

ANNUAL SUSTAINABILITY REPORT

# Progress, Powered by People

June 2026



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# INTRODUCTION

INTRODUCTION

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## About this report

This annual report offers stakeholders a transparent and comprehensive overview of Avertim’s sustainability journey and performance throughout the 2025 calendar year, which aligns with the same reporting period as our financial reporting. It covers key non-financial areas, reflecting our commitment to corporate social responsibility, and highlighting the broader societal impact of our actions.

It is structured around our four strategic sustainability pillars - Governance, People, Collectivity, and Environment - along with our client-focused pillar, the Sustainability Service Line. Together, these pillars illustrate our key initiatives, highlight our achievements, and outline our ambitions for the future.

In line with best practices, we have ensured that this report is not only informative but also engaging. We have used clear language, visual aids, and a logical structure to make the information accessible to all our stakeholders.

For the third consecutive year, we have reported in accordance with the GRI standards for this reporting period. The GRI index is located at the end of this report, offering detailed information on our disclosures and performance metrics. We have made every effort to ensure that the data and information are accurate and reliable. This report also serves as our annual Communication on Progress (CoP) to the UN Global Compact.

The Sustainability Strategic Committee of Avertim has reviewed and approved this report, underscoring our dedication to responsible reporting practices. Each section of this report has been reviewed in an iterative manner by the sponsor responsible for the corresponding pillar, ensuring accuracy, alignment, and continuous improvement. Limited assurance over selected non-financial indicators, covering environmental, social, human rights, ethical, and sustainable procurement data, was conducted by an independent third-party auditor. Please refer to page 107 for the assurance statement.

Thank you for your interest in Avertim’s sustainability efforts. We hope this report offers meaningful insights into our performance, and welcome feedback from stakeholders as we continue to improve our reporting practices.

If you have any questions or want to provide feedback about this report, please send them by email to [sustainability@avertim.com](mailto:sustainability@avertim.com).





# CEO Statement

We are living in a time of profound transformation. Digitalization and artificial intelligence are redefining how organizations operate, create value, and interact, in a technology-driven society. At the same time, geopolitical uncertainty, regulatory complexity, and the accelerating climate crisis are reshaping expectations toward businesses. Transparency, responsibility, and sustainable thinking are no longer optional but fundamental.

These evolutions reinforce a conviction we hold strongly at Avertim: sustainable progress can only be achieved collectively. The latest Intergovernmental Panel on Climate Change (IPCC) findings underline the emergency of climate change and the need to rethink how we live, work and operate. In this context, our role is to help our clients with resilient and sustainable solutions to adapt to climate realities and enable people and organizations to live and operate better. Collaboration, adaptability and shared responsibility must guide our decisions and actions.

As we concluded our DALI 2025 strategic plan, we took pride in the progress achieved over the past years. DALI has strengthened our foundations and clarified our priorities, enabling us to reach a new level of maturity as a consulting firm and as a responsible organization. Building on these achievements, we are now actively deploying the next phase of our strategy for 2028.

This 2028 strategy focuses on four priorities: strengthening client-centric services to drive greater and sustainable impact; improving our operating model to scale efficiently and responsibly; empowering our people through leadership and learning; and leveraging AI to enhance ways of working, client service and responsible innovation. Focusing on what matters most, we will reinforce Avertim's resilience and long-term agility.

Sustainability is fully embedded in this journey. In 2025, we continued to make meaningful progress towards our sustainability ambitions across our sustainability service line and our four pillars: governance, people, collectivity, environment. These pillars guided our actions and helped us generate lasting, positive impact for our employees, clients, society, partners and the environment. Moreover, our efforts were anchored around three core causes (health, environment and education) contributing directly to key Sustainable Development Goals (SDGs).

The renewal of our EcoVadis Platinum rating this year, with a 7-point increase in our overall score, is a strong reflection of the consistency and maturity of our ap-



Hervé Lefébure,  
Avertim CEO

proach, placing Avertim among the top 1% of companies assessed globally. This recognition reinforces the trust of our stakeholders and supports our clients in advancing their own sustainability objectives.

As technology continues to evolve, particularly artificial intelligence, we have integrated key initiatives into our 2028 strategy while remaining attentive to the environmental, social and governance impacts of digital transformation. Our ambition is to ensure AI is adopted responsibly across our company.

We also believe in the power of partnerships. Through collaborations with expert partners and networks such as the UN Global Compact and SBTi, we aim to scale our impact and deliver sustainable solutions to our clients.

Looking ahead, we remain confident in our ability to contribute to a more sustainable future. By investing in our people, fostering an inclusive workplace and acting responsibly towards the planet, we strive to be a positive catalyst for our employees, clients and communities.

I invite you to explore this report and discover our key initiatives and ambitions. Thank you for your trust and support as we continue to drive meaningful impact together.

# Top achievements 2025

In 2025, Avertim made significant progress in its sustainability efforts. Here are some of the key initiatives and achievements that marked our journey:

**TOP 1% WORLDWIDE**

Achieved EcoVadis Platinum status & improved our score, placing us among the top 1% of companies assessed worldwide.

**TARGETS APPROVED**

GHG reduction targets have been officially validated by the Science Based Targets (SBTi).

**CORE PARTNER**

Accredited as an EcoVadis core consulting partner, recognizing our expertise in sustainability performance & ESG transformation.

## More highlights in 2025

**SPORT DANS LA VILLE**

Strengthened our long-term commitment to education with an official partnership to promote education, inclusion & youth empowerment.

**20 KM FOR TADA**

30 Avertimers ran the 20 km of Brussels, an opportunity to raise awareness about ToekomstAtelierdelAvenir's mission.

**TAPIO DAY**

Led a joint conference on "Scope 3, Waste & Material", sharing practical solutions to integrate sustainability into daily operations.

**Digital responsibility**

We formally adhered to the Responsible Digital Charter, reaffirming our commitment to a responsible, ethical and sustainable use of digital technologies.

**Salary transparency**

Implemented a new evaluation framework reinforcing transparency, consistency, fairness and clarity in pay decisions.

**Gender pay-gap score 39/40**

Our gender pay-gap score was monitored and addressed to promote fair and equitable compensation.

As we move forward, we remain dedicated to further enhancing our non-financial performance and creating a positive impact on our stakeholders and the wider community.



# About Avertim

Founded in 2007 and headquartered in Brussels, Avertim SRL is a private consulting company operating across four main sectors: Life Sciences, Energy, Transport, and Banking & Insurance. The company has subsidiaries in France, the Netherlands, and Germany. This report provides consolidated information for Avertim Group, including all our subsidiaries across various countries.

## Avertim in numbers

40M

turnover in 2025

4

countries (Belgium, France, Germany & Netherlands)

100%

of employees who have access to personalized career development plan

265

committed employees

60+

active clients

47%

of women in the company

## OUR AMBITIONS

Our ambitions go beyond the scope of our services. We are dedicated to unlocking the potential of top talents while fostering a culture built on experience, diversity and excellence. Confident in our people’s ability to drive meaningful change, we see our workforce as a catalyst for progress, not just for our clients, but for society and the planet.

At Avertim, our primary goal is to create sustainable impact and value by guiding our clients through meaningful transformation. We strive to continue to be recognized as a trusted partner by key players across diverse sectors, especially in Life Sciences, Energy, Transport, and Banking and Insurance.

In line with our commitment to transparency, we aim to provide clear and reliable data on sustainability matters. Our ambition is not only to meet regulatory and stakeholder expectations, but to consistently meet and exceed the expectations of our business partners, and all other parties interested in our sustainability performance.

As we look ahead, we are committed to pursuing development in a responsible manner, while remaining firmly anchored in sustainable and ethical business practices.

## OUR SERVICES

Avertim offers a diverse range of services designed to bridge the gap between strategy and operations. Our services are tailored to meet the specific needs of our clients and are delivered by a team of highly skilled professionals with a strong academic background and seniority. From strategy to operations, we combine cross-industry expertise with specific sustainability capabilities, to support our clients end-to-end in their sustainability journey. Sustainability is integrated across all our other services.



**Strategy & Corporate Finance:** We thrive on tackling complex strategic and finance challenges. Our approach focuses on identifying key issues, clarifying priorities, and supporting robust decision-making processes. We provide tailored advice and hands-on support across business strategy, business adaptation, strategic sourcing, inorganic strategy, operating model design and excellence, as well as post-merger integration, helping organizations strengthen performance and resilience over the long term.



**Marketing & Sales:** In the fast-evolving and competitive field of Marketing & Sales, we empower organizations to develop impactful, customer-centric strategies by leveraging deep market insights, designing strong value propositions, and implementing effective omnichannel solutions. We help our clients drive sustainable growth and strengthen customer engagement.



**Digital & AI:** We enable organizations to navigate digital transformation by combining advanced technologies like AI, data and analytics with human expertise. Through a structured approach encompassing digital strategy definition, operating model transformation, and execution of digital roadmaps, Avertim helps its clients translate technological innovation into tangible business value while maintaining a responsible and ethical use of digital solutions.



**Operations:** Connecting strategy and operations is crucial for organizational success. We assist clients in adding value at every level, from procurement to manufacturing, supporting them in areas such as process management, operational excellence, and supply chain management. It helps them improve efficiency, resilience and agility in increasingly complex environments.



**Sustainability:** Corporate sustainability has become both a strategic priority and a powerful leverage for long-term value creation. Achieving this requires a deep transformation of organisations, embedding sustainability at their core and aligning people, planet and performance. Our support focuses on developing their ESG strategy and governance, implementing impactful sustainability projects such as Carbon Footprint reduction, guiding through reporting and certification processes, and fostering awareness and change management across these areas.



**Business Transformation:** In a context of continuous change, business model transformation is a key leverage for sustainable performance. Our Business Transformation services support organizations through transformation initiatives. From setting up transformation offices to leading change management programs and coaching executive teams, we help align leadership, culture, and governance at every stage of the transformation journey.



**Quality, Risk & Compliance:** We help clients navigate complex regulatory environments by embedding quality principles, proactive risk management, and a culture of compliance across their organization. From audit readiness to data integrity and operational quality excellence, we enable organizations ensure trust, resilience, and long-term compliance.





# Mission, Vision & Values

## VISION

Our vision is to bridge the gap between strategy and operations. As a European innovation and management consulting group, we aim to be recognized as a trusted transformation partner by top players across multiple sectors. We support our clients in navigating complexity, accelerating innovation, and successfully delivering ambitious transformation programs that drive sustainable change. Avertim unleashes the potential of top talents proud to join an attractive group and live a culture of experience, excellence, and diversity.

Our vision entails that

*"We are a community of fulfilled employees & partners committed to drive positive change for our society and our planet."*

## MISSION

From strategy to operations, we help our clients to perform, innovate, and comply. This involves translating our clients' strategies into actionable projects that have a positive impact on business outcomes. In the field of sustainability, this approach reflects Avertim's commitment to creating value that is not only economically viable, but also environmentally sustainable and socially responsible. Through initiatives such as "Curie-osity", we foster innovation and knowledge-sharing, to continuously explore new ways to shape a more resilient and sustainable future.



## OUR VALUES - INSPIRED BY A.V.E.R.T.I.M.

Our values are a core part of who we are and play a decisive role in why clients choose to engage with Avertim. These foundational and tangible values are shared throughout our company and embedded in every client's projects.

|                                                                                       |                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <b>A Ambition:</b><br>We are ambitious in maximizing developmental growth, effectiveness, and efficiency by setting the highest standards.                                                                             |
|    | <b>V Value:</b><br>We strongly emphasize providing value to our clients through quality services, tangible results, and measurable benefits.                                                                           |
|    | <b>E Experience:</b><br>The strong academic background and seniority of our consultants serve as the best guarantee for the success of a project.                                                                      |
|   | <b>R Respect:</b><br>We highly value diversity among people, ideas, beliefs, and points of view. It is integral to our approach, demonstrating respect for our clients, colleagues, and every individual we encounter. |
|  | <b>T Trust:</b><br>Honesty fosters mutual trust and enables transparency, reliability, and stakeholder involvement at any stage.                                                                                       |
|  | <b>I Involvement:</b><br>We strongly encourage our consultants to participate in internal initiatives and become key contributors to the company's development.                                                        |
|  | <b>M Mindset:</b><br>Our people value a high work morale, positive attitude, visible energy and... a sense of humor.                                                                                                   |



# Our Approach

## OUR CAUSES AND COMMITMENT TO THE SDG's

In 2015, the United Nations introduced the 17 Sustainable Development Goals (SDGs) to end poverty and inequality, protect the planet, and ensure prosperity for all. At Avertim, we aim to contribute to these global goals by focusing on areas where we can make the greatest impact.

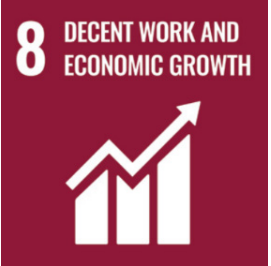
We have chosen to concentrate our efforts around three core causes: Health, Education, and Environment. These causes provide a clear strategic framework for our sustainability actions and reflect our ambition to contribute to resilient, inclusive and sustainable communities by promoting well-being, access to education and environmental stewardship.

While these causes guide the SDGs we prioritize, sustainability considerations extend across all our sustainability pillars. In addition to the eight SDGs we support through our causes, we also actively contribute to SDG 17 – Partnerships for the Goals – by fostering collaborations that enable collective action and knowledge sharing. We also support SDG 16 – Peace, Justice and Strong Institutions – through our internal policies covering topics such as anti-corruption, non-discrimination, whistleblowing, and IT governance, alongside ethics trainings to promote integrity, transparency and responsible governance in a respectful and inclusive workplace.

By structuring our sustainability commitments around these critical topics, Avertim aims to deliver measurable and credible contributions to the achievement of the SDGs.



### HEALTH



Our goal is to contribute to improved well-being for individuals and communities by promoting physical and mental health.

Our unwavering commitment to the cause of health is rooted in several dimensions:

#### 1. Promoting health for thriving communities:

We acknowledge that individual well-being is a key driver of collective performance and societal resilience. By prioritizing health, we invest in the long-term vitality of our employees, partners, and stakeholders.

#### 2. Cultivating ethical relationships and trust:

Avertim fosters a workplace environment prioritizing mental health awareness, pivotal in cultivating ethical relationships among our employees and stakeholders. Our culture of empathy, understanding, and respect strengthens trust within and beyond the organization.

#### 3. Ensuring organizational health for sustainable growth:

Healthy employees not only enhance productivity but also contribute to our sustainable growth. Our commitment to employee well-being transcends financial considerations; it's an investment in our shared future.

#### 4. Contributing to a healthier society:

Through community health initiatives, employee well-being programs (e.g. workshops on resilience), and advocacy, we actively contribute to a vibrant and resilient society.

#### 5. Empowering the healthcare industry:

Our engagement with the Life Sciences and Healthcare industry underscores our commitment to supporting innovation and transformation with strong societal impact.





## EDUCATION



Avertim is committed to unlocking individual potential through education and continuous learning. We consider education not only as a driver of professional success, but as a fundamental enabler of inclusion, autonomy, and long term impact. It is a right for everyone.

Our dedication to education is firmly rooted in several aspects:

### 1. Education for our employees:

We actively invest in the continuous development of our people. By fostering a strong learning culture, we enable our employees to remain skilled, adaptable and engaged throughout their careers and in their personal lives.

### 2. Education for our clients and partners:

Avertim's expertise extends beyond project deliverables; it encompasses supporting our clients by sharing our knowledge about sustainable practices. By equipping them with insights and understanding, we enable them to increase their own positive impact.

### 3. Education for all:

We actively support educational associations and initiatives by sharing our knowledge beyond our immediate sphere: whether it is mentoring students, participating in workshops, or collaborating with educational institutions, we strive to make a difference.



## ENVIRONMENT



In alignment with our commitment to environmental sustainability, Avertim is dedicated to help individuals and organizations to undertake environmentally responsible actions for the long-term benefit of our economies, communities and planet.

Our dedication to promoting environmental sustainability, aligned with the SDGs and the Science Based Targets Initiative (SBTI), is reflected in various aspects:

### 1. Raising awareness and implementing eco-friendly practices within our organization:

We recognize the importance of sustainability and eco-friendly stewardship. By implementing responsible and environmental practices, such as calculating our carbon emissions, screening our suppliers, and transitioning to an electric fleet, we actively work to minimize our environmental footprint. Additionally, we seek to educate our employees thanks to awareness-raising initiatives such as Climate Fresk and internal challenges. Additionally, we seek to educate our employees by communicating on international days (e.g., World Environment Day), organize challenges (e.g. sustainability challenge), and providing training programs (e.g., Climate Fresk, workshops).

### 2. Driving environmental responsibility among clients and partners:

Together, we drive positive change, understanding that collaboration amplifies impact. Therefore, Avertim promotes environmental responsibility not only within our company but also within our clients and partners. We accompany them in several actions, from carbon measurement to execution of concrete action plans that reduce their environmental footprint. We also raise awareness by leading conference, showing how teams work to bring sustainability into daily operation.

### 3. Engaging in community sustainability initiatives:

Beyond our corporate walls, we strive to positively impact the environment by actively engaging in external initiatives, whether directly or indirectly, such as playing a role during World Environment Day or taking part in the CCI Challenge in support of the Impulse Solar Foundation.





## MATERIALITY ASSESSMENT - METHODOLOGY & RESULTS

### Purpose and key principles

To ensure our sustainability strategy aligns with stakeholders' expectations, we undertook a Materiality Assessment. This process helps identify and prioritize topics based on their importance to both our stakeholders and our management. The methodology of the assessment as well as the results, which direct our sustainability strategy and guide resource allocation to high-priority areas, are presented in this section.

We assessed materiality through two lenses:

#### 1. Impact materiality (inside-out)

Which looks at how our activities affect the economy, environment and people.

#### 2. Financial materiality (outside-in)

Which looks at how sustainability matters can affect our financial performance by focusing on risks and opportunities.

In our assessment, a topic was material if it was material under either lens, or both. However, in line with GRI standards, material topics disclosed are those associated with the most significant impact materiality, irrespective of their financial implications which only provide complementary insights.

The methodology of the assessment as well as the results, which direct our sustainability strategy, are presented in this section. The assessment covers the Group's activities across our four locations and considers, where relevant, key impacts on our value chain.

### Step 1 - Identification of potential material topics, impacts, risks and opportunities

As a starting point, we established an initial list of potentially material sustainability topics based on our activities across all our supply chain, reviewing and consolidating internal and external reference sources. It includes the topics identified in our previous materiality assessment to ensure consistency over time, topics covered by the European Sustainability Reporting Standards (ESRS)\*, EcoVadis, the United Nations Global Compact, the GRI standards and topics disclosed by other companies in the consulting sector. Based on this analysis, we selected the sustainability topics that could reasonably be considered potentially material for the company.

As part of this process, we identified the topics' actual and potential impacts, both positive and negative, and, where relevant, risks and opportunities associated.

*\*In the appendix, you will find the mapping between our potential material topics and ESRS ones. (p.110-111)*

### Step 2 - Stakeholder engagement and evidence gathering

Stakeholder engagement was primarily used to assess the relevance and perceived importance of the potential material topics identified in Step 1. We collected input through surveys from key internal and external stakeholder groups, including employees, clients, suppliers, and NGOs, receiving over 170 responses.

Survey responses were used to:

- **Assess the impact materiality** of each topic from the perspective of different stakeholder groups
- **Capture qualitative feedback and suggestions**, including whether any additional topics should be considered

Stakeholder engagement also contributed to understanding how impacts are perceived and experienced by affected stakeholders.

### Step 3 – Double materiality assessment

We assessed the materiality of each sustainability topic using both the impact perspective and the financial one.

This evaluation was based on a combination of:

- **Internal evidence**, such as existing policies, internal assessments, KPIs, risk analysis and external reference frameworks
- **Stakeholder survey input**, which helped assess how relevant and important each topic is perceived by key stakeholder groups.

For the impact materiality analysis, the significance of impacts was assessed using qualitative and quantitative criteria, including severity (scale, scope and irremediability of impacts), and for potential impacts, their likelihood of occurrence. Both positive and negative impacts were considered. For the financial materiality, we assessed it using magnitude and likelihood of risks and opportunities.

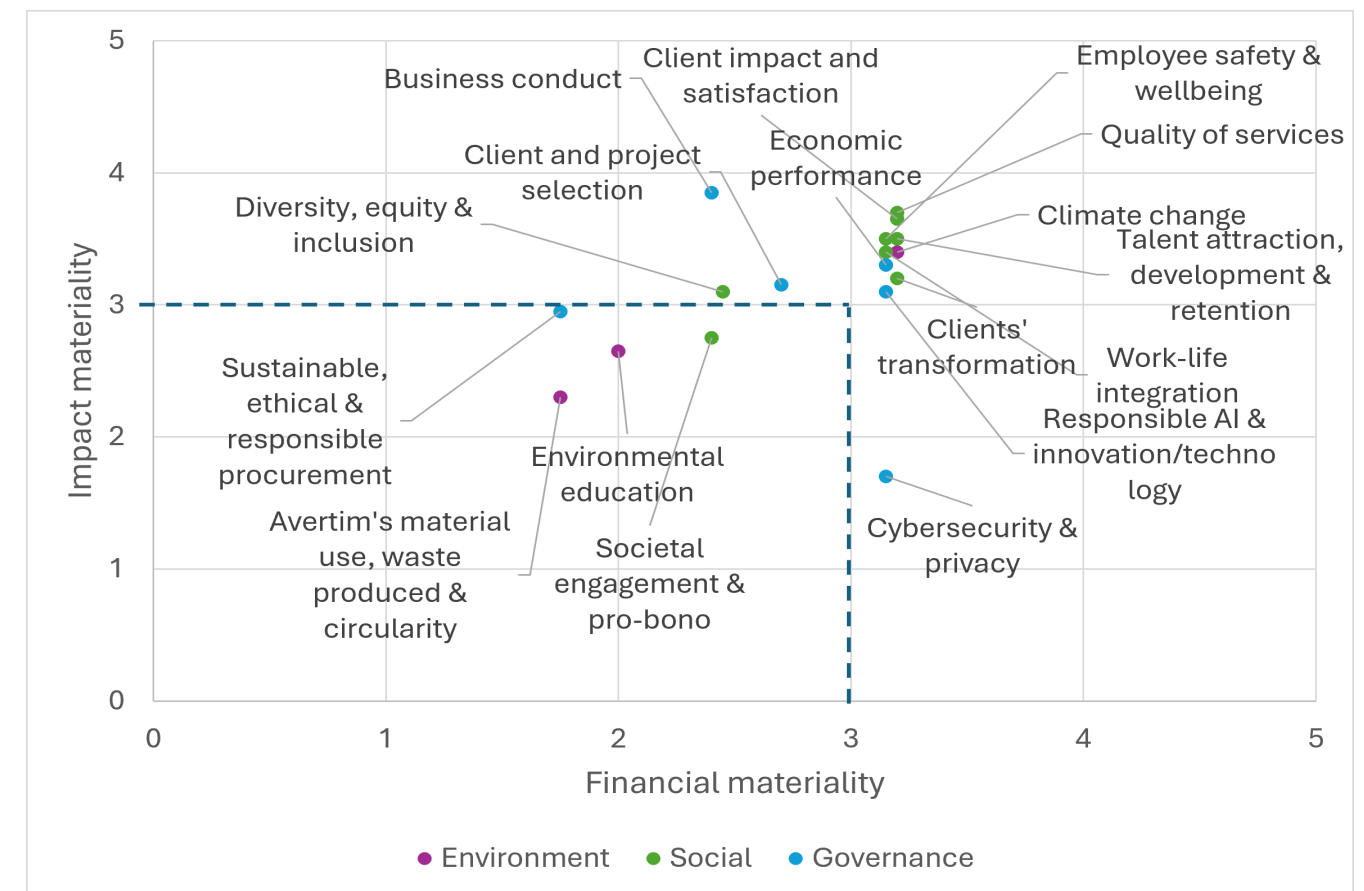
The results of this combined assessment were then used to determine which topics should be considered as material. A threshold score of 3, based on the relative significance of impacts, was applied to prioritize the most significant impacts and determine the material topics to be disclosed.

### Step 4 - Consolidation and internal review

We consolidated the impact and financial perspectives to determine which sustainability topics were considered material. The outcome identifies topics that are material from an impact perspective, a financial perspective, or both.

To support transparency and consistency, we documented the key elements of the process (sources used, stakeholder survey approach, key assumptions, ...) and carried out an internal review and validation by the top management before finalizing the list of material topics.

The double materiality matrix presents sustainability topics according to their impact and financial materiality scores, highlighting impact prioritization and the threshold used to determine material topics.



Graph showcasing the results of the Materiality Assessment.



Overview of results

The assessment shows the importance of people-related topics, service quality, and responsible business practices, which are central to Avertim’s consulting business model.

Several topics were identified as material under both impact and financial perspectives, notably talent attraction, development & retention, client impact and satisfaction, highlighting areas where Avertim’s impacts on society and the environment are closely linked to business performance.

Other topics were found to be primarily impact material, such as diversity, equity & inclusion, due to the potential effects on clients, employees, and other stakeholders. In contrast, cybersecurity & privacy was identified as financially material, reflecting its potential influence on long-term resilience, competitiveness, and risk exposure. It is not considered as a material topic though, in line with GRI standards.

The material topics identified through the double materiality matrix form the basis for Avertim’s sustainability strategy and for sustainability actions aimed at addressing key risks, seizing opportunities, and embedding sustainability into the group’s strategy and operations.

Each material topic is further detailed in subsequent sections.

“This double materiality assessment gave us the opportunity to take a step back and reflect on the sustainability topics that are most significant to Avertim, and more importantly, on the areas where we can and should place additional focus in the years ahead. Beyond helping us prioritize our sustainability efforts, it was also a valuable opportunity to involve our stakeholders, both internally and externally, in this reflection process. By engaging employees, clients, and suppliers, we ensured that our priorities are not only aligned with our strategic objectives but also with the expectations and concerns of those impacted by our activities.”

Perrine Vanhoeydonck,  
Leadership Trainee



| Material topics                                                                              | Time horizon                                       | Value chain                   | Strategic pillar                                                                      |
|----------------------------------------------------------------------------------------------|----------------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------|
| <b>Diversity, equity and inclusion</b><br>Psychological safety                               | <div><div>ST</div><div>MT</div><div>LT</div></div> | Own operations                |    |
| <b>Client and project selection</b><br>Content of mission influences retention               | <div><div>ST</div><div>MT</div><div>LT</div></div> | Own operations                | —                                                                                     |
| <b>Business conduct</b><br>Human rights protection across the value chain                    | <div><div>ST</div><div>MT</div><div>LT</div></div> | Upstream and downstream       |    |
| <b>Client impact and satisfaction</b><br>Organizational outcomes                             | <div><div>ST</div><div>MT</div><div>LT</div></div> | Downstream                    | —                                                                                     |
| <b>Economic performance</b><br>Employment and salary                                         | <div><div>ST</div><div>MT</div><div>LT</div></div> | Own operations                |    |
| <b>Quality of services</b><br>Client satisfaction                                            | <div><div>ST</div><div>MT</div><div>LT</div></div> | Downstream                    | —                                                                                     |
| <b>Climate change</b><br>Contribution to global warming                                      | <div><div>ST</div><div>MT</div><div>LT</div></div> | Own operations                |    |
| <b>Talent attraction, development and retention</b><br>Personal and professional development | <div><div>ST</div><div>MT</div><div>LT</div></div> | Own operations                |  |
| <b>Work-life integration</b><br>Stress, mental-health challenges and sleep disruption        | <div><div>ST</div><div>MT</div><div>LT</div></div> | Own operations                |  |
| <b>Clients' transformation</b><br>Labor practices affected by the transformation             | <div><div>ST</div><div>MT</div><div>LT</div></div> | Downstream                    | —                                                                                     |
| <b>Responsible AI and innovation / technology</b><br>Economic and labor impacts              | <div><div>ST</div><div>MT</div><div>LT</div></div> | Own operations and downstream |  |

High criticism

Middle criticism

Low criticism

ST : Short term

MT : Medium term

LT : Long term

 Governance

 People

 Collectivity

 Environment

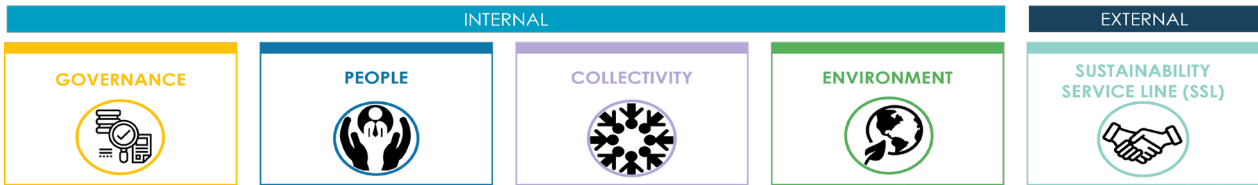
Tab representing material topics identified through the assessment, associated to their main impact, criticality level, time horizon, value chain location, and strategic pillar to support prioritization and decision-making



INTERNAL GOVERNANCE

1. Our 5 Pillars

To structure our sustainability efforts, we have divided our internal governance into five key sustainability pillars: governance, people, collectivity, environment, and our sustainability service line.



Governance

**Mission:** Ensuring ethical, fair and transparent business practices.

- Objectives:**
- We aim to uphold unwavering integrity and business ethics, ensure full compliance with legal, regulatory and internal frameworks, and build enduring relationships with stakeholders through transparency and respect.

People

**Mission:** Fostering a culture of professional and personal fulfilment.

- Objectives:**
- We want to support employee well-being, growth, mental health and work-life balance, promote diversity and inclusion where every voice is heard and valued, and invest in continuous learning and individual development.

Sustainability Service Line

**Mission:** Guide our clients in navigating sustainability challenges, by enhancing performance, driving innovation, and ensuring compliance.

- Objectives:**
- We aim to co-create solutions with partners to address sustainability challenges, strengthen our ecosystem for comprehensive end-to-end solutions, support clients in ESG strategy, reporting, compliance, and ratings, and measure and communicate the impact achieved through our joint efforts.

Collectivity

**Mission:** Supporting associations who stand for health, education and the environment.

- Objectives:**
- We want to support initiatives in health, education and environment and partner with organizations to promote well-being, accessible healthcare, lifelong learning and a greener society, and engage employees by raising awareness around our causes and sustainability.

Environment

**Mission:** Acting in an environmentally responsible way.

- Objectives:**
- Our goal is to minimize our environmental impact in line with the SBTi and a 1.5°C pathway, to reach our 2034 targets. Our targets for 2034 (base year: 2024) are: -58.8% absolute reduction in Scope 1 and 2 emissions, -63.8% reduction in Scope 3 emissions intensity. We also aim to embed sustainability across our operations while raising environmental awareness.

2. Governance bodies and stakeholders

Numerous stakeholders are involved in our sustainability efforts, structured around our five strategic pillars. The Avertim Strategic Committee holds overall responsibility for managing the economic, environmental, and social impacts across all countries, with a particular focus on economic matters.

The Sustainability Strategic Committee (StratCo) prioritizes sustainability topics aligned with our core causes - Health, Education, and Environment - and delegates project development to the Sustainability Department. These projects are then implemented with support from our broader sustainability community.

GOVERNANCE BODY  
Strategic Committee Meetings

The StratCo, chaired by the CFO, meets every two months to address high-level sustainability issues, which are then relayed to the Board. Members include the CEO, the sustainability department and sponsors all nominated by the CEO. Within the sustainability department, the sustainability PMO is subject to renomination, while the other members of the StratCo remain in their roles as long as they wish. The StratCo brings together diverse expertise in finance, business, HR, marketing, and sustainability, with balanced representation across gender, age, tenure, and executive status. With the CEO and CFO active in both StratCo and the Board, strong alignment is ensured to integrate sustainability into the broader business strategy.

INVOLVED STAKEHOLDERS

a) Sustainability Department - Sustainability Manager and PMO:

The Sustainability Manager is responsible for shaping the company’s overall sustainability strategy in collaboration with the pillar sponsors, overseeing the implementation of related projects, ensuring compliance with relevant regulations, and aligning all initiatives with the company’s broader business objectives.

The Sustainability PMO, which is a rotational role among leadership trainees, co-develops the strategy and supports the successful execution of sustainability initiatives. He or she coordinates the different pillars by monitoring the progress of initiatives within each pillar and facilitating collaboration among various stakeholders. This role is subject to renomination.

These roles are central to driving sustainability initiatives, often acting as pillar leads or project owners. They play a key role in employee engagement on sustainability topics, support knowledge sharing within the Sustainability Service Line, and help build a network of strategic partners.

b) Sustainability Pillar Sponsors:

Each sustainability pillar is supported by a sponsor from top management - our Belgium Director, CFO, HRD, and a Principal Consultant - who provide strategic direction and ensure alignment with our sustainability and business goals. Sponsors are selected both for their leadership roles, which ensure independence and decision-making authority, and for the relevance of their responsibilities to the pillar they support. With an average tenure of six years at Avertim, they bring continuity, deep organizational insight, and strong commitment to these initiatives.

c) Sustainability Community - Project Owners & Team members:

Approximately 30 contributors including project owners and team members, drive our sustainability initiatives:

- Project Owners:** They lead initiatives like carbon emission calculations, ethics training, or other sustainability projects. Their responsibilities include defining the project plan, coordinating the project team, and ensuring alignment with Avertim’s overall sustainability goals.
- Team Members:** They actively participate in working groups and projects delivery. Their diverse perspectives enrich our approach and ensure a comprehensive consideration of sustainability across the organization.

d) Sustainability ambassadors:

Each country has a designated Sustainability Ambassador who serves as a local champion, fostering awareness and actively driving engagement around sustainability topics.



STAKEHOLDERS ENGAGEMENT PLAN

We acknowledge the importance of incorporating our stakeholders’ insights into our strategic decision-making process. Our goal is to actively engage with them to ensure that our actions, initiatives, and reporting are aligned with their needs and aspirations.

Achieving this objective requires continuous stakeholder engagement, which is vital in today’s rapidly evolving business environment, allowing us to adapt promptly to shifting priorities and challenges.

Our key stakeholder groups encompass clients, employees, suppliers, NGOs, future talents, and business representatives. By actively listening to their viewpoints and maintaining transparent communication, we strive to cultivate trust and encourage collaboration. This commitment reflects our dedication to responsible business practices.

We customize our approach to engaging with each stakeholder group based on their individual needs and expectations:

**Clients**

We interact with our clients to understand their evolving needs and challenges, ensuring our offerings remain relevant and competitive. Our aim is to establish trust and foster long-lasting relationships to create sustainable value.

**Employees**

We engage with our employees to enhance satisfaction, encourage engagement, and align them with our company’s goals. We aim to cultivate a positive and supportive work environment that aligns with the desired employee experience.

**Suppliers & Partners**

We engage with our suppliers to ensure social, environmental, and economic performance in our procurement activities, manage risks, and foster mutual trust and reliability in the supply chain. We engage with partners to deliver high value solutions to our clients.

**Future Talents**

We engage with future talents to understand the factors motivating their career choices and to ensure our company’s attractiveness.

**NGOs**

We engage with NGOs to address the most pressing societal and environmental challenges effectively and collectively. Our goal is to build strong collaborative partnerships aligned with our 3 causes.

**Business Representatives**

We engage with business representatives to establish the firm’s strategic direction and priorities and to ensure alignment with industry trends and expectations.

Through our engagement efforts, we aim to build a robust and resilient organization that is responsive to the needs of our stakeholders and committed to sustainable growth.



Sustainability Department



Cecilia Sarda,  
Sustainability Manager



Perrine Vanhoeydonck,  
Sustainability PMO



Sybille Bogaerts,  
Sustainability PMO

Sponsors

GOVERNANCE



PEOPLE



COLLECTIVITY



ENVIRONMENT



SUSTAINABILITY SERVICE LINE (SSL)





Bruno Touze,  
Group CFO



Sofie Verhulst,  
Group HRD



Bart Seutjens,  
Principal



Quentin Foulon,  
Director Belgium





# GOVERNANCE Pillar

- INTRODUCTION
- GOVERNANCE
- PEOPLE
- COLLECTIVITY
- ENVIRONMENT
- SUSTAINABILITY SERVICE LINE
- PERFORMANCE DATA TABLES
- APPENDIX

## Introduction

Our governance vision focuses on maintaining ethical and fair business practices. We aim to establish an environment where respect, transparency, and trust are fundamental principles upheld by all Avertimers. Additionally, we work to extend these values to our clients and suppliers, ensuring that business relationships comply with our policies. Our employees can access all policies on our intranet.

In 2025, we continued our efforts to uphold these values and better understand environmental stakes. This progress is reflected in our EcoVadis Platinum rating, achieved for the second consecutive year and the validation of our climate targets by the Science Based Targets initiative (SBTi). While these milestones represent important step forward, we remain conscious that our journey is ongoing. We are continuing to learn, improve and refine our approach to better address environmental and sustainability challenges.



*"At Avertim, we place ethics and integrity at the core of our governance. We continuously strive to strengthen our practices and ensure transparency. While our EcoVadis Platinum rating reflects our progress, we remain aware that we are not perfect and committed to continuously improving."*

**Bruno Touzé,**  
Group CFO and  
Governance Pillar Sponsor



# Code of Business Conduct

Our success is founded on integrity, both personally and professionally. We commit to the highest ethical standards and believe honesty fosters trust, essential to our business. We follow the laws of the countries where we operate, strive to be responsible citizens, and take responsibility for our actions.

In 2025, our Code of Business conduct was updated, under the supervision of the Ethics Committee and with the endorsement of the CEO. This updated version reflects the evolution of stakeholder expectations, and Avertim's ambition to embed sustainability and ethics at the heart of its culture and strategy. This Code applies to every entity within the Avertim Group, as well as all our internal and external employees and corporate officers. We expect everyone to read, understand, and follow its principles. We communicate this code through multiple channels including employment contracts, onboarding processes, and the intranet. Its implementation is overseen by the Ethics Committee, which is also responsible for managing ethical alerts, investigations, and, where necessary, proportionate corrective actions.

Our Code of Business Conduct covers a wide range of business practices and procedures. It is based on the International Bill of Human Rights, the Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles, and the fundamental conventions of the International Labour Organization (ILO). Through this document, we adhere to the four pillars of the UN Global Compact framework: human rights, labour, environment, and business ethics.

## Ethical behaviour

We are committed to conducting our business in an ethical way and in accordance with our values. We encourage employees to report any ethical concerns, such as conflicts of interests, to our Ethics Committee, which ensures that any report is investigated, and appropriate actions are taken, while respecting the confidentiality's rules.

## Equal opportunities & inclusion

We promote equal opportunities within our teams because we believe our strength lies in our diversity. We prohibit all forms of discrimination and harassment, promote respect for our clients, colleagues, or any individual we meet.

## Anti-corruption

All forms of bribery are prohibited, whether active or passive, direct or indirect. We are committed to complying with all anti-bribery principles applicable to our business activities.

## Client data protection

We adhere strictly to professional ethics and GDPR ensuring that client information is never used for personal gain or shared with third parties. We are dedicated to utilizing client information exclusively to fulfil our responsibilities and to enhance our consultants' expertise, aiming to better serve our clients.

## Environmental protection

We continuously strive to reduce our environmental footprint by preventing pollution, managing our resources more effectively and promoting sustainable mobility. We are also promoting environmentally responsible practices across our operations.

## Human rights

We uphold a steadfast commitment to human rights principles, echoing the core values that guide our actions. Although the risk of labor rights violations in our industry is low, we adhere to a strict policy prohibiting child labor, forced labor practices and any form of violence or harassment in line with ILO conventions.

**We pledge to uphold these principles in all our actions and decisions.**

**We continuously review and update these frameworks to ensure their relevance and effectiveness and to align with evolving regulatory and societal expectations.**

100%

Percentage of adherence to our CBC.



*"The Code of Conduct underscores the principle that the integrity of our actions is as essential as the success we attain. It provides a clear framework to support sound decision-making with probity, transparency, and respect embedding sustainability and ethics at the heart of our culture and strategy."*

*Together with our teams, we strive to promote our values and support our clients in performing, innovating and complying, in an ethical and responsible way."*

**Hervé Lefébure,**  
Avertim CEO



# Ethics Committee

## Objectives & scope

The primary mission of the Avertim Ethics Committee is to ensure that Avertim's practices, policies, and values are properly aligned. The committee is tasked with receiving and managing whistleblower alerts, conducting thorough investigations, and maintaining confidentiality, objectivity, and impartiality. The scope of the Ethics Committee encompasses breaches of Avertim's Code of Business Conduct, serious violations of laws or regulations, criminal activities, fraud, abuse of power, attempted influence, corruption, influence peddling, conflicts of interest, breaches of safety protocols, and infringements related to public health, safety, or the environment. Additionally, it addresses harassment, discrimination, serious violations of human rights and fundamental freedoms, as well as any other unethical conduct.

## Composition

The Ethics Committee is composed of three permanent members: the Chief Executive Officer, the Chief Financial Officer and the HR Director. Depending on the subjects dealt with and the ethical issues encountered, the committee may appoint and seek advice from one or more advisory members, including the Legal Counsel, the Data Protection Officer (DPO), the Sustainability Manager, a Business Representative, and a Country Representative. The DPO acts as Ethics Reporting Manager and is responsible for the administrative handling of ethics alerts, including acknowledgement of receipt, coordination of Ethics Committee meetings, drafting and archiving of meeting minutes, and secure management of alert files in compliance with data protection requirements.

## Confidentiality and non-retaliation

The Ethics Committee ensures that the identities of the author of the report and the individuals involved remain confidential, at least until the facts are verified. Members of the Ethics Committee are obligated to maintain confidentiality by virtue of their function. Whistleblowers must act in good faith and have reasonable grounds to believe that the information they reported was accurate at the time of reporting. In this case, Avertim guarantees protection for whistleblowers and commits to not retaliate against them.

## Internal reporting procedure

To be considered admissible, an alert must be submitted in good faith, with facts presented clearly, objectively, and exhaustively. The Ethics Reporting Manager will acknowledge receipt of the alert within seven working days and will assemble the Committee members within one month to determine its admissibility and conduct the



necessary due diligence. A mandatory withdrawal clause applies when an ethics committee member is involved in or related to a case.

## External reporting procedure

While the whistleblower is encouraged to prioritize the internal reporting procedure, external reporting to relevant authorities may be chosen for specific violations outlined in the areas specified by the Directive (EU) 2019/1937. Our policy designates competent authorities for each country to guide our employees.

## Penalties for breaching the policy

Avertim Ethics Committee reserves the right to apply a sanction proportionate to the seriousness of the facts, ranging from an oral and/or written warning to dismissal for serious reasons, in accordance with local legislation.

# Ethics Training Program

In 2025, we continue to reinforce our dedication to ethical conduct and to foster a positive, inclusive work environment through our Ethics Training Program, initiated in 2023. The online Ethics Foundation training, which has been mandatory for all new employees at Avertim since 2024, remains a cornerstone of our onboarding process. In 2025, we developed an e-learning version to broaden access. This training aims to embed the ethical principles and values that guide our operations. It provides our team with the knowledge and skills to recognise, prevent and manage ethical dilemmas, including those related to discrimination and harassment, that may arise in their work. The goal is to develop a culture of ethics and promote ethical behaviour among peers.

The following topics are included in our Ethics Foundation training:

## Ethical dilemmas

Ethical dilemmas are situations where conflicting moral principles or values come into play. These can arise due to pressure from stakeholders, competing priorities, or conflicting loyalties. Mishandling ethical dilemmas can lead to damage to reputation, loss of trust from stakeholders, and legal liabilities. We provide guidance and resources to help our team navigate these dilemmas effectively.

## Diversity, equity, and inclusion

We are committed to promoting diversity, equity, and inclusion in our workplace. We believe these principles yield numerous benefits including attracting and retaining top talent, increasing overall performance, improving decision-making quality, and fostering creativity, insights, and innovation. The training reinforces equal treatment and fairness in all professional interactions.

## Prevent discrimination & harassment

This section is intended to educate on the different forms of discrimination and what to do if you experience or witness it. At Avertim, we do not tolerate harassment in any form and empower our employees to take action when needed, without fear of retaliation.

## Confidentiality and data privacy

We place a high value on safeguarding confidentiality and data privacy. We expect our team to handle confidential data responsibly and to respect the privacy of our clients and colleagues. Breaches of confidentiality can lead to loss of trust and potential legal liabilities.

## Reporting unethical behaviour

We encourage our team to report any unethical behaviours they witness or experience. Avertim has established an internal reporting channel and an Ethics Committee to handle such reports with confidentiality, objectivity, and impartiality.

Additionally, we have appointed Care Officers in all our offices. Avertimers can always turn to these trusted individuals for support.

An advanced ethics training program also exists and has been deployed in 2024 for employees with sensitive roles. This program focuses primarily on corruption risks. No session was held in 2025 as the population concerned remained largely unchanged. It covers the legal framework and regulations surrounding corruption, the risks and consequences for individuals and the company, as well as crisis management and communication. By 2028, Avertim aims to ensure that at least 90% of its employees will have successfully completed the Ethics Foundation and/or the Advanced Ethics training

*"Ethics training is a key component of Avertim's commitment to responsible business conduct. It aims to raise awareness of our values and equip employees to identify and manage ethical risks, including corruption, conflicts of interest, and discrimination. The training also promotes diversity, inclusion, well-being at work, and responsible behaviour, while providing clear guidance on confidentiality, data protection, and reporting mechanisms. Ultimately, it empowers everyone to act with integrity and contribute to a strong ethical culture."*

**Syille Bogaerts,**  
Leadership Trainee





# Anti-Bribery Policy

At Avertim, we are dedicated to conducting our business with integrity and in accordance with the highest ethical standards. This commitment is formalised through our anti-bribery policy that acts as a comprehensive framework for preventing and detecting bribery within our business activities. This policy applies to all entities within the group, as well as to all internal and external staff and corporate representatives, including employees, managers, business partners. It encompasses guiding principles and advice to promote ethical conduct, and support responsible decision-making.

Our policy includes the following elements:

## Definition & scope

The policy defines corruption as a conduct whereby a person offers, requests, or accepts a donation, offer or promise, gift or advantage. The aim is to act, delay acting or refrain from acting directly or indirectly in the exercise of their functions, or to obtain or maintain a commercial or financial advantage or to influence a decision. This can be done either directly or through an intermediary. This definition encompasses all forms of corruption, whether active or passive.

## Guiding principles

Avertim has adopted a principle of “zero tolerance” in matters of corruption, respecting the 10th principle of the UN Global Compact. Collaborators must not engage in corrupt practices and must not utilize intermediaries such as officials, consultants, advisers, or any other commercial partners with the aim of engaging in such practices.

## Specific rules

The policy outlines specific rules regarding gifts and hospitality, donations, sponsorships and corporate patronage, conflicts of interest, influence peddling and public official, facilitation payments, and partnerships/mergers and acquisitions.

## Implementation

The policy is implemented through our Ethics Committee. This committee is responsible for setting governance rules, assessing reported ethics-related issues and taking appropriate measures accordingly. The policy is also supported by training programs, including ethics foundation training for all new employees. Compliance is also ensured through internal controls, due diligence and regular monitoring of policy application across all entities. This document not only complies with the legal requirements

but also aligns with the group’s core values and principles, thereby fostering a culture of transparency, accountability, and good governance.

According to the Supplier Code of Conduct, Avertim also requires its suppliers to uphold the highest moral and ethical standards, comply with national laws, and refrain from any form of corruption, including but not limited to extortion, fraud, or bribery.

This policy was reviewed and updated by our Ethics Committee in the first quarter of 2025, with the next review scheduled for the second quarter of 2026.

## Corruption Risk Assessment

In 2025, Avertim conducted a corruption risk assessment across its operations in Belgium, France, the Netherlands, and Germany. The analysis, based on SWOT and PESTLE methodologies, did not identify any major internal control weaknesses, given the measures already in plan. However, it highlighted several potential risks areas common to the consultancy sector, such as pressures from high competition, exposure to reputation risk, and governance of public clients. Avertim nevertheless continued to rely on the targeted actions defined in 2024, including the update of its anti-bribery policy and awareness-raising initiatives, while defining additional measures to strengthen procurement controls and recruitment due diligence processes, ensuring alignment with evolving risks and ethical business practices.



# Information security and responsible AI

The safeguarding of information represents a significant challenge for consulting firms. Given that consultants frequently manage sensitive data, it is crucial to maintain the confidentiality, integrity, and availability of such information.

At Avertim, we have established robust security measures and proactive risk management strategies to ensure the resilience and reliability of our operations.

## IT policy

At Avertim, we consider IT hygiene as a fundamental pillar of information security and data protection. We have gathered good practices in our IT policy that Avertimers must adhere and respect. This policy helps to protect sensitive and confidential information. It applies to all employees, consultants and contractors, across all locations and remote working-environments. It encourages the practice of essential digital hygiene habits: securing work devices, locking your screen when leaving your computer unattended, using VPN when working remotely as much as possible, avoiding unsecured public Wi-Fi and ensuring that confidential documents are properly stored and destroyed when no longer needed. It also reinforces the GDPR compliance and cybersecurity requirement to safeguard Avertim’s data, systems and stakeholders.

## Privacy notice

Avertim introduced its privacy notice in 2018 to govern the handling of personal data relating to clients, prospects, suppliers, employees, and candidates. All employees processing personal data have signed a domain-specific code of conduct, and access is restricted to those who require it to perform their duties.

In 2023, a new process was implemented in Bullhorn to streamline candidate consent collection, alongside monthly audits to monitor compliance and ensure the respectful management of personal data. The dedicated email address [privacy@avertim.com](mailto:privacy@avertim.com) remains active for privacy-related inquiries. In 2025, we continued to oversee this process and secure consent from all new candidates.

To mitigate cybersecurity risks, all computers, servers, and files are encrypted. In 2024, we introduced a VPN for remote access and launched an awareness campaign to encourage its use. Access to our highly secure data-centres is strictly controlled, and continued efforts were made throughout 2025 to promote data privacy and protection.

## Information and cyber security

This year, we continued to strengthen our cybersecurity framework in line with regulatory requirements. Following a NIS2 audit conducted in Q4 2024 with the support of an IT partner, we consolidated our gap analysis and defined a structured action plan to be deployed from 2026 onwards. The plan covers key areas including awareness and training, risk assessment, and data security, and represents an important step toward certifications such as ISO 27001 and labels such as Cyber Fundamentals.

Throughout the year, we maintained several initiatives to enhance resilience and awareness, including:

- IT onboarding sessions for newcomers covering cybersecurity principles and Avertim’s IT best practices.
- Ongoing support from an external IT partner for employees’ day-to-day IT needs.
- Phishing awareness campaigns and training, complemented by quarterly phishing simulations targeting employees most at risk.
- Disaster recovery testing and improvements to ensure business continuity.

In 2026, we aim to further strengthen our cybersecurity posture through the deployment of an EDR solution.

## AI policy

Since 2023, artificial intelligence has grown exponentially, particularly through generative AI tools such as ChatGPT. While offering significant opportunities for efficiency and innovation, it also raises challenges related to ethics, data protection, security, and regulatory compliance.

To support the responsible use of AI, Avertim has established an AI policy, updated annually, governing the use of ChatGPT, Gemini, Copilot, and similar technologies by all Employees.

The policy ensures compliance with Avertim’s ethical standards, legal requirements, and internal policies, while supporting alignment with evolving regulations such as the EU AI Act.



# Labor and human rights Policy

**Objective & Scope**  
Updated in 2025, this policy highlights our commitments and initiatives related to Labor and Human Rights, two important categories of the UN Global Compact framework and our strategy for 2028. We recognize the importance of upholding Human Rights, including freedom of speech, and respecting the well-being of our collaborators. This policy applies to all business operations and collaborators within the group, encompassing our own locations, client sites, and remote locations, including employees’ homes. The topics discussed in this policy are further detailed in the people section of this report.

**Employee Health and Safety**  
As a management consulting firm, we acknowledge that our collaborators may face risks related to mental health (e.g., stress and burnout) as well as physical health issues (e.g., repetitive strain injuries). Given our business activities in the life sciences, energy, banking, and transportation sectors, we are also aware that our consultants could be exposed to safety risks. This policy demonstrates our commitment to ensuring the health and safety of all our collaborators. We outline our current initiatives and future ambitions related to the prevention of psychosocial risks, office-related safety concerns, promotion of well-being through our communities and partners, and more.

**Social Dialogue and Freedom of Expression**  
This section aims to highlight the various avenues available for fostering social dialogue and freedom of expression at Avertim. We place a high value on nurturing strong relationships between managers and employees, ensuring that employees feel comfortable engaging with their managers. Furthermore, we have initiatives such as the social barometer, all-hands meetings, and communities to ensure that employees have a platform to voice their opinions, connect with one another, and thrive in an environment that encourages open expression.

**Working Conditions, Career Development & DEI**  
We are devoted to providing our employees with fair-working conditions, such as reasonable working hours and extra-legal benefits, and is committed to respecting and promoting the provisions of collective bargaining agreements applicable to our industry. Avertim also ensures equitable recruitment and onboarding, evaluation and promotion processes, offers training and career development opportunities, and promotes responsible management of departures for all our collaborators. Finally, the policy also delves into our Diversity, Equity and Inclusion (DEI) practices and goals, emphasizing equal opportunities, non-discrimination, the Professional Equality Index, dedicated initiatives such as Avertim’Her, and the development of a DEI action plan.



# Environmental Policy

In 2025, Avertim strengthened its commitment to environmental sustainability by updating its group-level Environmental policy. This revision reflects a stronger climate ambition, aligned with the Science-Based Targets initiative (SBTi) and the objectives of the Paris Agreement, and builds on the results of the carbon footprint assessment conducted in accordance with the GHG Protocol.

The policy applies to all Avertim operations - offices, client sites, and remote working environments - and calls on every employee, regardless of role or geography, to contribute to the transition towards a low-carbon and more responsible business model. It defines an action plan across four environmental priorities:

- Energy consumption & greenhouse gas emissions
- Waste management
- Client support & environmental services
- Environmental awareness & employee engagement

These targets are aligned with a 1.5°C trajectory, combining absolute reductions for Scopes 1 and 2 with an intensity-based approach for Scope 3, adapted to our growing consulting business. Intermediate targets have been set for 2028 to monitor progress.

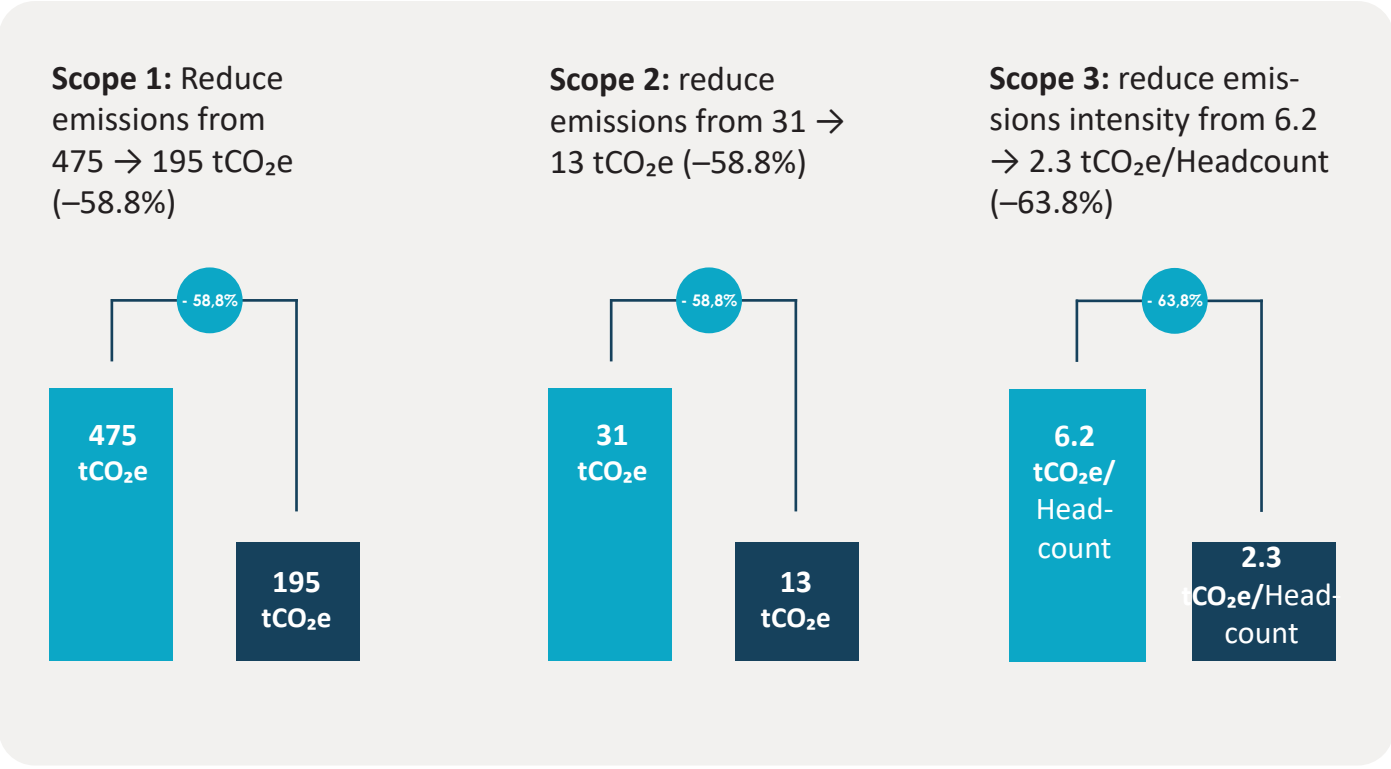
To support implementation, the policy is embedded into our governance structure, overseen by the Environment Pillar Sponsor, member of the Executive Board. It steers internal practices and external levers. Internally, actions are related to mobility, energy efficiency, digital sobriety and waste reduction. Externally, it is supported by the integration of sustainability criteria into supplier selection and contract management.

To implement the policy effectively, Avertim strengthens:

- Internal awareness and engagement (e.g., Climate Fresk workshops, onboarding modules)
- Supplier accountability (Sustainable Procurement Policy & Code of Conduct)
- Performance monitoring (annual carbon footprint assessments, KPIs and regular reviews)

Building on our existing framework, this updated policy represents a key step in our sustainability journey. It provides a structured approach, measurable and science-based targets and clear governance to reduce environmental impacts and support the transition.

## Our climate targets for 2034 (baseline 2024):





# Sustainability Labels

Labels play a crucial role in our approach to sustainable practices, providing a structured framework to continuously strengthen performance, transparency and credibility with stakeholders.

In 2025, Avertim achieved the EcoVadis Platinum Medal at group level for the second consecutive year, with an overall score of 91/100, placing the company among the top 1% of all companies assessed worldwide, with a ranking that further improved compared to 2024 within this top 1%. This result represents a significant improvement to the 2024 score of 84/100, confirming sustained progress across all sustainability dimensions.

EcoVadis sets the global standard for business sustainability ratings, and achieving the Platinum medal is a prestigious recognition of our commitment across key domains, including Environment, Ethics, Labor and Human Rights, and Sustainable Procurement. In 2025, Avertim achieved particularly strong performance in Sustainable Procurement and Ethics, which are considered as the two main top-performing themes. Each pillar score reached 90/100 or above across all areas, reflecting the robustness of Avertim’s management systems and practices. This rating also underscores our achievements in our three causes: health, education, and the environment.

Maintaining this medal is a strategic priority for Avertim. It not only reinforces our commitment to sustainability but also creates more value for our employees and partners. It also enhances transparency, structures supply chain management, improves risk management, and supports the development of our sustainability service line to extend our impact to our clients.

### Key figures:



\* Source: Ecovadis Website



*"Leading the EcoVadis certification project was both a significant challenge and a valuable learning experience. It involved a deep understanding of the methodology, gap analysis, and close collaboration with our sponsors to develop a strong and effective strategy."*

*Implementing the projects and staying engaged with the sustainability community required continuous effort and commitment from everyone involved. I am deeply thankful to be part of this journey."*

**Cécilia Sarda,**  
Sustainability Manager



# Our participations

At Avertim, we believe it is important to be part of a broader sustainability ecosystem to progress. Collaboration, knowledge-sharing, networking and continuous learning enable us to collectively contribute to a more sustainable future, by aligning our practices with recognized standards. The UN Global Compact, The Shift, The Responsible Digital Charter and SBTi support us in this effort and align perfectly with our education and environmental causes.

### UN Global Compact

In 2024, we joined the United Nations Global Compact, a voluntary initiative that encourages businesses worldwide to adopt sustainable and socially responsible policies and practices. This membership allows us to contribute to shaping a sustainable future by aligning our strategy with the ten principles of this initiative, covering human rights, labor, environment, and anti-corruption. We are committed to evaluating our progress towards the ten principles of the UN Global Compact and the United Nations Sustainable Development Goals (SDGs) annually. Our sustainability report will be the key document for this evaluation, with references to the ten principles throughout.

At Avertim, we implement socially responsible policies and practices, respecting the 10 principles of the UN Global Compact:

1. Support and respect international human rights;
2. Avoid complicity in human rights abuses;
3. Uphold freedom of association and collective bargaining;
4. Eliminate forced and compulsory labour;
5. Abolish child labour;
6. Eliminate discrimination in employment and occupation;
7. Support a precautionary approach to environmental challenges;
8. Promote greater environmental responsibility;
9. Encourage environmentally friendly technologies;
10. Combat corruption, including extortion and bribery

Beyond its principles, the UN Global Compact also provides practical resources and learning tools. Through this membership, Avertim has access to the UN Global Compact Academy, which supports ongoing learning and helps teams stay informed on key sustainability topics and evolving practices.

### The Shift

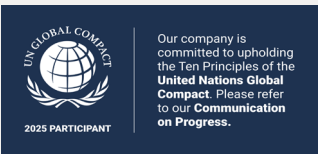
In 2025, Avertim was a proud member of The Shift, a community bringing together organizations committed to advancing a more sustainable economy and society. This membership enabled Avertim to exchange best practices and stay informed on key sustainability topics.

### Science-Based Targets initiative (SBTi)

In 2025, Avertim formally committed to the Science-Based Targets initiative (SBTi), as the SBTi approved our climate targets. This commitment reinforces the credibility of our climate strategy by aligning the greenhouse gas reduction targets with the objectives of the Paris Agreement and a 1.5°C trajectory. The SBTi framework provides a science-based reference to guide our decarbonization pathway and to ensure transparency and accountability.

### Responsible digital charter

In addition, we have adopted a responsible digital charter, reflecting our commitment to reducing the environmental footprint of digital activities and promoting responsible digital practices such as sobriety, responsible use of IT equipment and data management. This charter complements Avertim’s sustainability policies.



**the Shift**



SCIENCE  
BASED  
TARGETS







## Ambitions for 2026-2028

In alignment with our commitment to continuous improvement and transparency, we have outlined our governance goals for the upcoming two years. These goals reflect our dedication to ethical and responsible practices.

### 1. Maintain a best-in-class EcoVadis rating:

We aim to sustain a high level of EcoVadis rating, reinforcing our position as a role model in the consulting industry and demonstrating continuous commitment to sustainability performance.

### 2. Ensure transparency through sustainability reporting:

We commit to maintaining a high level of transparency by communicating our sustainability initiatives through our sustainability report for instance. By providing clear, accurate and structured information, it indeed strengthens stakeholder trust, demonstrates our ongoing commitment to responsible governance practices.

### 3. Sustain ethical culture through continuous training:

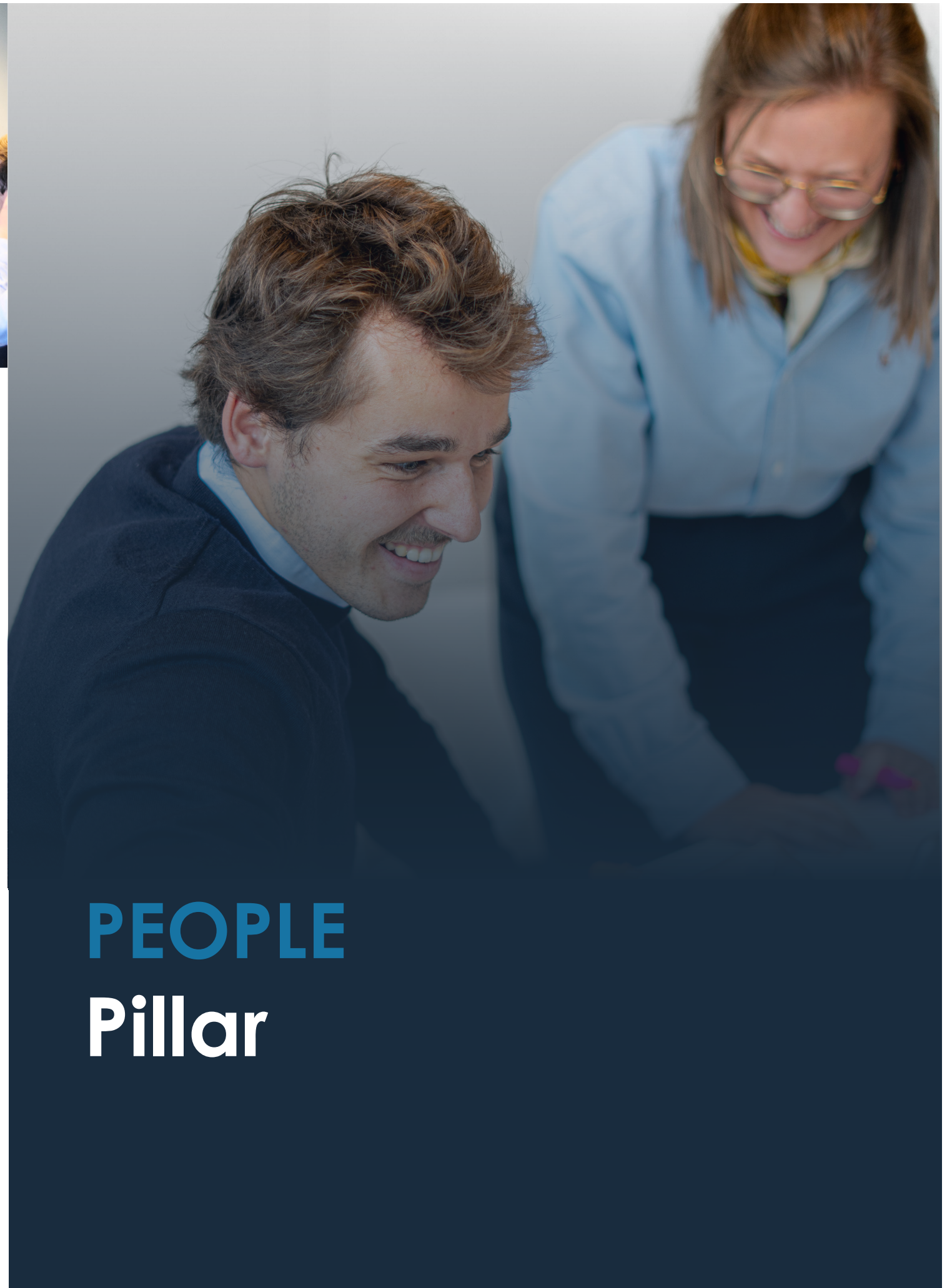
We aim to maintain our ethical standards by delivering regular training on anti-corruption and business ethics. This ongoing effort will ensure that all employees remain aware of regulatory expectations, adopt responsible behaviors and contribute to a culture of integrity across the organization.

### 4. Enhance digital responsibility and information security capabilities:

We seek to strengthen our governance and cybersecurity practices by aligning with the NIS2 Directive, while continuing to develop responsible digital practices, including AI. This approach supports the protection of information assets, promotes secure digital use, and enhances our resilience in an evolving technological environment.

### 5. Review our policies and ensure legal alignment:

We will review our policies to ensure they remain effective and aligned with our sustainability goals, as well as evolving social and legal frameworks (e.g. EU Pay Transparency directive).



## PEOPLE Pillar



# Introduction

The People pillar represents our commitment to fostering a work environment that values both professional and personal development. We believe that when our people thrive, the entire company thrives. Hence, it is important to us to put initiatives in place to create an environment where our Avertimers feel well and supported in their career path. This is not a one-off effort, but an ongoing process that requires continuous care, commitment, and adaptation.

2025 marked the beginning of a broader reorganisation of governance and the structuring of a dedicated Human Resources team with the arrival of a new HR Director in January. Key efforts focused on clarifying career paths by better defining performance and growth objectives, while strengthening learning and skills development. A renewed performance and growth conversations framework was also prepared. In parallel, awareness around the remuneration policy was initiated to enhance transparency and alignment with company values.

In a few words, these actions mark a shift towards a more structured HR team, people-centred practices and a stronger focus on talent development within Avertim’s strategy.



*“At Avertim, we are committed to supporting our employees throughout their career and growth journey, both professionally and personally. In 2025, we took important steps to further structure and strengthen our people approach, notably through the establishment of a dedicated HR team and the reinforcement of key initiatives in development, feedback and well-being.*

*Building on these foundations, our ambition for 2026–2028 is to translate this vision into a fully operational, measurable and consistent framework across the entire employee lifecycle. By continuously investing in our people, we aim to foster an environment where individuals feel supported, empowered and equipped to deliver sustainable performance in a fast-evolving and increasingly complex world of work.”*

**Sofie Verhulst,**  
Human Resources Director  
and People Pillar Sponsor

# Employee well-being

We are living in a world marked by constant change and unpredictability. Economic shifts, political uncertainties, and global challenges are part of the daily reality we all navigate. These external pressures may affect the overall well-being of individuals. Therefore, it is essential for organizations to take meaningful steps to support their people.

## EMPLOYEE SATISFACTION

### Social Barometer Survey

Avertim is committed to fostering a culture of open communication, with the Social Barometer playing a crucial role in this effort. This survey provides a confidential platform for employees to candidly share their views, ensuring every voice is heard and valued. The survey assessed employee satisfaction and commitment across nine key areas: Ambassadorship, Sustainability, Management Performance, Work Environment, Career Development, Work Adequacy, Life at Avertim, Well-being and Work-Life Balance, and Compensation and Benefits. 223 respondents completed the survey, successfully reaching our 70% completion target, compared to 63% in previous reporting year.

In 2024 <sup>(1)</sup>, we introduced more open-ended questions to capture participants’ perspectives. We also refined our data analysis and highlighted engagement priorities, aiming to target actions that will most significantly impact long-term satisfaction. . In parallel, workshops were organized in both 2024 and 2025 across the company, to gather feedback and collaboratively identify actions to enhance both our weaknesses and strengths.

The results reflect positive feedback on the working environment, work adequacy, and sustainability. As in 2023,

the survey results also highlight strong commitments to professional ethics, and workplace safety, with employees feeling safe, valued, and respected.

Our action plan will continue to be implemented in 2026 under the renewed governance framework. In 2025, Avertim already worked on strengthening employee engagement and internal communication through social barometer feedback sessions and Employee Value Proposition workshops. Close collaboration with HR Business Partners enhanced transparency, while recognition of key employee moments (such as becoming a parent) and improved onboarding experiences reinforced a people-centric culture. Other efforts focused on streamlining processes and improving the employee experience through HR digitalisation, automation of onboarding and offboarding, and enhanced collaboration with payroll. Travel management was optimised via self-service solutions. Avertim furthermore enhanced its performance framework by focusing on the quality of the conversations, streamlining the related processes, improving communication, strengthening feedback practices and increasing remuneration transparency. Talent development remained a priority through targeted training, mentoring and coaching initiatives. We expanded our learning offering with structured learning paths, multi-day training programmes and resilience-building initiatives, supported by strengthened internal communication via an L&D newsletter and increased visibility of development opportunities.

In 2026, an Engagement Survey will be sent to employees to receive again their feedback.

91%

of employees rated Avertim highly in professional ethics

89%

of employees expressed feeling safe within the work environment

83%

of employees feel valued and respected

<sup>(1)</sup> The Social Barometer survey was not reconducted in 2025, as the last survey was sent at the end of 2024. This decision coincided with a restructuring of the company’s governance, including a stronger involvement of the Human Resources (HR) function, aimed at better integrating employee feedback into strategic decision making and human resources policies, before sending a new survey. All figures correspond to the survey sent at the end of 2024.



FLEXIBILITY

At Avertim, we aim to support our employees with their work-life integration through initiatives such as home-working. We provide the necessary tools and support for remote work, ensuring seamless collaboration and communication. Recognizing the diverse needs of our workforce, Avertim promotes a flexible approach, allowing employees to tailor their work arrangements to individual preferences. We strive to find the right balance, offering the flexibility of up to two days of remote work per week (1), which also contributes to lower commuting emissions, while preserving a culture that values sharing, collaboration, and meaningful social connection through many social and corporate responsibility events.

To further promote the well-being and satisfaction of our employees, our policy allows teleworking for up to two weeks per year from abroad, allowing for a change of scenery. Employees who become a parent, have the support to take parental leave.

Additionally, employees who have been with Avertim for three years are eligible for a three-month sabbatical leave (1). During this period, Avertim offers partial financial support up to 60% of salary for those who opt to volunteer for one of the company's three causes.



(1) Subject to compatibility with the mission requirement/context.

PREVENTION PROGRAM

Avertim is committed to fostering a safe and supportive work environment. In 2022, we launched our Prevention Program to address occupational risks, such as physical, ergonomic, and psychosocial issues, that may affect employees' health, safety and well-being. The program aims to raise awareness, provide clear points of contact, and implement concrete actions to improve workplace conditions.

- 1. **Well-Being at Work:** This pillar addresses various aspects of workplace well-being such as ergonomic posture, workstation layout, office work guidelines, the right to disconnect, and effective time management.
- 2. **Workplace safety:** This pillar focuses on preventing workplace accidents by outlining procedures, identifying types of accidents, and addressing road risks.
- 3. **Psychological well-being:** The third pillar delves into psychological well-being, addressing challenges such as stress, burnout, and harassment, while also guiding employees toward greater resilience.

Various roles support employees through these topics, including Care Officers, the Ethics Committee, Safety Officers, and First Aid Providers. An employee is also responsible for the prevention plan, coordinating medical support, managing emergency procedures, and supporting employee well-being.

As part of our ongoing commitment to safety, the evacuation plan was revised in 2025 followed by an internal communication campaign to ensure awareness and preparedness across the organization. Our Prevention Action Plan has been rolled out.

Employees who received preventive training sessions and first aid training in 2024 were still there to enhance workplace safety. Moreover, a prevention session is still integrated into the onboarding process for all new employees, ensuring that safety awareness begins from day one.

Care Officers

Care Officers are available to support employees by offering a listening ear and guidance on a range of personal or professional challenges. In 2025, there was one trusted partner in each office. Employees can discuss various topics with the Care Officer, including:

- Challenges in maintaining a healthy work-life balance,
- Personal life matters affecting time and focus,
- Declining motivation,
- Issues involving other colleagues or managers,
- Instances of harassment or intimidation,
- Any conflict of interest

All conversations with Care Officers are strictly confidential unless agreed otherwise. Employees can express themselves freely without fear of repercussions or infor-

mation disclosure.

Trainings

In 2025, Avertim organized workshops and trainings, emphasizing our commitment to employee well-being. These workshops covered:

- Recognizing and supporting mental health in the workplace.
- Achieving work-life balance and setting boundaries.
- Mastering stress management and building resilience.

Over 95 Avertimers participated in the Mental Health Workshops.

In May 2025, we continued to deliver our training focusing on Brain Dynamics and Resilience, in response to our employee satisfaction survey results and feedback sessions of 2023. The objective of this training is to comprehend the brain's structure and its association with stress and learn about techniques to manage stress effectively. Twelve employees received this training.

As part of the European Mental Health Week, an introductory workshop on resilience, called "Building resilience: Bounce, Grow, Flow, Connect", was launched. It introduced practical tools for mindset control, energy management, and emotional well-being. In addition, two workshops were given called "Health and inclusive mobility to boost your productivity and resilience at work" to reflect on the importance of physical and mental well-being for individuals and communities.

"A healthy workplace is built on empathy, trust, and genuine human connection. As Care Officer for Avertim Netherlands, I support a culture where employees feel safe to speak up and raise concerns, knowing they will be heard with respect and confidentiality, and supported in finding appropriate help when needed. I am grateful for the trust placed in me in this role."

Mariana Baptista,  
Confirmed Consultant and  
Care Officer in the Netherlands







## LIFE @ AVERTIM

### Afterworks

At Avertim, our mission goes beyond merely providing fun events and initiatives; we strive to offer experiences that resonate deeply with our employees.

In 2025, we continued to host at least one afterwork event with one of our partners per year to showcase our dedication to meaningful causes and our collaborative efforts in making a positive impact.

In 2025, we organized our first afterwork with our partner TADA to raise awareness among our Avertimers about their cause and the power of education and mentorship.

Additionally, we held our annual afterwork gathering at Café Joyeux to support their admirable efforts in promoting the professional integration of individuals with Down syndrome. Another afterwork was organised by Avertim'Her.

*"In 2025, I attended an afterwork organised by TADA and Avertim. The alumni testimonials were particularly inspiring and showcased the powerful impact TADA has on young people's personal and professional development. Through mentorship and exposure to professionals, TADA helps them broaden their horizons, gain confidence, and believe in their potential. This experience reinforced for me the importance of supporting initiatives that create equal opportunities and unlock talent."*

**Axel Carpentier,**  
Senior Manager in Life Sciences



### Communities

Avertim is committed to building a vibrant community within the organization. Initiatives like "Art'vertim" and "Avertim Sport" showcase our dedication to fostering a sense of camaraderie and shared interests among employees, contributing positively to the personal and collective development of our community, out of the office. Our community "Avertim'Her" is presented in the Diversity and Inclusion section.



### Art'Vertim

Art'vertim represents a vibrant community that strengthens connections among Avertimers and curiosity while opening new cultural perspectives on society, creativity, and self-expression. In 2025, through a monthly program combining cultural outings and hands-on experiences, such as ceramic painting, visit of the Royal Greenhouses of Laeken and the Art'vertim exhibition, our community fostered learning, discoveries and a strong sense of belonging, with more than a hundred unique participants..



### Avertim Sport

Avertim Sport promotes well-being, integrity, and connections through engaging sport events. The community focuses on three dimensions: weekly runs near the Belgian office, well-being articles, and diverse activities like pétanque, krav maga, climbing, golf, football tournaments supporting causes such as WAPA and the 20 kms of Brussels to support TADA. This structure ensures everyone is reached and engaged, fostering well-being and community involvement.



### Aver'Games

Aver'Games established in 2023, unites Avertimers with a shared interest in board games or interactive activities. They offer monthly sessions to explore and enjoy new games, catering to all experience levels such as mini golf. In 2025, seven events were organised and gathered 94 participants, alternating between in-office gatherings and exciting outings. Their mission is to have fun, bring people together, and strengthen bonds.



# Talent attraction & retention

## CAREER FAIRS

Avertim actively participates in career fairs hosted by universities where we operate. These events serve as platforms to connect with talented students and professionals, providing them insights into our work. We seize these opportunities to share our mission, create networking avenues, and attract individuals who align with our vision and our values.

8

career fairs in 2025

## LINKEDIN

LinkedIn has emerged as a key platform for our company. With a thriving community of over 47,200 followers, we have established a robust presence on this professional networking site. We maintain an active engagement with our community, aiming to post updates approximately twice a week. These posts range from sharing industry insights to celebrating company milestones.

A central element of Avertim's LinkedIn strategy is the publication of job offers, which not only attract potential candidates but also highlight the company's growth and opportunities. Our job offers include a non-discrimination statement, reinforcing our dedication to creating an inclusive and equitable workplace. Additionally, Talent Acquisition teams proactively engage with potential talents directly on LinkedIn.

## COOPTATION

Avertim's cooptation program embodies a collaborative approach to recruitment, leveraging the personal and professional network of its employees to identify and on-board individuals who align with the company's values. By empowering every member of the organization to participate, regardless of department, position, or seniority level, Avertim streamlines the hiring process while fostering a sense of ownership and engagement among its workforce. Throughout 2025, we successfully welcomed 19 new hires at group level through the cooptation program. In 2025, we enhanced the program by adding an additional evaluation layer to assess candidate relevance regarding our business needs before submission. For the upcoming year, we plan to welcome at least 20 new hires through this program.



Avertim at the career fair in Antwerp

## RECRUITMENT EXPERIENCE

Avertim's recruitment journey is designed to be efficient, and transparent, striving to ensure a positive experience for candidates at every step.

Our proactive approach is aimed at selecting the best candidates aligned with our culture, values, and ambitions.

Typically, we aim to complete the process within 4 weeks, encompassing 3 weeks for the selection process and 1 week for contract finalization. Throughout this journey, candidates engage in discussions with a dedicated HR representative, a business manager, and a consultant. These discussions offer insights into their potential fit within our organization and provide a clearer understanding of the role.

As highlighted later in this report, our commitment to diversity and equity is integral to ensuring a fair and inclusive recruitment procedure.



## ONBOARDING

Avertim ensures a welcoming onboarding experience for every new team member. The day begins with a friendly breakfast to start building relationships and fostering a sense of belonging. This is followed by a series of meetings covering a variety of topics relevant to the different internal departments.

Our buddy program, launched in 2024, still ensures each newcomer is paired with a buddy who provides guidance during their first weeks. This initiative aims to facilitate knowledge-sharing, ensuring that new team members quickly integrate into our dynamic work environment.

## COMPENSATION & BENEFITS

We prioritize fair and equitable compensation, tailoring our salary according to our salary grid, considering factors such as seniority, experience, and competence. Our competitive compensation levels not only exceed minimum wage requirements but also offer a certain degree of flexibility through initiatives like our Mobility Budget or Cafeteria Plan, subject to local laws.

Our annual evaluation process aims at ensuring fair and equitable compensation and reward, as well as monitoring career progression. This whole process is overseen by the executive board of each legal entity, which involves as well representatives of the Group in order to ensure consistency and fairness across the whole organization.

## Our benefits

Our employees enjoy a range of benefits (1) aimed at promoting well-being and financial security, including:

### Financial Benefits:

- Insurance Benefits,
- Bonus and Pay supplements.

### Wellness and Support:

- Meal & Eco Vouchers,
- Homeworking options,
- Transportation and mobility contributions,
- Allowances and reimbursements,
- Pension contributions.

### Parental Leave:

We provide parental leave benefits to ensure our employees can balance their professional and personal responsibilities. 11 women and 3 men took parental leave in 2025. (2)

## REMUNERATION TRANSPARENCY

In 2025, Avertim strengthened remuneration transparency across the organisation by clarifying compensation principles, improving the consistency of salary frameworks across career paths and enhancing understanding of how pay levels are defined and reviewed. These efforts aim to foster trust, support equitable remuneration, and reinforce employee engagement. They also contribute to our diversity and inclusion objectives, particularly in addressing potential pay gaps. In parallel, we reviewed our remuneration policies to ensure alignment with evolving regulatory requirements, including upcoming pay transparency and reporting obligations.

(1) Listed benefits offered to Avertim colleagues are not exhaustive and may vary by country. There is no distinction between benefits granted on permanent and fixed-term contracts.

(2) This does not include maternity leave or birth leave (for co-parents).



CAREER MOBILITY

Avertim acknowledges that enabling dynamic and diverse career paths, contribute both for individual employee growth and the overall enrichment of the organization. Employees are encouraged shape their own careers, with the support of their manager or HRBP by exploring opportunities across various roles, business units and locations. Career mobility at Avertim takes multiple forms:

- **Cross-industry mobility**, offering the opportunities to contribute to projects or support clients across different sectors. This fosters the development of sector-specific expertise, encourages the transfer of best practices, and strengthens market understanding as well as strategic perspective.

"Moving from a Leadership trainee position in Brussels to consulting missions in Paris is the opportunity that Avertim offered me. The firm's flexibility made this transition smooth and stimulating, and discovering two different work cultures was truly enriching."

Louis Verougstraete,  
Senior Consultant in Banking and Insurance



- **Role mobility**, enabling career transitions from one function to another. These evolutions allow individuals to capitalize on the skills and knowledge acquired in a previous role, while gaining new perspectives and broadening their professional scope.

"Evolving from Business Manager to Senior Consultant in the Energy sector, with responsibilities as Project Management and PMO, has been a significant milestone in my career at Avertim. This transition positions me at the core of our clients' digital transformation initiatives, where I oversee the structured delivery of complex projects. I am grateful for the opportunity to grow into a position that aligns more naturally with my strengths and aspirations." – Guillaume de Crombrughe, Senior Consultant in Energy and Utilities.

Guillaume de Crombrughe,  
Senior Consultant in Energy and Utilities



- **Geographical mobility**, providing opportunities - based on business needs and mutual agreement - to work in different countries, explore new cultures, and grow in a multicultural, collaborative environment.

"After six years in life sciences, I transitioned to the energy sector, gaining new perspectives and reinforcing the importance of adaptability, continuous learning and curiosity. This experience showed that transferable skills can be as valuable as sector expertise, and that with the right mindset, it is possible to grow and create value across industries."

Charlotte Mouyard,  
Senior Consultant in Energy and Utilities



Career mobility is a continuous focus at Avertim, integrated into our managerial practices, and overall approach to talent development. It is formalized during annual development conversations, where employees and managers reflect on aspirations, new responsibilities, and potential career opportunities within the group.



ALUMNI NETWORK

In 2025, the alumni network initiative launched in 2024 was reassessed following the pilot phase, and the project was not pursued further as priorities were reallocated to initiatives with greater immediate impact.

LEADERSHIP PROGRAM

In 2019, Avertim launched its Leadership Program to offer young talents a unique opportunity to gain a 360° view of how a consulting company operates. Over the course of this two-year program, each leadership trainee follows a mandatory consulting track, complemented by up to two additional rotations in internal departments. These may include Finance, Sustainability, Marketing & Communication, Business Management, IT, Talent Acquisition and Management, Learning & Development, and Digital & AI.

Each participant's track is individually tailored and guided by the Track Manager, considering their interests, strengths, weaknesses, and aligning with the organization's requirements. Trainees are given the opportunity to explore three to four functions, with the possibility of an international rotation, providing a comprehensive and personalized learning experience.

The program is enhanced by dedicated training sessions, offering participants valuable insights and knowledge.

Additionally, each person joining the Leadership Program is paired with a:

- **Mentor:** An experienced Senior Avertimer with a commendable track record in consulting and/or business. The Mentor plays a pivotal role in guiding the candidate's career evolution, skill development, and helping them navigate their professional path.
- **Buddy:** A leadership trainee from the preceding year. The buddy guides and assist newcomers during their initial months at Avertim, helping them integrate into the company.

The Leadership Program serves as a well-structured foundation for refining skills, acquiring knowledge, and cultivating leadership capabilities, laying the groundwork for a prosperous career journey at Avertim.

In 2024, we organized interviews and two workshops with leadership trainees to identify improvement areas and strengths of our current leadership program, and to foster a sense of community. For 2025, our goal is to leverage these gatherings and implement a more structured approach to ensure smooth transitions and effective follow-ups.

40

Cumulative number of leadership trainees enrolled since the program's launch

8

Number of leadership trainees still in the program

4

Number of leadership trainees who started in 2025





*"The Leadership Program at Avertim has been a defining experience in my career. With prior consulting experience, it allowed me to broaden my perspective by exploring various areas. These included the BPM (Business Process Management) practice, Learning & Development and Marketing & Communication, before taking on a consulting role on the client side.*

*Over two years, I collaborated with a wide range of managers, built a strong cross-functional network, and benefited from valuable mentorship. This experience helped me adapt to different leadership styles, become more open-minded, and strengthen both my personal and professional skills.*

*Today, this versatility allows me to quickly integrate into client environments, deliver meaningful value, while remaining closely connected to Avertim."*

**Romain De Smet,**  
Senior Consultant in Life Sciences

*"The Leadership Program at Avertim has been an enriching journey that pushed me beyond my comfort zone. My first consulting assignment as a Project Coordinator in the pharmaceutical industry allowed me to build on my scientific background while developing project management skills. At the same time, I joined the Finance track internally with no prior experience in the field.*

*Balancing these two worlds while working part-time strengthened my adaptability, flexibility and continuous learning mindset. Today, this combination of scientific expertise, financial insight and consulting experience enables me to approach challenges from multiple perspectives and create value for both clients and Avertim."*

**Henriette Maus de Rolley,**  
Leadership Trainee



## LEARNING & DEVELOPMENT

### Trainings

In 2025, Avertim has standardized its learning paths, as mentioned as a key objective in our 2024 sustainability report. This initiative reflects our ambition to provide consistent learning experiences for all employees. We want to empower every Avertimer to grow, lead and thrive.

In fact, our people operate in highly specialised sectors or perform expert roles internally, where deep expertise, strong relationships, and innovation are essential to delivering value to our clients, both external and internal. To support them, we have designed this learning paths tailored to each key career stages, and for: consultants and engagement managers, leadership trainees, business managers and enabling functions. This learning framework is built on a competency-based approach introduced in 2023, which tailors trainings to the performance objectives of each function.

These learning paths ensure that our people are equipped with the right skills at the right time. They are split into three areas of competences: functional (trainings tailored to a specific expertise), client and business development, and finally self-leadership, people and team management. Especially, we emphasize the importance of people skills, especially in the consultancy environment where everything revolves around interpersonal interactions.

In addition, in line with our ambition to adopt a blended learning approach and as planned following the positive feedback we received from the pilot phase launched from October 2024 to the end of 2024, we provided our employees access to the LinkedIn Learning Platform at the beginning of 2025.

Our learning and development initiatives aim to foster a dynamic and adaptive learning environment, ensuring that our workforce remains equipped with the necessary skills and knowledge necessary for both individual growth and collective success. Our learning paths are continuously reviewed and refined to stay aligned with our 2028 strategy. As from January 2026, we plan to use these learning paths in our P&G conversations, developed through 2025, providing a clear and comprehensive framework to guide the development and growth of all Avertimers.

For the coming years, we aim to integrate AI in a responsible and ethical way by placing people at the heart, notably through trainings that foster awareness, ethical reflection, and informed adoption of AI across the workforce.

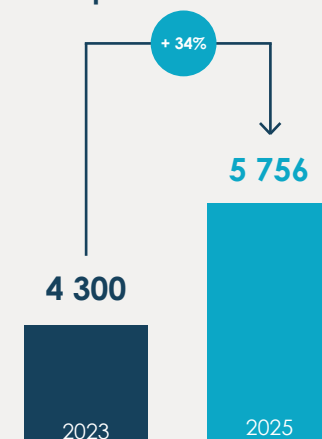
### Knowledge

As part of our 2028 strategy, Avertim remains committed to fostering learning, curiosity and knowledge as key drivers of people empowerment and organizational performance. The Knowledge Space, launched in 2023, continued to be a cornerstone of our learning ecosystem in 2025.

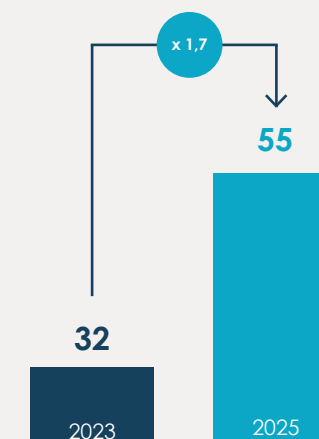
This shared online repository provides all Avertimers with access to business development resources, consulting expertise, best practices and lessons learned across service lines and sector communities. Fully aligned with our 2028 strategy, it aims to improve content accessibility and strengthen our ability to support clients effectively.

Throughout 2025, the Knowledge Space was further enriched with valuable content available to all employees, while a mandatory validation process by our Knowledge Ambassadors continued to ensure the quality and relevance of shared knowledge.

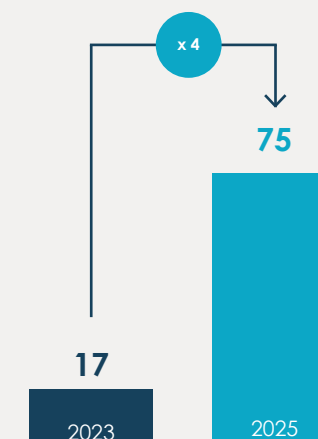
**Training hours increased by +34% in 2025, with 5,756 additional hours delivered compared to 2023.**



**Delivered 55 internal trainings, nearly two times more than in 2023.**



**Delivered 75 external trainings, nearly four times more than in 2023.**







## BOOOST PROGRAM

A dynamic learning environment that nurtures continuous growth, knowledge sharing and excellence among our workforce.

### 3 CORE COMPONENTS

#### TUTORING

Technical support and knowledge transfer to facilitate daily operations.

#### COACHING

Guided sessions on key topics to develop skills and foster professional growth.

#### MENTORING

Career guidance through experience sharing and valuable insights.

#### 2025 ACHIEVEMENT

- The Boost Program was confirmed as a key component of the Performance & Growth (P&G) process.
- 10–15% Employees joined one of the three journeys

#### 2026 FOCUS

Improve efficiency and evaluate effectiveness to strengthen the employee experience.



## MENTORING 2.0

Launched in 2025 to foster long-term through meaningful relationships, cross-unit collaboration and career development.

### 5 PROGRESSIVE PHASES

1. Focusing on personal growth
2. Building clear direction
3. Setting tangible goals
4. Progressing towards goals
5. Moving to new horizons

#### TANGIBLE BENEFITS

##### FOR MENTEES

- Clearer career direction
- Access to a broader network
- Fresh perspective & stronger confidence

##### FOR MENTORS

- Enriching & meaningful relationships
- Opportunity to share knowledge & experience
- Leadership development

#### 2025 LAUNCH

Mentoring 2.0 connects talent across the organization to learn, grow and unlock potential

- Clifton StrengthsFinder®
- Insights Discovery®

# Diversity, Equity & Inclusion

*"Diversity, equity, and inclusion are essential drivers of innovation and performance. When everyone feels respected, heard, and valued, we create an environment that fosters collaboration and excellence."*

**Affia Luwawa,**  
Lead Consultant Life Sciences



At Avertim, we aim to create a workplace that values diversity and inclusion, reflecting our commitment to equal opportunities and fairness. We seek to represent the diversity of society by recognizing it as both a human and professional asset.

Our efforts include comprehensive DEI training, inclusive recruitment practices, a strong focus on employee well-being, and the promotion of an open and respectful workplace culture. Additionally, we place a special emphasis on empowering women through our AvertimHer initiative, which supports and advances women's careers within our organization.

#### Supporting an inclusive workforce

At Avertim, we are committed to building a diverse team in terms of experiences, skills, and life paths. Beyond the mere recruitment process, our commitment to diversity is reflected in opportunities for professional development such as tailored training, and personalized career guidance through coaching and mentoring. We believe in the importance of providing equal opportunities to all our employees, ensuring that talent and merit are the only criteria for advancement within our organization.

#### Recruitment procedure

Our recruitment process is rooted in principles of fairness and inclusivity, assessing candidates solely on performance, skills and professional experience. Avertim maintains a strict non-discrimination policy, enforced through the Code of Business Conduct and the Ethics Foundation Training, ensuring all employees are treated equally regardless of origin, religion, disability, appearance, health, age, gender, sexual orientation, political views, nationality, or family status.

#### Open and respectful workplace

At Avertim, we foster a culture and workspace where individuals thrive, feeling valued, empowered, and supported in their career. We are committed to upholding

the principles of freedom of thought, conscience, and expression. Our dedication to employee well-being is evident in all our initiatives, as emphasized in the Employee Well-being section.

We respect diverse viewpoints and refrain from advocating personal beliefs, ensuring a neutral and harmonious workplace. Adhering to our [Code of Business Conduct](#), we prioritize mutual respect, regardless of individual perspectives.

#### General training & workshop on DEI

In 2023, we launched a Diversity, Equity, and Inclusion (DEI) training program through our Ethics Foundation Training. This program emphasizes the importance of DEI, its benefits, and provides practical advice on respect, raising awareness about (unconscious) biases and micro-aggressions, as well as identifying discriminatory behaviors and preventing discrimination during recruitment interviews. Since 2024, each new collaborator is required to complete this training during the onboarding phase. In 2025, an e-learning version of the training was developed to enable Avertimers to follow the training 24h/24. In addition, a more advanced training program exists, and is focused on preventing corruption and designed for employees that can play a preventive role.

We also delivered three workshops, focused on feedback, consisting of three 2-hour sessions, providing employees with practical tools and guidance to give constructive and effective feedback. These workshops integrated a DEI perspective, encouraging inclusive and respectful feedback practices that value diverse perspectives and foster communication in the workplace.

#### Introducing the Professional Equality Index

A significant step forward in our commitment to DEI at Avertim in 2024 is the introduction of the Professional Equality Index. This index aligns with the official framework established by the French government for medium and large companies. As part of our commitment to



## AVERTIM LAB

Innovation in between missions

Avertim's Lab optimizes the potential of our consultants when they are not engaged in client missions. It transforms downtime into opportunities to develop internal projects that create value for our clients, our consultants and the organization.

“

By learning from one another and growing together,  
**we build a stronger, more innovative and more human organization.**



transparency and continuous improvement, in 2024, we decided to assess and publish this index annually. This index was therefore reassessed and published again in 2025.

Developing a DEI plan

In 2024 and 2025, we made significant advancements in our DEI plan, which was one of our key objectives. We conducted multiple workshops with Actiris, ranging from brainstorming potential actions, to developing a list of priorities and identifying responsibilities. Moving towards 2026, we aim to start implementing this action plan, ultimately enhancing our DEI approach within the organization.

In addition, a sharing session on resilience was organised. It allowed participants to exchange experiences and insights on coping with challenges in both professional and personal contexts. This session reinforced the importance of people skills, psychological safety and mutual support within the consultancy environment.

“Partnering with Neolis for our P&G feedback training was exactly what our team needed.

In just two hours, they managed to shift the way we approach feedback: turning what can feel like a stressful conversation into a confident, constructive exchange where growth and development are truly at the heart of the discussion.

Our goal was to equip every collaborator with practical, actionable tools to get the most out of their P&G conversations.”

Camille Bajon-Arnal,  
Senior Learning & Development Manager

(1) This KPI, which is based on the methodology of the professional equity index, compares the average earnings of men and women at Avertim within pre-defined age group categories and grade levels. A score of 39 out of 40 on this KPI, indicates a neutral salary policy between genders.

47%

of women at Avertim

39/40

Gender Pay Gap Score (1)

92%

Avertim is sensitive to DEI  
(from the Social  
Barometer Survey)



Avertim'Her

As part of our commitment to fostering an inclusive and equitable environment, Avertim launched a dedicated community in 2022, designed to support and advance women's careers and professional development. The Avertim'Her community believes in creating a workplace where every woman can thrive, lead, and grow with equitable opportunities and recognition, supported by the right tools to balance personal and professional ambitions.

Our vision is to shape a gender equitable environment where everyone can:

- Thrive in leadership roles
- Feel supported through various life stages
- Work in a healthy, safe, and inclusive workspace

Our mission

The mission of Avertim'Her is to retain, develop, and promote women by creating conditions for meaningful, balanced, and sustainable careers. We commit to translating this mission into concrete actions through four key focus areas:

- **Building an inclusive community:** Our aim is to establish an inclusive community where individuals of all genders can come together, connect, and collaborate to drive necessary changes.
- **Develop women's potential:** We are committed to providing access to continuous learning and leadership opportunities, encouraging participation in impactful projects to foster skill development at every career stage.
- **Promote balance and well-being:** We foster an inclusive workplace culture by offering support in various ways, including clear policies and flexibility for parenthood and leave management. We acknowledge and accommodate life events such as maternity, and aim to ensure smooth, supported returns from leave to maintain career continuity.

- **Encourage inclusive leadership and management relations:** We are committed to strengthening inclusive leadership practices by providing training and resources for our managers. Our goal is to foster a safe, healthy, and inclusive work environment where every woman feels empowered to lead and succeed.

Our actions

In 2025, Avertim'Her continued to promote inclusion and gender equity through targeted initiatives. Together with Avertim'Sport, the community organised an outing to a women's football match, combining team spirit, inclusion and support for women's visibility in sport. A resilience-sharing session also encouraged discussions on overcoming challenges, highlighting the importance of psychological safety and mutual support.

To mark International Women's Day, Avertim'Her brought employees together across locations for an event featuring two guest speakers who shared inspiring stories and perspectives on women's representation, career development and inclusion.

The community also continued initiatives launched in 2024, including:

- **Success Stories Blog:** sharing experiences and insights from successful women to inspire confidence and motivation.
- **Parental Support:** providing a parenthood guidebook and a dedicated breastfeeding room at headquarters.
- **Shared Library:** offering curated resources such as books, podcasts, articles and talks aligned with Avertim'Her's objectives.

Through these actions, Avertim'Her continues to foster inclusion, raise awareness and support women's careers at Avertim.

“Avertim'Her thrives thanks to the dedication of women who believe that inclusive leadership, empowerment, and resilience are essential drivers of both individual success and sustainable company growth. By supporting and inspiring one another, the community creates an environment where women can flourish and contribute to building a stronger, more successful organization.”

Alexia Virone,  
Senior Manager in Life Sciences & Avertim'Her  
Lead







## Ambitions for 2026-2028

Based on the insights from our Social Barometer results, workshops, and ongoing initiatives of 2025, we have outlined our main goals for the coming years. These goals reaffirm our dedication to building an inclusive, growth-oriented, and healthy workplace culture, aligned with our 2028 strategy.

Over the 2026–2028 period, Avertim’s ambition is to translate its [Employee Value Proposition](#) into a fully operational, measurable and consistent framework embedded across the entire employee lifecycle. The EVP is structured around five core pillars: [client impact and performance](#), [ownership](#), [catalysing growth and development](#), [performance through collaboration](#), and [sustainable performance](#). Moving beyond definition, the EVP will be activated through a set of integrated initiatives spanning recruitment, development, performance management, feedback and organisational learning.

A priority is to ensure consistency, transparency and objectivity in how performance and contribution are defined and assessed in line with the EVP. This will be enabled by the deployment of a [structured and forward-looking skills and performance framework](#), combined with [systematic talent check-ins](#) at critical moments of the employee lifecycle. The strengthening of the [HR Business Partner role](#) will support the effective deployment and anchoring of these practices across teams and geographies. These mechanisms will be complemented by the integration of [peer and client feedback](#), providing a more comprehensive view on individual and collective performance, directly linked to client impact and delivery excellence.

Employee insights and organisational data will play a central role in driving continuous improvement and accountability. Engagement surveys, combined with ongoing feedback mechanisms and the progressive development of knowledge and data platforms, will generate structured and actionable insights on employee experience. To support this ambition, Avertim will invest in an [integrated talent management tool](#), enabling robust data capture, enhanced analytics and more informed decision-making

across the organisation.

In parallel, Avertim will further strengthen its approach to [talent development and leadership](#) by deploying EVP-aligned learning journeys, including structured leadership programmes and development paths. These will be reinforced by [mentoring and coaching](#) initiatives, as well as enhanced [knowledge-sharing practices](#) supported by dedicated platforms. Together, these efforts aim to accelerate capability development, ensure consistency in leadership practices and strengthen connectivity and collaboration across offices.

The EVP will also be embedded upstream in recruitment through a [strengthened employer positioning](#) and a more structured and [data-informed recruitment framework](#). This includes harmonised selection criteria, aligned assessment methodologies and reinforced hiring practices, ensuring fairness, transparency and alignment with Avertim’s expectations from the point of entry.

Finally, these integrated processes and insights will enable Avertim to further strengthen diversity, equity and inclusion, as well as well-being and sustainable performance. By leveraging data, feedback loops and targeted programmes, the organisation aims to [proactively address](#) inclusion, engagement and psychosocial risk factors, while fostering a culture of recognition, collaboration and continuous feedback.

Through this comprehensive and integrated approach, Avertim aims to ensure that its Employee Value Proposition is consistently experienced across all employee touchpoints, supporting [both engagement and sustainable business performance](#).



## COLLECTIVITY Pillar



# Introduction

At Avertim, our dedication to Collectivity is driven by a strong commitment to three key causes: Health, Education, and the Environment. We understand the significant impact we can have on the communities we serve, and we recognize our employees’ willingness to contribute to meaningful initiatives.

For this reason, we strive to empower our employees and international offices to engage in collective actions that promote both social and environmental progress.

In 2025, we continued to build on this commitment by focusing on three strategic areas: strengthening our partnerships, raising awareness through communication and engaging activities by increasing employee participation through dedicated events and initiatives, and contributing to donation programs that support our core causes. By doing so, we aim to make our efforts both aligned and effective, helping to build a more sustainable and inclusive future

“At Avertim, sustainable impact starts with partnerships. By working hand-in-hand with associations and communities, we transform shared values into concrete actions, from knowledge sharing to supporting meaningful causes and enabling long-term change. The result: healthier, smarter, and more sustainable impact for the future.”

**Bart Seuntjens,**  
Principal Consultant  
& Collectivity Pillar  
Sponsor



## Our partnerships

Over the years, Avertim has consistently strived to make a positive difference through its active involvement in various initiatives. Our vision centers on fostering a community of fulfilled employees and partners dedicated to driving positive change for society and the planet. This commitment is reflected in our partnership approach, forming close collaborations with selected non-profit organizations.

### Mission

Avertim partnership’s mission is to collaborate with associations addressing crucial issues and apply our knowledge to enhance our social and environmental impact positively. We aim to create a significant positive impact on local communities by serving our causes through mutually beneficial partnerships.

Through our collaborations, we seek 3 different objectives:

Through our collaborations, we seek 3 different objectives:

- Support associations by volunteering Avertim resources and expertise,
- Foster innovation and collaboration by addressing social and environmental issues,
- Provide opportunities in terms of skill development, purposeful work and community involvement.

A key objective for 2025 was to strengthen our partnerships. In 2023, we celebrated a significant milestone by formalizing our partnership with TADA. In 2024, we formalize our partnership with ALS Liga. At the beginning of 2025, we officially signed a partnership agreement with Sport dans la Ville, to further diversify and enrich our ecosystem. In 2025, we also partnered with an environmental company, called Tapio. This partnership will be developed in the “Sustainability Service Line” chapter.

### Volunteering & Pro-bono services key figures:

13

Total Initiatives

481

Total Hours

52

Unique participants



## TADA

**TADA**, i.e. “Toekomst Atelier – Atelier De l’Avenir,” is an institution in the Brussels Region that addresses educational inequalities, particularly in socio-economically disadvantaged areas. Its mission is to provide additional, voluntary, motivational, and society-oriented education to children aged 10 to 18.

TADA organizes practical extra-scholar classes covering diverse and hands-on topics, engaging professionals from various companies to provide real-world insights. This approach aligns seamlessly with our values and our educational cause, so partnering with TADA was a natural choice for Avertim. By supporting an organization dedicated to integrating and emancipating socially vulnerable teenagers, we are actively contributing to the well-being and empowerment of the younger generation.

### Volunteering at “Weekend schools”: Finance & Entrepreneurship

In 2025, Avertim supported TADA by contributing to the organization of four weekend schools. These sessions aim to expose children to societal dynamics and a broad range of career paths, fostering early personal and professional development. Ten Avertimers volunteered to lead workshops on entrepreneurship and finance.



### Running the 20km with TADA

Avertim reaffirmed its support for TADA by participating once again in the 20 km of Brussels, with a group of 30 enthusiastic employees. The event provided an opportunity to contribute to raising awareness on TADA’s mission, strengthen connections with their team, and increase visibility for the impactful work they carry out.



### Sharing an afterwork with TADA

To reinforce our bonds with TADA, we hosted an afterwork to put in light the impact of TADA on youngsters. Testimonials of two alumni gave us valuable insights on the power of education and mentorship. This event allowed Avertim’s colleagues to connect and exchange directly with TADA team.

### Pro-bono projects

Beyond volunteering and awareness activities, Avertim supported TADA through several pro bono projects in 2025. These included improving the visibility and performance of TADA’s website through analysis and benchmarking, co-creating a tailored feedback training programme for collaborators, and providing marketing support to optimise donation campaigns. Together, these initiatives reflect our continued commitment to TADA’s development and long-term impact.

In 2026, we will continue this collaboration through new initiatives, including a first participation in a weekend school on exact sciences, marketing support, and training on digital tools.

## ALS Liga

The ALS league’s mission since 1995 includes providing support and information to individuals with ALS (Amyotrophic Lateral Sclerosis) and their families, as well as fundraising for essential research to find a cure for this disease.

Our collaboration with the ALS League began in 2022 and was formalized in 2024. This partnership reflects our shared commitment to supporting individuals facing significant health challenges, aligning with our Health cause. Together, Avertim and the ALS League aim to improve lives through education, and strategic support.

### Raising awareness for ALS

In the summer of 2025, we raised awareness for ALS’s cause. We participated once again in The Walk to A Cure for ALS, a symbolic 3 km walk. Eight Avertimers joined “The Walk To A Cure,” from the ALS offices in Leuven to the Gasthuisberg academic hospital, alongside ALS employees, patients, and partners. This event concluded with a gathering and some food trucks. It was an opportunity to connect, share experiences, and strengthen our collective commitment to this cause. The walk was important to us, not only to show our support but also to understand the advancements in ALS research.



### Pro-bono projects

Over the years, we have actively supported the ALS League by participating in their fundraising events and focusing on strategic initiatives. In 2025, we continued these efforts by supporting them through pro-bono projects. We provided them marketing support by developing a communication plan for a fundraising campaign and visuals. We also worked on a benchmarking of the real-time translation tools that existed to try to find solutions for ALS who wanted to give live presentations on stage, with a live translation. In 2025, we would like to continue strengthening our partnership with ALS, help







## SPORT DANS LA VILLE

At the start of 2025, we strengthened our collaboration with Sport dans la Ville, which began in 2022, by meeting with Philippe Oddou to formalize our partnership and discuss potential projects for the upcoming year. Sport dans la Ville is our first partner managed by an office outside Belgium, specifically our office in France.

For 25 years, Sport Dans la Ville has been the leading sports-based integration association in France. Founded in 1998, the organization has made a significant impact, operating 80 sports fields across five regions and supporting over 15,000 young people. The program uses sport to promote social and professional integration, contributing significantly to participants' progress and personal development. In addition, it offers opportunities for internships and career guidance. Notably, 82% of program participants access training or employment activities.

In October, Avertim and Tapio, our environmental partner, teamed up for an inter-company football tournament with Sport dans la Ville and Sport2Be. Fourteen players shared a moment of teamwork and inclusion, highlighting sport's positive social impact. We are proud to support these organizations dedicated to empowering young people through sport, education, and health, align with Avertim's commitment to inclusion and well-being, anchored in our health and education causes. Avertim France also took part in a second tournament marking the first anniversary of Sport dans la Ville's Campus in Pantin.

In 2023, we participated in Sport Dans la Ville's mentorship program, providing guidance to young people on their professional paths for approximately six months to one year. We continued this mentorship initiative in 2025, as we believe it is crucial to be actively engaged with the young people involved with Sport Dans la Ville by sharing our day-to-day knowledge and experiences.



Additionally, in 2025, we supported Sport Dans la Ville volunteers by organizing one-on-one English conversation sessions, forming eight pairs, to improve their English communication skills so that they could speak with young people and prospects who do not speak French. We also helped them through pro-bono projects by giving them a training on efficient time management or helping them to boost their visibility and revenue for example.

Through this partnership, we aim to support Sport Dans la Ville in its mission to foster social inclusion and professional development through sports, and access to training and employment. In 2026, we will strengthen our commitment through several initiatives. For instance, we will continue to organize English conversation sessions, bringing together Sport Dans la Ville employees and Avertimers to help improve language skills.

## TADA

"Dedicating time to others is something that has always been very important to me. Since joining Avertim, I've had the opportunity to participate in several weekends organized with our partner TADA. Through these initiatives, I've shared practical knowledge with children on topics such as managing a budget, insurances, or even guiding them through the creation of a product from scratch - from brainstorming and sourcing materials to finally selling it during a small fair. What strikes me every time is the curiosity, creativity and enthusiasm that those kids bring to the activities. Witnessing their energy and confidence grow fills me with energy. It reminds me every time that volunteering is not only about giving but also receiving, learning, and connecting."

**Inès De Galember,**  
Senior Consultant in Life Sciences



## ALS LIGA

"Volunteering with ALS Liga gave me the opportunity to apply my communication expertise to a cause that's very close to my heart - supporting the launch of the 'Killing Me Softly' campaign through structured planning, tailored messaging, and the creation of visuals to drive awareness and fundraising."

**Cristina Valkenborgh,**  
Marketing & Events Manager



## SPORT DANS LA VILLE

"Thanks to Avertim's partnership with Sport dans la Ville, I had the opportunity to speak with an internal employee of the association. She needed to practice her English to get a refresher and regain confidence when speaking. In the future, it will help her grow professionally and have more impact on social and professional integration on a larger scale. I am proud to have contributed to a program that has a direct and positive impact on young people's futures."

**Joe Abdallah,**  
Senior Consultant in Finance





# Donation Campaigns

In 2025, Avertim engaged in both financial and in-kind donation initiatives across our offices, supporting our partners and other associations. As part of our commitment to corporate social responsibility, we engaged in various philanthropic activities aimed at making a positive impact in our communities. In total, in 2025, we donated an amount of more than 4300 euros.

Here are some highlights of our charitable endeavours in 2025:



### Bronze Partner in 20 km of Brussels with TADA

As mentioned previously, Avertim participated in the 20 km race in Brussels to support TADA and raise awareness about their cause. Demonstrating our commitment, we were also proud to contribute as a Bronze Partner for the event.



### Raising funds for ALS research

Through the Walk to a Cure, we raised funds for ALS research. We donated to support their noble cause.



### Saint-Nicolas biscuits

On December, we enjoyed Saint-Nicolas biscuits at the Belgian office, thanks to a wonderful initiative between TADA and Maison Dandoy. This is a delicious way to support TADA's project, as part of the biscuits sales goes to TADA.



### Sinterklass & Christmas Solidarity Action

In December, Avertim offices across three countries came together to spread joy during the holiday season through local giving initiatives.



- In the Netherlands, colleagues supported Sintvoorieler1 by collecting gifts to ensure children in need could experience the magic of Sinterklaas.
- In Germany, we supported the Johanniter Weihnachtstrucker initiative "Schenken mit Herz" to help people in Germany and Southeastern Europe enjoy a wholesome Christmas experience. The Johanniters collected packages until December 12th, providing food, hygiene items, and a small gift for children, which were delivered to people in need just before Christmas.
- In Belgium, the Brussels office joined the Shoebox Operation with the Samaritans for the eighth consecutive year. Avertimers assembled shoeboxes filled with non-perishable food, hygiene products, and warm clothing, wrapped them like Christmas presents, that were afterwards donated to local charities.

# Raising Awareness

At Avertim, our commitment to social responsibility fuels our ambition to create a meaningful and lasting impact within our communities. That is why we launched a series of initiatives centered on three causes that are particularly important to us. By aligning these actions with key international awareness days, we were able to raise awareness, encourage engagement, and inspire concrete action.

*"It is truly rewarding to share these moments of commitment with colleagues through tangible actions that cultivate a strong team spirit and promote the values of solidarity that extend far beyond the workplace and into our everyday lives".*

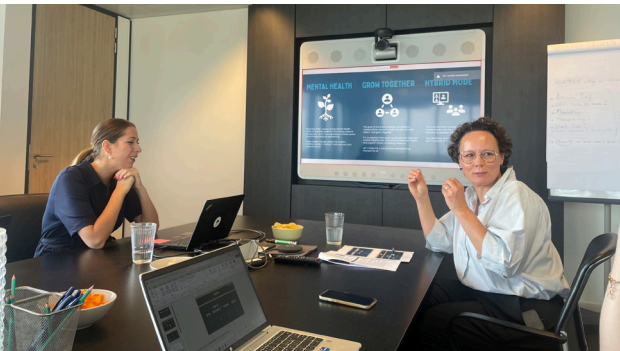
**Patrick Balis,**  
Managing Consultant in Life Sciences

Here are some highlights of our awareness initiatives in 2025:



### World Environment Day

In June, Avertim took concrete actions through the following theme: "Beat Plastic Pollution". This theme highlights the needs to rethink our use of plastic and its impact on our planet. As we all have a role to play in building a more sustainable future, we launched a photo challenge to spotlight Avertimers' eco-actions, such as cleaning up waste or commuting in a sustainable manner.



### World Health Day

On April 7th, we commemorate World Health Day, a moment to reflect on the importance of physical and mental well-being for individuals and communities. We hosted an inspiring workshop "Health and inclusive mobility to boost your productivity and resilience at work", where participants explored how simple healthy habits can boost their productivity, energy and resilience at work.



### Movember

In November, Avertimers from our four offices once again came together to raise awareness around men's health as part of the annual Movember initiative. Colleagues showed their support by wearing moustaches and adding a touch of blue as a symbol of solidarity.

We shared a moment together with an engaging quiz dedicated to men's health topics. This moment sparked meaningful conversations and offered helpful insights into mental health, suicide prevention, and the importance of early detection of prostate and testicular cancer.





## Breast Cancer Awareness

In October, Avertim once again united across Europe to support Breast Cancer Awareness month with energy, compassion and purpose. From Avertim Germany to Brussels, the Netherlands and France, Avertimers came together through sport, learning and shared moments of solidarity to raise awareness, honour survivors, and support vital research.

Across countries, our teams actively engaged in meaningful initiatives: in Germany, Avertimers joined the "Race for survival" and other wellness events; in Belgium, 13 Avertimers proudly took part in the "Race for the cure" organised by Think Pink; in the Netherlands, colleagues hosted an insightful workshop with the BVN - Borstkankervereniging Nederland, followed by a donation walk; and in France, the team joined the Odyssea Organisation, adding their stride to the collective fight. The month concluded with Wear Pink Day across offices – a vibrant reminder that every gesture counts. Together, by running, learning and showing up in pink, we continue to move for awareness and change.

## The Sustainability Challenge

Last September, Avertim launched a sustainability challenge in collaboration with Squadeasy, a wellbeing and engagement platform promoting healthy habits through virtual challenges. Open to our employees in France, Germany, the Netherlands, and Belgium, the initiative brought together 98 participants over four weeks to take part in activities aligned with key sustainability pillars.

Each week focused on a specific theme, mobility, waste reduction, nutrition and pink-week, encouraging awareness and sustainable practices. Quizzes, pictures and challenges showed engagement and a final report from Squadeasy showed that 370 kg of CO<sub>2</sub> emissions were avoided.

Each member of the winning team received a pack of ethical and responsible biscuits called "Le Biscuit Engagé" from Maison Dandoy.

"What I love about this challenge is how accessible and fun sustainability can be. Whether through sports, quizzes, or creative actions, everyone can contribute in their own way. It's been a pleasure organizing something that connects people who care about making a difference."

**William Grotto,**  
Lead Consultant in Life Sciences



## AWARENESS COMMUNICATIONS

Besides collective actions and sport challenges, Avertim also launched a series of awareness-raising communications. Key international days were promoted via LinkedIn, such as the International Day of Women, World Environment Day, World Health Day, International Day of Education, Pink Day, Intern Day, Tapio Day and ALS Day, highlighting our support for gender equality, environmental stewardship, and education. We also highlighted the role of our Care Officers internally and presented them to the employees, underlining our dedication to fostering a supportive and inclusive workplace environment.

Alongside our activities with partners and involvement in various international days, Avertim also participated in numerous awareness events, advocating for diverse and impactful causes.



## SPORT CHALLENGES

### WAPA football league

In 2025, Avertim proudly joined the WAPA corporate football league for the second time, with a team of 20 enthusiastic participants. WAPA, a non-profit organization, is dedicated to combating the use of children in armed conflicts and supporting their reintegration into strengthened communities. This initiative allowed our Avertimers to raise awareness for WAPA's vital cause while enjoying a fun and engaging team-building activity.



### Inter-company challenge with the CCI

This year, Avertim Group once again took part in the CCI (Chambre de Commerce et d'Industrie) Challenge, an intercompany and international sports competition. As a regular participant in CCI events, Avertim joined the 2025 challenge, which promotes collaboration, knowledge sharing, and innovation. Over four weeks, teams of five participants from different countries competed to earn points through physical activities, quizzes, and creative photo challenges, all in support of a meaningful cause. Avertim formed four teams, representing each country where the company operates. The challenge supported the Solar Impulse Foundation, which promotes innovative environmental solutions and aligns with our health and environmental commitments. We were also proud to see our French office team secure first place among all participating French companies.



### SUPPORTING THE ASSOCIATION "CAFÉ JOYEUX"

Since its establishment in 2017, Café Joyeux has been committed to addressing the employment challenges faced by individuals with mental and cognitive disabilities. At Avertim, we deeply value its mission and support its impact on society. This commitment has led us to support them by hosting an annual afterwork event and, since 2025, by making them our only coffee supplier. In Brussels, we celebrated the third consecutive year of this partnership. Through this collaboration, we aim to support initiatives that foster inclusivity and create meaningful job opportunities for individuals with disabilities.





## Ambitions for 2026-2028

In the upcoming years, we have outlined several strategic initiatives aimed at enhancing our community engagement and social contributions.

### 1. Strengthening our partnerships and our community engagement:

Over the 2026-2028 period, we aim to further strengthen and structure our engagement with non-profit organisations to build strong partnerships. Our ambition is to move beyond occasional initiatives and foster sustained collaborations based on shared values and co-creation. We will continue to support our existing partners while reinforcing our on-the-ground involvement through volunteering and pro-bono activities for other NGOs. By doing so, we seek to maximise our positive societal impact and further anchor a culture of solidarity and engagement within our organisation, supporting our 3 core causes.

### 2. Raising awareness within Avertim:

We aim to significantly broaden employee participation in our sustainability and community initiatives by increasing the number of participants year after year. Beyond participation levels, our focus will be on engaging a wider and more diverse group of colleagues across the organization.

The goal may be to better monitor our participation and impact and continuously adapt our initiatives to better meet employees' expectations and availability. This approach will help ensure inclusive and meaningful engagement over time.

### 3. Welcoming a new partner aligned with our causes and stakeholder expectations:

Between 2026 and 2028, we plan to identify and onboard at least one new partner whose mission and activities are fully aligned with our causes and the expectations of our stakeholders. This selection will be guided by an assessment of alignment, credibility, and potential for measurable impact. By expanding our partner ecosystem, we aim to diversify our actions and respond more effectively to emerging social and environmental challenges.

# ENVIRONMENT Pillar



# Introduction

Our environmental pillar focuses on reducing our footprint and contributing positively to the planet. This year, one of our key milestones was the approval of our climate targets by the Science Based Targets initiative (SBTi), meaning the approved alignment between Avertim’s climate strategy and the goals of the Paris Agreement. It also reflects our science-based decarbonization pathway and our commitment to the SBTi. As in 2024, we completed our 2025 Carbon Accounting report at group level, in full compliance with the GHG Protocol.

This work goes hand in hand with our broader efforts to reduce our impact across all operations. Throughout the year, we continued to implement measures aligned with our environmental priorities, including fleet electrification, sustainable events, sustainable procurement and waste reduction.



**Quentin Foulon,**  
Pillar Lead Environment  
& Managing Director

# GHG Emissions

At Avertim, we are dedicated to the reduction of our greenhouse gas (GHG) emissions. In pursuit of this objective, we have diligently adhered to the GHG Protocol methodology, which serves as our guiding framework.

In our previous report, we shared our ambition to strengthen our carbon footprint calculation methodology, a key internal project this year. Our goal was to establish a solid baseline for scopes 1, 2, and 3 in order to take targeted actions in the years to come. In this section, we explain the different steps of Avertim group’s Carbon Footprint Project, from defining the scope of data collection to setting reduction targets.

## OUR METHODOLOGY

For Avertim Group’s 2025 Carbon Footprint assessment, the internationally recognized GHG Protocol methodology was applied. This standard provides a comprehensive, transparent, and globally accepted framework for measuring and managing GHG emissions. It allows organizations to classify their emissions into three categories:

- **Scope 1:** Direct emissions from owned or controlled sources (e.g., company vehicles, fuel combustion on site).
- **Scope 2:** Indirect emissions from the generation of purchased electricity, heat, or steam consumed by the organization.
- **Scope 3:** All other indirect emissions that occur in the company’s value chain (e.g., business travel, employee commuting, purchased goods and services, waste, etc.).



In line with this framework, all relevant data from Avertim’s various entities and activities were consolidated to produce a unified and transparent carbon footprint at the group level. Scope 1 and 2 emissions were aggregated using the financial control approach.

To conduct our Carbon Footprint assessment, the following steps were taken:

### 1) Training and support of our external partner

To ensure a robust and consistent process, the internal project team received formal training in the Bilan Carbone® methodology (ADEME) and additional training from our external partner. These trainings strengthened our ability to identify emission sources, apply relevant emission factors, and interpret results in line with best practices. In addition, we worked closely with a specialized external partner, who supported us throughout the process. Their expertise and fully GHG-protocol compliant tool helped us accelerate the process, ensure the reliability of the data collected, and validate the relevance of the assumptions used.

### 2) Data collection

We gathered information group-level data assigned to scope 1, 2 and 3. This process included gathering supporting documents (such as purchase invoices, electricity bills, etc.) covering the period from January to December 2025, as well as conducting a group-level mobility survey. When data was unavailable, assumptions were made based on guidance from our external partner. However, our uncertainty rate remains very low (12.7%) as it is mostly based on raw data.



3) Results analysis and improvement plan

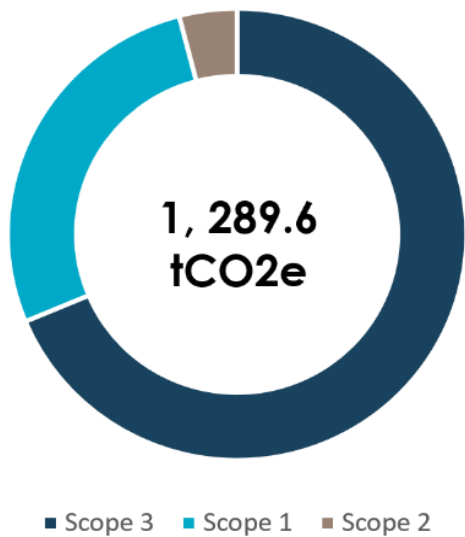


Figure 1: Global GhG emissions by Scope for the Avertim Group in 2025 (Location-based method)

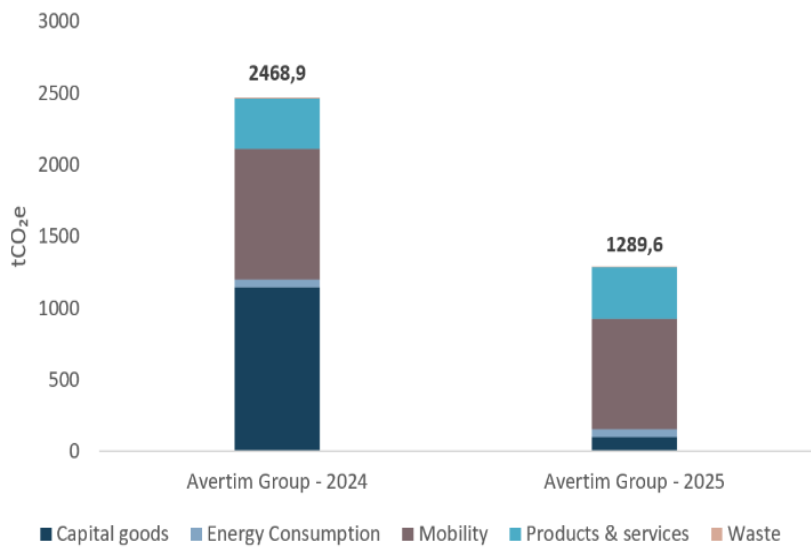


Figure 2: Breakdown of total carbon emissions by scopes for the Avertim Group in 2025 (Location-based method)

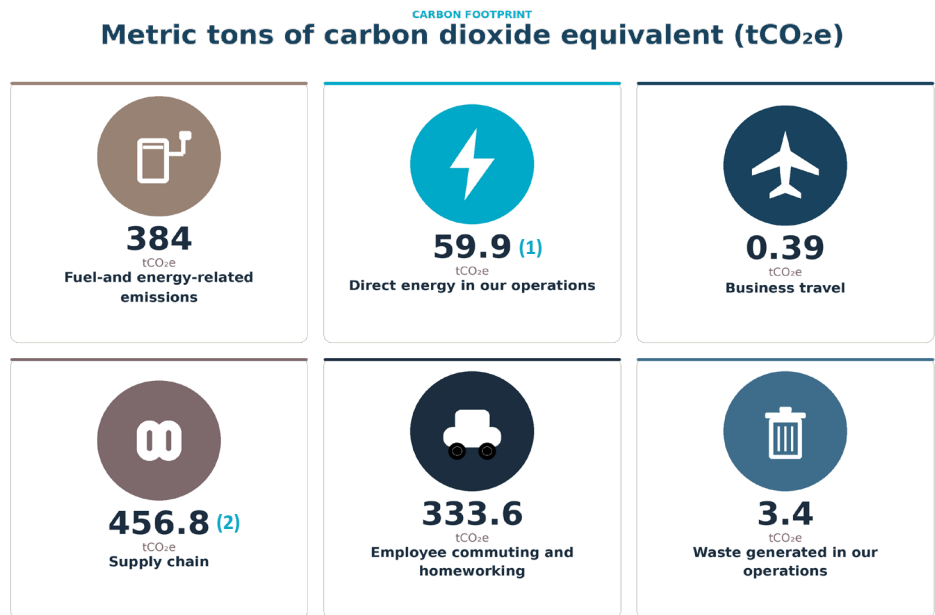


Figure 3: Global GhG emissions per main sources of emissions for the Avertim Group in 2025 (Market-based methodology)

Following the Location-based methodology, the total GhG emissions for the Avertim Group in 2025 amounted to 1 289.6 tCO<sub>2</sub>e with an uncertainty of 12.7%. Therefore placing Avertim's emissions between 1 126.0 and 1,453 tCO<sub>2</sub>e. Following the Market-based methodology, the total GhG emissions for the Avertim Group in 2025 amounted to 1 268.9 tCO<sub>2</sub>e with an uncertainty of 12,7%. Therefore placing Avertim's emissions between 1 108 and 1430 tCO<sub>2</sub>e.

In terms of intensity, this means that on average, in 2025, an Avertim employee emitted 4.6 tCO<sub>2</sub>e (Location-based methodology), whereas in 2024, one employee emitted 7.8 tCO<sub>2</sub>e.

(1) Covers scope 1 (stationary and mobile combustion) and scope 2 (purchased electricity). We use a market-based approach to report scope 2 emissions, which factors in the purchase of renewable electricity.

(2) Includes purchased goods and services, capital goods and upstream leased assets

Breakdown by scope

Scope 1 - Direct emissions from owned or controlled sources

Scope 1 emissions represent 27.2% (Location-Based) of Avertim's total carbon footprint. These emissions come from sources that are owned or directly controlled by the company. The main contributors are:

- Mobile combustion: fuel used by company-owned or leased thermal vehicles, which is the dominant source of Scope 1 emissions.
- Stationary combustion: heating systems using gas or oil in buildings.
- Fugitive emissions: leaks of refrigerant gases from air conditioning or refrigeration systems, when these systems are under company control.

Scope 2 – Indirect Emissions from purchased electricity

Scope 2 emissions account for 4.1% (Location-Based) of the total emissions and include:

- Electricity consumption in Avertim's offices across the group.
- Electricity used to charge electric company vehicles.

Scope 3 – Other Indirect Emissions

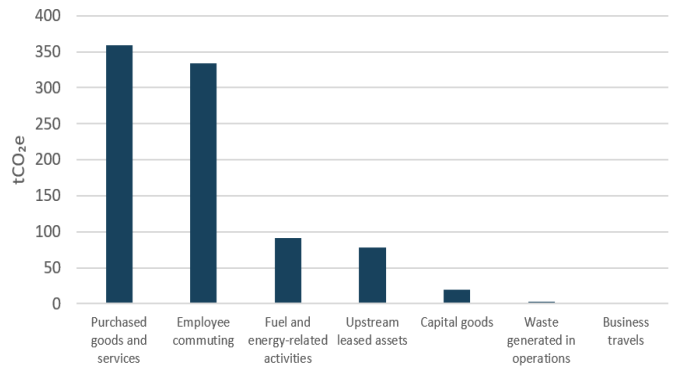


Figure 4: Scope 3 GhG emissions by GhG Category for Avertim Group in 2024 (location-based)

Scope 3 emissions are the most significant, making up 68.7 % (Location-Based) of total emissions. These emissions occur throughout the value chain and include:

- Capital goods: emissions in this category are linked to the purchase of electric vehicles, including the emissions associated with their manufacturing. Compared with 2024, emissions decreased by 55% in 2025 because Avertim had already initiated the electrification of its fleet the previous year. While a larger share of the fleet transition took place in 2024, only 10 additional electric vehicles were purchased in 2025 to continue this effort, resulting in lower associated emissions. While electric vehicles have a higher manufacturing footprint, this is a one-time impact that will be offset over time through reduced emissions in Scope
- Purchased goods and services: such as IT services, event organization, legal and accounting fees, and employee training.
- Employee commuting: travel between home and the workplace by car, bicycle, or public transport. This category also includes emissions from homeworking.
- Fuel- and energy-related activities not included in scopes 1 or 2: upstream emissions from the extraction, processing and delivery of purchased fuel or electricity.
- International business travel (only by train).
- Waste generated in operations: office waste and recycling, with limited impact on total emissions.

The relatively high emissions related to mobility (scopes 1, 2 and 3 combined) reflect the nature of Avertim's consulting business model, which requires frequent travel by consultants to client sites. This explains the importance of categories such as employee commuting and mobile combustion in our overall footprint.

"Taking part in this year's Carbon Footprint initiative was a very enriching experience. It allowed me to deepen my understanding of our environmental impact and explore new ways to integrate sustainability into our daily operations. The project was particularly interesting because it highlighted how our activities evolve over time and how our emissions profile changes with them. The interactions with our external partner encouraged reflection and helped identify concrete levers for improvement. This year's work will support Avertim in further strengthening its commitment to reducing its footprint and implementing meaningful, measurable actions."

Elise Remy,  
Financial Control Manager







### KEY FOCUS AREA: MOBILITY

Mobility is a key environmental focus area for Avertim, linked mainly to frequent commuting to client sites. As such, we have taken several steps to better understand and reduce our mobility-related emissions, which span across scopes 1, 2, and 3.

In 2025, Avertim launched a series of concrete initiatives:

- We continued to expand our fleet with electric and hybrid vehicles, aiming to reduce direct emissions over the long term. To further encourage the use of electric vehicles over petrol-powered ones, we have implemented incentives that favour electricity consumption over fuel.
- We continued to offer homeworking to our employees, reducing the impact of commuting.
- A mobility budget exists to encourage the use of sustainable transport alternatives such as cycling, public transport, and shared mobility solutions.
- Our strict internal travel policy underscores our commitment to minimizing air travel. In 2025, no business trips were made by air.
- We conducted a group-level mobility survey\* to better understand the travel patterns and preferences of our collaborators. The goal was to assess their readiness to switch to more sustainable options under the mobility budget.
- We are actively raising awareness internally, through communication campaigns and activities (e.g. Sustainability Challenge) to promote eco-friendly travel behaviour.

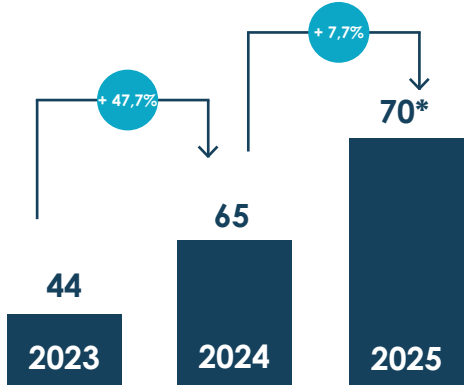
### Mobility budget

In Belgium, Avertim offers a Mobility Budget allowing employees to exchange their company car for a budget equivalent to its Total Cost of Ownership (TCO). Updated in 2025, the policy now limits company car options to zero-emission vehicles only, supporting the transition toward a fully decarbonized fleet.

Employees can use this budget to:

1. opt for an electric company car,
2. finance alternative mobility solutions such as public transport, soft mobility, car rentals, commuting allowances, or housing costs within 10 km of the main office,
3. receive unused funds as a year-end payout taxed at 38.07%.

We actively encourage employees to choose the Mobility Budget when possible. In 2025, 70 employees opted for this solution, a 7.7% increase compared to 2024, while Avertim also covered 75% of public transportation costs for employees in Paris.



\* Please note that this survey was carried out in the first trimester of 2026.

\*Please note that this number was calculated regarding the employees there on the 31/12/2025.

### APPROVED TARGETS BY THE SBTi IN LINE WITH THE PARIS AGREEMENT

This carbon footprint assessment, along with our mobility-related initiatives, reflects Avertim's broader ambition to align with the Science-Based Targets initiative (SBTi) framework and the goals of the Paris Agreement. In 2024, we used our emissions data as a basis to define internal climate objectives aligned with a science-based trajectory. Following the analysis and presentation of our emissions data, we reviewed our targets to ensure they support a decarbonisation path consistent with limiting global warming to below 1.5°C.

In 2025, these targets were formally approved by the SBTi, marking a key milestone in our climate journey and confirming their alignment with a science-based pathway. This approval reinforces the credibility of our climate roadmap and provides a solid foundation for implementing and monitoring our reduction trajectory, until 2034.

|                                        | Base year (2024) | 2025 | Target year (2034) | % SBTi reduction |
|----------------------------------------|------------------|------|--------------------|------------------|
| Scope 1 emissions tCO <sub>2</sub> e   | 475              | 351  | 195                | 58.80%           |
| Scope 2 emissions tCO <sub>2</sub> e   | 31               | 53   | 13                 | 58.80%           |
| Scope 1+2 emissions tCO <sub>2</sub> e | 506              | 404  | 208                | 58.80%           |

In line with the SBTi and 1.5°C trajectory, we have defined clear and measurable emission reduction targets for our Scope 1 and Scope 2 greenhouse gas emissions.

Using 2024 as our base year, we aim to reduce our total Scope 1 and 2 emissions (tCO<sub>2</sub>e) from 506 tCO<sub>2</sub>e to 209 tCO<sub>2</sub>e by 2034 — representing a 58.80% absolute reduction over a 10-year period.

- We commit to reducing our Scope 1 emissions from 475 tCO<sub>2</sub>e to 195 tCO<sub>2</sub>e.
- We commit to reducing our Scope 2 emissions from 31 tCO<sub>2</sub>e to 13 tCO<sub>2</sub>e.



### Scope 3 (relative reduction)

|                                                               | Base year (2024) | 2025 | Target year (2034) | % SBTi reduction |
|---------------------------------------------------------------|------------------|------|--------------------|------------------|
| Physical intensity (tCO <sub>2</sub> /customer physical unit) | 6.2              | 3.2  | 2.3                | 63.80%           |

To further align with the Science Based Targets initiative (SBTi), we have set a physical intensity reduction target for our Scope 3 emissions, covering indirect emissions across our value chain.

Using 2024 as our base year, we aim to reduce our emissions intensity from 6.2 tCO<sub>2</sub>e per headcount to 2.3 tCO<sub>2</sub>e by 2034 — a 63.8% reduction over 10 years, in line with a 1.5°C trajectory.



# Waste reduction

Waste, whether direct or indirect, does not represent the primary environmental impact of Avertim.

The potential impacts in our value chain are limited, with no substantial waste generated by the services provided to clients. The waste produced directly from our operations is also minimal and primarily consists of office waste, both physical and digital.

Nonetheless, it remains a noticeable and tangible concern for employees in their daily office environment. Consequently, we are dedicated to promoting best practices and raising awareness to cultivate a culture of sustainability throughout our offices.

From 2024 to 2025, our total weight of non-hazardous waste has decreased from 5.15 to 1.95 tons.

In 2025, several initiatives were launched to improve waste management:

- Sustainable end-of-year gift water bottle: we carefully selected a reusable water bottle for employees to encourage reduced use of single-use plastics and promote more sustainable daily habits.



- A dedicated poster has been displayed above office waste bins to guide employees in sorting their waste.
- Avertim participated in the World Environment Day, reinforcing our commitment and encouraging collective action among employees to clean-up waste or commute in a sustainable manner.
- Printer waste reduction: the process implemented in 2024 was still implemented this year to reduce printer-related waste (e.g., paper use and cartridge disposal).

**Extending the life of our IT equipment through donation**  
As part of our circular economy efforts and commitment to digital inclusion, Avertim donates its end-of-life laptops and IT equipment to the non-profit organization Digital for Youth, an organization working to bridge the digital gap in Belgium.

31

laptops donated in 2025

Rather than disposing computers that are no longer in use, we ensure they are securely wiped, refurbished, and redistributed to schools and organizations that support young people who lack access to digital tools.

In 2025, out of the 31 laptops donated, 30 were successfully refurbished and redistributed to young beneficiaries, while 1 device was recycled.

All equipment was processed in compliance with ISO 9001 and ISO 27001 standards, ensuring both quality management and data security throughout the refurbishment process.

This initiative helps reduce electronic waste while promoting equal opportunities in education and digital literacy. By giving a second life to our equipment, we contribute both to environmental impact reduction and social value creation, in line with our broader sustainability strategy.

**To further our efforts, we aim to reduce our waste generation by 10% by 2034.**

# Energy and water consumption

Our energy conservation strategy includes promoting daily eco-friendly practices across all offices and transitioning to renewable energy contracts.

In Belgium, we continue to hold a green energy certificate and actively encourage everyday eco-gestures. Our Dutch offices use electricity generated entirely from local wind power, avoiding polluting fossil fuels. This clean source produces nearly no harmful emissions, making it sustainable and low-impact.

Since 2023, we have been actively replacing computers across the group with more energy-efficient models that have a lower carbon footprint over their life cycle. On average, the new computers we have purchased consume 46% less energy compared to the previous models. As part of our awareness efforts, we actively encourage employees to switch off lights when not in use. We regularly remind staff to turn off lighting at the end of the day, and we ensure that lights are turned off during weekends and overnight to reduce unnecessary energy consumption.

Regarding water, it represents a minimal use of our resources, but we recognize the vulnerability of our site to water-related challenges. Therefore, we are committed to ongoing efforts to preserve this resource and to implement initiatives aimed at reducing our overall consumption whenever feasible.

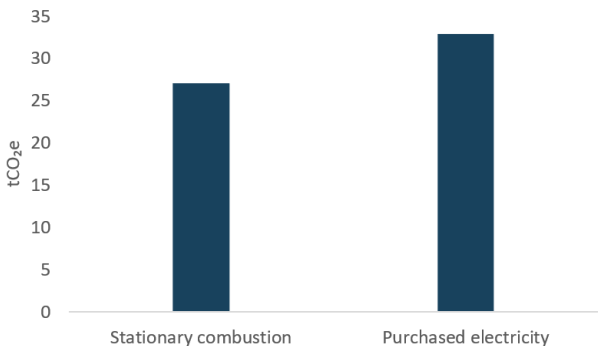


Figure 5: Energy consumption – market-based emissions

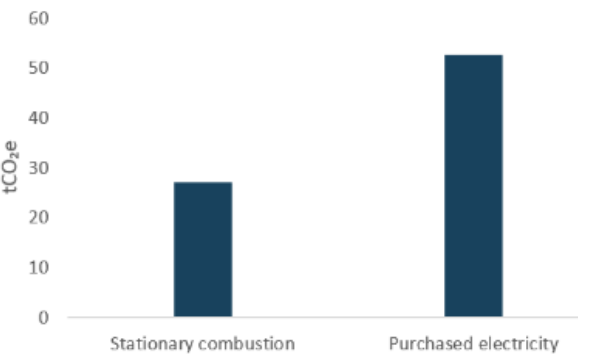


Figure 6: Energy consumption – location-based emissions

The fact that we hold green energy certificates also explains the difference between our energy-related emissions under the market-based and location-based approaches. Since our energy suppliers are green, our market-based emissions are lower than our location-based emissions, which is not always the case.







# Sustainable procurement

As part of our journey towards becoming a more responsible organisation, we integrate sustainability across our value chain by prioritising suppliers who share our values and support our environmental and social objectives. This commitment is reflected in our Sustainable Procurement Policy, which incorporates environmental, social and ethical criteria into supplier selection. Reviewed annually, the policy helps us monitor progress, drive improvement and track performance against our supplier relationship targets.

## Supplier selection criteria

Our supplier selection process prioritises partners committed to continuous improvement and aligned with the Paris Agreement and OECD Guidelines for Responsible Business Conduct.

We do not engage with suppliers that violate fundamental ethical principles, human rights, or have been recently convicted of serious ethical, social or environmental misconduct.

Suppliers are selected and renewed based on their economic, environmental and social performance, with the following key criteria taken into consideration:

- Respect for human rights, prohibition of child labor,
- Equality and non-discrimination, diversity & inclusion,
- GDPR compliance and information security,
- Health and safety of employees,
- Environmental impact

## Procurement procedure

We have classified our suppliers into risk groups to adapt the procedure to the associated level of risk. This classification depends on the nature of the goods or services they provide, as well as their criticality to our organization's operations:

- **Risk Associated with Goods and Services Supplies:** Suppliers are categorized based on their risk level. High-risk suppliers include those with access to sensitive data or operating in industries with elevated ethical or environmental risks, while low-risk suppliers demonstrate minimal ethical or environmental issues and adhere to applicable laws and regulations.
- **Criticality:** Suppliers are evaluated in terms of criticality to our operations. Critical suppliers are those whose failure could substantially hinder our ability to deliver services, whereas non-critical suppliers' failure would have a lesser impact on our operations.

Based on the level of risk, different actions are required to assess and mitigate it. High-risk suppliers will undergo a comprehensive referencing process to ensure adherence to our Supplier Code of Conduct. Medium-risk suppliers will be subjected to a pre-assessment to verify compliance with relevant laws and regulations. For low-risk suppliers, no specific action is needed for reasons of administrative efficiency. The procurement department is managed by the financial control department, under the supervision of the Chief Financial Officer (CFO). The CFO works closely with the legal department, through which a control mechanism is ensured.

## Supplier Code of Conduct

The Supplier Code of Conduct outlines the standards and behaviours we expect from all our suppliers. In the conduct of our activities, we are committed to respecting the laws, regulations, and national and international conventions in force, in particular regarding business ethics, social rights and environmental protection.

This Code is based on internationally recognized frameworks, including the United Nations Global Compact, the UN Guiding Principles on Business and Human Rights and the fundamental conventions of the International Labour Organization (ILO).

Suppliers are expected to comply with the principles contained in this Code of Conduct, and to strive to exceed international and industry best practices. Avertim also expects them to encourage their own suppliers and sub-contractors to strive to comply with those principles and to work with them in this regard.

Recognizing that achieving compliance with some of the standards set forth in this Code of Conduct is a dynamic process, suppliers are required to continually improve workplace conditions to achieve this goal.

Suppliers must confirm their commitment to the Code and may be subject to audits. Where gaps are identified, Avertim may define and monitor corrective actions through a remediation plan.

## Ethical Business Conduct Clause

In 2025, Avertim reinforced its commitment to responsible sourcing by formalizing its ethical requirements within its Supplier Code of Conduct. This clause is included in contracts with suppliers and forms an integral part of our procurement policy.

Through this initiative, we ensure that our suppliers commit to:

- Upholding fundamental labour rights as defined by the International Labour Organization (ILO), including the prohibition of forced and child labour, the right to collective bargaining, and the promotion of a safe, inclusive, and non-discriminatory work environment;
- Respecting and promoting Human Rights in all business interactions;
- Complying with all applicable environmental regulations and implementing sustainable practices such as resource efficiency, waste reduction, and carbon footprint minimization.
- Conducting business with integrity, including adherence to anti-bribery principles, prevention of conflicts of interest, fair competition and data protection requirements.

Suppliers are also required to acknowledge the Supplier Code of Conduct, apply its principles throughout their operations and allow Avertim to conduct audits to verify compliance. In case of non-compliance, suppliers must undertake corrective actions and provide regular updates on their progress.

## Training for our business owners

We provide training and raise awareness among business owners and suppliers about sustainable procurement policies.

This includes:

- **Training business owners:** Procurement staff is trained in how to evaluate the sustainability of products and services and how to integrate sustainability criteria into procurement decisions. In 2025, this training was given only to one employee, as in 2024, all procurement staff were trained.
- **Raising supplier awareness:** Suppliers are informed about sustainability criteria and the organization's commitment to sustainability through the diffusion of our Supplier Code of Conduct.





**Integration of sustainability criteria in internal purchasing**

As part of our commitment to sustainability, we systematically integrate environmental and social criteria into our internal purchasing processes for selected products or services. This applies to corporate gifts, catering services, event planning, office supplies, offices furniture, and data housing. For catering and event-related services, we give priority to suppliers that demonstrate responsible practices, such as local sourcing, seasonal ingredients, minimal packaging, and waste reduction initiatives. These choices not only reduce our environmental footprint but also support the local economy.

In terms of data housing Avertim stores all its data in a high-efficiency, climate-neutral data center located in Belgium. Certified ISO 14001, ISO 27001 and Tier 3+, the facility is powered by 100% renewable energy (solar, wind, biomass, and geothermal) and operates with a Power Usage Effectiveness (PUE) of 1.25, significantly below the industry average. Thanks to smart thermal management systems, the data center uses natural air cooling and heat recovery techniques to avoid unnecessary energy consumption. This approach is fully aligned with our commitment to Green IT, reducing our digital carbon footprint while ensuring data security and operational reliability.

Our commitment also extends to office supplies, where we actively seek products made from recycled or recyclable materials. We prioritize suppliers who offer certified products (e.g. FSC, EU Ecolabel) and implement low-carbon logistics and responsible sourcing practices.

Finally, the majority of the furniture used in our Belgian offices comes from reuse, reducing the need for new materials.

**Promoting diversity and inclusion in our supply chain**

At Avertim, we are committed to fostering diversity and inclusion not only within our teams, but also across our value chain. We actively seek to collaborate with suppliers from diverse backgrounds and support inclusive business models.

We prioritize working with local suppliers whenever possible, and give preference to partners who contribute to positive social impact or represent underrepresented groups, including:

- Café Joyeux, a social enterprise that employs people with cognitive disabilities, and that became in 2025 our only coffee supplier for our offices and events.
- Kazidomi, a B Corp-certified company offering healthy and sustainable consumer goods, from whom we source various responsible office supplies.
- eFarmz, a local supplier, providing organic fresh seasonal fruits for our teams.
- Pepino, a woman-founded company that provides responsible and locally sourced catering services.
- TADA, a non-profit organization that promotes social inclusion and education for underserved youth, with whom we collaborate, notably for Saint Nicholas.
- Vert'Olive Flowers, a local florist where we buy our flowers, ensuring good-quality products.

These initiatives reflect our ambition to create shared value and ensure that our procurement decisions contribute to a more inclusive and equitable economy. Looking ahead, we aim to formalize our supplier's diversity approach and explore ways to track and expand our impact in this area.

**Progress on our targets**

We defined targets on our procurement activities that we monitor and report annually.

75%

of targeted suppliers who have signed the Suppliers Code of Conduct

75%

of targeted suppliers covered by a Sustainability Self-Assessment

100%

of all buyers trained on sustainable procurement

# Environmental education

We promote environmental awareness by highlighting our policy, addressing climate change, and encouraging employee participation in sustainability efforts.

**Climate Fresk**

Launched in 2023 and integrated into our training catalogue since 2024, the Climate Fresk remains a key initiative for raising awareness of climate change causes, impacts and solutions.

To support its deployment, four employees are now certified facilitators, enabling workshops in English, French and Dutch. In 2025, seven sessions were delivered across multiple countries, both on-site and online.

By expanding the Climate Fresk internally, we continue to promote environmental awareness, systems thinking and collective action on climate challenges.

**World Environment Day**

In June 2025, our teams across all four Avertim offices actively participated in World Environment Day, a global initiative aimed at combating litter and raising awareness about waste pollution, through the following theme "Beat Plastic Pollution". By taking part in local clean-up actions, our employees demonstrated their personal and collective commitment to environmental preservation.

**Participation at Tapio Day**

During the Tapio Day, we led a joint conference on "Scope 3, Waste & Material", showing how teams work to bring sustainability into daily operations to transform the entire value chain.

**Sustainability challenge x Squadeasy**

As part of the Avertim Sustainability Challenge 2025, held from 15 September to 12 October with Squadeasy, 98 employees across four offices travelled over 15,300 km by walking, running and cycling, avoiding 370 kg of CO<sub>2</sub> emissions.

Weekly themes included:

- Mobility: promoting low-carbon commuting
- Waste Reduction: physical and digital clean-up actions
- Nutrition: raising awareness of sustainable food choices
- Pink Week: supporting breast cancer awareness and prevention

Throughout the challenge, participants completed eco-actions, quizzes and team challenges, helping to promote sustainable behaviours, strengthen team spirit and measure our collective impact.

**Access to frameworks' resources**

Moreover, our employees have access to environmental resources provided by the United Nations Global Compact and EcoVadis, to learn about corporate sustainability and environmental practices.

"The Climate Fresk training offered a unique and engaging way to grasp the complexity of climate change. Building the 'big picture' together with colleagues allowed us to truly understand how deeply interconnected the causes and consequences are. Beyond the knowledge itself, the discussions it sparked were particularly valuable, encouraging reflection on our individual and collective role, and inspiring more conscious decisions in our everyday work and live."

Harold Loop,  
Lead Consultant in Energy







## Ambitions for 2026-2028

In line with our long-term sustainability strategy, Avertim is strengthening its environmental and sustainable procurement efforts for 2026–2028. Our upcoming actions will focus on raising awareness, measuring impact, and redefining key mobility practices, as well as ensuring continuous improvement through annual monitoring.

### 1. Raising awareness

To empower our teams with the knowledge needed to act sustainably, we will roll out a series of awareness initiatives:

- Workshops with an external partner to explain our Carbon Footprint and its implications to all Avertimers.
- Training sessions on climate and energy challenges, tailored for our consultants and Business Managers.
- Awareness campaigns around sustainable mobility, including promotion of the mobility budget.

### 2. Measuring carbon footprint

We will continue to conduct a Carbon Footprint assessment each year to monitor progress and identify areas for improvement. The goal is to ensure data-driven decision-making and transparent communication about our environmental performance.

### 3. Rethinking mobility

Avertim is currently exploring and evaluating various approaches and ways to reduce the carbon impact of employee commuting, while considering the realities of our business model and the input of Avertimers. The objective is to promote the mobility budget and progressively phase out thermal vehicles from our fleet.

### 4. Adhere to exploring carbon offsetting

As part of our commitment to the Science-Based Targets initiative (SBTi), we are also exploring the integration of carbon offsetting measures to support our reduction efforts and help achieve our climate objectives.

# SUSTAINABILITY SERVICE LINE Pillar



# Introduction

As a consultancy firm, we believe that the greatest impact we can have on our planet and society is through the services we offer and how we deliver them.

In 2025, we further strengthened the mission of our Sustainability Service Line: from strategy to implementation, we guide our clients in navigating sustainability challenges by enhancing performance, driving innovation, and ensuring compliance, while creating long-term value.

Building on our 2024 approach, we continued to focus on supporting clients with their sustainability challenges and objectives. Our key focus in 2025 was to scale impact and reinforce our ecosystem approach.

A key milestone in 2025 was the strengthening of this ecosystem through our partnerships with Tapio and EcoVadis. These collaborations allow us to combine specific sustainability capabilities (e.g. carbon accounting, ESG strategy) with our deep transformation expertise to deliver comprehensive and lasting solutions. Through our sustainability service line, we show our strong commitment to our environmental cause, benefiting both our organization and our clients, and ultimately, the planet.

*“Sustainability is not just about reducing impacts, it is about building resilience, driving transformation, and creating lasting value. Organizations that embrace this mindset today will be better equipped to thrive tomorrow.”*

**Cécilia Sarda,**  
Sustainability Manager



# Our approach

Our mission is to bridge the gap between strategy and operations in a sustainable way. Therefore, in 2023, Avertim launched the Sustainability Service Line. Since its launching, we have continuously refined our approach to better support our clients.

At Avertim, we believe sustainability starts with transformation. We also firmly believe in the power of partnerships. Indeed, we foster a collaborative network of organizations sharing knowledge and working together to advance sustainability and positive climate action. Additionally, we believe it is crucial to provide support through our own experiences. We view our own journey as a testing ground for our clients and strive to leverage the successes and the lessons learned.

This enables us to bring the best solutions to our clients and support them end to end in their transformation journey.

We concentrate our efforts on four core services: ESG strategy implementation, ESG certifications, labels and ratings support (e.g. EcoVadis, ISO norms), circularity and waste management, carbon accounting and sustainable supply chain.

Avertim offers support for each area, from the initial assessment to the implementation of the action plan. Furthermore, it is essential to recognize that these areas are interconnected and can be combined. Through our four service areas, we aim to assist our clients with their sector-specific sustainability challenges.



# Strengthening our ecosystem

In 2025, we further expanded our sustainability ecosystem, combining specialised expertise with Avertim's transformation capabilities. Through partnerships with Tapio, CapConseil, IBM Envizi and EcoVadis, we deliver tailored solutions that help clients turn sustainability challenges into opportunities for performance, innovation and compliance.

## Internal engagement

In 2025, we continued to engage employees through sustainability webinars, training sessions and workshops. Dedicated internal sessions also helped Avertimers strengthen their understanding of our sustainability services, keeping teams informed of key trends and methodologies.

## External engagement

We also reinforced our external presence through knowledge-sharing initiatives.

- May 2025: Co-organised a webinar on sustainability in the Life Sciences sector, bringing together industry experts to discuss key challenges and practical ways to reduce environmental impact.
- November 2025: Participated in Tapio Day, a major sustainability event gathering over 1,000 professionals. Two Avertimers led a conference on “Scope 3, Waste & Material”, highlighting practical approaches to embedding sustainability across the value chain.

Through these initiatives, we continue to support sustainable transformation, share expertise, strengthen our network and contribute to the wider sustainability ecosystem.



**the Shift**





# Case Studies

## 1 - Waste and circularity transformation

Avertim is assisting one of our clients in overcoming challenges related to material efficiency and circularity, across multiple production and R&D sites. Facing decentralized waste management practices and a limited visibility on material flows, the client aimed to strengthen its global circularity strategy and accelerate progress toward its 2030 sustainability targets. This initiative supports the client’s 2030 sustainability commitment.

Avertim is supporting the client at corporate and site levels by coordinating the definition and deployment of a Global Circularity Plan to 2030 across manufacturing and R&D, strengthening governance and standards for waste and material management, and rolling out Material Management Plans to improve waste stream visibility and prioritization. We develop business cases for circular and waste reduction initiatives, engage suppliers to implement recycling, reuse and closed-loop projects, and support contract renegotiation with the global waste service provider.

With the client, we defined a global circularity roadmap increasing circularity from 58% to 90%. We gained global visibility on waste streams across operations, structured and prioritized a portfolio of over 100 circular initiatives. Governance, data collection and audit readiness were strengthened across several sites, enabling the organization to overachieve its waste reduction targets ahead of schedule and anchor sustainability initiatives on a robust foundation.

*“Since February 2025, I have contributed to sustainability initiatives as a Sustainability Data Analyst. By developing dashboards, data models and analytical frameworks for waste, circularity and energy projects, I help turn complex data into actionable insights. My role is about identifying opportunities, measuring impact and supporting better decisions that drive more sustainable operations. I believe reliable and accessible sustainability data is a powerful lever for change, helping accelerate the transition to a more circular and low-carbon future. Creating tangible impact through data-driven sustainability is what motivates me every day.”*

**Mathilde Barbier,**  
Senior Consultant in Life Sciences



## 2 - ESG Strategy implementation

In 2025, we have started to support a client in transforming its fragmented sustainability management system into a lean, audit-ready framework, and securing certification. Indeed, to safeguard a license to host an event beyond 2031, the client must demonstrate sustainability progress to institutional stakeholders securing an ISO recertification and its regulator’s top environmental label. Avertim built a team with both operational excellence leads and sustainability and certification experts. They structured the intervention around four levers.

- **Diagnose:** Review of the existing system, documentation and procedures and prior audit recommendations to identify gaps, redundancies and simplification opportunities.
- **Map:** Formalize processes, roles, deliverables, control points and stakeholder interactions, to run a gap analysis regarding regulatory requirements
- **Redesign:** Rebuild processes, simplify procedures and standardize templates and management tools
- **Equip & Sustain:** Deploy a compliance schedule, internal audit toolkit and corrective action tracking framework, while preparing audit-readiness and a continuous improvement roadmap.

Thanks to this approach, we already have achieved great results. We provided them with a strategic roadmap to streamline the responsible management system, sequencing quick wins, priorities and compliance milestones. We simplified the target framework and reinforced the internal audit governance through structured tools and methods. Finally, we secured a certification trajectory and deployed an operational toolkit to empower teams in managing compliance obligations and sustaining continuous improvement.





# Ambitions for 2026-2028

Looking ahead, our ambitions focus on three key areas:

**1. Strengthening our ecosystem:**

We will continue to reinforce our collaboration with our network of partners to deliver more comprehensive and innovative sustainable solutions to our clients. Our focus will be on combining sustainability, digital and performance expertise to better meet evolving client needs. Additionally, we will continue to raise awareness of our joint capabilities by hosting workshops and webinars, providing valuable insights with both existing and potential clients.

**2. Expand our sustainability expertise:**

We want to make sure our current clients fully understand the main services we offer, while also reaching out to new clients, even expanding our scope to smaller businesses. Due to the evolving ESG landscape, we have adapted our growth trajectory. As a result, our initial ambition to reach 5% of turnover by 2025 has been revised to 2028. This adjustment allows us to refine our approach due to AI priorities, while ensuring sustainable and resilient development over time.

**3. Engaging our employees:**

Linked to our 2028 strategy, we will continue to empower our employees by providing targeted training and workshops. These initiatives will focus on equipping employees with the skills and knowledge necessary, by enabling them to address client expectations while supporting the development of our service line.



# Performance Data Tables



# Governance

| GOVERNANCE & ETHICS                                                                                                                      | 2022 | 2023 | 2024     | 2025 | Target 2028 |
|------------------------------------------------------------------------------------------------------------------------------------------|------|------|----------|------|-------------|
| % adherence to our CBC                                                                                                                   | 0    | 81%  | 100% (1) | 100% | 100%        |
| % of employees trained on ethics and anti-corruption policies (2)                                                                        | -    | 5    | 69%      | 74%  | ≥ 90%       |
| Number of confirmed corruption related incidents (3)                                                                                     | 0    | 1    | 2        | 0    | 0           |
| Number of confirmed information security incidents (4)                                                                                   | 0    | 0    | 0        | 0    | 0           |
| Number of incidents reported through the alert procedure                                                                                 | 0    | 1    | 1        | 0    | 0           |
| % of employees to whom the organization's anti-corruption policies and procedures have been communicated (including the governance body) | -    | 100% | 100%     | 100% | -           |

(1) As of 2024, all contracts include a clause mandating compliance with the Code of Business Conduct. This policy is accessible to all employees on our intranet and communicated during the onboarding process.

(2) This indicator reflects the percentage of employees who have completed training on ethics and/or anti-corruption policies since the program's launch. Calculation method: Number of employees who have been trained since the launch of the program and are still employed as of 31/12/2025 / Total number of employees as of 31/12/2025. A methodological change was implemented in 2025. The calculation now measures training coverage among employees active as of 31/12/2025, ensuring a more accurate representation of the current workforce.

(3) Confirmed corruption related incidents refer to incidents of corruption, fraud, conflict of interest.

(4) We did not encounter any information security incidents in 2022, 2023, 2024 and 2025. If you have any questions, please contact our DPO at: Jan.sente@avertim.be

# People, Social & Human Rights

| EMPLOYMENT                  | 2022 | 2023 | 2024 | 2025 | Target 2028 |
|-----------------------------|------|------|------|------|-------------|
| Number of employees (5)     | 248  | 294  | 291  | 265  | -           |
| % of permanent employees    | -    | 97%  | 97%  | 95%  | -           |
| Breakdown of this total by: |      |      |      |      |             |
| Women                       | -    | -    | 47%  | 47%  | -           |
| Men                         | -    | -    | 53%  | 53%  | -           |
| Belgium                     | -    | -    | 83%  | 83%  | -           |
| France                      | -    | -    | 4%   | 3%   | -           |
| Netherlands                 | -    | -    | 6%   | 10%  | -           |
| Germany                     | -    | -    | 7%   | 4%   | -           |
| % of temporary employees    | -    | 3%   | 3%   | 5%   | -           |
| Breakdown of this total by: |      |      |      |      |             |
| Women                       | -    | -    | 50%  | 50%  | -           |
| Men                         | -    | -    | 50%  | 50%  | -           |
| Belgium                     | -    | -    | 0%   | 0%   | -           |
| France                      | -    | -    | 0%   | 0%   | -           |
| Netherlands                 | -    | -    | 100% | 100% | -           |
| Germany                     | -    | -    | 0%   | 0%   | -           |
| % of full-time employees    | -    | 95%  | 95%  | 88%  | -           |
| Breakdown of this total by: |      |      |      |      |             |
| Women                       | -    | -    | 47%  | 47%  | -           |
| Men                         | -    | -    | 53%  | 53%  | -           |
| Belgium                     | -    | -    | 81%  | 84%  | -           |
| France                      | -    | -    | 4%   | 3%   | -           |
| Netherlands                 | -    | -    | 8%   | 10%  | -           |
| Germany                     | -    | -    | 7%   | 4%   | -           |
| % of part-time employees    | -    | 5%   | 5%   | 12%  | -           |
| Breakdown of this total by: |      |      |      |      |             |
| Women                       | -    | -    | 50%  | 48%  | -           |
| Men                         | -    | -    | 50%  | 52%  | -           |
| Belgium                     | -    | -    | 71%  | 68%  | -           |
| France                      | -    | -    | 0%   | 0%   | -           |
| Netherlands                 | -    | -    | 14%  | 0%   | -           |
| Germany                     | -    | -    | 14%  | 32%  | -           |
| Belgium                     | -    | 81%  | 81%  | 82%  | -           |
| France                      | -    | 5%   | 4%   | 2%   | -           |
| Netherlands                 | -    | 8%   | 8%   | 9%   | -           |
| Germany                     | -    | 6%   | 7%   | 7%   | -           |

(5) Headcount (number of employees) includes permanent and temporary workers on Avertim's payroll but excludes contingency workers, at the end of the reporting period (31/12/2025).



| EMPLOYMENT                  | 2022 | 2023  | 2024  | 2025  | Target 2028 |
|-----------------------------|------|-------|-------|-------|-------------|
| Number of new hires (6)     | -    | -     | 78    | 63    | -           |
| Breakdown of this total by: |      |       |       |       |             |
| Women                       | -    | -     | 55%   | 43%   | -           |
| Men                         | -    | -     | 45%   | 57%   | -           |
| New hires < 30 years        | -    | -     | 58%   | 48%   | -           |
| New hires 30 ≤ x ≤ 50 years | -    | -     | 42%   | 52%   | -           |
| New hires > 50 years        | -    | -     | 0%    | 0%    | -           |
| Retention Rate (7)          | -    | 87.5% | 80.8% | 76.9% | ≥80%        |
| Women                       | -    | -     | 78.9% | 77.5% | -           |
| Men                         | -    | -     | 82.7% | 76.4% | -           |
| Employees < 30 years        | -    | -     | 85.6% | 74.6% | -           |
| Employees 30 ≤ x ≤ 50 years | -    | -     | 77.9% | 79.5% | -           |
| Employees > 50 years        | -    | -     | 100%  | 25%   | -           |

(6) New hires: headcount including permanent and temporary workers on Avertim's payroll but excluding contingency workers, from 01/01/2025 to 31/12/2025.

(7) Retention rate: Calculation method = number of employees at 31/12/2025 divided by (the number of employees at 01/01/2025 + the number of new hires in 2025).

Retention rate women/men: Calculation method = number of women/men at 31/12/2025 divided by (the number of women/men at 01/01/2025 + the number of new women/men in 2025). The same approach is applied to the age categories.

| DIVERSITY WITHIN AVERTIM                                            | 2022 | 2023  | 2024  | 2025  | Target 2028 |
|---------------------------------------------------------------------|------|-------|-------|-------|-------------|
| % Consultants employees                                             | -    | 81.3% | 80.8% | 81.9% | -           |
| Women                                                               | -    | 39.8% | 39.5% | 38.9% | -           |
| Men                                                                 | -    | 41.5% | 41.2% | 43%   | -           |
| % Staff employees                                                   | -    | 18.7% | 19.2% | 18.1% | -           |
| Women                                                               | -    | 8.3%  | 7.9%  | 8.3%  | -           |
| Men                                                                 | -    | 10.4% | 11.3% | 9.8%  | -           |
| % of women in the whole organization                                | 48%  | 48%   | 47%   | 47%   | 50%         |
| % of men in the whole organization                                  | 52%  | 52%   | 53%   | 53%   | 50%         |
| % of women at top management position (8)                           | 19%  | 19%   | 33%   | 26%   | ≥ 35%       |
| % of women at director level (9)                                    | 11%  | 11%   | 16%   | 25%   | ≥ 20%       |
| % of employees < 30 years                                           | -    | 50.5% | 43.3% | 34.3% | -           |
| Consultants                                                         | -    | 40.8% | 34.4% | 27.2% | -           |
| Staff (Governance)                                                  | -    | 9.7%  | 8.6%  | 7.2%  | -           |
| % of collaborators < 30 years at top management position (8)        | -    | -     | 7%    | 0%    | -           |
| % of collaborators < 30 years at director level (9)                 | -    | -     | 0%    | 0%    | -           |
| % of employees 30 ≤ x ≤ 50 years                                    | -    | 48.1% | 55.7% | 65.3% | -           |
| Consultants                                                         | -    | 39.8% | 45.6% | 54.3% | -           |
| Staff (Governance)                                                  | -    | 8.3%  | 9.6%  | 10.9% | -           |
| % of collaborators 30 ≤ x ≤ 50 years at top management position (8) | -    | -     | 71%   | 80%   | -           |
| % of collaborators 30 ≤ x ≤ 50 years at director level (9)          | -    | -     | 63%   | 58%   | -           |

(8) Top management: this includes C-level positions, directors, partners, principal consultants, heads of business units, managing consultants and senior managers. Contingency workers are included for this calculation.

(9) Director level: this includes C-level positions, directors, partners and principal consultants. Contingency workers are included for this calculation.



| DIVERSITY WITHIN AVERTIM                                  | 2022  | 2023  | 2024  | 2025  | Target 2028 |
|-----------------------------------------------------------|-------|-------|-------|-------|-------------|
| % of employees > 50 years                                 | -     | 1.4%  | 1.4%  | 0.4%  | -           |
| Consultants                                               | -     | 0.7%  | 0.4%  | 0.4%  | -           |
| Staff (Governance)                                        | -     | 0.7%  | 1%    | 0%    | -           |
| % of collaborators > 50 years at top management level (8) | -     | 21%   | 22%   | 20%   | -           |
| % of collaborators > 50 years at director level (9)       | -     | -     | 37%   | 42%   | -           |
| % of parents in the whole organization (10)               | -     | 13.6% | 10.3% | 11.8% | -           |
| % of parents at top management level (8, 11)              | -     | 46.1% | 53.5% | 40%   | -           |
| Professional Equality Index (12)                          | 87%   | 81%   | 81%   | 93%   | ≥ 75%       |
| Score gender pay gap (13)                                 | 39/40 | 39/40 | 39/40 | 39/40 | -           |
| Non-adjusted gender pay gap (14)                          | 12.4% | 7.6%  | 6.9%  | 4.3%  | -           |

(10) Based on information provided by the employees. Calculation method: Number of employees with children/number of employees.

(11) Based on information provided by the employees. Calculation method: Number of employees with children at top management level/number of employees at top management level.

(12) Equality index: elements taken into account :

- Gender pay gap (by group and age bracket)
- % Women vs Men who have received an individual salary increase
- % Women vs Men who have been promoted
- Number of women in the top 10 remunerations (excluding Administrators and Partners with management mandate)

Please note that the calculation methodology was slightly refined this year to better reflect Avertim's organizational reality. In particular, certain categories were regrouped to ensure a more representative comparison when one gender was underrepresented in a specific group.

(13) This KPI, which is based on the methodology of the professional equity index, compares the average earnings of men and women at Avertim within predefined age group categories and grade levels. A score of 39 out of 40 on this KPI, indicates a neutral salary policy between genders.

(14) Calculation method for non-adjusted gender pay gap: (average male salary – average female salary) / average male salary × 100

| WORKING AT AVERTIM                                                 | 2022 | 2023 | 2024 | 2025 | Target 2028 |
|--------------------------------------------------------------------|------|------|------|------|-------------|
| Average hours of training/employee (15)                            | 8    | 16   | 24.3 | 20.1 | 35          |
| Men                                                                | -    | 16   | 23.3 | 17.7 | -           |
| Women                                                              | -    | 16.9 | 25.4 | 22.8 | -           |
| Consultant                                                         | -    | 16.4 | 26.5 | 19.7 | -           |
| Staff                                                              | -    | 15   | 15   | 22.4 | -           |
| % of employees covered by annual evaluation (16)                   | 100% | 100% | 100% | 100% | 100%        |
| % of employees covered by collective bargaining agreements (17)    | 87%  | 86%  | 85%  | 84%  | ≥ 80%       |
| % of employees with access to personalized career development plan | 100% | 100% | 100% | 100% | 100%        |

| SOCIAL PROTECTION, SECURITY & HEALTH                                                  | 2022 | 2023 | 2024 | 2025 | Target 2028 |
|---------------------------------------------------------------------------------------|------|------|------|------|-------------|
| % of employees covered by social protection (18)                                      | 100% | 100% | 100% | 100% | 100%        |
| % of employees covered by undertaking's health and safety management system (19)      | 100% | 100% | 100% | 100% | 100%        |
| Number of fatalities as a result of work-related injuries and work-related ill health | 0    | 0    | 0    | 0    | 0           |
| Number and rate of recordable work-related accidents (20)                             | 1    | 3    | 0    | 2    | 0           |

(15) Please note that trainings conducted at client sites are not included in this indicator. Calculation method: Total number of training hours provided to employees in 2025/ Average of total workforce in 2025. Contingency workers are included for this calculation.

(16) This includes all employees with at least six months of seniority at Avertim at 31/12/2025.

(17) Collective bargaining agreements: Belgium = CP 200 and France = convention Syntec. For employees not covered by collective bargaining agreements, the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees, however subject to legal differences between countries. Calculation method: (Number of employees in Belgium + Number of employees in France at 31/12/2025) / total number of employees at 31/12/2025 \* 100  
Please note that this metric may vary depending on the company's development in the specific countries where a collective bargaining agreement applies.

(18) Social protection through public programs or through benefits offered by the undertaking, against loss of income due to any of the following major life events:  
- Belgium: 1st month covered by Avertim plus coverage by Axa for over 1 month (10% of the part not covered by the mutuality).  
- France: no waiting period for employees with more than 1 year's seniority (therefore continued salary).  
- Netherlands: 100% employer-sponsored coverage for the first 2 years.  
- Germany: 100% employer-sponsored coverage - partial reimbursement by mutual insurance companies.

(19) Health & safety management system based on legal requirements and/or recognised standards or guidelines: Securex and CMIE. Avertim also has a Prevention program covering well-being at work, workplace safety as well as psychological well-being, including care officers in each country.

(20) Only physical information on other types of diseases (psychological health, burn-out, etc.) cannot be obtained because the cause of the disease is not indicated on the medical certificates.



| WELL-BEING & WORK-LIFE INTEGRATION                                                                                                 | 2022 | 2023 | 2024 | 2025 | Target 2028 |
|------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|-------------|
| % of employees entitled to family related leave through social policy and/or collective bargaining agreements (21)                 | 100% | 100% | 100% | 100% | 100%        |
| Total number of employees that took parental leave (22)                                                                            | -    | -    | 9    | 14   | -           |
| Breakdown of this total by:                                                                                                        |      |      |      |      |             |
| Women                                                                                                                              |      | -    | 78%  | 79%  | -           |
| Men                                                                                                                                |      | -    | 22%  | 21%  | -           |
| Return to work rate of employees that took parental leave (22)                                                                     | -    | -    | 100% | 100% | -           |
| % of employees that returned to work after parental leave ended that were still employed 12 months after their return to work (22) | -    | -    | 100% | 100% | -           |
| % of employees completing in the Social Barometer Survey (23)                                                                      | 52%  | 63%  | 70%  | 70%  | 70%         |
| % of employees who feel safe working at Avertim                                                                                    | -    | 95%  | 89%  | 89%  | 95%         |
| % of employees who are satisfied with their work-life integration (24)                                                             | -    | 82%  | 81%  | 81%  | ≥ 75%       |
| % of satisfaction at work                                                                                                          | 74%  | 74%  | 70%  | 70%  | ≥ 75%       |

| WAGES                                           | 2021 | 2022 | 2023 | 2024 | Target 2028 |
|-------------------------------------------------|------|------|------|------|-------------|
| % of employees paid above the minimum wage (25) | 100% | 100% | 100% | 100% | 100%        |

(21) Family-related leave: in Belgium it is called "petit chômage", there exists the equivalent in the other countries, always corresponds to the legislation in force in the country concerned.

(22) This does not include maternity leave or birth leave (for co-parents).

Return to work rate = total number of employees that did return to work after parental leave/ Total number of employees due to return to work after taking parental leave

% employees still employed 12 months after parental leave = Total number of employees retained 12 months after returning to work following a period of parental leave/Total number of employees that did return to work after parental leave

(23) Calculation method % of employees completing the Social Barometer Survey: Total number of employees that completed the survey/total number of employees at the end of the survey including contingency workers.

The Social Barometer Survey results remain unchanged from those reported for 2024, as the survey was conducted at the end of 2024 and reflects employees' perceptions and mindset at that time. Therefore, the same results have been retained for the 2025 reporting period.

(24) We use the term "work-life integration" rather than "work-life balance" to reflect a more broad and flexible approach to how work and personal life interact.

(25) Adequately remunerated work is work where wages and compensation for a standard working week, excluding overtime, meet legal and industry minimum standards, and are sufficient to meet the basic needs of workers and their families, and to provide them with some discretionary income.

# Collectivity

| KPI's                                                                      | 2022 | 2023 | 2024    | 2025 | Target 2028 |
|----------------------------------------------------------------------------|------|------|---------|------|-------------|
| Total Partnerships                                                         | -    | 3    | 3       | 3    | -           |
| Volunteering & pro-bono services                                           | -    | 14   | 19      | 13   | -           |
| Total Hours                                                                | -    | 607  | 834     | 481  | 700         |
| Total Donations actions                                                    | -    | 6    | 4       | 6    | -           |
| Awareness / Collective Actions (26)                                        | -    | 15   | 23 (27) | 19   | -           |
| Numbers of unique participants in volunteering partnership activities (28) | -    | 32   | 36      | 52   | -           |

| TOTAL              | 2022 | 2023 | 2024 | 2025 | Target 2028 |
|--------------------|------|------|------|------|-------------|
| Total actions (29) | -    | 35   | 46   | 38   | -           |

(26) This includes awareness efforts related to our partnerships, as well as general sustainability awareness actions, mainly linked to international awareness days.

(27) Please note that in 2024, we also included our communication campaigns in the analysis, which was not the case in 2023.

(28) Volunteering = Pro bono consulting services + general volunteering

(29) The total number of actions is the sum of awareness actions, donation actions, volunteering actions, and consulting services.



# Environment

| GHG EMISSIONS (31)                                      | 2022  | 2023   | 2024 B(30) | 2025   | Target 2034 |
|---------------------------------------------------------|-------|--------|------------|--------|-------------|
| Emission scope 1 (total gross - tCO2e)                  | -     | -      | 474.5      | 351.1  | - 58.8%     |
| Emission scope 2 (total gross - tCO2e) - Location-based | 18.1  | 12.96  | 30.8       | 52.5   | - 58.8%     |
| Emission scope 2 (total gross - tCO2e) - Market-based   | -     | -      | 11.7       | 32.8   | - 58.8%     |
| Emission scope 3 (total gross - tCO2e) - Location-based | 372.8 | 237    | 1963.6     | 886    | - 63.8%     |
| Emission scope 3 (total gross - tCO2e) - Market-based   | -     | -      | 1962.7     | 884.9  | - 63.8%     |
| Total carbon emissions - tCO2e- Location-based          | 390.9 | 249.77 | 2468.9     | 1289.6 | -           |
| Total carbon emissions - tCO2e- Market-based            | -     | -      | 2449       | 1268.8 | -           |

| GHG EMISSIONS INTENSITY                                                                                | 2022 | 2023 | 2024 B | 2025 | Target 2034 |
|--------------------------------------------------------------------------------------------------------|------|------|--------|------|-------------|
| Scope 1 & 2 carbon emissions intensity per employee (tCO2e/employee) – Location- and market-based (32) | -    | -    | 1.6    | 1.4  | -           |
| Scope 3 carbon emissions intensity per employee (tCO2e/employee) - Location- and market-based (32)     | -    | -    | 6.2    | 3.2  | -           |

B Baseline

(30) An enhanced methodology with less assumptions was applied to calculate the 2024 GHG emissions; no restatements were made for the prior years which explains the difference with 2024 compared to the previous years. Our methodology was also revised from 2022 to 2023. This makes it difficult to compare the different years. However, we intend to move forward using this new enhanced approach to enable comparability for the coming years.

(31) All emission factors were provided by our external partner, who sources them from reputable scientific databases. The primary sources include ADEME (accounting for over 50% of the emission factors), Tapio, the STIB Report, a comparative life cycle assessment study on internal combustion and electric vehicles (Carbone 4), UK DEFRA, CO<sub>2</sub> Emissiefactoren, Umweltbundesamt, and Electricity Maps. In line with the GHG Protocol methodology, we have accounted for all seven greenhouse gases defined under the Kyoto Protocol. The Global Warming Potential (GWP) values used are those published by the IPCC, including the most recent figures from the Sixth Assessment Report (AR6).

(32) This headcount includes contingency workers.

| UPSTREAM & DOWNSTREAM GHG EMISSIONS GHG EMISSIONS | 2022  | 2023 | 2024   | 2025 | Target 2034 |
|---------------------------------------------------|-------|------|--------|------|-------------|
| Emission scope 3 upstream tCO2e                   | 372.8 | 237  | 1963.6 | 886  | -           |
| Emission scope 3 downstream tCO2e (33)            | 0     | 0    | 0      | 0    | -           |
| Total emission scope 3 tCO2e (34)                 | 372.8 | 237  | 1963.6 | 886  | -           |

| ENERGY COMSUMPTION                          | 2022 | 2023 | 2024   | 2025  | Target 2034 |
|---------------------------------------------|------|------|--------|-------|-------------|
| Total energy consumption (MWh) (35)         | 214  | 183  | 221.35 | 183.7 | - 10%       |
| Total renewable energy consumption (%) (36) | 54%  | 54%  | 65%    | 71%   | 60%         |

B Baseline

(33) Consulting firms have little to no downstream emissions.

(34) This includes only upstream emissions, as our activities do not generate downstream emissions (see GHG Emissions).

(35) For gas in France and electricity/gas in the Netherlands and Germany, assumptions were made based on the surface area (m²) to calculate our total carbon emissions in 2024 & 2025.

(36) This data is derived from office occupancy levels, with estimated headcounts used to assign proportional weightings to each location. Both our offices in Belgium and the Netherlands hold green certificates.



| WASTE MANAGEMENT                        | 2022 | 2023 | 2024  | 2025 | Target 2034 |
|-----------------------------------------|------|------|-------|------|-------------|
| Total weight of hazardous waste (t)     | 0.08 | 0.08 | 0.004 | 0    | -           |
| Total weight of non-hazardous waste (t) | 4    | 4.8  | 5.15  | 1.95 | -           |
| % of waste recovered (t)                | 65%  | 69%  | 68%   | 77%  | -           |
| Total weight of waste (t)               | 3.1  | 4.9  | 5.15  | 1.95 | -10%        |

| ENVIRONMENTAL SERVICE & ADVOCACY                   | 2022 | 2023 | 2024 | 2025 | Target 2028 |
|----------------------------------------------------|------|------|------|------|-------------|
| % of employees trained on Climate Fresk (37)       | 4%   | 9%   | 20%  | 16%  | 50%         |
| % of turnover from the sustainability service line | 0%   | 3.5% | 1.5% | 2%   | 5%          |

| SUSTAINABLE PROCUREMENT                                                                                                                        | 2022 | 2023 | 2024 | 2025 | Target 2028 |
|------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|-------------|
| % of targeted suppliers who have signed the Supplier Code of Conduct                                                                           | 0%   | 75%  | 75%  | 75%  | ≥ 80%       |
| % of targeted suppliers covered by a sustainability self-assessment                                                                            | 0%   | 75%  | 75%  | 75%  | ≥ 80%       |
| % of targeted suppliers who signed the Supplier Code of Conduct including clauses on environmental, labour, and human rights requirements (38) | -    | -    | 0%   | 0%   | ≥ 80%       |
| % of all buyers trained on sustainable procurement (39)                                                                                        | 0%   | 43%  | 100% | 100% | ≥ 80%       |

B Baseline

(37) This indicator reflects the percentage of employees who have completed the Climate Fresk training since its launch. Calculation method: Number of employees who have completed the Climate Fresk since the launch of the program and are still employed as of 31/12/2025 / Total number of employees as of 31/12/2025. This indicator also includes contingency workers. A methodological change was implemented in 2025. The calculation now measures training coverage among employees active as of 31/12/2025, ensuring a more accurate representation of the current workforce.

(38) In 2024, clauses related to environmental, labor, and human rights requirements were added to the Supplier Code of Conduct. However, our targeted suppliers have not yet re-signed the updated version including these clauses.

(39) Since 2023, every buyer at Avertim has undergone training in sustainable procurement, with full coverage achieved in 2024 & 2025.w





# GRI Content Index

Avertim has reported in accordance with the GRI standards for the period 1 January 2025 to 31 December 2025. The universal standards, GRI 1: Foundation 2021, GRI 2: General Disclosures 2021, and GRI 3: Material Topics 2021, as well as the Topic Standards have been used. No applicable Sector Standards have been used because none are available.

| GRI 2: GENERAL DISCLOSURES                                           |                                                                                                                                                                 |
|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DISCLOSURES                                                          | LOCATION (PAGE NUMBER)                                                                                                                                          |
| 2-1 Organizational details                                           | About this report (page 5)                                                                                                                                      |
| 2-2 Entities included in the organization's sustainability reporting | About this report (page 5)                                                                                                                                      |
| 2-3 Reporting period, frequency and contact point                    | About this report (page 5)                                                                                                                                      |
| 2-4 Restatements of information                                      | Social Barometer Survey                                                                                                                                         |
| 2-5 External assurance                                               | About this report (page 5)<br>Report of the independent auditor (page 107)                                                                                      |
| 2-6 Activities, value chain and other business relationships         | About Avertim (page 8)<br><u>Avertim</u><br>Sustainability Service Line (page 81)<br>Sustainable procurement (page 76)<br>Stakeholder engagement plan (page 22) |
| 2-7 Employees                                                        | Performance Data Tables (page 89)                                                                                                                               |
| 2-8 Workers who are not employees                                    | Due to confidentiality restrictions, we cannot disclose all the information, as it has been classified as commercially sensitive.                               |
| 2-9 Governance structure and composition                             | Internal Governance (page 20)                                                                                                                                   |
| 2-10 Nomination and selection of the highest governance body         | Internal Governance (page 20)                                                                                                                                   |

|                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2-11 Chair of the highest governance body                                        | Internal Governance (page 20)<br>Ethics Committee (page 28)                                                                                                                                                                                                                                                                                                                                       |
| 2-12 Role of the highest governance body in overseeing the management of impacts | Internal Governance (page 20)<br>Ethics Committee (page 28)                                                                                                                                                                                                                                                                                                                                       |
| 2-13 Delegation of responsibility for managing impacts                           | Internal Governance (page 20)<br>Ethics Committee (page 28)                                                                                                                                                                                                                                                                                                                                       |
| 2-14 Role of the highest governance body in sustainability reporting             | About this report (page 5)                                                                                                                                                                                                                                                                                                                                                                        |
| 2-15 Conflicts of interest                                                       | Ethics Committee (page 28)<br>Anti-Bribery Policy (page 30)<br>Code of Business Conduct (page 26)<br><br>Avertim, being a privately held company, does not wish to disclose any further information on cross-board memberships or cross-shareholding for confidentiality reasons. However, conflicts of interest that might occur are being reported to the relevant parties as requested by law. |
| 2-16 Communication of critical concerns                                          | Ethics committee (page 28)<br>Performance Data Tables (page 87)<br><br>Due to confidentiality constraints, the nature of critical concerns is not disclosed in order to safeguard the privacy of the parties involved.                                                                                                                                                                            |
| 2-17 Collective knowledge of the highest governance body                         | Internal Governance (page 20)<br>Ethics Training Program (page 29)<br>Environmental Education (page 79)<br>Our participation (page 35)<br>Sustainability Service Line (page 81)                                                                                                                                                                                                                   |
| 2-18 Evaluation of the performance of the highest governance body                | Not applicable – No evaluation process in place linked to the legal structure of the company.                                                                                                                                                                                                                                                                                                     |
| 2-19 Remuneration policies                                                       | This disclosure is not applicable due to the company's legal structure.                                                                                                                                                                                                                                                                                                                           |
| 2-20 Process to determine remuneration                                           | Performance Data Tables (page 87)<br>Compensation & Benefits (page 45)<br>Remuneration Transparency (page 45)                                                                                                                                                                                                                                                                                     |



|                                                         |                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2-21 Annual total compensation ratio                    | Due to confidentiality restrictions, we cannot disclose this information, as it contains sensitive personal data, which are protected under data privacy regulations.                                                                                                                                                          |
| 2-22 Statement on sustainable development strategy      | <p>About this report (page 5)<br/>CEO Statement (page 6)</p> <p>Our ambitions (page 8)<br/>Mission, Vision &amp; Values (page 10)<br/>Our approach (page 12)<br/>Internal Governance (page 20)</p>                                                                                                                             |
| 2-23 Policy commitments                                 | <p>Code of Business Conduct (page 26)<br/>Anti-bribery Policy (page 30)<br/>Information security and responsible AI (page 31)<br/>Supplier Code of Conduct (page 77)<br/>Labor &amp; Human Rights Policy (page 32)<br/>Environmental policy (page 33)</p>                                                                      |
| 2-24 Embedding policy commitments                       | <p>Code of Business Conduct (page 26)<br/>Anti-bribery Policy (page 30)<br/>Information security and responsible AI (page 31)<br/>Supplier Code of Conduct (page 77)<br/>Labor &amp; Human Rights Policy (page 32)<br/>Environmental policy (page 33)<br/>Ethics Committee (page 28)<br/>Ethics Training Program (page 29)</p> |
| 2-25 Processes to remediate negative impacts            | <p>Code of Business Conduct (page 26)<br/>Ethics Committee (page 28)<br/>Prevention Program (page 40)<br/>Supplier Code of Conduct (page 77)<br/>Information security and responsible AI (page 31)<br/>Sustainable Procurement (p 76)</p>                                                                                      |
| 2-26 Mechanisms for seeking advice and raising concerns | <p>Code of Business Conduct (page 26)<br/>Ethics Committee (page 28)<br/>Prevention Program (page 40)<br/>Supplier Code of Conduct (page 77)</p>                                                                                                                                                                               |
| 2-27 Compliance with laws and regulations               | Due to confidentiality restrictions, we cannot disclose all the information                                                                                                                                                                                                                                                    |

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2-28 Membership associations             | <p>Avertim is member of <a href="#">The Shift</a>, and is participating in the <a href="#">UN Global Compact</a> Initiative and SBTi.</p> <p>Avertim has a partnership with <a href="#">Tapio</a>, <a href="#">IBM</a>, <a href="#">CapConseil</a>, <a href="#">EcoVadis</a>, and the associations <a href="#">ToekomstAtelierdelAvenir (TADA)</a>, <a href="#">ALS League</a> and <a href="#">Sport dans la Ville</a>.</p> |
| 2-29 Approach to stakeholder engagement  | Stakeholder Engagement Plan (page 22)                                                                                                                                                                                                                                                                                                                                                                                       |
| 2-30 Collective bargaining agreements    | Performance Data Tables (page 87)                                                                                                                                                                                                                                                                                                                                                                                           |
| 3-1 Process to determine material topics | <p>Materiality assessment (page 16)<br/>Stakeholder engagement plan (page 22)</p>                                                                                                                                                                                                                                                                                                                                           |
| 3-2 List of material topics              | Materiality assessment (page 16)                                                                                                                                                                                                                                                                                                                                                                                            |
| 3-3 Management of material topics        | Materiality assessment (page 16)                                                                                                                                                                                                                                                                                                                                                                                            |

## GRI 205: ANTI-CORRUPTION

|                                                                                |                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3-3 Management of materials topics                                             | <p>Materiality Assessment (page 16)<br/>Anti-bribery policy (page 30)<br/>Code of Business Conduct (page 26)</p>                                                                                                                                                                                                                                      |
| 205-1 Operations assessed for risks related to corruption                      | Corruption Risk Assessment (page 30)                                                                                                                                                                                                                                                                                                                  |
| 205-2 Communication and training about anti-corruption policies and procedures | <p>Code of Business Conduct (page 26)<br/>Anti-bribery policy (page 30)<br/>Performance Data Tables (page 87)<br/>Ethics Training Program (page 29)<br/>Supplier Code of Conduct (page 77)</p>                                                                                                                                                        |
| 205-3 Confirmed incidents of corruption and actions taken                      | <p>Performance Data Tables (page 87)</p> <p>Due to confidentiality constraints, the nature of confirmed incidents of corruption is not disclosed in order to safeguard the privacy of the parties involved.</p> <p>No confirmed incidents of corruption led to dismissal, contract termination, or legal proceedings during the reporting period.</p> |



## GRI 305: EMISSIONS

|                                                                                       |                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3-3 Management of materials topics                                                    | Materiality Assessment (page 16)<br>GHG emissions (page 69)                                                                                                                              |
| 305-1 Direct (Scope 1) GHG emissions                                                  | GHG emissions (page 69)<br>Performance Data Tables (page 87)                                                                                                                             |
| 305-2 Energy indirect (Scope 2) GHG emissions                                         | GHG emissions (page 69)<br>Performance Data Tables (page 87)                                                                                                                             |
| 305-3 Other indirect (Scope 3) GHG emissions                                          | GHG emissions (page 69)<br>Performance Data Tables (page 87)                                                                                                                             |
| 305-4 GHG emissions intensity                                                         | GHG emissions (p 69)<br>Performance Data Tables (page 87)                                                                                                                                |
| 305-5 Reduction of GHG emissions                                                      | GHG emissions (page 69)<br>Performance Data Tables (page 87)                                                                                                                             |
| 305-6 Emissions of ozone-depleting substances (ODS)                                   | Not applicable. As a consultancy firm, we do not manufacture, process, or use ozone-depleting substances (ODS) in our operations.                                                        |
| 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | NOx, SOx, and other significant air emissions are not considered significant in our carbon accounting. Additionally, our vehicle fleet is at least compliant with the EURO 6 regulation. |

## GRI 401: EMPLOYMENT

|                                                |                                                                                                                                                   |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| GRI 3-3 Management of materials topics         | Materiality Assessment (page 16)<br>Talent attraction & retention (page 44)<br>Employee Well-being (page 39)<br>Compensation & Benefits (page 45) |
| 401-1 New employee hires and employee turnover | Performance Data Tables (page 87)                                                                                                                 |

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

Compensation & Benefits (page 45)

401-3 Parental leave

Compensation & Benefits (page 45)  
Employee Well-Being (page 39)  
Performance Data table (page 87)

## GRI 403: OCCUPATIONAL HEALTH AND SAFETY

|                                                                                                                     |                                                                         |
|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| GRI 3-3 Management of material topics                                                                               | Double Materiality Assessment (page 16)<br>Prevention program (page 40) |
| 403-1 Occupational health and safety management system                                                              | Prevention program (page 40)                                            |
| 403-2 Hazard identification, risk assessment and incident investigation                                             | Prevention program (page 40)                                            |
| 403-3 Occupational health services                                                                                  | Prevention program (page 40)                                            |
| 403-4 Worker participation, consultation, and communication on occupational health and safety                       | Social Barometer survey (page 39)                                       |
| 403-5 Worker training on occupational health and safety                                                             | Prevention program (page 40)                                            |
| 403-6 Promotion of worker health                                                                                    | Care Officers (page 41)                                                 |
| 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Sustainable Procurement policy (page 76)                                |
| 403-8 Workers covered by an occupational health and safety management system                                        | Performance Data Tables (page 87)                                       |
| 403-9 Work-related injuries                                                                                         | Performance Data Tables (page 87)                                       |
| 403-10 Work-related ill-health                                                                                      | Performance Data Tables (page 87)                                       |



## GRI 404: TRAINING & EDUCATION

|                                                                                            |                                                                                          |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| GRI 3-3 Management of materials topics                                                     | Materiality Assessment (page 16)<br>Learning & Development (page 49)                     |
| 404-1 Average hours of training per year per employee                                      | Performance Data Tables (page 87)                                                        |
| 404-2 Programs for upgrading employee skills and transition assistance programs            | Learning & development (page 49)<br><br>One employee is benefiting a transition program. |
| 404-3 Percentage of employees receiving regular performance and career development reviews | Performance Data Tables (page 87)                                                        |

## GRI 405: DIVERSITY AND EQUAL OPPORTUNITY

|                                                              |                                   |
|--------------------------------------------------------------|-----------------------------------|
| GRI 3-3 Management of materials topics                       | Materiality Assessment (page 16)  |
| 405-1 Diversity of governance bodies and employees           | Performance Data Tables (page 87) |
| 405-2 Ratio of basic salary and remuneration of women to men | Performance Data Tables (page 87) |

## REPORT OF THE INDEPENDENT AUDITOR

We have been engaged by Avertim SRL ("the Company") to conduct a limited assurance engagement on selected environmental, social and governance information ("Selected Information") published in the Annual Sustainability Report of the Company for the year ending 31 December 2025. The Selected Information needs to be read and understood together with the Applicable Criteria. The Selected Information within the scope of our engagement is listed in Appendix 1.

We conducted our engagement in accordance with International Standard on Assurance Engagements ISAE 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB), in order to state whether anything had come to our attention that causes us to believe that the Selected Information has not been prepared, in all material respects, in accordance with the Applicable Criteria. Applying these standards, our procedures are aimed at obtaining limited assurance on the fact that the Selected Information does not contain material misstatements. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the description of activities undertaken in respect of the Selected Information is likely to arise. The procedures we performed were based on our professional judgment and consisted primarily of analytical procedures and inquiries.

In addition, we obtained an understanding of Avertim's business processes relevant to the review in order to design appropriate procedures.

The board of directors of Avertim SRL is responsible for the preparation of the Selected Information and the references made to it presented in the Annual Sustainability Report of Avertim SRL for the year ending 31 December 2025 as well as for the declaration that its reporting meets the requirements of the Applicable Criteria.

Inherent limitations exist in all assurance engagements. Any internal control structure, no matter how effective, cannot eliminate the possibility that fraud, errors or irregularities may occur and remain undetected and because we use selective testing in our engagement, we cannot guarantee that errors or irregularities, if present, will be detected. The self-defined Applicable Criteria, the nature of the Selected Information, and absence of consistent external standards allow for different, but acceptable, measurement methodologies to be adopted which may result in variances between entities. The adopted measurement methodologies may also impact comparability of the Selected Information reported by different organisations and from year to year within an organisation as methodologies develop.

Based on our review, nothing has come to our attention that causes us to believe that the Selected Information as published in the Annual Sustainability Report of Avertim SRL for the year ending 31 December 2025, has not been prepared, in all material respects, in accordance with the Applicable Criteria.

*Abdel Serghini* Date : 2026.07.16  
16:52:05 +01'00'

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**L & S** Réviseurs d'Entreprises  
Bedrijfsrevisoren  
Registered Auditors  
Betriebsrevisoren



**Appendix 1: The Selected Information within scope of our engagement**

| KPI                                                                                                           | Value |
|---------------------------------------------------------------------------------------------------------------|-------|
| <b>ETHICS</b>                                                                                                 |       |
| % adherence to our CBC                                                                                        | 100%  |
| % of employees trained on ethics and anti-corruption policies                                                 | 74%   |
| Number of confirmed information security incidents                                                            | 0     |
| Number of confirmed corruption related incidents                                                              | 0     |
| Number of incidents reported through the alert procedure                                                      | 0     |
| <b>SOCIAL AND HUMAN RIGHTS</b>                                                                                |       |
| Number of employees                                                                                           | 265   |
| Retention rate                                                                                                | 76,9% |
| % of women in the whole organization                                                                          | 47%   |
| % of women at top management position (senior)                                                                | 26%   |
| % of women within the organization board (director level)                                                     | 25%   |
| Professional Equality index                                                                                   | 93%   |
| Non-adjusted gender pay gap                                                                                   | 4,33% |
| Average hours of training/employee                                                                            | 20,1  |
| % of employees covered by annual evaluation                                                                   | 100%  |
| % of employees covered by collective bargaining agreements                                                    | 84%   |
| % of employees with access to personalized career development plan                                            | 100%  |
| <b>SOCIAL AND HUMAN RIGHTS</b>                                                                                |       |
| % of employees covered by social protection                                                                   | 100%  |
| % of employees covered by undertaking's health and safety management system                                   | 100%  |
| Number of fatalities as a result of work-related injuries and work-related ill health                         | 0     |
| Number and rate of recordable work-related accidents                                                          | 2     |
| % of employees entitled to family-related leave through social policy and/or collective bargaining agreements | 100%  |
| % of employees completing the Social Barometer survey                                                         | 70%   |
| % of employees who feel safe working at Avertim (results based on survey)                                     | 89%   |
| % of employees who are satisfied with their work-life integration (results based on survey)                   | 81%   |
| % of satisfaction at work                                                                                     | 70%   |
| % of employees paid above minimum wage                                                                        | 100%  |

| KPI                                                                                                                | Value |
|--------------------------------------------------------------------------------------------------------------------|-------|
| <b>ENVIRONMENT</b>                                                                                                 |       |
| Emission scope 1 (total gross - tCO2e)                                                                             | 351,1 |
| Emission scope 2 (total gross - tCO2e) - Location based                                                            | 52,5  |
| Emission scope 2 (total gross - tCO2e) - Market based                                                              | 32,8  |
| Emission scope 3 (total gross - tCO2e) - Location based                                                            | 886,0 |
| Emission scope 3 (total gross - tCO2e) - Market based                                                              | 884,9 |
| Emission scope 3 downstream tCO2e                                                                                  | 0,0   |
| Emission scope 3 upstream tCO2e                                                                                    | 886,0 |
| Scope 1 & 2 carbon emissions intensity per headcount (tCO2e/headcount) - Location and market based                 | 1,4   |
| Scope 3 carbon emissions intensity per headcount (tCO2e/headcount)                                                 | 3,2   |
| Total energy consumption (MWh)                                                                                     | 183,7 |
| Total renewable energy consumption (%)                                                                             | 71%   |
| Total weight of hazardous waste (t)                                                                                | 0     |
| Total weight of non-hazardous waste (t)                                                                            | 1,95  |
| % of waste recovered (%)                                                                                           | 77%   |
| % of employees trained on Climate Fresk                                                                            | 16%   |
| % turnover from the sustainability service line                                                                    | 2%    |
| <b>SUSTAINABLE PROCUREMENT</b>                                                                                     |       |
| % of targeted suppliers who have signed the Supplier Code of Conduct                                               | 75%   |
| % of targeted suppliers covered by a sustainability self-assessment                                                | 75%   |
| % of targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements | 0%    |
| % of all buyers trained on sustainable procurement                                                                 | 100%  |



DMA · ESRS mapping

Double materiality assessment: correspondence between Avertim’s potential material topics and ESRS terminology

| Avertim’s topics                             | ESRS standard              | ESRS topic                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Diversity, equity & inclusion                | ESRS S1                    | ESRS S1 • Own workforce <ul style="list-style-type: none"><li>• Equal treatment and opportunities for all: Gender equality and equal pay for work of equal value; Diversity; Measures against violence and harassment in the workplace; Employment and inclusion of persons with disabilities</li></ul>                                                                                                                |
| Client and project selection                 | Entity-specific            |                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Business conduct                             | ESRS G1                    | ESRS G1 • Business conduct <ul style="list-style-type: none"><li>• Corporate culture</li><li>• Protection of whistle-blowers</li><li>• Animal welfare</li><li>• Management of relationships with suppliers including payment practices</li><li>• Corruption and bribery: Prevention and detection including training; Incidents</li></ul>                                                                              |
| Client impact and satisfaction               | Entity-specific            |                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Economic performance                         | Entity-specific            |                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Employee safety & wellbeing                  | ESRS S1                    | ESRS S1 • Own workforce <ul style="list-style-type: none"><li>• Working conditions: Secure employment; Working time; Adequate wages; Collective bargaining, including rate of workers covered by collective agreements; Work-life balance; Social dialogue; Health and safety; Freedom of association, the existence of works councils and the information, consultation and participation rights of workers</li></ul> |
| Quality of services                          | Entity-specific            |                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Climate change                               | ESRS E1                    | ESRS E1 • Climate change <ul style="list-style-type: none"><li>• Climate change adaptation</li><li>• Climate change mitigation</li><li>• Energy</li></ul>                                                                                                                                                                                                                                                              |
| Talent attraction, development and retention | Entity-specific<br>ESRS S1 | ESRS S1 • Own workforce <ul style="list-style-type: none"><li>• Equal treatment and opportunities for all: Training and skills development</li></ul>                                                                                                                                                                                                                                                                   |
| Clients' transformation                      | Entity-specific            |                                                                                                                                                                                                                                                                                                                                                                                                                        |

Associated ESRS: ESRS S1 ESRS S2 ESRS S4 ESRS G1 ESRS E1 ESRS E5 Entity-specific topic

DMA · ESRS mapping

Double materiality assessment: correspondence between Avertim’s potential material topics and ESRS terminology

| Avertim’s topics                                       | ESRS standard                 | ESRS topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Work-life integration                                  | ESRS S1                       | ESRS S1 • Own workforce <ul style="list-style-type: none"><li>• Working conditions: Work-life balance</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Responsible AI and innovation/ technology              | Entity-specific               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Cybersecurity & privacy                                | ESRS S1<br>ESRS S2<br>ESRS S4 | ESRS S1 • Own workforce <ul style="list-style-type: none"><li>• Other work-related rights: Privacy</li></ul> ESRS S2 • Workers in the value chain <ul style="list-style-type: none"><li>• Other work-related rights: Privacy</li></ul> ESRS S4 • Consumers and end-users <ul style="list-style-type: none"><li>• Information-related impacts for consumers and/or end-users: Privacy</li></ul>                                                                                                                                                                                                                                                                                                                                        |
| Societal engagement & pro-bono                         | Entity-specific               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Environmental education                                | ESRS S1                       | ESRS S1 • Own workforce <ul style="list-style-type: none"><li>• Equal treatment and opportunities for all: Training &amp; skills development</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Sustainable, ethical and responsible procurement       | ESRS E5<br>ESRS S2<br>ESRS G1 | ESRS E5 • Circular economy <ul style="list-style-type: none"><li>• Resource inflows, including resource use</li></ul> ESRS S2 • Workers in the value chain <ul style="list-style-type: none"><li>• Working conditions: Adequate wages; Working time; Freedom of association, including the existence of work councils</li><li>• Equal treatment and opportunities for all: Gender equality and equal pay for work of equal value; Measures against violence and harassment in the workplace; Diversity</li><li>• Other work-related rights: Child labour; Forced labour</li></ul> ESRS G1 • Business conduct <ul style="list-style-type: none"><li>• Management of relationships with suppliers including payment practices</li></ul> |
| Avertim’s material use, waste produced and circularity | ESRS E5                       | ESRS E5 • Circular economy <ul style="list-style-type: none"><li>• Resources inflows, including resource use</li><li>• Resources outflows related to products and services</li><li>• Waste</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

Associated ESRS: ESRS S1 ESRS S2 ESRS S4 ESRS G1 ESRS E1 ESRS E5 Entity-specific topic



# Looking ahead

## Building sustainable growth with purpose

As we move into the next phase of our journey, sustainability remains a strategic priority and a key driver of long-term value creation at Avertim. The world around us continues to evolve rapidly. Artificial intelligence, shifting regulatory landscapes, climate challenges and societal expectations are reshaping the way organizations operate and transform. We see these changes not as constraints, but as opportunities to innovate, adapt and create meaningful impact.

## Progress powered by people

Our achievements would not be possible without the commitment of our employees, clients, partners and communities. Together, we will continue building a resilient, innovative and responsible organization, creating positive impact for business, society and future generations.

*Creating sustainable impact. Together.*



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