CSR.

Annual Report

2025 - 2026

Scope Group -10 locations · ≈ 510 people

Pillars Human Rights · Labour · Environment · Anti-Corruption

Framework UN Global Compact · UN SDGs

Taleo.

INSIDE THIS REPORT

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FOREWORD

A Few Words from a Partner

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When my brother Benjamin and I founded Taleo in France in 2014, we made a deliberate choice: to build a consulting firm on Family, Fun & Excellence: on people who are trusted, developed and genuinely glad to come to work. A decade on, that conviction is the engine behind everything you will read in this report.

Responsibility grows with the company. As the Group has reached roughly 510 people across ten markets, our duty of care has grown with it. The health, safety and well-being of our teams, fair and inclusive access to opportunity, and a relentless investment in skills and employability are not initiatives bolted onto the business, they are the business. Our people are what we bring to our clients, and caring for them is our first responsibility.

Our mandate reaches well beyond the social. Climate, ethics and the integrity of how we operate are inseparable from doing this work well. The European agenda (CSRD, the AI Act, DORA) is rightly raising the bar, and we choose to treat it not as compliance to be survived but as a discipline that makes us a stronger, more resilient and more trustworthy partner. In our profession, trust is everything.

We are also clear-eyed. This edition reports genuine progress and the areas where we must still do better, our sustainable-procurement performance among them. I would rather publish an honest trajectory than a flattering snapshot: credibility is built on candour, not on polish.

Our CSR policy remains anchored in the four pillars of the UN Global Compact **(Human Rights, Labour, Environment and Anti-Corruption)** and in a single ambition: to be the responsible consulting firm others measure themselves against. The pages that follow set out where we stand, what we have learned, and the commitments we are holding ourselves to for the years ahead.

Yann Rouveure

Co-founder & Group Managing Partner, Taleo

WHO WE ARE

About Taleo

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Our story, vision & commitment to excellence

Taleo is a management consulting company founded in France in 2014 by two brothers, **Benjamin and Yann Rouveure**, with its Luxembourg entity established in 2015. More than ten years on, the Group operates across **10 locations:** Paris, Luxembourg, Brussels, Amsterdam, Singapore, Barcelona, Lisbon, Geneva, Zurich and Milan. Through its consultants and client engagements, is active in many other cities where it has no permanent office.

≈ 420	≈ 90	≈ 510	≈ €55M	10
CONSULTANTS	BACK-OFFICE	TOTAL WORKFORCE pax, FY 25–26	GROUP REVENUE	LOCATIONS

WHAT WE DO

Taleo is particularly active in the financial sector **(Banking, Asset Management, Insurance and Fiduciaries)** its core business. We have extended into life sciences and the green transition through our brands **SAPIA** and **ELMEA**, and we increasingly embed responsible AI and automation into how we deliver.

OUR DNA: FAMILY · FUN · EXCELLENCE

- **Family:** we believe in people; a supportive, inclusive environment where the well-being of employees, clients and stakeholders comes first.
- **Excellence:** we lead by example and stay client-focused, setting high standards and continuously seeking improvement.
- **Fun:** enthusiastic, happy people perform better; we keep work engaging and encourage creativity and a positive attitue.

WHAT WE DELIVER

Taleo Business Segment

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Tailored solutions, from project delivery to day-to-day operations

Combining deep industry expertise, top-level consultants and best-in-class transformation skills, our services span two complementary segments supported by specialised internal practices.

PROJECT DELIVERY

- **Organization & Process:** target operating model, BPM & optimisation, continuous improvement, Lean management, change management, RPA.
- **Regulatory:** FATCA, CRS, MiFID II, EMIR, AIFMD, AMLD 4/5, PRIIPS, Solvency II, regulatory watch.
- **Project Management:** agile coaching & transformation, agile run governance, project & programme management, PMO.
- **IT Implementation:** software assistance, solution choice / RFP, needs definition, technical analysis & development, big data, business analysis / testing, digitalisation.

OPERATIONAL SUPPORT

Experienced profiles: SMEs, AML/KYC Officers, Fund Administrators, Compliance Officers, Accountants (UCITS/PE/ RE), Transfer Agency Officers, across Client Services / Transfer Agency, AML / KYC / Compliance, Fund Administration and Fund Distribution.

OUR CONSULTANT COMMUNITIES

PROGILE
Governance, project & portfolio management, agility.

OCS
Operational excellence & change management.

CLART
Compliance, legal, accounting, risk & tax, incl. ESG reporting.

BOPS
Business & operations (ACAMS, IREB, BABOK certified).

FINREP
Financial & regulatory reporting (COREP, LIQREP, AnaCredit…).

PERES · A&I
Private equity & real estate services; analytics, AI & innovation.

AI, DATA & AUTOMATION

AI and automation are a fast-growing, cross-cutting part of our offer. Through our A&I community we help clients turn data into value: data science & machine learning, business intelligence, generative-AI use cases (KYC/AML acceleration, regulatory watch, document analysis, reporting), intelligent process automation and blockchain / DLT. We also apply AI to ourselves: a Group AI programme equips teams with secure internal knowledge agents and automation on an enterprise AI platform, paired with strong guardrails (GDPR, DORA and EU AI Act readiness) so productivity gains never come at the expense of data protection, security or ethics.

RECRUITMENT & CONTINUOUS DEVELOPMENT

Our people are the heart of our value. We recruit on profile through a demanding process — a network of **300K+ candidates**, around **500 interviews per month** run by 20 Talent Managers, and three selective interviews. Consultants are then trained through the **Taleo Academy** and benefit from continuous evaluation and career follow-up, supporting their skills and employability (SDG 4).

Sustainable Development Goals

Aligning actions with ambitions

Our CSR approach remains anchored in the United Nations Sustainable Development Goals. While all SDGs matter, we focus on those where Taleo has the most direct impact and influence:

SDG 3

Good Health & Well-being

Supporting access to quality healthcare and prioritising the well-being of our people.

SDG 4

Quality Education

Internal academy, training programmes and AI-literacy, continuous investment in skills & employability.

SDG 5

Gender Equality

Fostering an inclusive environment and advocating for diversity and gender balance.

SDG 8

Decent Work & Growth

Helping clients create opportunity and growth, and upholding decent work conditions.

SDG 12

Responsible Consumption

Promoting sustainable practices, reducing waste and optimising resource use.

SDG 13

Climate Action

Advising clients on sustainable practices and reducing our own footprint, notably via SAPIA.

RECOGNITION

Corporate Labels & Certifications

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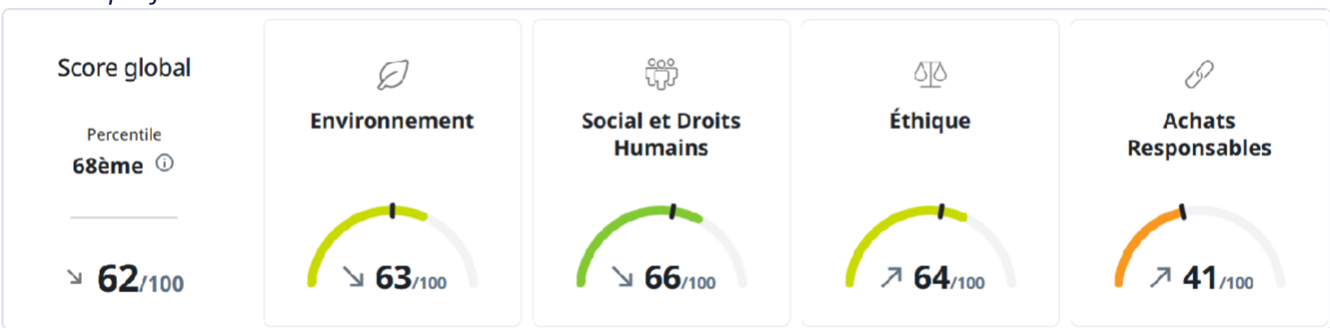
Upholding sustainability, diversity & human rights

- **EcoVadis:** Silver medal in 2021 (overall 64/100); reassessed in 2026 (62/100, 68th percentile).
- **UN Global Compact:** active member, committed to the Ten Principles.
- **Lëtzebuerg Diversity Charter:** signatory for diversity and inclusion.
- **VISION ZERO:** zero-tolerance approach to occupational accidents and illnesses.
- **Charter of Human Rights:** signatory of the Pacte National Entreprises et Droits de l'Homme since 2023.
- **Sustainable Purchase Charter:** supplier charter binding Taleo and its suppliers to the UN Global Compact principles, the UDHR and core ILO conventions.
- **ISO 9001 & ISO 14001:** certification in progress.

EcoVadis performance: 2021 vs 2026



OVERALL	ENVIRONMENT	SOCIAL & HR	ETHICS	SUST. PROCUREMENT
62	63	66	64	41
↘ 64	↘ 70	↘ 70	↗ 60	↗ 40

Reading & priority

Between 2021 (Silver, 64/100) and 2026 (62/100, 68th percentile), our historic strengths: Environment (70→63) and Social (70→66), recorded lower scores. This largely reflects a change in the EcoVadis methodology: a significant number of **new assessment criteria were introduced between the two evaluations**, mechanically spreading scores downward across all themes even where Taleo's underlying practices and achievements remained comparable. Ethics, by contrast, improved (60→64). **Sustainable Procurement remains the priority area (40→41)**: Taleo already has a Sustainable Purchase Charter, so the focus is to deploy, evidence and monitor it across the supplier base.

Taleo.

Taleo CSR Strategy

Building a responsible future

We see CSR as integral to our operations, not optional. Our vision is to be a responsible corporate entity that sets an example for others: building a sustainable future by embedding social, environmental and economic factors into how we work. Our strategy is guided by nine principles:

Integrity
Utmost standards of ethical conduct and transparency.

Accountability
Taking responsibility for our impact on society, environment and economy.

Collaboration
Working alongside stakeholders to address shared challenges.

Diversity & Inclusion
Valuing diversity and building an inclusive, fair workplace.

Community Engagement
Participating in our communities and supporting local initiatives.

Well-Being
Prioritising the health, safety and well-being of our people.

Responsible Supply Chain
Responsible sourcing, fair labour and human rights with suppliers.

Environmental Stewardship
Minimising our environmental impact across the value chain.

Transparency
Communicating openly about our CSR progress and challenges.

New for 2025–2026

In anticipation of the CSRD, Taleo is conducting a **double-materiality assessment** to prioritise the impacts, risks and opportunities most material to the business and its stakeholders, and to structure future reporting.

Group footprint & CSR scope by entity

Entities meeting the maturity criteria: turnover above €2M, 15+ permanent contracts, created more than 2 years ago, are included in the Group CSR strategy implementation.

ENTITY	CREATED	TURNOVER	STAFF	CSR SCOPE
Luxembourg	2015	≈ €14.8M	≈ 107	✓
Belgium – Brussels	2016	≈ €12M	≈ 120	✓
France – Paris	2014	≈ €9.5M	≈ 80	✓
Switzerland – Geneva & Zurich	2019	≈ €7.5M	≈ 68	✓
Netherlands – Amsterdam	2018	≈ €2.5M	≈ 27	✓
Spain – Barcelona	2019	≈ €2.5M	≈ 30	✓

ENTITY	CREATED	TURNOVER	STAFF	CSR SCOPE
Portugal – Lisbon	2020	≈ €2M	≈ 30	✓
APAC (incl. Singapore)	2017	≈ €2.2M	≈ 30	✓
Italy — Milan	2025	≈ €0.5M	≈ 10	—
SAPIA & ELMEA (brands)	—	≈ €0.5M	≈ 8	—
TOTAL (Group)	**≈ €55M**	**≈ 510**		

The Italian office (recently opened) and the brand entities sit just outside the current CSR-strategy scope on size or recency, and will be integrated as they reach the maturity criteria.

Governance

Corporate governance & stakeholders

Taleo applies responsible, modern governance, treating the company as a system of interdependent actors cooperating to create value. Gender parity in decision-making positions is a priority, and transparency and ethical behaviour are core commitments. Unless stated otherwise, information covers the Group's total scope and its subsidiaries SAPIA and ELMEA. Our internal/external stakeholder-monitoring framework is operational, with a CSR contact point per entity and CSR ambassadors among our consultants.

DATA PROTECTION, CYBERSECURITY & OPERATIONAL RESILIENCE

Data protection remains paramount. We adapt our security measures to local legislation in every jurisdiction, and work with Riot to run simulated phishing campaigns and recurring awareness courses. This is underpinned by a documented framework; a **Data Protection Policy**, a **Corporate Security Policy**, an **IT Charter**, a **Confidentiality Charter**, a **GDPR Outboarding Procedure**, a **Homeworking Policy** and Group Work Guidelines.

For 2025-2026 we are strengthening operational resilience and AI governance: alignment with DORA and NIS2 requirements relevant to our financial-sector clients, and a clear governance framework for AI tools (including our Dust-based knowledge agents) covering GDPR, security and EU AI Act readiness. A Group **alert (whistleblowing) procedure** gives stakeholders a secure, confidential channel to raise concerns.

Environmental Strategy

Towards a greener footprint

Ethics, conflict-of-interest prevention and anti-corruption are top commitments. On mobility, we develop bicycle-leasing for employees and transition our fleet toward hybrid and electric vehicles; in Belgium, consultants are encouraged to live within 10 km of our offices in exchange for a net allowance in lieu of a company car. Our partnership with the Louvain School of Management involves students in rethinking the mobility of the future.

Waste is managed through a tri-phased approach grounded in the 5R circular-economy principles: recycling-awareness campaigns, reusable containers and Taleo water bottles, refusal of unnecessary packaging, sorting infrastructure across offices.

Greenhouse-gas balance

Our GHG balance is prepared with **Global Climate Initiatives** following the **ISO 14064-1** and **GHG Protocol** methodologies, across the three scopes. The 2022 baseline for Luxembourg totalled 205 tCO_2e (Scope 1: 1.17 ; Scope 2: 0.45 ; Scope 3 / energy: 203.44).

ENTITY	2022 BASELINE	2026 (ESTIMATE)
Luxembourg	205 tCO_2e	≈ 230 tCO_2e
Belgium – Brussels	—	≈ 180 tCO_2e
France – Paris	27.48 tCO_2e	≈ 45 tCO_2e
Switzerland – Geneva & Zurich	536.39 tCO_2e	≈ 560 tCO_2e
Netherlands – Amsterdam	—	≈ 50 tCO_2e
Spain — Barcelona	—	≈ 45 tCO_2e
Portugal – Lisbon	—	≈ 45 tCO_2e
APAC (incl. Singapore)	—	≈ 90 tCO_2e
Italy — Milan	—	≈ 20 tCO_2e
SAPIA & ELMEA (brands)	—	≈ 12 tCO_2e
TOTAL (Group)	**769 tCO_2e***	**≈ 1,277 tCO_2e**

*2026 figures are Group estimates, pending a full three-scope carbon assessment. *The 2022 baseline covered Luxembourg, Paris and Geneva only; the 2026 scope is extended to all entities.*

PEOPLE

Social Strategy

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Strength in diversity

Diversity, inclusion and equal opportunity are foundations of our values. We run a rigorous, merit-based hiring process, comply with local equal-opportunity laws, and reinforce an inclusive culture through continuous training. Community engagement continues through partnerships such as Rêve de Gosse, supporting underprivileged children.

63 / 37	48%	31%	≈ 300	≈ €100K
MEN / WOMEN %	JUNIORS	SENIORS	TRAINING HOURS	L&D BUDGET

HEALTH & WELL-BEING

Consistent with our Family · Fun · Excellence DNA, offices sit in the heart of each city, and we promote work-life balance through team-building and events. Objectives are re-evaluated twice a year with continuous feedback; twice-yearly “How are you?” moments give every employee a safe space, and engagement is tracked through our ERP mood indicator (steadily “good” to “very good”).

TRAINING & DEVELOPMENT

New and expanded themes address KYC, AML, ESG, cybersecurity, DORA, the EU AI Act, project management and AI / GenAI literacy; delivered with internal trainers and reputable partners through the Taleo Academy.

HEALTH & SAFETY

A dedicated worker oversees H&S procedures and regulatory watch through a four-step cycle: identify dangers & risks

→ action plan (awareness, newsletters, team-building) → reevaluate effectiveness → set the frequency of reviews and controls.

LOOKING AHEAD

CSR Plan & Roadmap

10

A multi-year roadmap (2026–2028)

2026

FOUNDATIONS

Re-baseline, assess, launch and consolidate the core programmes.

2027

CERTIFICATION

Certify, scale supplier monitoring, set science-based targets, first CSRD-aligned

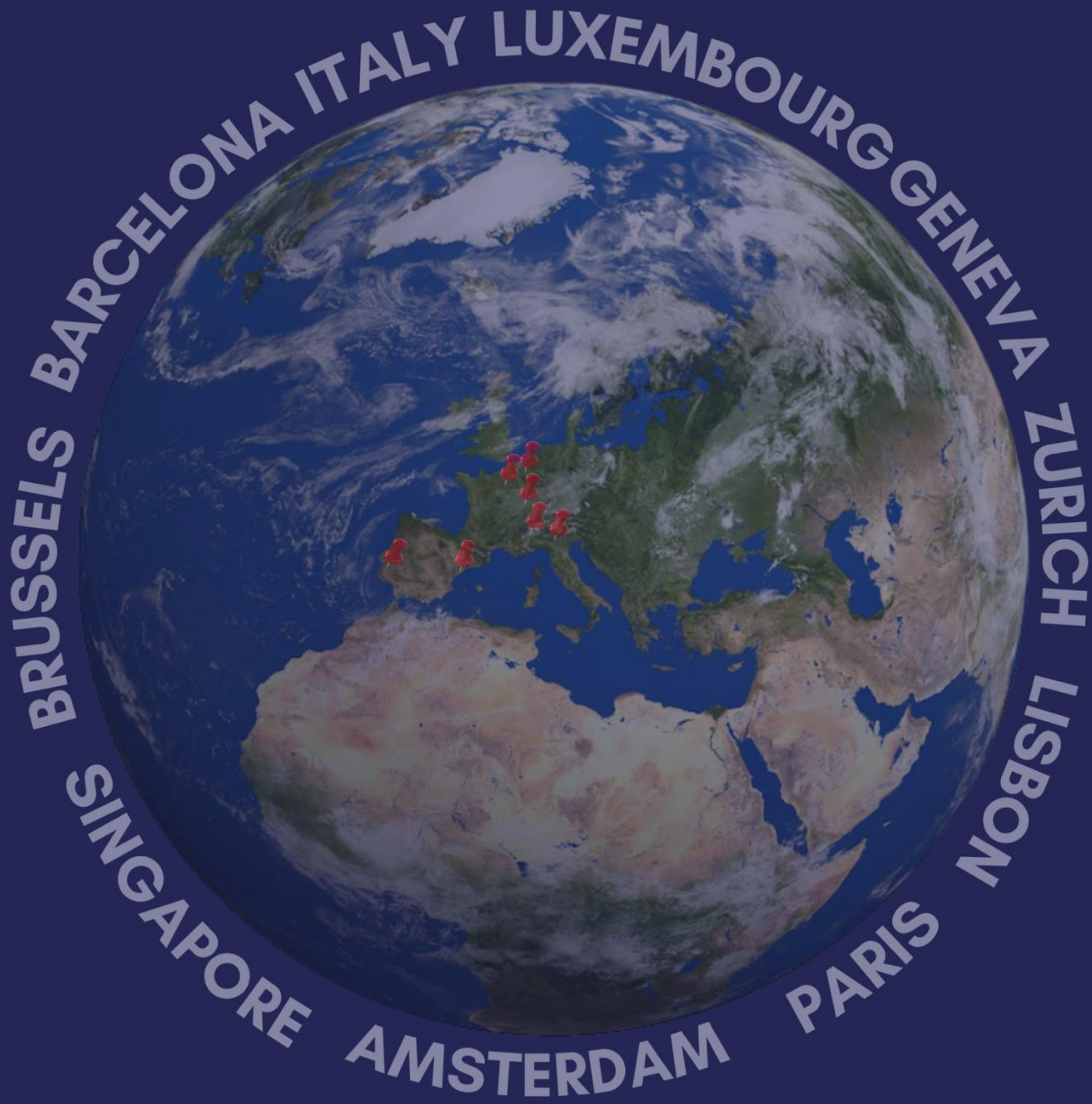
2028

AMBITION

EcoVadis Gold target, B-Corp pursuit, first carbon-reduction milestone, mature reporting.

INITIATIVE	2026	2027	2028
Sustainable Purchase Charter & supplier ESG	Deploy + supplier self-assessment	Audits & monitoring at scale	Continuous improvement
EcoVadis rating	Re-submit with evidence	Consolidate / lift score	Gold target
CSRD readiness	Double-materiality assessment	First CSRD-aligned report	Mature reporting
ISO 9001 & ISO 14001	Gap analysis & preparation	Certification	Surveillance / renewal
Carbon trajectory	Full-year 3-scope inventory	Science-based targets	First reduction milestone
AI governance & DORA / NIS2	Framework + gap analysis	AI Act compliance operational	Embedded & audited
Sustainable mobility	Bike leasing + EV pilot	Fleet rollout at scale	Low-carbon commuting
Diversity & inclusion	Programme launch (parity)	KPI tracking & expansion	Consolidate
Alert procedure & ethics	Consolidate channel	Awareness & reporting	—
B-Corp	—	Feasibility assessment	Certification pursuit

Indicative multi-year planning, subject to Group priorities and resources.



FOR FURTHER INFORMATION

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LET'S BUILD A RESPONSIBLE FUTURE.

Taleo.