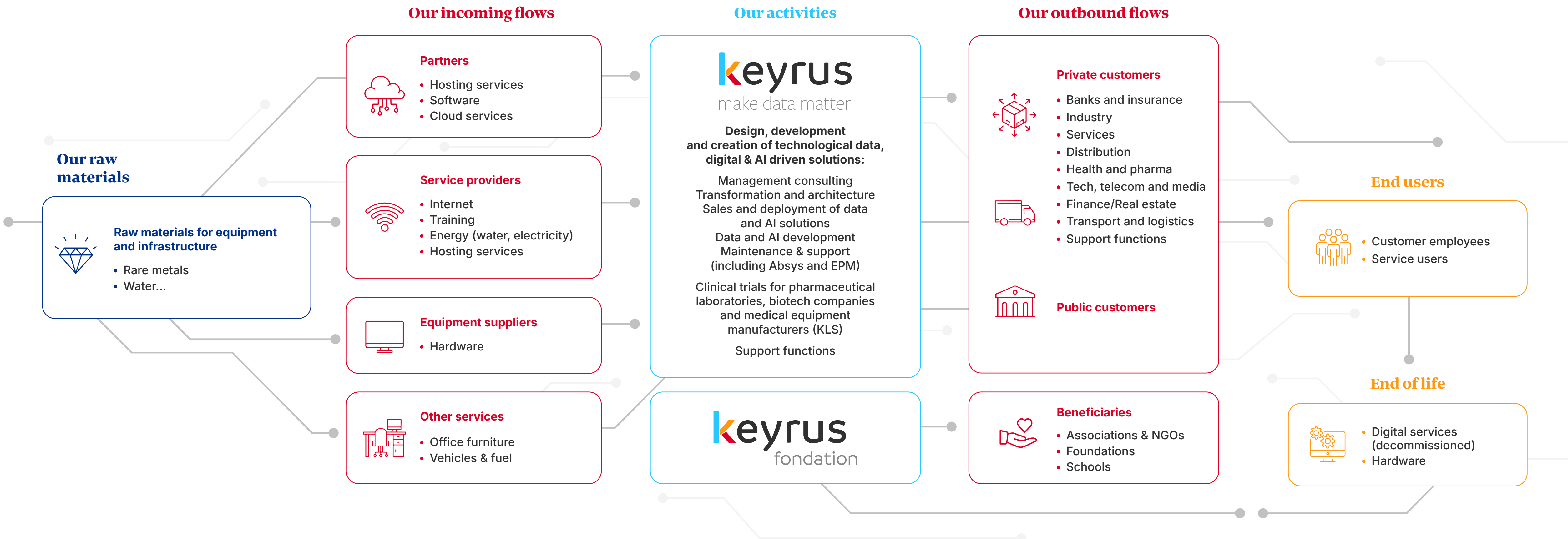
# The SDGs at the heart of Keyrus' ESG strategy

The Sustainable Development Goals (SDGs) guide Keyrus' commitment to more equitable and responsible development. Through concrete actions in the areas of diversity, ethics, environmental transition and responsible purchasing, Keyrus integrates these goals into its ESG strategy. Each initiative aims to generate a measurable and lasting impact, in line with today's social and environmental challenges.

	Target	Keyrus contributions	Pages		
	<b>Gender equality</b> <b>5.5</b> Participation and access to management positions	<ul style="list-style-type: none"> <li>Respect for diversity and fundamental human and social rights.</li> <li><b>Group:</b> deployment of the KWIN program to promote equal access to employment.</li> <li><b>France:</b> signing and application of the gender equality agreement.</li> <li><b>Foundation:</b> actions in favor of diversity and inclusion.</li> </ul>	28 29 33 42		
			<b>Decent work and economic growth</b> <b>8.2</b> Decent work	<ul style="list-style-type: none"> <li>Responsible purchasing and respect for fundamental rights.</li> <li><b>France:</b> drafting of the Responsible Purchasing charter, supplier risk mapping and implementation of the ESG questionnaire.</li> <li><b>2025 goal:</b> Group-wide roll-out of responsible purchasing best practices.</li> </ul>	39
	<b>Reduced inequalities</b> <b>10.2</b> Empowerment and integration			<ul style="list-style-type: none"> <li>Attracting and developing talent, guaranteeing respect for diversity and fundamental human and social rights.</li> </ul>	28>31, 33
			<b>Responsible consumption and production</b> <b>10.3</b> Equal opportunities	<ul style="list-style-type: none"> <li><b>Group:</b> deployment of a training platform, updating and expansion of the training catalog.</li> <li><b>France:</b> adoption of the ethical recruitment charter.</li> <li><b>Foundation:</b> initiatives dedicated to training and occupational integration.</li> </ul>	30-31 41-42
	<b>Combating climate change</b> <b>12.2</b> Sustainable management of natural resources			<ul style="list-style-type: none"> <li>Providing our customers with solutions to support the sustainable transformation of their activities, and controlling and reducing the energy consumption of our buildings.</li> <li>Reducing the negative impact of our purchases on the environment, encouraging positive impacts.</li> <li><b>2025 goal:</b> auditing the Group's carbon footprint based on physical flows and drawing up an action plan to reduce emissions.</li> </ul>	18, 24-25
			<b>Peace, justice and effective institutions</b> <b>12.5</b> Waste reduction	<ul style="list-style-type: none"> <li>Definition of an environmental policy and implementation of actions to reduce, recycle and recover our waste.</li> </ul>	26
					<b>Peace, justice and effective institutions</b> <b>12.6</b> Corporate social responsibility
	<b>Peace, justice and effective institutions</b> <b>13.2</b> Climate policies	<ul style="list-style-type: none"> <li>Controlling and reducing the energy consumption of our buildings and encouraging more sustainable travel.</li> <li>In progress: carbon auditing based on physical flows.</li> <li><b>2025 goal:</b> drawing up a transition plan and defining a policy dedicated to digital responsibility.</li> </ul>	24>26		
			<b>Peace, justice and effective institutions</b> <b>16.5</b> Corruption	<ul style="list-style-type: none"> <li>Deploying a continuous improvement approach to the detection and prevention of corruption and cyber risks.</li> <li><b>Group:</b> training on data protection and corruption risks, roll-out of the code of conduct.</li> </ul>	35>39
	<b>Peace, justice and effective institutions</b> <b>16.6</b> Exemplary institutions			<ul style="list-style-type: none"> <li>Governance dedicated to ESG issues, EcoVadis assessment, definition of an ESG reporting protocol.</li> </ul>	13, 44-45

# Our value chain

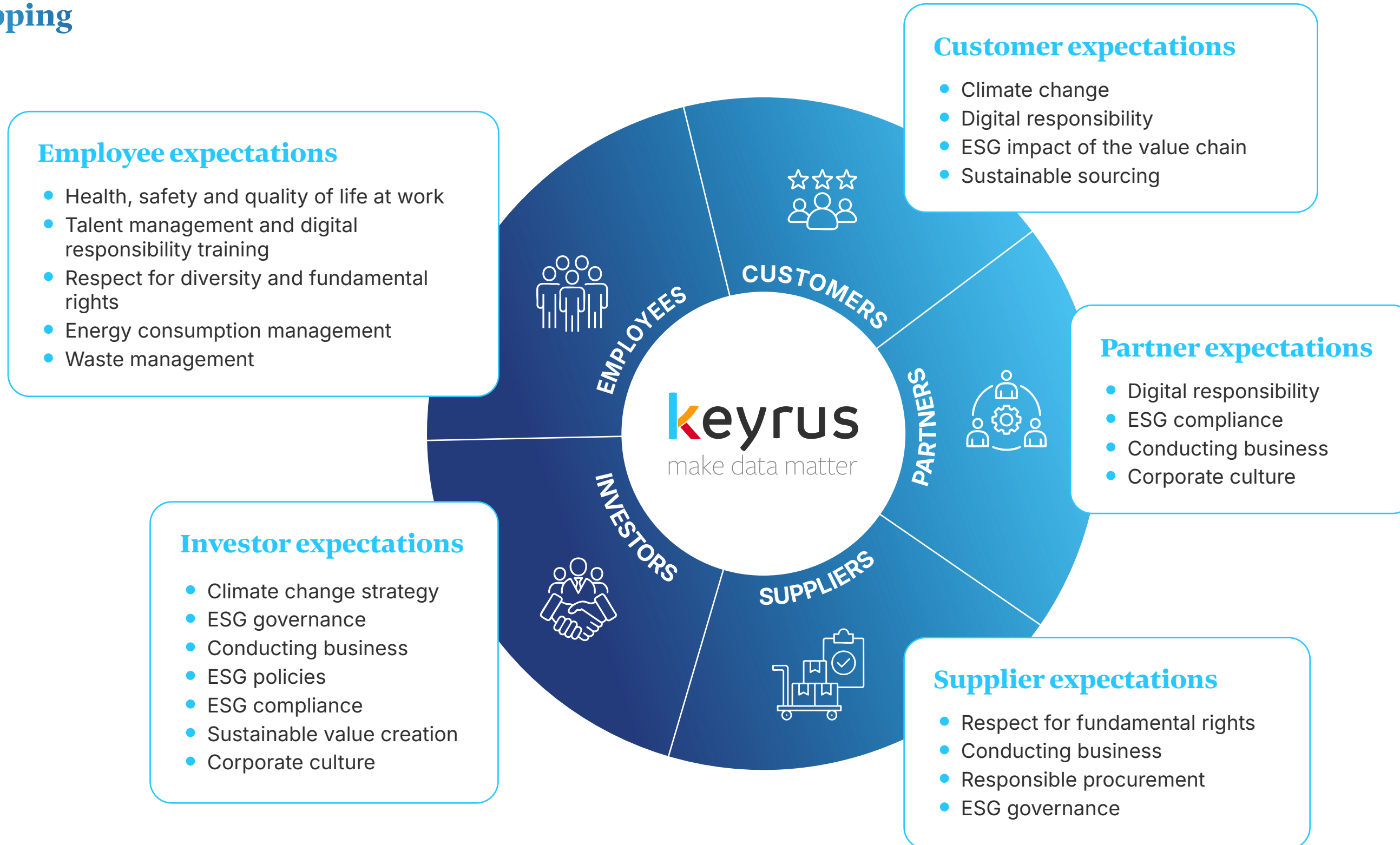
The value chain represents all the stakeholders and stages involved in the creation, distribution and use of our services and solutions, from the selection of suppliers to final consumption. Within the framework of the CSRD, Keyrus has re-evaluated this chain to better understand the issues at stake, and more accurately integrate the environmental, social and economic impacts of its activities.



# An ESG strategy built with our stakeholders

Internal and external stakeholders participate in the development of Keyrus' ESG strategy. To understand their expectations and assess their needs, we asked them about our main challenges.

## Keyrus Group stakeholder mapping

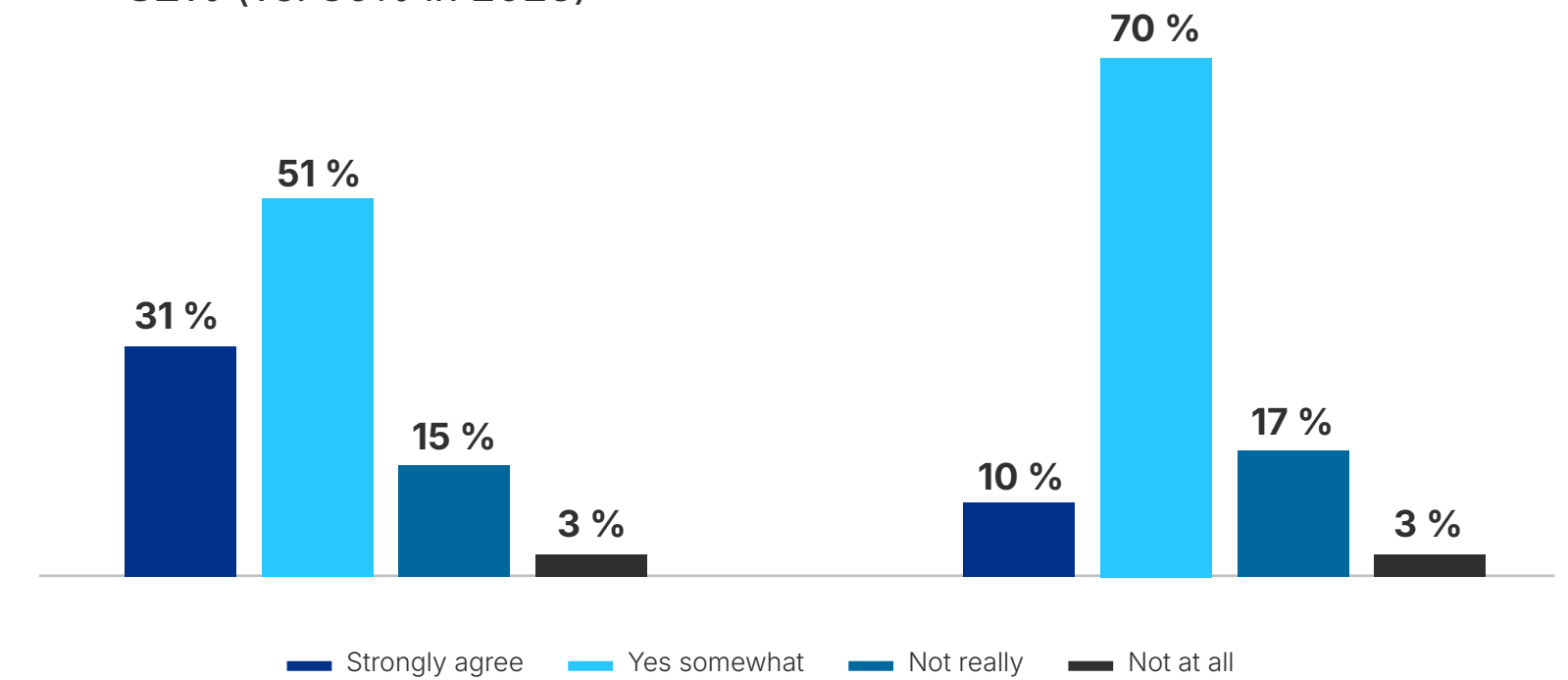


## A social survey for ESG performance

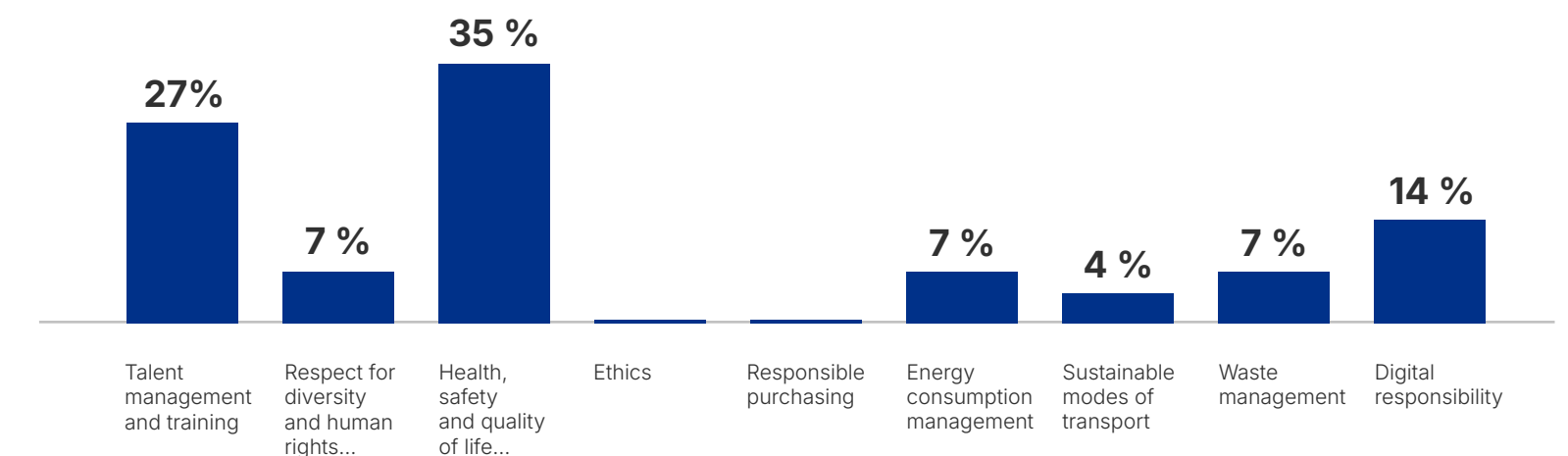
The 2024 **Keyrus France** social survey, conducted in October, measured the impact of initiatives in terms of **quality of life at work, diversity, inclusion and responsible governance**. With a **response rate of 71.5%, up 2.5 points** on 2023, the study revealed key results on ESG themes:

Is **Keyrus'** commitment to corporate social responsibility important to you? **82%** (vs. 86% in 2023)

In your opinion, does **Keyrus'** ESG policy meet today's challenges?



What do you consider to be the top priority for ESG policy? **35%** health, safety and quality of life at work.



# An ESG approach supported by structured governance

CSR is a strategic commitment made at the highest level of Keyrus. Reporting directly to the Chairman, the ESG team steers a clear, structured strategy, in collaboration with the CSR Committee and in liaison with all our stakeholders: employees, customers, suppliers, investors and institutions.



This rigorous governance ensures that environmental, social and ethical issues are effectively integrated into all the Group's businesses and operations. Initially deployed in France, this strategy is gradually being extended internationally in 2024, preempting CSRD requirements.

The ESG approach adopted by our subsidiaries is driven by the expectations of our stakeholders, and is adapted to local regulatory frameworks and constraints to ensure consistent and effective implementation.



## Concrete commitments, measurable results

**Keyrus does not limit itself to intentions:** our commitments are translated into concrete actions. Enhanced cybersecurity, active promotion of diversity, integration of ESG criteria in our purchasing, etc. Every decision is designed to combine performance and positive impact. In 2024, these high standards earned us the EcoVadis SILVER Medal, and pushed us to go even further.

**EcoVadis** is a platform for evaluating the ESG performance of companies. It covers four main themes: the environment, social practices and human rights, ethics and responsible purchasing. Using a methodology based on international standards, it enables companies to measure and improve their commitment to sustainable development.





# Keyrus relies on collective intelligence to accelerate ESG

## Interview with Marc Stukkens, CEO of the Keyrus Group

**Keyrus operates in 28 countries with very different structures and cultures. How do you manage to deploy a coherent ESG strategy without adopting an overly rigid approach?**

We're not trying to impose a single model. ESG is not a fixed checklist, but rather a dynamic approach that must be adapted to local realities. We propose a common base with clear commitments, but each subsidiary integrates it in its own way, according to its own challenges and environment.

Let's take the example of employee support. We have set up systems such as **Keyrus Academy**, which enable our teams to develop their skills in any country. At the same time, initiatives such as the **Keyrus Women In Networking (KWIN)** network have been deployed to promote female leadership and support talented women in their career development.

Our diversity is a strength: what works well in one place can inspire others elsewhere. We provide our subsidiaries with all the necessary tools and show them that it's in their interest to develop this strength. Moreover, 2024 was a key year for structuring our ESG policies and consolidating our commitment to sustainability.

**The expectations of your customers and employees are also evolving. How is Keyrus adapting to these new requirements?**

We are observing an increase in ESG requirements, particularly in Europe, leading to heightened expectations in terms of carbon and the implementation of CSRD for our major customers. To accelerate our transition, we have drawn up an action plan based on better understanding of our emissions, which will enable us to define an ambitious and appropriate reduction trajectory. At the same time, we are working hard to meet the expectations of our teams, particularly in terms of working conditions, skills development and our ESG impact. These issues are particularly important for the younger generation, who expect strong commitments from their employers. It is also an essential lever for mobilizing our employees and attracting new talent.

**You set up a network of ESG ambassadors in 2023. What is their role and how do they contribute to the deployment of the Group's strategy?**

The ambassador initiative was born out of our corporate culture. **Keyrus** is first and foremost a group of consultants, and our talents are our most important asset. ESG is a subject that needs to be embodied by the people who bring the company to life on a daily basis: it goes far beyond a top-down corporate approach. In 2023, we therefore structured our commitment by creating a network of ESG ambassadors. This initiative is part of a long-term vision that has been rooted in **Keyrus'** DNA for almost 30 years, with the aim of identifying, promoting and sharing initiatives already in place at our various subsidiaries. In 2024, we reached a new milestone, pushing our ESG ambitions at all levels via ambassadors. This involves a large number of concrete actions: relaying internal campaigns, and organizing workshops on eco-actions, well-being in the workplace, and sustainable transport. Ambassadors work hand-in-hand with their local management, including CFOs and HR, to ensure that ESG is firmly rooted in the country's culture.

**This year, a major initiative was launched via your Keyrus Foundation: a call for ESG projects from all subsidiaries. Can you tell us how this program works and what new features it brings?**

We wanted to involve our employees more directly. If an employee already actively supports a project via an association outside of work, why not support it? In 2024, we therefore launched a call for projects to all our subsidiaries. The principle is simple: if an employee leads an initiative - social, environmental or solidarity-based - as a volunteer at an association, and needs a helping hand, the Foundation can finance it. A budget is allocated each year to support a selection of projects from all our regions.

The aim is to create a positive and concrete dynamic, since ESG is not only a business issue, but also a lever of commitment for our teams. For us, ESG is about words, but above all, actions.

**"ESG is a subject that needs to be embodied by the people who bring the company to life on a daily basis: it goes far beyond a top-down corporate approach."**

# Double materiality assessment for the Keyrus Group: aligning external impact and internal resilience

Keyrus is committed to increasing the transparency and inclusion of ESG issues in its corporate strategy. To this end, a double materiality assessment carried out during 2024 helped us to identify the most strategic priorities, align our actions with the expectations of our stakeholders, and preempt regulatory changes.

## A structured, transparent methodology

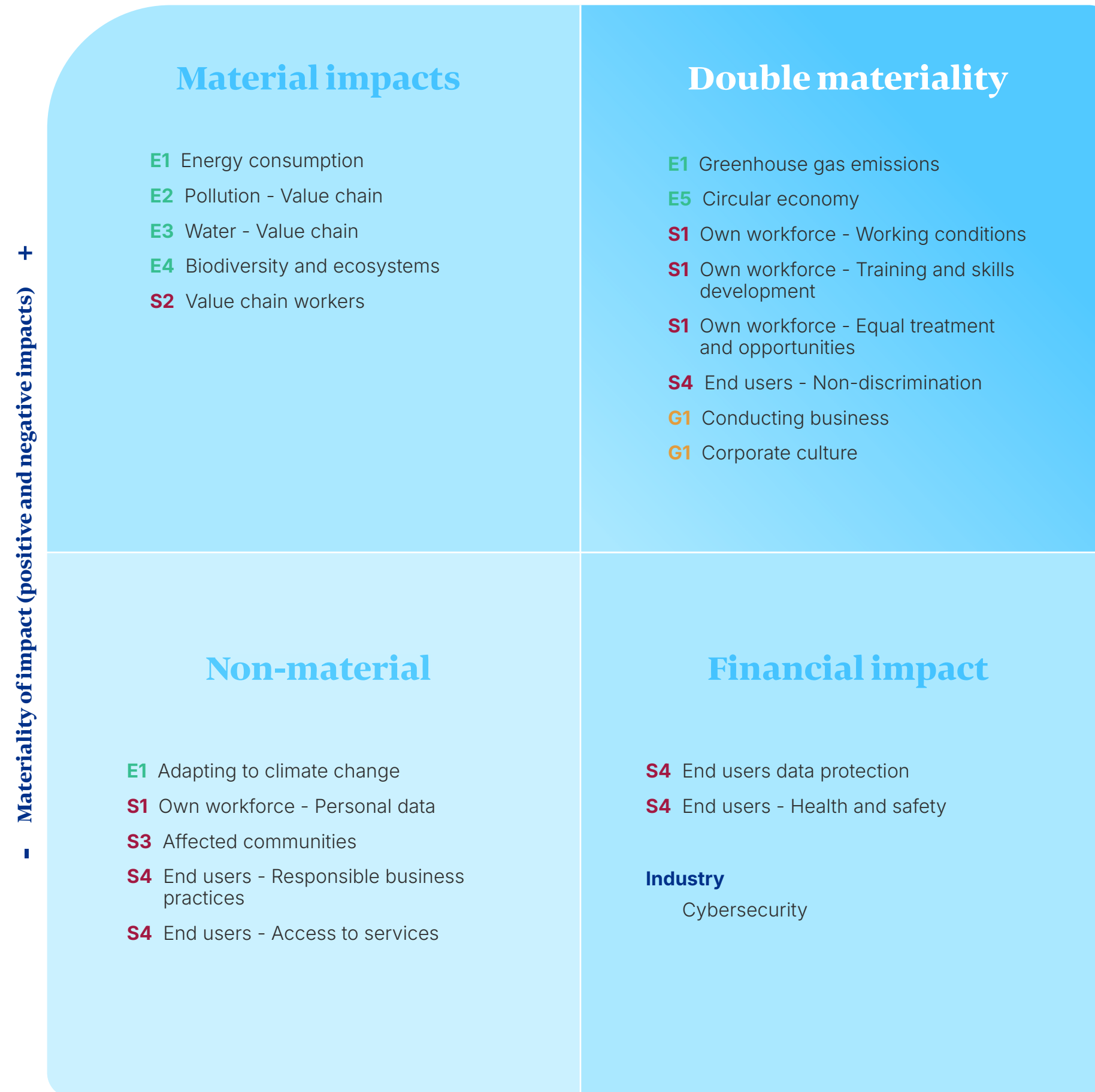
To conduct this assessment, Keyrus evaluated two dimensions:

- **The impact of its activities** on its stakeholders and the environment.
- **The impact of ESG issues** on the Group's economic performance.

This process was carried out with the support of external experts and in-depth consultation with our stakeholders. Externally, we canvassed nine stakeholders, including customers, partners and investors, to get an overview of market expectations. Internally, surveys and interviews were conducted with employees and management to ensure that strategic and operational issues were taken into account.

## Key lessons and a concrete action plan

The assessment identified several priority themes for Keyrus. Among them, reducing greenhouse gas emissions, adapting to climate change, cybersecurity and skills development emerged as major challenges. In addition, growing regulatory risks were highlighted, particularly in terms of ESG reporting. On this basis, Keyrus is strengthening its actions in favor of decarbonization, energy optimization and training its teams on ESG issues and responsible AI, thus affirming its commitment to a more sustainable future.



## Key lessons and a concrete action plan

The process of identifying sustainability issues includes an assessment of the CSRD themes, sub-themes and sub-sub-themes, the previous simple materiality assessment carried out by the Group in 2023, and a review of industry issues. During this stage, 174 issues were identified.

Impact materiality refers to the Keyrus Group's positive or negative contribution to sustainability issues. Scoring was based on magnitude and probability. Note that the irremediability of an issue takes precedence over probability. Financial materiality was defined by a group of internal experts including the CEO, the main departments (Group CFO, Risk Management, Human Resources, etc.), the France and Group ESG teams, and a director of international subsidiaries. It was evaluated according to the type of impact (positive or negative), its probability (actual and level of probability) and the importance of the financial effect in the short, medium or long term.

The Keyrus Group's IROs cover a total of 16 ESG themes. A presentation of the double materiality matrix was concluded with the approval of the Group CSR Committee. The audit carried out by the independent third-party organization concerning the methodology used to establish the Keyrus Group's double materiality was recognized as relevant, comprehensive and compliant.

ENVIRONMENT	Related issues (previous materiality)	Related policies	Financial materiality		Impact materiality		Value chain			
			Risk	Opportunity	Negative	Positive	Own operations	Upstream	Downstream	
<b>E1 Climate change</b>	Energy & GHG assessment Hardware Digital responsibility	Environment chapter Commitments 1, 2 and 3	●	●	● ●	● ●	● ●	● ●	● ●	● ●
Climate change mitigation Energy										
<b>E2 Pollution</b> (all sub-issues)	Waste & recycling Hardware Digital responsibility	Environment chapter Commitment 4				●		●		●
<b>E3 Water &amp; marine resources</b>	NEW from double materiality assessment at end of 2024	This issue will be taken into account in our ESG strategy				●		●		●
Water (all sub-issues)										
<b>E4 Biodiversity &amp; ecosystems</b>	NEW from double materiality assessment at end of 2024	This issue will be taken into account in our ESG strategy				●		●		●
Biodiversity (all sub-issues)										
<b>E5 Circular economy</b> (all sub-issues)	Waste & recycling	Environment chapter Commitment 4	●			●		●		●
<b>SOCIAL</b>										
<b>S1 Own workforce</b>	Health & quality of life at work Training Gender equality, diversity & inclusion	Social chapter Commitment 2 Commitment 1 Commitment 3	● ● ●	● ● ●	● ● ●	● ● ●	● ● ●	● ● ●	● ● ●	● ● ●
Working conditions										
Training & skills development Equality/inclusion										
<b>S2 Value chain workers</b> (all sub-topics)	NEW from double materiality assessment at end of 2024	This issue will be taken into account in our ESG strategy				●		●		●
<b>S4 End consumers</b>	NEW from double materiality assessment at end of 2024 NEW from double materiality assessment at end of 2024 Cybersecurity	Specific to KLS This issue will be taken into account in our ESG strategy Governance chapter Commitment 2	● ● ●			● ● ●		● ● ●		● ● ●
Health & safety										
Non-discrimination Data protection										
<b>GOVERNANCE</b>										
Corporate culture Conducting business	NEW from double materiality assessment at end of 2024 Ethics & compliance	This issue will be taken into account in our ESG strategy Governance chapter Commitment 1	●	●			●	●		● ●
<b>KEYRUS SPECIFIC</b>										
Cybersecurity	Cybersecurity	Governance chapter Commitment 2	●					●		●

# 2024 milestones

## An ESG milestone

In 2024, **Keyrus** accelerated its ESG transformation by strengthening its governance, preempting the arrival of the CSRD, structuring its commitments and improving the transparency of its reporting. These advances enabled us to align our ESG strategy even more closely with the expectations of our customers, investors and employees.



## EcoVadis SILVER Medal: further recognition

**Keyrus** achieved a 17-point improvement in its EcoVadis rating, earning us the SILVER Medal and placing us among the top 12% of companies rated by EcoVadis. This award reflects the efforts made to improve responsible purchasing and business ethics, as well as the Group's social and environmental policies. Our short-term goal is to maintain this momentum and position ourselves among the companies most committed to sustainable development.

## Strengthened governance with Group ESG policies

2024 marks a major step forward in the structuring of **Keyrus**' ESG commitments, with the adoption of four harmonized Group policies:

- **Social:** deployment of guidelines in favor of diversity, equal access to employment, and well-being in the workplace.
- **Ethics and compliance:** reinforcing anti-corruption policies and good business practices.
- **Responsible purchasing:** integrating ESG criteria into supplier selection and strengthening dialogue with stakeholders.
- **Environmental:** reinforced commitment to decarbonization, reduction of energy footprint and digital responsibility.

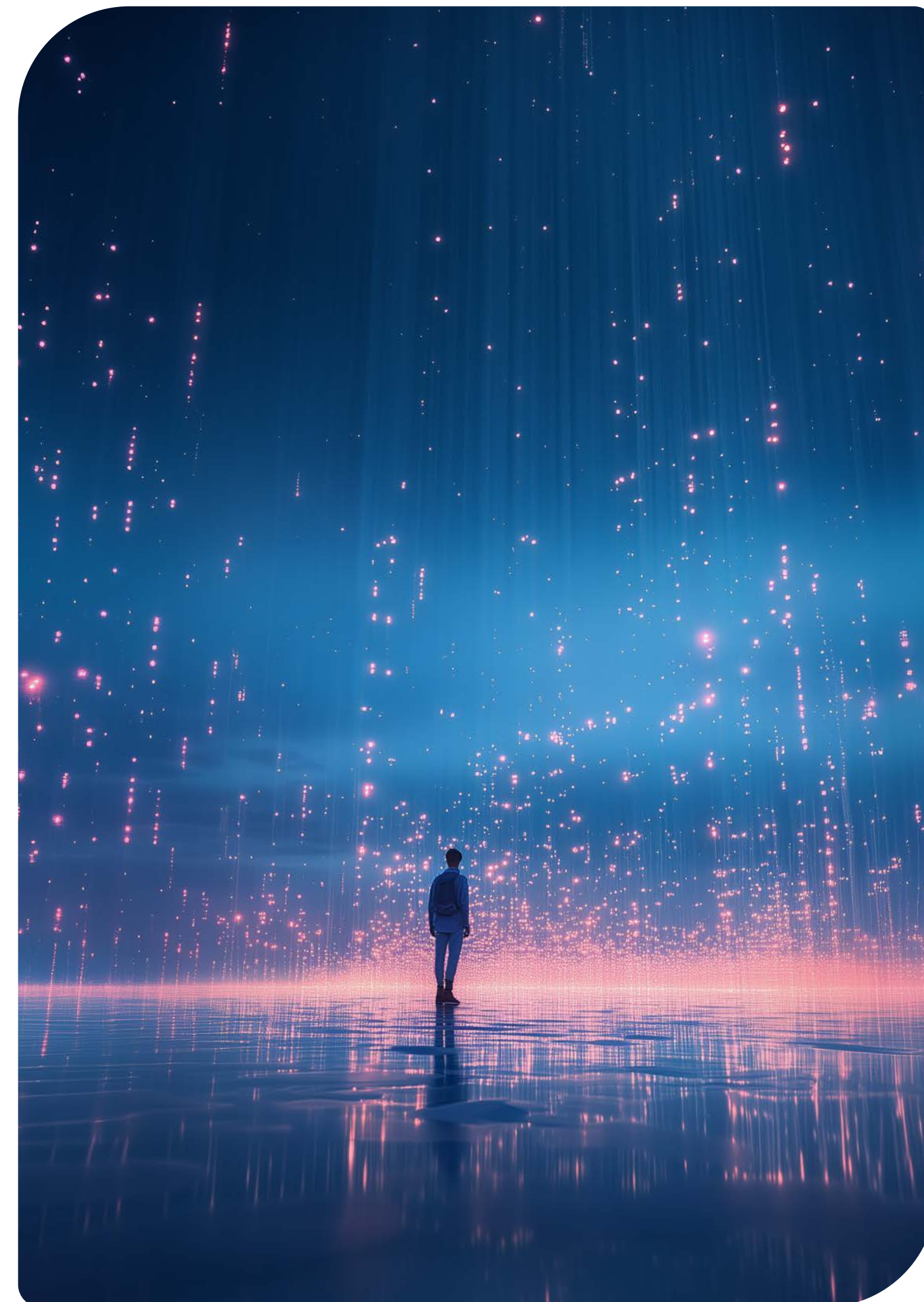
These policies enable **Keyrus** to standardize its ESG commitments on an international scale, and guarantee consistent application across all its subsidiaries.

## Harmonized ESG reporting for greater transparency

**Keyrus** has set up a consolidated Group ESG reporting system, guaranteeing better traceability and comparability of non-financial performance indicators.

This is a long-term initiative that will enable the Group to improve the quality and auditability of its data.

This harmonized approach provides a clear and measurable picture of the Group's progress in terms of environmental, social and governance impact, while strengthening the trust of our customers and investors.



# Our commitment to digital responsibility

Digital technology is a powerful catalyst for innovation, but also represents a major environmental and societal challenge. How can we align technological progress and responsibility? At Keyrus, we are convinced that data and digital transformation must be designed to last, by reducing its impact and promoting more ethical uses. That's why we have joined the Institut du Numérique Responsable and signed the Digital Responsibility Charter, marking our commitment to a more energy-efficient and resource-friendly digital world. This commitment is reflected both internally, by raising awareness among our employees, and externally, through dedicated solutions to help our customers adopt more sustainable practices.



## Carbon Data Tracking: measuring and reducing the carbon footprint of digital technology

We have developed a Carbon Data Tracker, an innovative solution designed with Snowflake, Qlik and Sweep, which enables companies to **measure, analyze and reduce their greenhouse gas emissions** (scopes 1, 2 and 3). By transforming unstructured carbon data into usable information, the Carbon Data Tracker helps align digital performance and environmental impact. This solution also guarantees compliance with regulations such as the CSRD. In addition, our **Integrated ESG Planning & Reporting** solution, provided by one of our partners Anaplan, helps companies to structure and manage their ESG strategy. Thanks to pre-configured dashboards, this solution speeds up identifying non-financial indicators, automates regulatory reporting, and optimizes sustainability decision-making.



## No-code eco-design: our sustainable solution for more responsible applications

No-code eco-design is an essential lever for promoting more sustainable digital technology. This approach is based on three fundamental principles:

- **Relevance** (avoiding unnecessary features)
- **Frugality** (minimizing resource consumption)
- **Simplicity** (preferring lightweight, efficient solutions).

We integrate these principles directly into our no-code and low-code solutions.

### In concrete terms, this means:

- Selection of no-code platforms that consume less energy and are hosted on optimized cloud infrastructure.
- Optimizing interfaces and user paths to limit loading of unnecessary resources.
- Reducing the weight of web pages and databases to cut server power consumption.



## Keyrus and decarbonized code: reconciling performance and sustainability

Decarbonized code is a software development approach designed to reduce the carbon footprint of digital applications and platforms. It is based on eco-design practices such as optimizing algorithms, reducing the power consumption of cloud infrastructure and improving the efficiency of lines of code.

## Signing the Digital Responsibility charter and becoming a member of the INR



Of note for 2024:

- deployment of **Digital Responsibility awareness** campaigns
- integration into **onboarding** of new employees
- integration of **Digital Responsibility training** in online training.

## The 4 pillars of Keyrus' digital responsibility policy

- Reducing the carbon impact of our solutions by helping our customers to measure and optimize the environmental footprint of their digital infrastructure and uses.
- Enhancing the skills of our technical teams through training on eco-design, digital accessibility and low-carbon code development.
- Developing and promoting services that support our customers' environmental transition via innovative solutions.
- Optimizing the management of our IT equipment to extend its life cycle and reduce its environmental impact.

# AI according to Keyrus: innovation, ethics and responsibility

Recognized for its excellence, Keyrus is establishing itself as a leader in the field of AI. This positioning is reinforced by its commitment to promoting ethical and sustainable AI, through a two-pronged approach: technological innovation and ongoing training.



Partnership signed with Aivancity

## Keyrus and Aivancity: a strategic and ethical partnership

In June 2024, **Keyrus** signed a partnership with Aivancity, France's first state-approved school dedicated to artificial intelligence. This partnership is based on close collaboration to promote responsible and ethical artificial intelligence. It combines the technological innovation of **Keyrus** with the academic excellence of aivancity, a pioneering institution in training on AI, business and ethics. Both are developing practical training courses that integrate ethical and environmental issues and aim to make AI accessible while respecting sustainable practices. This partnership focuses on concrete projects that give students invaluable experience to operate in an ever-changing technological environment.

## Training: a lever for responsible, sustainable AI

Training is an essential pillar of the commitment to responsible artificial intelligence. **Keyrus** invests in the ongoing training of its employees to help them stay on top of emerging technologies of emerging technologies, while integrating ethical and sustainable practices. With this in mind, we work closely with the Institut du Numérique Responsable (INR), and draw on their work to structure our actions. This approach ensures that our teams and clients are ready to take on tomorrow's challenges, while respecting the principles of digital responsibility.

*"This partnership with Keyrus, a company renowned for its expertise in data and digital technologies, reinforces our vision and marks an important step in our shared commitment to trusted and responsible artificial intelligence. "*



**Dr. Tawhid Chtioui**  
Chairman of Aivancity

# Recognition & certificates

Keyrus is committed to maintaining a high level of excellence and responsibility in all its activities. Our certificates and awards reflect our commitment to sustainable development, business ethics and technological performance.

## EcoVadis recognition for our ESG commitment

Keyrus was awarded the EcoVadis SILVER Medal, ranking among the top 12% of companies. This award recognizes our efforts in terms of transparency, governance and continuous improvement of ESG practices.



## Forbes ranks Keyrus among the world's leading consulting firms

In 2024, Forbes honored Keyrus as one of the world's best consulting firms, recognition that pays tribute to our commitment to excellence, innovation and digital transformation. This ranking reflects the confidence of our customers and technology partners, as well as our ability to deliver high value-added solutions in an ever-changing world.



## Certified Great Place to Work

We are proud to have been awarded Great Place to Work certification for **Keyrus US, Keyrus Canada, Keyrus Mexico, Keyrus Colombia and Keyrus Brazil**. We have always believed that our strength lies in our people, and this award confirms our commitment to providing a fulfilling and stimulating working environment.



## World-renowned expertise

Keyrus works with recognized technology partners to make data and business processes easier, faster and more impactful. As such, we are committing to training and certifying our teams, enabling us to benefit from high levels of recognition from our technology partners.



## Keyrus recognized as "Best in Class" by PAC for its AI services

Pierre Audoin Consultants (PAC) named Keyrus "Best in Class" in two categories: "Leaders in AI-related Services in France" and "AI-related Services for Back-Office Workflows in Europe". This double recognition, the highest in the ranking, positions Keyrus among the leaders in artificial intelligence, alongside the big names in the industry. Our strength lies in combining the scale of an international Group with the agility of a start-up, illustrating our commitment to providing innovative AI solutions tailored to business needs.



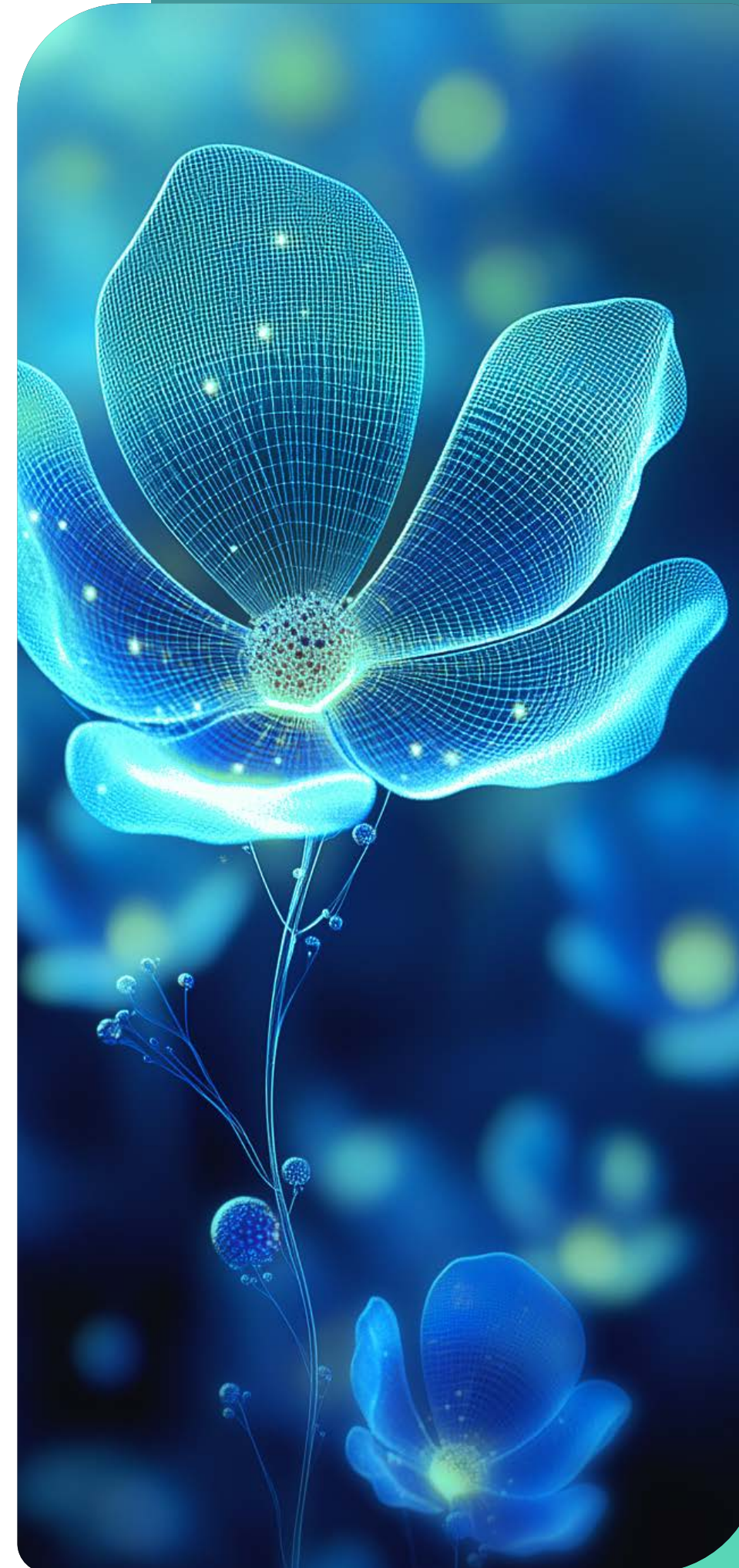
# Environment



# Reducing our environmental footprint

As a digital services provider, **Keyrus**' environmental footprint comprises of various sources. Our main sources of emissions are the energy consumption of our offices, business travel and the digital footprint of our activities.

To reduce our impact, we have focused our commitment on four priorities: managing our carbon footprint, reducing the energy consumption of our buildings, promoting more sustainable travel, and managing our waste responsibly.



## Commitment 1

Managing our carbon footprint to reduce our greenhouse gas emissions

## Commitment 2

Controlling and reducing the energy consumption of our buildings

## Commitment 3

Encouraging more sustainable travel for our employees

## Commitment 4

Reducing, sorting and recovering our waste

## Our commitments



**Managing our carbon footprint to reduce our greenhouse gas emissions**



**Controlling and reducing the energy consumption of our buildings**



**Encouraging more sustainable travel**



**Reducing, recycling and recovering our waste**

## Our goals



- Collecting all information relating to our buildings to manage our actions to **reduce energy consumption** and increase the percentage of renewable energy

- **Reducing energy consumption** by implementing energy-saving principles
- Promoting **eco-actions**
- Promoting the energy-saving approach on our sites: raising employee awareness and identifying a contact person for each entity/site

- Defining a **travel policy for the Group**
- **Decarbonizing** employee travel
- Encouraging use of **sustainable transport**
- Raising employee awareness to encourage **sustainable travel**
- **Favoring train travel** for journeys of less than three hours if an alternative to air travel exists
- Collecting data on travel habits by country

- Increasing collection of information on our waste production
- Implementing reduction strategies and promoting a **more circular economy**: waste reduction, separate collection, and recycling
- **Encouraging waste reduction** with awareness campaigns promoting sorting, recycling and the use of alternatives to single-use plastics
- Using waste management service providers who prioritize **waste recycling and recovery**

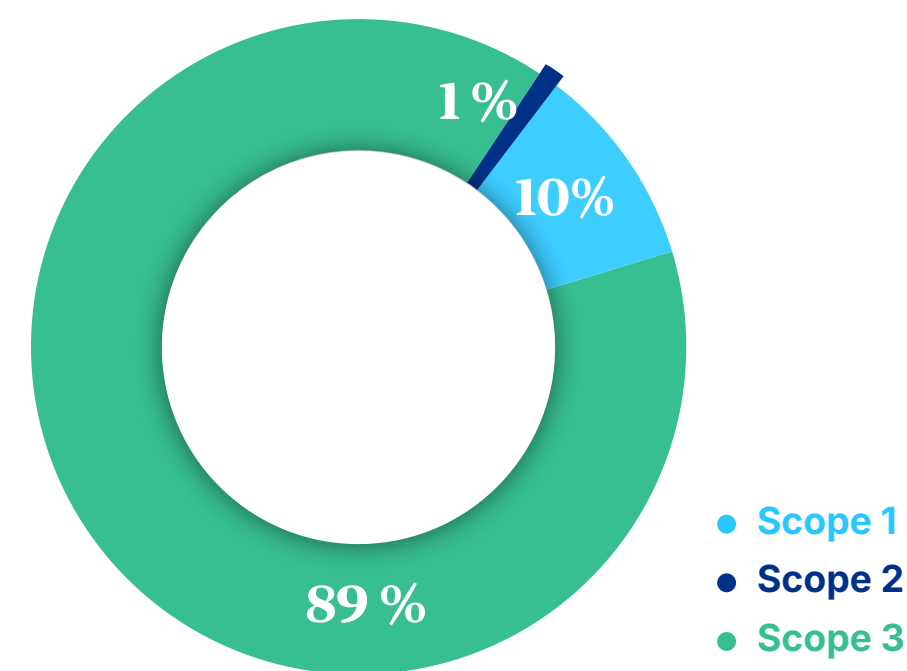
# 1. Managing our carbon footprint to reduce greenhouse gas emissions

## Better measurement for better reduction

Rigorous management of our carbon footprint is essential to structuring an ambitious reduction trajectory. After an initial carbon assessment carried out in 2022, **extrapolated from financial data**, the work carried out showed that not all subsidiaries had the same degree of maturity on this subject.

2023 enabled us to raise the awareness of our subsidiaries and launch action plans to ensure that, in the long term, we have reliable data for our carbon audit.

### Breakdown of 2022 carbon footprint greenhouse gas emissions



The three main sources of emissions identified for scope 3 are purchases of services, digital technology and business travel.

In this context, we have taken into account the different categories of our carbon footprint according to the standards of the GHG Protocol<sup>1</sup>:

- **Scope 1:** this mainly concerns our direct emissions, linked to the energy consumption of our offices.
- **Scope 2:** this includes indirect emissions linked to the purchase of electricity, heating or cooling.
- **Scope 3:** covers all other indirect emissions linked to our value chain, such as employee travel, purchases of goods and services, and waste processing.

For 2025, **Keyrus** will adopt a new methodology based on real data, in order to accurately identify the most significant emission items and draw up an effective action plan tailored to each subsidiary.

*"Our first carbon audit showed that Scope 3 accounted for the vast majority of our emissions. This scope covers indirect emissions linked to our activity, in particular emissions generated by our suppliers, travel, and use of digital services. As a Digital Services Provider (DSP), we need to go further in collecting data specific to our industry. That's why we've decided to change our approach in 2025, using a more precise methodology and strengthening our commitment to the Institut du Numérique Responsable (INR)."*



**Anne-Claire Richardot**  
ESG Manager France

*"Switching to a more accurate carbon audit will enable us to put in place a concrete transition plan tailored to our business and lay the foundations for a reduction trajectory aligned with the SBTi<sup>2</sup>."*



**Marine Lafitau**  
Group ESG Project Manager

## Reducing our emissions: concrete actions

**Keyrus** focuses its commitment on three priority levers:

- **Optimising building energy consumption**, with enhanced data collection to better manage energy-saving measures.
- **Decarbonising business travel**, notably through gradual transitioning of the French car fleet to hybrid and electric vehicles.
- **Reducing digital impact**, by integrating more environmental criteria into internal practices and services provided.

### 2025 goal

Consolidating a precise and exhaustive Group carbon audit, and laying the foundations for a reduction trajectory in line with SBTi recommendations.

## Climate Frescoes: raising awareness to take action on climate issues

Two Climate Fresco workshops were organised internally at Keyrus last year, one for the French Management Committee and the other for the ESG ambassador network. These sessions enabled us to gain a better understanding of climate issues and identify concrete actions to reduce our impact. This fun approach has raised awareness among employees, particularly ambassadors, who are now spreading these best practices throughout the Group. In 2024, we rolled out these training courses to reach a larger number of employees.



1. The Greenhouse Gas Protocol (GHG Protocol) is an internationally recognized framework for accounting and management of greenhouse gas (GHG) emissions. It defines three "scopes" (or categories) for classifying an organization's GHG emissions.  
2. The Science Based Targets initiative (SBTi) is an international initiative that helps companies define science-based greenhouse gas emissions reduction targets, in line with the Paris Agreement.

## 2. Controlling and reducing the energy consumption of our buildings

### More energy-efficient offices, controlled consumption

At **Keyrus**, offices are much more than just workspaces: they are places for collaboration and innovation, but also for concrete action to limit our environmental impact. Because the greenest energy is the energy we don't consume, we've embarked on an energy-saving program.

To achieve our energy-saving goals, **Keyrus** has set up an in-depth monitoring system for its buildings' energy consumption. By collecting data on energy use, the main sites in Europe can identify sources of waste and deploy appropriate solutions: optimized equipment, better regulation of heating and air conditioning, use of LED bulbs for lighting, etc.

 FRANCE

36%

of sites have **environmental certification**

#### 2025 goal

Extending the approach by including this certification in the selection criteria for new sites, not only in France but also worldwide.

 GROUP

45%

of sites have implemented **energy-saving** principles

64%

of sites raise their employees' awareness of **eco-actions**

18%

of electricity consumed comes from **renewable sources**

### Raising awareness for better action

However, an optimized infrastructure is not enough. That's why **Keyrus** educates its employees on eco-actions to encourage them to adopt more environmentally-friendly practices. In France, an internal project (Drakkar) has enabled us to develop a platform for managing and optimizing the consumption of our server and cloud resources.

 EUROPE

17%

of employees are trained on **environmental issues**



### 3. Encouraging more sustainable travel for our employees

#### Decarbonizing travel: a structured commitment

Transportation accounts for a significant percentage of our greenhouse gas emissions. At **Keyrus**, business travel and commuting are a major way of reducing our carbon footprint. That's why we've taken steps to encourage more sustainable modes of transport and reduce the environmental impact of our employees' journeys.

To limit travel-related emissions, **Keyrus** relies on three main lines of action:

- **Reducing air travel** by giving preference to rail for journeys of less than three hours when an alternative exists.
- **Transitioning the company car fleet** to more electric and hybrid vehicles.
- **Raising employee awareness of eco-driving** to reduce fuel consumption and related emissions.

#### Facilitating sustainable transport on a daily basis

In addition to business travel, **Keyrus** is committed to reducing the carbon footprint of commuting through a number of levers. Working from home, widely adopted at Group level, is an effective solution for limiting emissions linked to daily travel. In addition, we encourage the use of sustainable travel, such as cycling and walking, facilitate access to public transport when local infrastructure allows, and promote carpooling to optimize our employees' journeys.

 GROUP

**28%**  
of business trips are made **by air**

**15%** Europe  
**100%** Latin America  
**87%** North America  
**100%** Middle East & Africa

 FRANCE

**25%**

of employees with company cars are trained in eco-driving techniques

 EUROPE

**18%**

of vehicles are hybrid or electric

#### 2025 goal

**Keyrus SA** is aiming for **50%** hybrid or electric vehicles.

### 4. Reducing, sorting recycling and recovering our waste

#### Subsidiaries committed to limiting their impact

Although **Keyrus'** core business is services, waste management remains a key issue. Our environmental footprint is not limited to our energy consumption or travel: it also involves responsible management of the resources we use on a daily basis.

To structure its actions, **Keyrus** has defined three fundamental principles:

- **Reducing waste production** by limiting unnecessary consumption and adopting sustainable solutions.
- **Sorting waste** when local infrastructure allows.
- **Recycling and recovering recoverable materials** with the help of specialized service providers. Although we strive to adopt a unified approach, waste management, particularly in terms of sorting and recycling, varies from country to country.

 GROUP

**45%**

of sites **raise employee awareness** of selective sorting and waste reduction

**68%**

of sites practice **waste sorting**

 EUROPE

**32%**

of phones purchased are **reconditioned**

**19%**

of waste is **recycled**

#### 2025 goal

**Keyrus'** ambition is to improve waste tracking at subsidiaries where local regulations allow, in order to reinforce circularity and limit its environmental impact.

#### A first step towards better waste management

In France, we have set up a selective sorting system in offices where separate collection solutions are available. 22% of waste is currently recycled, a figure the company aims to increase over coming years.

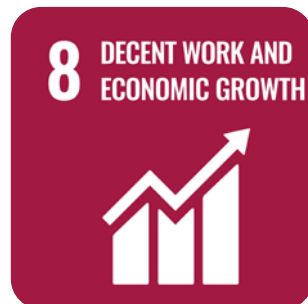


**Social**

# Supporting and listening to the needs of each employee

For the **Keyrus** Group, sustainable performance is above all based on human development. That's why we place our employees at the heart of our ESG strategy, ensuring that we offer a working environment conducive to development, fulfillment and inclusion.

This social pillar is broken down into three concrete commitments: to support our talents as they develop their skills and careers, to guarantee health and well-being in the workplace, and to promote a corporate culture that is inclusive and respectful of diversity. Each of these commitments translates into structured, measurable actions aligned with our long-term vision.



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## Commitment 1

Developing talent, boosting careers

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## Commitment 2

Guaranteeing health and well-being in the workplace

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## Commitment 3

Promoting diversity, equity and inclusion

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## Our commitments



**Developing talent,  
boosting careers**



**Guaranteeing health and  
well-being in the workplace**



**Promoting diversity,  
equity and inclusion**

## Our goals



- Forging technical partnerships with software publishers and academics to train and certify employees
- Promoting and expanding the range of training courses available to employees
- Systematizing the existence of an annual performance review to discuss employee training and career plans
- Encouraging internal promotions

- Ensuring compliance with workplace safety regulations
- Raising employee awareness of health issues such as nutrition, ergonomics and mental health
- Deploying work-life balance initiatives

- Promoting the inspiring women managers initiative
- Raising our employees' awareness of inclusion issues: disability, non-discrimination, LGBTQIA+ rights, etc.
- Supporting managers and recruitment teams on the theme of inclusion
- Strengthening dialogue initiatives between top management and employees
- Ensuring that the whistle-blowing system is communicated to all our regions

# 1. Developing talent, boosting careers

## Cultivating expertise and investing in skills

In a world of perpetual technological change, the **Keyrus** Group places skills development and career management at the heart of its social strategy. Developing the skills of our employees is essential to meeting our customers' requirements, fostering innovation and enhancing the Group's attractiveness. Faced with a shortage of talent and the rapid transformation of our businesses, we are committed to attracting, training and retaining our teams through structured training programs, mobility opportunities and effective career management tools.

GROUP

**59%**  
men

**57%** Europe  
**65%** Latin America  
**70%** North America  
**57%** Middle East & Africa

**41%**  
women

**43%** Europe  
**34%** Latin America  
**30%** North America  
**43%** Middle East & Africa

GROUP

**2,162**

employees included in the 2024 ESG reporting scope<sup>1</sup>

**1,539** Europe  
**373** Latin America  
**135** North America  
**115** Middle East & Africa

GROUP

**97%**  
permanent staff

**97%** Europe  
**99%** Latin America  
**100%** North America  
**94%** Middle East & Africa

**3%**  
temporary staff

**3%** Europe  
**1%** Latin America  
**0%** North America  
**6%** Middle East & Africa

## Ongoing training for employees

The **Keyrus** Group supports its employees' skills development by guaranteeing structured access to ongoing training. Today, 89% of our employees attended at least one training course at Group level during 2024. We deploy innovative digital platforms such as MyKLX and our Keyrus Academy, which enable each employee to take certification courses tailored to market trends. Far from being limited to technical training, our training catalog covers a wide range of strategic topics, from data and artificial intelligence (Qlik, Microsoft Azure, Python, Snowflake) to leadership, digital responsibility and business development.

GROUP

**89%**

of employees trained<sup>2</sup>

**19 h**

of training on average per year, per employee

"Skills development is more than just training: it must offer a genuine career path. This is the aim of our Career Path; a structured system developed in France that enables each employee to identify opportunities for advancement and build his or her career path at Keyrus."



**Anita Sapinho**  
Deputy HR Director  
Keyrus France



1. The Keyrus Group had 2,654 employees on 12/31/2024. The scope considered in this sustainability reporting covers 81% of the Group's workforce.  
2. The indicator for employees trained is calculated as follows: number of employees trained over the year/active workforce on 12/31/2024. This formula explains why the percentage of trained employees exceeds 100% in regions with very high staff turnover.

## Proactive career management

To support each employee's skills development and career advancement, an annual performance review is held to enable them to take stock of their achievements, aspirations and training plans. This process enables professional development to be adapted to market trends and company needs. We also encourage internal promotion, with a system of staff reviews and career paths that provide visibility on the skills required for advancement. These tools enable employees to identify areas for improvement and opportunities for advancement within the Group. In Belgium, the United Kingdom, Spain and Portugal, these frameworks are integrated into career management, to support progression to positions of greater responsibility. With a presence in 28 countries, internal mobility opportunities are also available to employees.

 GROUP

**86%**

of employees had an annual performance review in 2024

 GROUP

**23%**

turnover

- 17%** Europe
- 42%** Latin America
- 39%** North America
- 25%** Middle East & Africa

## A cross-disciplinary approach to training

Keyrus is committed to raising its teams' awareness of social and environmental issues. Specific training courses are available on inclusion, diversity and data protection (GDPR), as well as sessions dedicated to responsible digital transition, such as the Responsible Digital Fresco. This cross-disciplinary approach to training plays a key role in integrating the principles of sustainability and responsibility into the Group's culture. By strengthening team commitment and fostering sustainable collective performance, it helps to move the company towards a more responsible and resilient model, capable of preempting and adapting to the challenges of tomorrow.

 GROUP

**64%**

of employees have attended ESG awareness training

This figure is indicative of the Group's determination to integrate ESG into collective communication initiatives, even though ESG sensitivity varies from country to country.

*"In an ultra-competitive market, attracting and retaining talent requires an innovative approach. We don't just train our employees in the latest advances in AI and data: we give them the means to develop throughout their careers. Regular interviews, personalized follow-up and agile performance management enable everyone to progress in a stimulating environment."*



**Sara Goris**  
Group HR Transformation Manager

*"With enriched training paths, technical certifications and inclusive initiatives such as compassionate management or digital responsibility awareness, we support everyone's professional development. By 2024, over 60% of our employees had attended training, reflecting our commitment to long-term investment in their future."*



**Rebecca Meimoun**  
Director of Human Resources and Legal Affairs France

## A profit-sharing agreement incorporating ESG criteria for Keyrus SA

With a view to enhancing its sustainable performance, **Keyrus SA** changed its incentive scheme in 2024, incorporating environmental, social and governance (ESG) criteria. From now on, one of the criteria taken into account is improvement of the EcoVadis rating, a recognized benchmark that evaluates the company's ESG maturity and performance on these aspects. This approach aligns economic performance goals with sustainable development challenges, and encourages a collective dynamic in favor of more responsible practices.

1. Keyrus France: French subsidiaries of the Group excluding Absys Cyborg and CMG.

## 2. Guaranteeing health and well-being in the workplace

### Creating a healthy and fulfilling work environment

We see health and quality of life at work as levers of attractiveness and loyalty. In the 28 countries where we operate, we strive to provide a safe, balanced working environment that respects the well-being of our employees. Through preventive actions, initiatives in favor of mental and physical health, and specific support systems, we implement concrete solutions to meet the challenges of well-being in the workplace.

GROUP

83%

of employees are covered by a collective bargaining agreement

- 96% Europe
- 52% Latin America
- 0% North America
- 100% Middle East & Africa

98%

of employees are covered by company health insurance

### Preventing risks and improving working conditions

The **Keyrus** Group focuses on prevention of musculoskeletal disorders (MSD) and psychosocial risks (PSR). Our employees are trained in workstation ergonomics and best practices to limit stress and the risk of burnout.

EUROPE

5.76

accident frequency rate (workplace safety indicator)

GROUP

2.81%

sick leave

3% Europe

### Personalized support through coaching

The **Keyrus** Group also offers a professional coaching program as an integral part of career development. This program supports employees, managers and directors through various modules: performance coaching, personal development coaching and quality of working life coaching.

### Collective initiatives for mental and physical well-being

The **Keyrus** group regularly organizes relaxation, sophrology, yoga and meditation workshops, available face-to-face or remotely. Subsidiaries in Latin America take part in awareness events, including the Yellow September conference dedicated to mental health and suicide prevention.

EUROPE

69%

of employees are aware of stress and health issues in the workplace

### Work-life balance

The **Keyrus** Group is committed to achieving a better balance between working hours and rest periods. Initiatives have been rolled out at over 82% of subsidiaries. **Keyrus** France is a signatory of the Parenthood In The Workplace Charter and the Right to Disconnect Charter. It has also set up a working-from-home agreement (Key@Home) to guarantee a flexible framework adapted to employees' needs.

### Take Keyr program

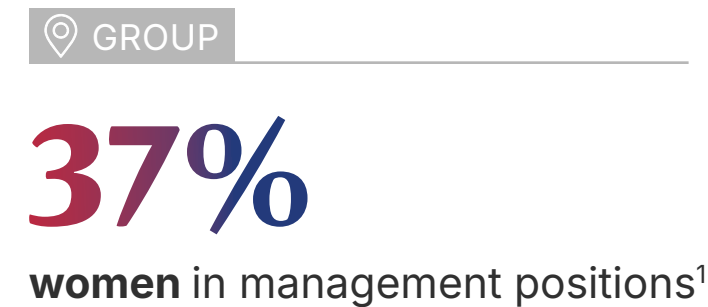
To anchor well-being in the workplace as part of a sustainable prevention approach, **Keyrus SA** has launched **Take Keyr**, a program dedicated to health, well-being and professional fulfillment. This program includes specific actions to raise employee awareness of mental, physical and emotional health issues.



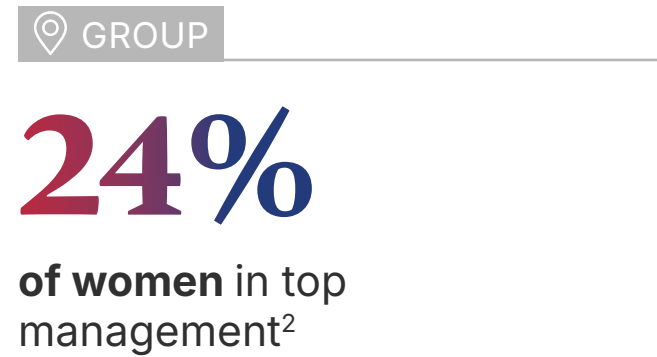
### 3. Promoting diversity, equity and inclusion

#### Making diversity a performance driver

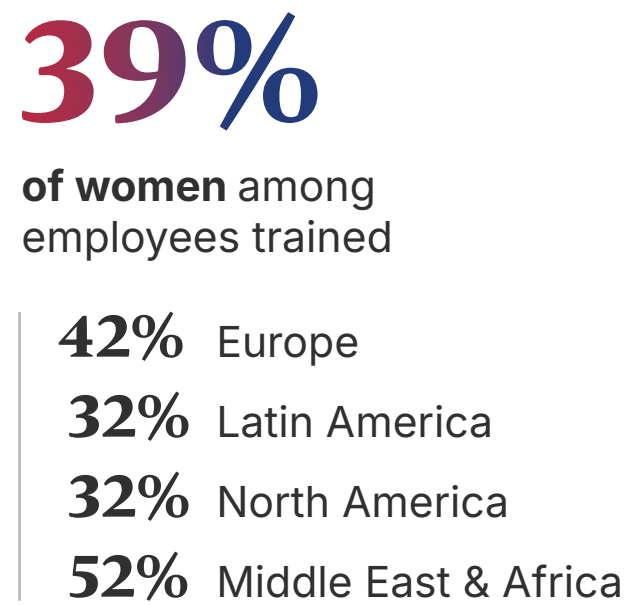
Diversity and inclusion are two fundamental pillars of our corporate culture. **Keyrus SA** has been a signatory of the Diversity Charter since 2006 and a founding member of AFMD (Association Française des Managers de la Diversité, i.e., French association of diversity managers) since 2007, an act tank dedicated to supporting management in all aspects of diversity. We are committed to promoting equal opportunities and combating all forms of discrimination, notably through our Recruitment Charter, which defines our policy on non-discrimination in recruitment according to the 25 criteria recognized by the French Penal Code. **Keyrus France** also has a Gender Equality Agreement, signed in 2013 and renewed every three years, which frames and formalizes our policy of equality from the moment of hiring and at all stages of professional life.



- 38% Europe
- 48% Latin America
- 30% North America
- 33% Middle East & Africa



- 27% Europe
- 18% Latin America
- 33% North America
- 0% Middle East & Africa



#### Encouraging women's leadership with the KWIN network

**Keyrus Women In Networking (KWIN)** was launched in 2023 to encourage representation of women in leadership positions. Born of an internal initiative, this network aims to identify the obstacles to the advancement of women at the company and to provide concrete solutions: mentoring, testimonials from women leaders, specific training, and gender bias awareness campaigns. Already deployed in France and the United States, the program continues to be extended to other Group entities.

*"KWIN was born of a simple observation: there are still too few women in leadership roles. Rather than wait for things to change, we decided to act. By identifying obstacles and implementing concrete actions, we support women's development and pave the way for better representation of female talent at Keyrus."*



**Alice Florival**  
Transformation Director  
Keyrus Group

#### 2025 goal

**Keyrus SA** aims to achieve a gender equality index of at least 85/100 in France, and to increase the percentage of women managers by **+2%**.



#### A disability-friendly environment

**Keyrus SA** has had a health-disability mission since 2021. To guarantee active listening and regular follow-up, an external health and disability specialist is on hand on a monthly basis. This specialist is there to answer questions, offer advice and provide a confidential space for employees who wish to discuss their difficulties, whether they concern their disability, their health or a family care situation. **Keyrus SA** also assists with the process of obtaining recognition as a disabled worker (in France, RQTH or Reconnaissance de la Qualité de Travailleur Handicapé), an essential mission aimed at ensuring that people with disabilities enjoy suitable working conditions, including workstation adjustments and personalized professional support.

#### Taking action for a more inclusive and equitable culture

We run training courses on inclusive recruitment and management, at Group level, to combat unconscious bias and encourage fairer practices. An equal pay review is carried out in France to ensure a fair and transparent remuneration policy. We also encourage the emergence of internal communities dedicated to diversity, with the setup of a Diversity and Inclusion Committee in Latin America and equality working groups in North America.

**An awareness campaign** on inclusion was rolled out to managers, then extended to all Group employees.

#### A collective commitment to a more inclusive culture

**Keyrus** has launched a diversity and inclusion questionnaire in Belgium, which will gradually be rolled out to all subsidiaries. **The aim is to** identify areas for improvement and measure employee expectations on these issues.

1. Women in management: with operational missions to manage teams and projects.  
2. Women in top management: indicator associated with the CSRD for women on decision-making bodies at subsidiaries.



# Governance

# Involving all our stakeholders in a responsible approach

Our governance is based on three major commitments: compliance, which reinforces the ethics and transparency of our practices; implementation of the General Data Protection Regulation, which requires a range of strategic and operational actions to ensure Group compliance; and responsible purchasing, which integrates environmental, social and ethical criteria into our supply chain.

By implementing strict policies, rigorous control mechanisms and a Group-wide culture of compliance, we ensure a safe and ethical working environment for our employees, partners and customers.



## Commitment 1

Building a Group-wide culture of integrity

## Commitment 2

Guaranteeing rigorous data protection governance

## Commitment 3

Framing and strengthening our responsible purchasing policy

## Our commitments



**Preventing corruption, money laundering, fraud and conflicts of interest**



**Protecting whistle-blowers and personal data in line with the GDPR**



**Guaranteeing respect for the fundamental rights of all our stakeholders throughout our supply chain**



**Reducing the negative impact of our purchases on the environment, encouraging positive impacts**



**Mobilizing all internal stakeholder and supporting deployment of virtuous practices**



**Engaging in responsible, sustainable and ethical relationships with our suppliers and subcontractors**

## Our goals



- Training and raising employee awareness
  - Formally adopting and translating the code of conduct
  - Establishing payment governance procedures
  - Checking the reliability of third parties, carrying out annual internal audits
  - Deploying the whistle-blowing system
- 
- Guaranteed anonymity via our Keyrus Speak Up Line platform
  - Updating the protection procedure
  - Promoting the DPO network
  - Implementing data management processes
  - Defining policies and procedures
- 
- Including fundamental rights clauses in contracts with all suppliers and subcontractors
  - Ensuring signing of the Responsible Purchasing Charter
  - Requiring signing of the code of conduct
- 
- Gathering data on the environmental impact of our purchases to clarify scope 3 of our carbon audit
  - Promoting local and socially responsible purchasing
- 
- Leading a community of buyers to share responsible purchasing practices and tools
  - Extending supplier risk mapping to all entities
  - Distributing the Responsible Purchasing Charter and the CSR questionnaire to suppliers
- 
- Adopting neutral, transparent and fair supplier selection processes
  - Communicating reasons for non-selection to unsuccessful suppliers
  - Engaging our suppliers in collaborative actions to optimize ESG performance

# 1. Building a Group-wide culture of integrity

## Strengthening ethics and compliance for exemplary governance

Compliance is a fundamental pillar of **Keyrus**' corporate governance. As a multi-national operating on four continents and listed on Euronext Growth Paris, we are responsible for ensuring compliance with current regulations and preempting legislative developments. Our compliance commitments cover the fight against corruption, data protection, prevention of conflicts of interest, and the security of our business practices. We structure our approach around rigorous procedures, ongoing awareness campaigns, and a proven control system.

## A structured framework and clear rules

**Keyrus** has deployed a Group Code of Conduct, updated in 2024, which defines ethical standards and practices in line with local and international requirements. This code, available in six languages, applies to all Group employees and partners, and is based on the strong principles of integrity, transparency and responsibility.

## Increased vigilance and an operational whistle-blowing system

To prevent risks of fraud and corruption, **Keyrus** relies on a regularly updated risk map. In 2024, this analysis was carried out across seven key processes, including purchasing, finance, legal and human resources.

The Group applies a rigorous anti-corruption policy, strictly controlling the management of gifts and invitations, and has a system in place to prevent money laundering and conflicts of interest. These commitments are backed up by dedicated training programs for the management teams and employees concerned.

In addition, an internal whistle-blowing system, **Keyrus SpeakUp Line**, enables all employees to report, securely and confidentially, any suspicion of ethical misconduct or non-compliance. An Ethics Committee oversees the proper management of this whistle-blowing process, the application of appropriate corrective measures and possible sanctions.

## Training, the key to effective compliance

For **Keyrus**, training is an essential lever for instilling a culture of compliance and ensuring responsible practices. In 2024, we strengthened our Sapin 2 Act<sup>1</sup> training program, with a module dedicated to the eight pillars of the Act, attended by all Group managers and directors. Our finance teams have also benefited from specific training on compliance-related accounting and financial requirements.

 GROUP

**100%**

of employees are aware of the fight against corruption

**85%**

of employees at risk are aware of the fight against corruption



### 2025 goal

Strengthening our Group-wide compliance systems by extending training to employees exposed to ethical and regulatory risks.

**The aim** is to ensure consistent Group-wide compliance, aligning our practices with the most demanding local and international standards.

*"In an increasingly complex regulatory environment, establishing a high level of compliance is not only an obligation, but also a strategic challenge. Our ambition rests on three pillars: strong commitment from management, exhaustive risk mapping, and reinforced control mechanisms. In 2024, we consolidated our system for preventing corruption and other criminal practices through targeted training and the strengthening of our whistle-blowing procedures. Respecting regulations and defining a demanding compliance framework must be seen as levers of trust and sustainable performance."*



**Karim Mulard Benjelloun**  
Group Director, Risks, Corporate Legal & Compliance

1. The Sapin 2 Act, adopted in 2016 in France, is an anti-corruption and economic transparency law. Its main objective is to strengthen prevention and detection of corruption, particularly in large companies.

## 2. Guaranteeing rigorous data protection governance

### A structured framework for optimum compliance

Because **Keyrus** is a multi-national operating in a digital environment, personal data protection is a major and complex issue. In compliance with the General Data Protection Regulation (GDPR) and applicable local regulations, we have implemented robust governance to ensure data compliance and security. The organization is based on a structured network of DPOs, including a Group DPO who defines the guidelines and oversees their application in all Group entities. Each entity has a dedicated DPO, who is the guarantor of local compliance and the main point of contact with the supervisory authorities. This system is supplemented by DPO relays and Data Protection specialists, who provide operational monitoring and support for teams on a day-to-day basis.

### Rigorous tools and processes

**Keyrus** relies on specialized tools, such as Smart Global Governance, to monitor compliance and proactively manage data protection risks. The main risks identified include security breaches and incidents, as well as breaches of applicable regulations. Constant vigilance is ensured by regular monitoring of regulatory developments. This enables the Group to anticipate change and continuously adapt its practices.

*"At Keyrus, the DPO network is the key to solid data protection. DPOs and DPO relays work together daily to ensure strong GDPR compliance, with the support of the Group DPO. Independent, committed, and in liaison with the Data Protection specialists, we work together to guarantee Group-wide data security."*



**Aéla Berruet**  
Lawyer INFORMATION  
Technology Intellectual  
Property Group DPO

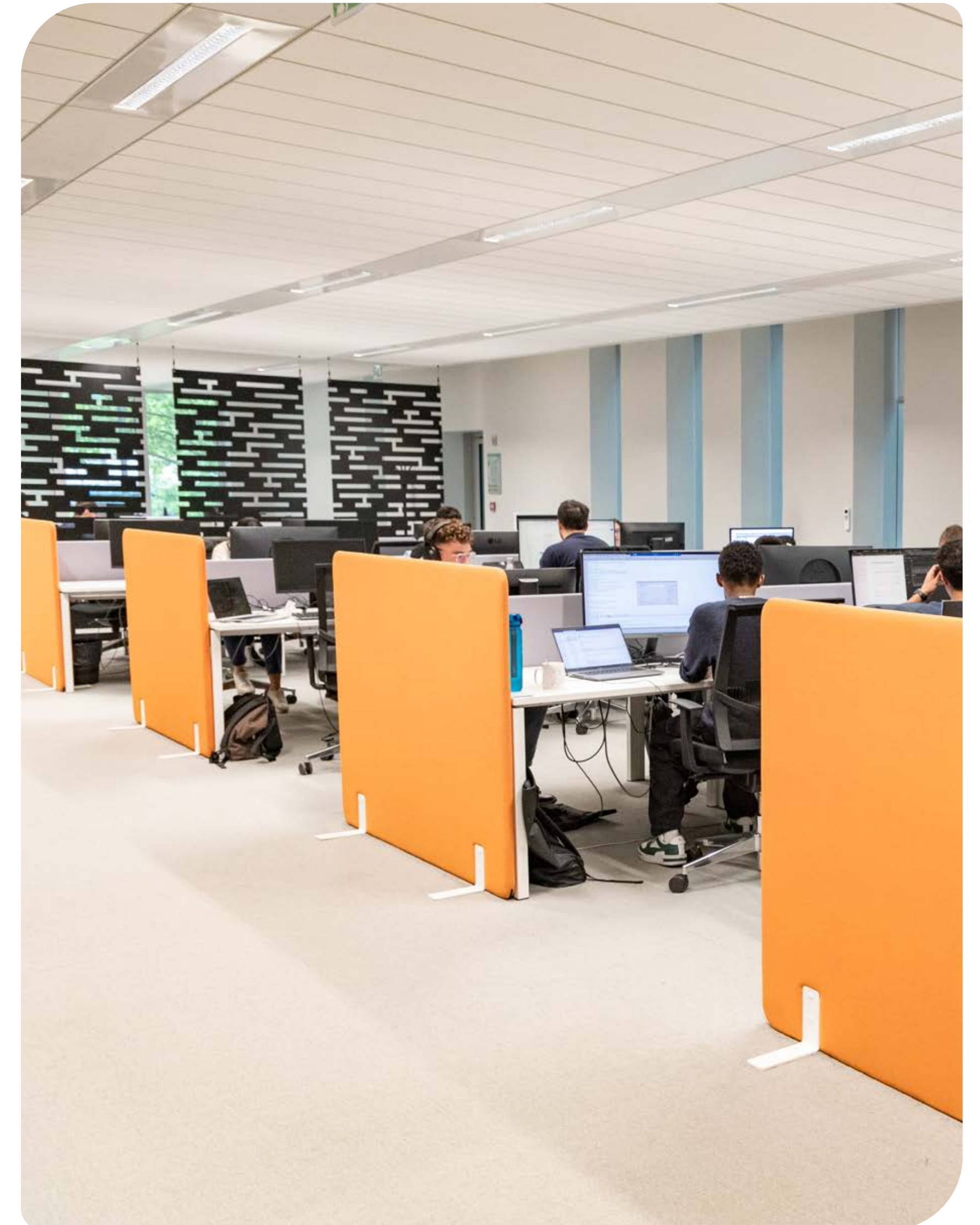
### Raising awareness and training to strengthen Data Protection culture

Employee training and awareness campaigns are two key levers for instilling a data protection culture at all levels of the organization. Awareness training is compulsory for all new employees, with a two-hour induction session in French and English every month. In addition, employees of entities using My KLX or similar platforms take a structured course including teaching support, a knowledge validation test and optional modules on advanced topics (Data Protection by Design, MOOC CNIL, ANSSI [French Cybersecurity Agency] MOOC). An annual e-learning refresher course ensures that knowledge and best practices are maintained. To reinforce the sharing of key information, the Group's internal social network is used to share news on data protection and cybersecurity.

 GROUP

**77%**

of employees are aware of data protection



### 3. Framing and strengthening our responsible purchasing policy

#### Responsible purchasing for a sustainable supply chain

The responsible purchasing approach is supported by **Keyrus France**. The aim of this approach is to lay the foundations for a wider roll-out to subsidiaries from 2025 onwards. By integrating ethical, environmental and social criteria into its purchasing processes, **Keyrus SA** aims to reduce its carbon footprint and promote more virtuous practices throughout its supply chain.

Our commitment is based on **four strategic priorities**:

- respect for fundamental rights
- reducing the environmental impact of purchasing
- mobilizing internal stakeholders
- building lasting, transparent relationships with our suppliers.

#### Securing our supply chain, guaranteeing respect for fundamental rights

**Keyrus** is committed to applying the highest standards of human and social rights to all its partners and suppliers. In 2024, **Keyrus SA** carried out an initial mapping of supplier risks to identify areas at risk (forced labor, discrimination, corruption). To reinforce this commitment, **Keyrus SA** includes specific ESG clauses in its contracts and ensures compliance with international standards (International Labor Organization standards, Global Compact).

 FRANCE

**57%**

of targeted suppliers have signed the Code of Conduct

**49%**

of targeted suppliers responded to the CSR/ESG questionnaires

**3/4**

of entities include ESG issues in their supplier evaluations

*"Implementing a responsible purchasing policy means more than just setting commitments: we also need to support our suppliers in adopting more virtuous practices. Via our ESG questionnaire, we have been able to identify sensitive areas in our supply chain and take targeted action. In 2024, more than 50% of our strategic suppliers adhere to our Code of Conduct, and we continue to strengthen our requirements to ensure ever more sustainable and transparent purchasing."*



**Jean-Eudes Oumier**  
Purchasing Director



#### 2025 goal

**100%** of **Keyrus SA's** strategic suppliers must sign the **Code of Conduct**.

#### Mobilizing internal teams and structuring practices

To ensure the deployment of its responsible purchasing policy, **Keyrus** relies on a community of buyers and a continuous training program.

**Keyrus SA** buyers are trained in responsible purchasing, and we plan to extend awareness campaigns to other functions making purchases, and training to Group buyers.

#### Reducing the environmental impact of our purchasing

With 89% of its carbon footprint coming from scope 3, **Keyrus** sees responsible purchasing as a strategic way of reducing its environmental impact. The approach is based on integrating ecological criteria right from the supplier selection stage, and promoting short supply chains and low-carbon alternatives. The completion of an actual carbon audit in 2025 will make it possible to set precise criteria and better monitor scope 3 of the Group's carbon audit, involving subsidiaries more closely in regions where carbon is monitored. In addition, the Group supports the social and solidarity economy by collaborating with SE (Supported Employment) and disability-friendly companies for services such as maintenance of green spaces and office supplies.

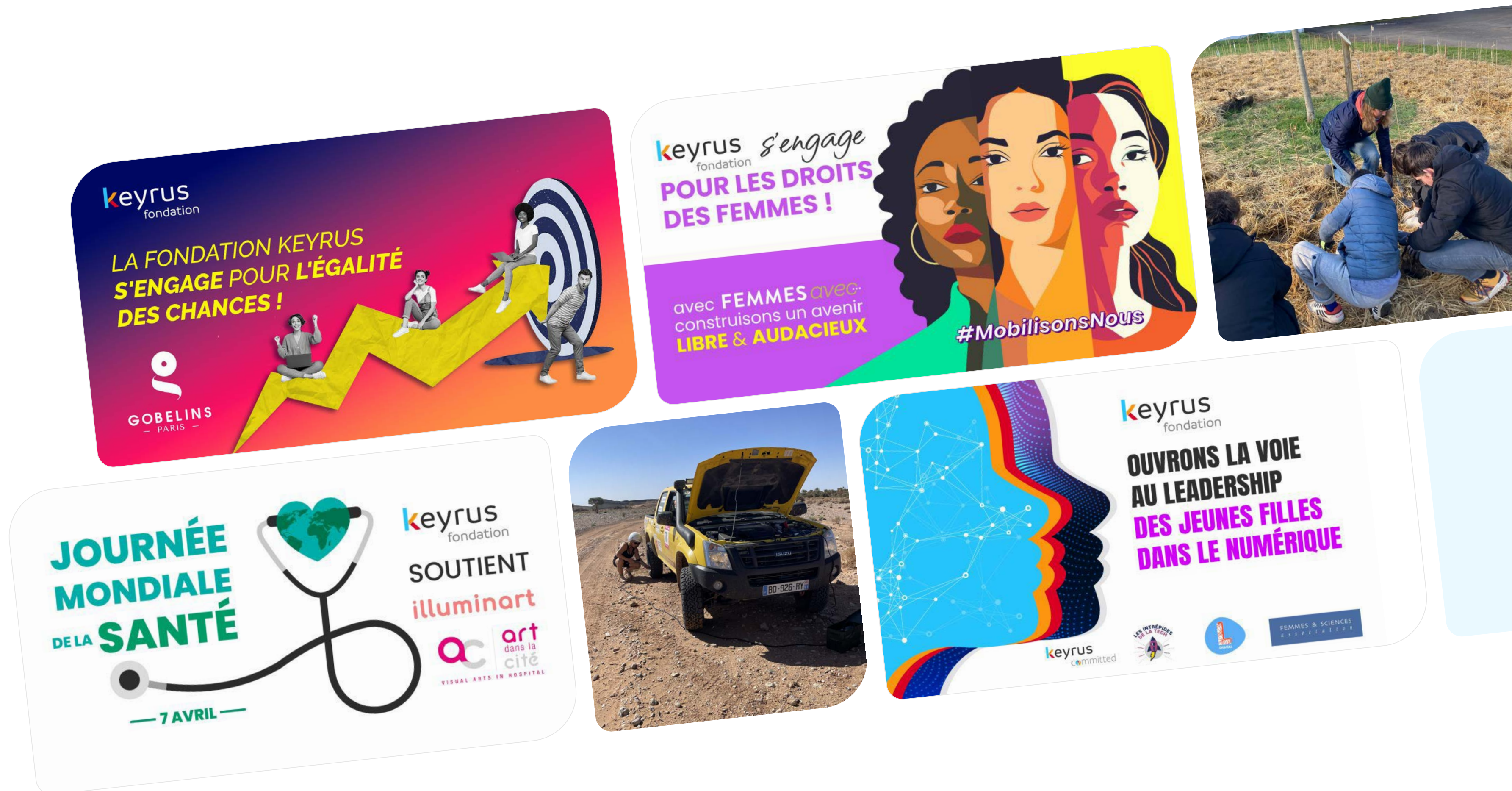
keyrus  
fondation



# Innovating for a world of solidarity

Created in 2017, the **Keyrus Foundation** federates and develops the Group's philanthropic actions by mobilizing its employees on projects with a strong social, environmental and cultural impact. Its ambition is twofold: to involve employees through skills sponsorship and to provide financial support for projects with a strong social and environmental impact.

The Foundation's action is deployed in line with three major commitments aligned with **Keyrus** values: digital education and entrepreneurship, the environment and sustainable development, and art and culture.



# The Keyrus Foundation: an international commitment

The Keyrus Foundation embodies the Group's determination to structure and strengthen its commitment to solidarity. In 2024, the Foundation supported 15 associations in France in solidarity initiatives. And for the first time, it has opened its annual call for projects to all Group subsidiaries, marking a new stage in its international expansion.

"In 2024, we saw real involvement from our employees, with over 160 of them involved in solidarity initiatives. This mobilization reflects the importance we attach to skills sponsorship, which enables everyone to make their own contribution. Their commitment is essential to strengthening the Foundation's impact."



**Leslie Saadoun**  
Head of the Keyrus Corporate Foundation

## Encouraging digital education

Keyrus is committed to promoting digital inclusion and entrepreneurship, particularly among young and digitally underprivileged people.

In 2024, the Foundation supported Simplon's "Intrépides de la Tech" program, which encourages young girls to go into digital professions. Via this partnership, fifteen female Keyrus employees share their experience every year and inspire the next generation.



## Educating and taking action to protect the oceans

The Keyrus Foundation helps to raise awareness of environmental issues among the younger generation.

In 2024, it renewed its support for the Maud Fontenoy Foundation, which works to protect the oceans and educate people about sustainable development. Each year, five to ten employees help select the student projects that win the Foundation's prize.



## Art and culture: innovation for well-being

Art and culture play a key role in well-being and inclusion.

In 2024, the Keyrus Foundation supported the "Illuminart" project run by the association Art dans la Cité, which brings immersive digital art experiences to hospitalized patients. With interactive creations inspired by forests, museums and landscapes, this program offers patients moments of escape and well-being.



**15**  
associations supported

"At the Keyrus Foundation, employee commitment is our driving force. In 2024, we have seen an exceptional level of mobilization, which has encouraged us to go even further. That's why, in 2025, we're opening our call for projects to all Group subsidiaries. Why? To enable everyone to launch solidarity initiatives and let our values shine worldwide."

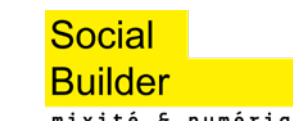
**160**  
employees involved



**Laetitia Adjadj**  
Head of the Keyrus Corporate Foundation

**16**  
employee projects supported

Other associations supported in France:



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# Appendices

# Methodological notes

## Consolidation scope

The data included in this extra-financial performance report covers more than 80% of the **Keyrus** Group workforce. The scope of this reporting includes the following entities, broken down by region:

- **Europe region:**
  - [Belgium](#): Keyrus NV, Keyrus Life Science SA
  - [Spain](#): Keyrus Spain SL
  - [France](#): Keyrus Management, Keyrus SA Keyrus Life Science Innovation, Absys Cyborg
  - [Portugal](#): Keyrus Consultadoria Portugal
  - [United Kingdom](#): Keyrus UK Ltd
- **Latam region** (Latin America):
  - [Brazil](#): Keyrus Brazil - Serviços de Informática
  - [Peru](#): IT Performa SA (outside ESG-MLA scope)
  - [Colombia](#): Keyrus Colombia SAS
  - [Mexico](#): Bigo Consulting SA de CV
- **MEA region** (Middle East & Africa) region:
  - [Tunisia](#): Equinoxes SA
- **North America region:**
  - [Canada](#): Keyrus Canada Inc
  - [United States](#): Impetus LLC, Keyrus USA Inc.

Entities included in the ESG reporting scope are those with more than 30 active employees on December 31, 2024. However, for this year, two exceptions were made due to organizational specificities related to the data collection campaign: Vision BI Ltd and Keyrus China are not included in this scope.

## Changes in scope between 2023 and 2024

The introduction of criteria relating to entities eligible for ESG reporting led to a revision of the scope identified for 2023 reporting in the previous NFPR. Entities with fewer than 30 employees on December 31, 2024 were therefore excluded from the ESG 2024 scope.

The entities concerned by this exclusion are as follows: Younicorns, Kernel 42, Opsky, Kadris Consultants, Equinoxes France, Lynx Partners, Mozaik 365, Xiomega Consulting, Financière MyBCG, CMG Conseil, CMG Advisory and AXCO Portugal, Keyrus Management NV, ITP Performa SAC, PartnersByu Participacoes Ltda, Ecomfy Tecnologia Ltda, and Keyrus Tunisie SARL.

In addition, two new entities have entered the ESG 2024 scope:

- **North America region:**
  - [United States](#): Impetus LLC
- **Europe region:**
  - [Portugal](#): Keyrus Consultadoria Portugal.

## Reporting procedures

For the collection of ESG data, we have implemented a structured approach using four questionnaires per legal entity and one questionnaire per office, each dedicated to a specific area of the Group's non-financial performance. These questionnaires are as follows:

### Social Questionnaire

This collects information on social indicators such as team well-being, diversity and inclusion, working conditions and employee skills development. The social data presented for the ESG 2024 scope take into account employees with a direct contract with a legal entity of the **Keyrus** Group and included in the ESG scope. This scope represents 80% of the Group's workforce.

### Environment Questionnaire

This concerns collection of data relating to the organization's environmental impact, including the management of employee travel and consumption associated with the vehicle fleet.

### Responsible Purchasing Questionnaire

This questionnaire aims to measure responsible purchasing practices, focusing on supplier selection, purchasing risk management and the integration of ESG criteria into the supply chain.

The Responsible Purchasing policy is being implemented in France, with Group-wide roll-out planned from 2025. The data presented here concerns French entities.

### Governance Questionnaire

This collects information on anti-corruption measures, business ethics and personal data protection.

**A final questionnaire** was used to collect data on the environmental impact of the offices occupied by **Keyrus** teams. This questionnaire collects precise information on two major aspects of our environmental impact:

- **Energy consumption**: this section of the questionnaire measures office energy consumption, collecting data on electricity, heating, air conditioning, as well as the use of computer hardware and other energy-consuming devices.
- **Waste production**: this section assesses office waste management, measuring the volume of waste generated, its sorting, recycling and disposal, as part of initiatives to promote responsible resource management.

The waste data presented come from a variety of sources: office managers, with values prorated to the square meter occupied, or external service providers supplying us with actual data. The measures presented come from France and Belgium.

The ESG questionnaire was sent to sites with their own lease and more than 30 employees. This selection was made in order to focus ESG data collection on sites with significant activity and a direct impact on reporting results. The data collected from these sites has been integrated into our global reporting.

## Collection, consolidation and internal controls

The **Keyrus** Group has adopted an ESG reporting management platform to organize data collection and support consolidation. This tool ensures data security and management of supporting documents. The ESG data collection campaign was conducted over a six-week period, from mid-January 2025 to the end of February 2025. This initiative involved cross-disciplinary collaboration between several departments at Group entities. The teams mobilized included key representatives from finance, human resources (HR) and data protection (DPO) departments, as well as office managers, who ensured coordination at the various sites. Each entity validates and double-checks the elements transmitted. Each department was responsible for collecting information specific to its area of expertise. Coordination between these teams was essential to guarantee the reliability, consistency and completeness of the ESG data reported, as well as the communication of supporting documents for the Independent Third Party audit.

Once collected, the data is consolidated by the Group ESG team, which is responsible for aggregating the information from the various entities, together with supporting documentation. When consolidating, the team performs a consistency check to verify data integrity. Significant deviations are analyzed and corrected or explained in detail.

## Methodology and continuous improvement

Given the lack of uniform, internationally recognized definitions for certain ESG data, the **Keyrus** Group has drawn up an ESG reporting protocol. This protocol sets out the detailed calculation procedures for the raw data requested. It has been designed to ensure the transparency, consistency and comparability of the information collected, taking into account the particularities of the organization and internal requirements in terms of non-financial reporting. As part of its commitment to transparent reporting, the Group will ensure that the protocol is updated with best practices to meet changing internal and external expectations.

## ESG topics not applicable to the Group

As part of its non-financial performance report (NFPR), the Group focuses on the ESG issues most relevant to its business. Some issues, although important on a societal scale, do not apply directly to the Group because of its industry:

- the fight against food waste
- the fight against food insecurity;
- respect for animal welfare;
- the definition of responsible, fair and sustainable food;
- combating tax evasion (the Group has no operations in tax havens);
- sports;
- the nation-army link.

**ENVIRONMENT 2024**

	Europe	Latin America	Middle East & Africa	North America	Keyrus Group
Non-renewable electricity consumption (MWh)	401	0	110	10	522
Total electricity consumed from renewable sources (MWh)	92	2	-	-	94
Percentage of electricity consumed from renewable sources	19%	100%	-	-	19%
Total energy consumption from fossil fuels (MWh)	29	-	-	2	31
Nuclear energy consumption (MWh)	258	-	-	1	259
Percentage of energy consumption from nuclear sources	53%	-	-	14%	42%
<b>Waste management</b>					
Weight of non-hazardous waste (kg)	12,139	-	-	-	12,139
Weight of hazardous waste (kg)	2,602	-	-	-	2,602
Total weight of waste (kg)	14,740	-	-	-	14,740
Percentage of waste paper recycled	44%	-	-	-	44%
Percentage of plastic waste recycled	1%	-	-	-	1%
Percentage of aluminum waste recycled	245%	-	-	-	25%
Percentage of waste electrical and electronic equipment (WEEE directive) recycled	76%	-	-	-	76%
Percentage of waste recycled	19%	-	-	-	19%
Total weight of waste recovered: recycling, reuse, recycling and other (kg)	9,225	-	-	-	9,225

**SOCIAL 2024**

	Europe	Latin America	Middle East & Africa	North America	Keyrus Group	2023 comparison
<b>Jobs</b>						
Temporary male workforce at end of period	844	240	62	95	1,241	
Temporary female workforce at end of period	643	130	46	40	859	
Permanent workforce with non-disclosed or non-binary gender at end of period	0	0	0	0	0	
Permanent workforce at end of period	1,487	370	108	135	2,100	
Temporary male workforce at end of period	27	3	3	0	33	
Temporary female workforce at end of period	25	0	4	0	29	
Temporary workforce at end of period	52	3	7	0	62	
Total workforce at end of period CSR scope	1,539	373	115	135	2,162	2,449
Percentage of total male workforce at end of period	57%	65%	57%	70%	59%	62%
Percentage of total female workforce at end of period	43%	35%	43%	30%	41%	37%
Percentage of total workforce with non-disclosed or non-binary gender at end of period	0%	0%	0%	0%	0%	1%
Workforce under 30 at end of period	436	229	63	79	807	
Workforce aged between 30 and 50 at end of period	836	134	50	45	1,065	
Workforce over 50 at end of period	266	24	2	10	302	
<b>Talent management and training</b>						
89% of employees trained	712	349	30	77	1,168	
Number of employees trained	515	163	32	36	746	
Total number of employees trained	1,227	512	62	113	1,914	
Number of training hours attended by men	12,781	6,231	74	3,674	22,761	
Number of training hours attended by women	8,595	2,000	242	3,347	14,184	
Total number of training hours	21,375	8,232	608	7,021	36,945	
Number of hours per employee trained	17	16	10	62	19	17
Number of hours per male employee trained	18	18	2	48	19	
Number of hours per female employee trained	17	12	8	93	19	
Number of new permanent employees	237	144	35	48	464	637
Number of departures from the permanent workforce	267	165	19	56	507	
Turnover rate	17%	42%	25%	39%	23%	28%

**SOCIAL 2024** Europe Latin America Middle East & Africa North America Keyrus Group

**Respecting diversity and fundamental human rights**

Number of women in management positions	93	11	9	14	127
Number of employees in management positions (m+f)	247	23	27	47	344
Number of women in top management positions	11	2	0	4	18
Number of employees in top management positions (m+f)	40	11	7	12	70
Percentage of women in management positions	38%	48%	33%	30%	37%
Percentage of women in top management positions	27%	18%	0	33%	24%
Number of employees covered by a collective bargaining agreement	1,472	194	115	0	1,790
Percentage of employees covered by a collective bargaining agreement	96%	52%	100%	0%	83%
Total number of proven incidents of discrimination	0	0	0	0	0
Percentage of women in the workforce trained	42%	32%	52%	32	39

**Health and safety at work**

Number of workplace accidents	15	1	-	0	16
Frequency rate	6	2	-	-	5
Number of occupational diseases reported	0	-	-	-	0
Number of deaths due to occupational accidents and diseases	0	0	-	0	0

**GOVERNANCE 2024** Europe Latin America Middle East & Africa North America Keyrus Group

**Board of Directors**

Percentage of women on the Board of Directors	-	-	-	-	40%
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**Corruption**

Number of corruption alerts received via Keyrus SpeakUp Line	-	-	-	-	0
Number of corruption alerts received processed within 3 months	-	-	-	-	0
Number of proven corruption alerts received	-	-	-	-	0

**Responsible purchasing**

Average supplier payment terms	32 days				
Number of legal proceedings in progress concerning late payments	0		0		

# Glossary

**ADEME**

Agence De l'Environnement et de la Maîtrise de l'Énergie (French environmental and energy management agency)

**AFMD**

Association Française des Managers de la Diversité (French association of diversity managers)

**AI**

Artificial Intelligence

**ANSSI**

Agence Nationale de la Sécurité des Systèmes d'Information (French Cybersecurity Agency)

**BI**

Business Intelligence

**CEO**

Chief Executive Officer

**CFO**

Chief Financial Officer

**CNIL**

Commission nationale de l'informatique et des libertés (French Data Protection Authority)

**CSR**

Corporate Social Responsibility

**CSRD**

Corporate Sustainability Reporting Directive

**DPO**

Data Protection Officer

**DR**

Digital Responsibility

**DSP**

Digital Services Provider

**EPM**

Enterprise Performance Management

**ESG**

Environment, Social, Governance

**GDPR**

General Data Protection Regulation

**GHGA**

Greenhouse Gas Assessment

**GHG**

GREENHOUSE Gas

**GHG**

Greenhouse Gas

**HR**

Human Resources

**HR**

HUMAN Resources

**INR**

Institut du Numérique Responsable

**IRO**

Impacts, Risks and Opportunities

**ISO**

International Organization for Standardization

**IT IP**

Information Technology Intellectual Property

**KLS**

Keyrus Life Science

**KWIN**

Keyrus Women in Networking

**LGBTQIA+**

Lesbians, Gays, Bisexuals, Trans, Queers, Intersexuals, Asexuals and the + includes the many other terms designating genders and sexualities

**MOOC**

Massive Open Online Course

**MSD**

MUSCULO-SKELETAL Disorders

**NFPR**

Non-Financial Performance Report

**NGO**

Non-Governmental Organization

**PAC**

Pierre Audoin Consultant

**PSR**

PSYCHO-SOCIAL Risks

**RQTH**

Reconnaissance de la Qualité de Travailleur Handicapé (recognition as a disabled worker)

**SA (Keyrus SA)**

Société Anonyme, i.e., French public limited company

**SBTi**

Science Based Targets Initiative

**SDGS**

ustainable Development Goals

**SE**

Supported EMPLOYMENT

**UNGC**

United Nations Global Compact

**UN**

United Nations

# Report of the independent third party on the verification of the Consolidated non-financial statement

Year ended 31 December 2024

*This is a free translation into English of the report by independent third party issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.*

To KEYRUS SA,  
In our capacity as independent third party ("third party") of your company, KEYRUS SA, accredited by the Cofrac (*Accreditation Cofrac Validation/Vérification*, no 3-1874, scope available at [www.cofrac.fr](http://www.cofrac.fr)), we have undertaken a limited assurance engagement on the historical information (observed or extrapolated) in the non-financial statement, prepared in accordance with the Entity's procedures (hereinafter the "Guidelines"), for the year ended 31/12/2024 (hereinafter the "Information" and the "Statement", respectively), presented in the management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code;

## Conclusion

Based on the procedures we have performed as described under the "Nature and scope of procedures" and the evidence we have obtained, nothing has come to our attention that cause us to

believe that the non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

## Preparation of the non-financial performance statement

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarised in the Statement and available on the Entity's website or on.

## Inherent Limitations in preparing the Information

As stated in the Statement, the Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

## Responsibility of the Entity

Management of KEYRUS are responsible for:

- selecting or establishing suitable criteria for preparing the Information;
- preparing a Statement pursuant to legal

and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators and the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);

- preparing the Statement by applying the Entity's "Guidelines" as referred above; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been endorsed by applying the entity's Reporting Criteria as mentioned above.

## Responsibility of the independent third party

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e. the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."

As we are engaged to form an independent conclusion on the Information as prepared

by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

It is not our responsibility to report on:

- the Entity's compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the French duty of care law<sup>1</sup> and against corruption and tax evasion);
- the fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- the compliance of products and services with the applicable regulations.

## Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with Articles A. 225-1 *et seq.* of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to such engagement, in particular the professional guidance issued by the *Compagnie Nationale des Commissaires aux Comptes*.

## Independence and quality control

Our independence is defined by the provisions of Article L. 821-28 of the French Commercial Code and French Code of Ethics for Statutory Auditors (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality

control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

## Means and resources

Our work engaged the skills of three people between February 2025 and March 2025 and took a total of 8 days. We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted 4 interviews with the people responsible for preparing the Statement, representing in particular ESG corporate, ESG local testing entities.

## Nature and scope of procedures

We planned and performed our work to address the areas where we have identified that a material misstatement of the Information is likely to arise. The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information, we:

- obtained an understanding of the entity's activity: all the consolidated entities' activities and the description of the main risks associated;
- assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking

- into account, where appropriate, best practices within the sector;
- verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III of the French Commercial Code: as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation and includes, where applicable, an explanation of the reasons for the absence of the information required under Article L.225-102-1 III, paragraph 2 of the French Commercial Code;
- verified that the Statement provides the information required under Article R.225-105 II of the French Commercial Code where relevant with respect to the main risks;
- verified that the Statement presents the business model and a description of the main risks associated with the Entity's activity: of all the consolidated entities' activities, including where relevant and proportionate, the risks associated with its business relationships, its products or services, as well as its policies, measures and the outcomes thereof, including key performance indicators associated to the main risks;
- verified that the Statement includes a clear and motivated explanation of the reasons for the absence of the policies implemented considering one or more of these risks required under Article R.225-105 I of the French Commercial Code;
- referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used,

- with respect to the main risks and the policies presented, and
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning certain risks, our work was carried out on the consolidating entity, for other risks, our work was carried out on the consolidating entity and on a selection of entities;
- verified that the Statement covers the consolidated scope, i.e. all the entities within the consolidation scope in accordance with Article L. 233-16 of the French Commercial Code;
- obtained an understanding of internal control and risk management procedures the Entity has implemented and assessed the data collection process aimed at ensuring the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities and covers 63% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;

- assessed the overall consistency of the Statement in relation to our knowledge of the Entity: all the consolidated entities.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion ; a higher level of assurance would have required us to carry out more extensive procedures.

Paris, 25/04/2025

L'organisme Tiers Indépendant, FID'IMPACT Sarah GUEREAU

APPENDIX 1: INFORMATION CONSIDERED TO BE THE MOST IMPORTANT

1. Quantitative indicators including key performance indicators

Themes	Indicators	Entities tested
Social	<ul style="list-style-type: none"> <li>Permanent workforce at end of period</li> <li>Number of arrivals in permanent workforce</li> <li>Number of departures in permanent workforce</li> <li>Turnover rate</li> <li>Share of women in management positions</li> <li>Share of women in top management</li> </ul>	KEYRUS SA, ABSYS CYBORG, EQUINOXES SA, KEYRUS BRAZIL
	<ul style="list-style-type: none"> <li>Total number of employees trained</li> <li>Share of employees trained</li> <li>Total number of hours of training</li> </ul>	KEYRUS SA, ABSYS CYBORG, EQUINOXES SA, KEYRUS BRAZIL

2. Qualitative information (actions and results) in particular:

- Social barometer France
- Chartre INR
- Ecovadis note

**keyrus**  
make data matter

**keyrus**  
committed

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[esg@keyrus.com](mailto:esg@keyrus.com)

**Keyrus Group** would like to extend its warmest thanks to: the contributors who took part in drawing up this non-financial performance report; the employees who shared their local initiatives, illustrating our collective commitment; the members of the Group Committee and the ESG Committee, whose expertise and vision guide our responsible transformation; the network of ESG ambassadors in all our countries, real drivers of change in the field; our customers, shareholders, suppliers and partners, whose expertise enriches our approach and helps us to further our ambitions.

And all the people who, through their daily exchanges and commitments, help to build an ever more positive social and environmental impact!