



TNP
HARNESS THE UNPREDICTABLE

RESPONSIBILITY IN ACTION

CSR REPORT

2025



In this year's CSR report, TNP's teams have chosen to present our efforts and commitments through the metaphor of woven engagement. This image captures the complexity and richness of the relationships between TNP, its employees, its partners, and the many communities with which we work.

Like the threads of a fabric, every action and initiative we undertake is interconnected, contributing to the strength and integrity of the whole. The concept reflects our belief that sustainability is a collective endeavor, where every contribution, large or small, plays an essential role in achieving our broader objectives.

This year's report demonstrates how, through a range of initiatives and projects, we have woven together a network of responsible and sustainable actions that reinforce our commitment to a greener, more equitable future. We outline the progress made in reducing our carbon footprint, enhancing employee well-being, and contributing positively to local communities.

Each project is a thread, carefully and deliberately woven to strengthen our overall commitment. This weaving is not merely an exercise in precision. It is the expression of a long-term strategy designed to embed sustainability at every level of our operations.

As you explore this report, you will discover the many threads we have woven this year—individual stories of change and innovation that together form the fabric of our social and environmental responsibility. You will see how our determination to weave more tightly and more effectively each year enables us to advance toward our sustainable development goals.





Guy LETURCQ
Managing Director

WEAVING LONG-TERM COMMITMENT

Dear colleagues, partners, and stakeholders,

The 2024–2025 period marks a pivotal milestone for TNP, driven by the tangible realization of numerous environmental and social commitments.

On the environmental front, our policy is taking concrete shape: relocation to a new headquarters in Levallois-Perret and the opening of new offices in Marseille, Luxembourg, India, and Italy, improving working conditions for our teams; a comprehensive CO₂ assessment now certified by an independent accredited body; reduced travel and the promotion of low-impact mobility; responsible purchasing practices; and stronger integration of sustainability considerations into our operations.

On the social front, our progress is equally tangible: proactive policies on parental support, gender equality and diversity, disability inclusion, partnerships with the supported employment sector, and professional integration initiatives. These actions reflect the effective implementation of the CSR policy we have developed in recent years, aligned with both client expectations and the priorities expressed by our employees. Most of the key indicators presented in this report demonstrate positive, measurable progress.

This momentum is also reflected in our transformation consulting activities, which are being energized by a renewed sense of purpose in France and internationally. The adoption of the digital solution Aktio enhances the consistency and traceability of our data across offices, enabling more precise and responsible management of our actions.

This movement, now firmly embedded within our organization, is fueling new ambitions for the years ahead. We are focusing our efforts on a deliberately limited number of Sustainable Development Goals (SDGs), selected for their relevance to our core business. Our objective is twofold: to go further in the areas already identified—by setting new performance thresholds—while also expanding into new fields of action, particularly biodiversity.

At a time when environmental and social responsibilities have become central concerns for all of us, we remain convinced that companies have a decisive role to play.

TNP is taking action, and this report is tangible proof.





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UNDERSTANDING WHAT MATTERS: A MATERIALITY-DRIVEN APPROACH

Before taking action, we chose to listen. In 2023, TNP engaged with those who bring the firm to life—employees, clients, and partners—to understand what matters most. This open dialogue revealed key expectations and shaped a CSR roadmap that is both pragmatic and ambitious, fully aligned with our mission.

IDENTIFYING OUR PRIORITIES BASED ON REALITY

The year 2023 marked a pivotal step in our CSR journey with the launch of a broad internal consultation involving all TNP employees. The objective was clear: to identify the most material CSR issues, those that most directly affect our teams and shape the way we practice our profession.

At the same time, we conducted an in-depth review of client expectations and requirements in the area of CSR (with more than 30 clients consulted) to broaden our perspective and ensure alignment between our internal commitments and the expectations of our ecosystem.

This dual approach—internal and external—carried out in accordance with ISO 26000 guidelines, enabled us to develop a clear and shared materiality matrix.

It highlights TNP's priority areas for the years ahead:

- Gender equality
- Working conditions across the entire value chain
- Employee safety
- Health and well-being at work
- Reducing our carbon emissions, as well as those of our clients
- Equal opportunity
- Biodiversity preservation

To act effectively, we must first listen carefully. Understanding what truly matters to our stakeholders is the first step toward creating lasting impact.

We do not seek to do everything—but to do better where we can have the greatest impact.

These themes, at the intersection of employee, client, and partner expectations, form the foundation of our structured and focused CSR strategy. They reflect TNP's determination to anchor its actions in a logic of measurable impact, aligned with the United Nations Sustainable Development Goals (SDGs).

FROM LISTENING TO STRATEGY

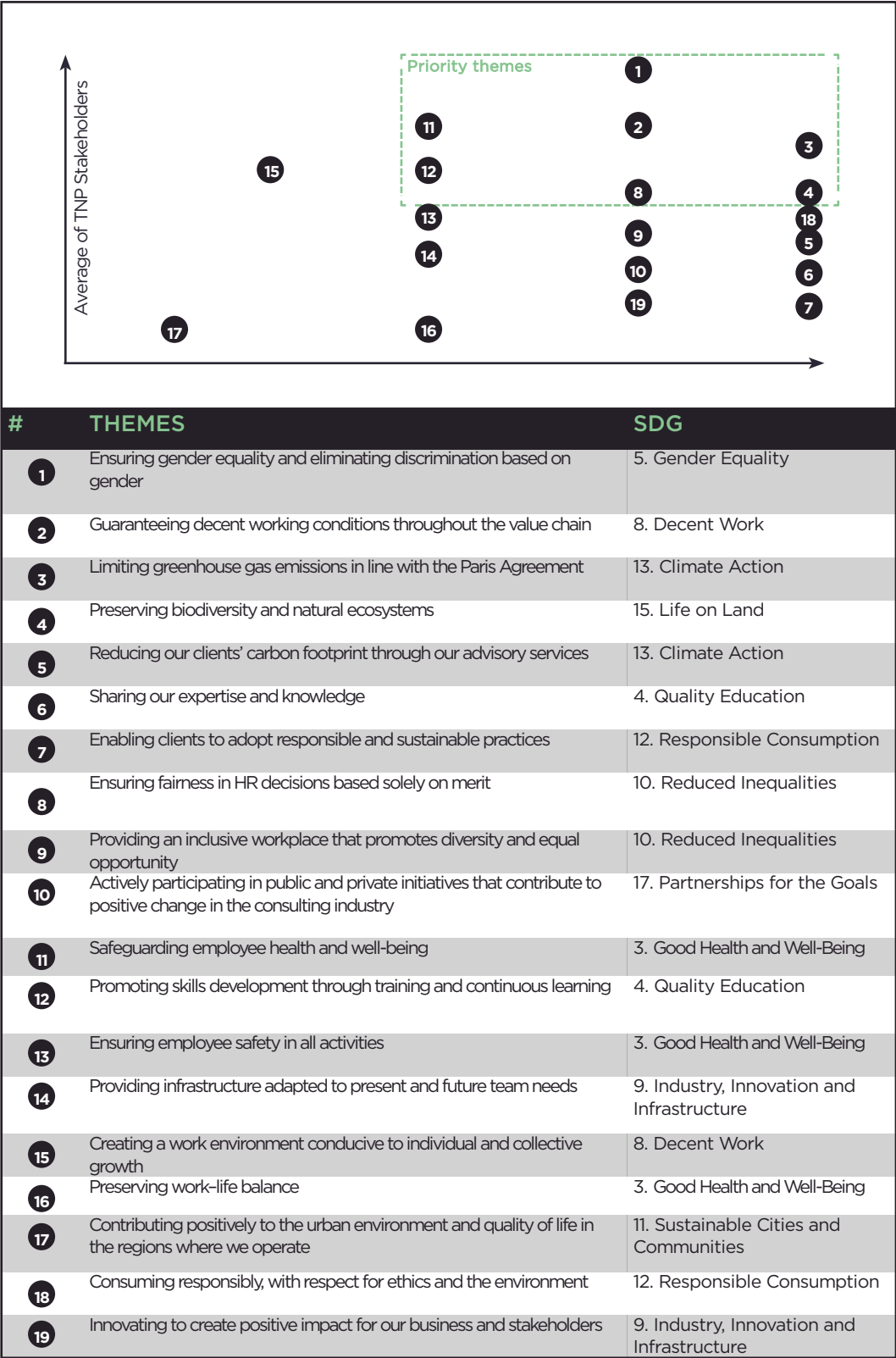
To address the issues identified by our stakeholders, we structured our CSR policy around three strategic pillars, detailed in the following pages:

Making sustainability a lever for resilience, by embedding sustainability at every level of our business model.

Supporting our clients and partners in the transition to a more sustainable future, making responsible transformation a driver of shared performance.

Building a work culture that combines well-being and ambition, positioning employee fulfillment as the engine of our growth.

TNP MATERIALITY MATRIX: IDENTIFIED PRIORITY ISSUES







MAKING SUSTAINABILITY A DRIVER OF RESILIENCE



TNP fully integrates environmental and social responsibility into the core of its business model.

This commitment is reflected in a set of concrete actions deployed across four complementary areas: **reducing our environmental footprint, managing waste, preserving biodiversity, and implementing a responsible purchasing policy.**

These initiatives converge toward a single objective: building a sustainable, transparent, and measurable business model.

MEASURING TO ACT: MASTERING OUR CARBON FOOTPRINT

In 2025, TNP completed the calculation of its 2024 carbon footprint for its activities in France. To ensure the reliability of both methodology and data, three major actions were undertaken.

First, we had our carbon footprint audited by APAVE, an independent third-party certification body. This limited assurance audit confirms the reliability of the data and methodology used.

We then deployed the Aktio platform to centralize data collection and supporting documentation. This tool will enable us to calculate our 2025 carbon footprint and ensure rigorous, ongoing monitoring.

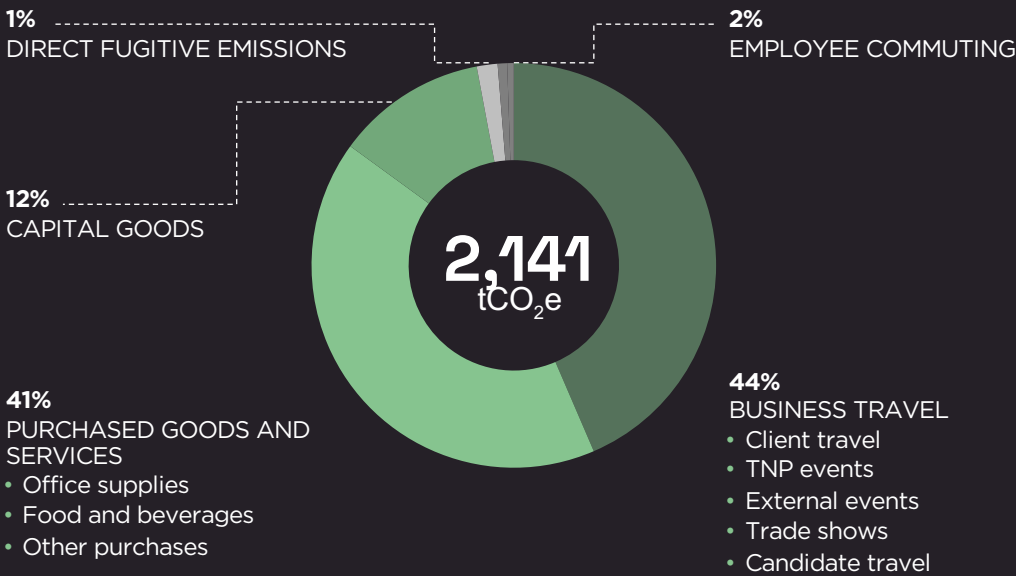
Finally, we updated our SBTi trajectory, now based on a sound, audited foundation, providing clear and secure targets through 2035.

These results highlight both the progress achieved and the areas where further action is needed.

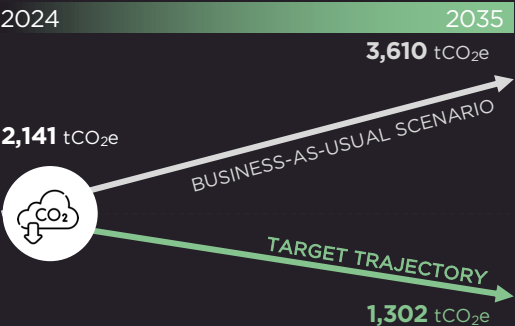
Business travel accounts for 44% of our emissions, followed by purchased goods and services (41%), capital goods (12%), and commuting (2%).

This distribution underscores the shared responsibility embedded in our travel practices, purchasing decisions, and internal operations—and guides our reduction efforts.

CARBON FOOTPRINT BREAKDOWN



CARBON TRAJECTORY TO 2035: MEASURE, REDUCE, TRANSFORM



Our trajectory is supported by a structured action plan: reducing travel intensity, strengthening responsible purchasing, increasing the use of refurbished equipment, and supporting employees in adopting more sustainable practices.

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**“ OUR ANNUAL REPORT
MEETS REGULATORY
REQUIREMENTS,
OFFERING FULL
TRANSPARENCY ON OUR
ACTIONS AND OUR
CSR STRATEGY. ”**

|

RECYCLE, REDUCE, RECOVER:
A PRACTICAL APPROACH TO WASTE

For several years, TNP has maintained responsible partnerships with local stakeholders to limit waste at the source and promote more responsible consumption within the firm. These tangible actions reflect a strong conviction: environmental performance is built over time, through alignment between everyday practices and rigorous measurement.



In partnership with Cedre, a specialized waste collection and recycling organization, we recovered 1,891 kg of waste in 2024, including:

LESS WASTE, MORE VALUE:
2024 RESULTS WITH CEDRE

TYPE OF RECYCLED WASTE	VOLUME COLLECTED
Paper	1,621 kg
Glass	180 kg
Plastic	82 kg
Metal (cans)	8 kg
Total	1,891 kg



Our collaboration with Brâam, TNP's coffee partner, reflects the same commitment to quality and restraint.

Thanks to the installation of adapted coffee machines and the adoption of Brâam coffee, we eliminated the use of aluminum capsules starting in 2023.

In 2024 alone, this measure avoided the use of nearly 40,000 aluminum capsules, while promoting more environmentally responsible and employee-friendly consumption.

40,000
aluminium capsules per year





With Delicorner, our partner for organic and locally sourced snacks, we adopted a zero-waste approach.

All products are delivered and made available in bulk or in reusable jars to eliminate individual packaging.

According to our partner, this initiative prevented the use of 1,054 plastic bags in 2024. In addition, the weekly delivery of fresh organic fruit contributes to a socially responsible approach: it supported the employment of seven individuals in workforce reintegration through the association ANDES, which promotes professional reintegration via sustainable food supply chains.

1,000+

plastic bags avoided
per year

7

reintegration jobs
supported



SID
expertise informatique

Projets IT spécifiques, maintenance IT

Finally, our IT support partner SID manages the collection and repurposing of our electronic equipment.

Functional hardware is donated to nonprofit organizations, while obsolete components are directed into certified recycling channels, reducing our IT waste and extending equipment life cycles.

Reuse

or certified recycling of IT equipment



PROTECTING LIVING SYSTEMS: OUR BIODIVERSITY COMMITMENT

In 2024, the firm joined the “Entreprises engagées pour la nature” (Companies Committed to Nature) program led by the French Biodiversity Agency (OFB).

Following a comprehensive assessment of our ecological footprint, an action plan was developed and submitted to the OFB for validation.

This evaluation was based on the Biodiversity Risk Filter tool developed by WWF, which analyzes both our offices’ dependencies on ecosystem services and their potential impacts on biodiversity.

Three major dimensions were examined: water quality regulation, freshwater availability, and air quality control on the dependency side; and pollution, land-use change, and loss of tree cover on the impact side.

The review of our former Pont de Neuilly headquarters revealed a low level of risk regarding freshwater availability, a high risk related to water quality regulation, and a medium level of risk concerning air quality. With respect to impacts, the site showed a low impact related to land-use change, a positive impact on tree cover, and a medium impact related to pollution.

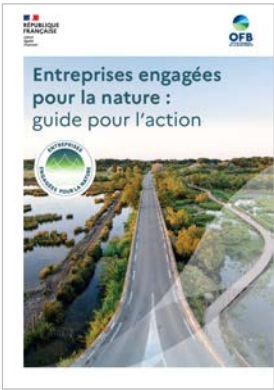
At the Group level, the findings indicate moderate exposure to biodiversity risks, consistent with our predominantly service-based and urban activities.

Our offices demonstrate moderate dependencies, particularly on water quality regulation, with an average score of 3.2 out of 5, and air quality control, at 2.8 out of 5.

Freshwater availability appears less critical overall, with a score of 2.2 out of 5. Regarding impacts on biodiversity, TNP sites show a generally contained footprint. Pollution represents the primary impact factor, with a score of 2.7 out of 5, followed by land and water use change at 2 out of 5, and loss of tree cover at 1.6 out of 5.

These indicators provide a solid foundation for guiding future impact-reduction initiatives.

ENTREPRISES ENGAGÉES POUR LA NATURE : THE PROGRAM, STEP BY STEP



**RESPONSIBLE PROCUREMENT :
SUSTAINABILITY AT THE HEART
OF THE VALUE CHAIN**

Because purchasing represents a powerful lever for transformation, TNP has made it a pillar of its CSR strategy. Our responsible purchasing policy seeks to reconcile economic performance, social equity, environmental stewardship, and business ethics. It reflects a strong conviction: every purchasing decision carries impact.

Our mission is to generate visible, measurable, and lasting impact for our clients and partners. This ambition is translated into a responsible purchasing policy built around three guiding principles.

Sustainable purchasing is overseen by an Executive Committee sponsor and a Sustainable Procurement lead reporting to the Finance Department. A quarterly Sustainable Procurement Committee monitors performance and action plans, while employees involved in purchasing are trained to integrate CSR criteria into their decisions. Regular dialogue is maintained with strategic suppliers.

A new management module, integrated into our financial system, will be deployed in the second half of 2025 to enhance traceability and operational efficiency.

**Purchasing with Integrity:
An Ethical and Social Imperative**

TNP ensures respect for fundamental rights throughout its supply chain. By 2027, 100% of strategic suppliers will be assessed against human rights criteria.

Our business ethics policy governs our practices: prevention of conflicts of interest, maintenance of a gift registry, and dual approval for sensitive purchases.

By 2026, all employees involved in purchasing activities will have completed training in ethics and sustainability.

TNP is also committed to economic inclusion: by 2027, 30% of total purchasing volume will be awarded to SMEs, very small businesses, and organizations in the social and solidarity economy. This commitment fosters local value creation and contributes to a more resilient economic fabric.

**Purchasing Consciously:
Reducing Our Environmental Footprint**

Our responsible purchasing policy is accompanied by continuous attention to reducing both direct and indirect environmental impacts.

TNP has set measurable targets aligned with our broader carbon reduction goals and circular economy commitments.

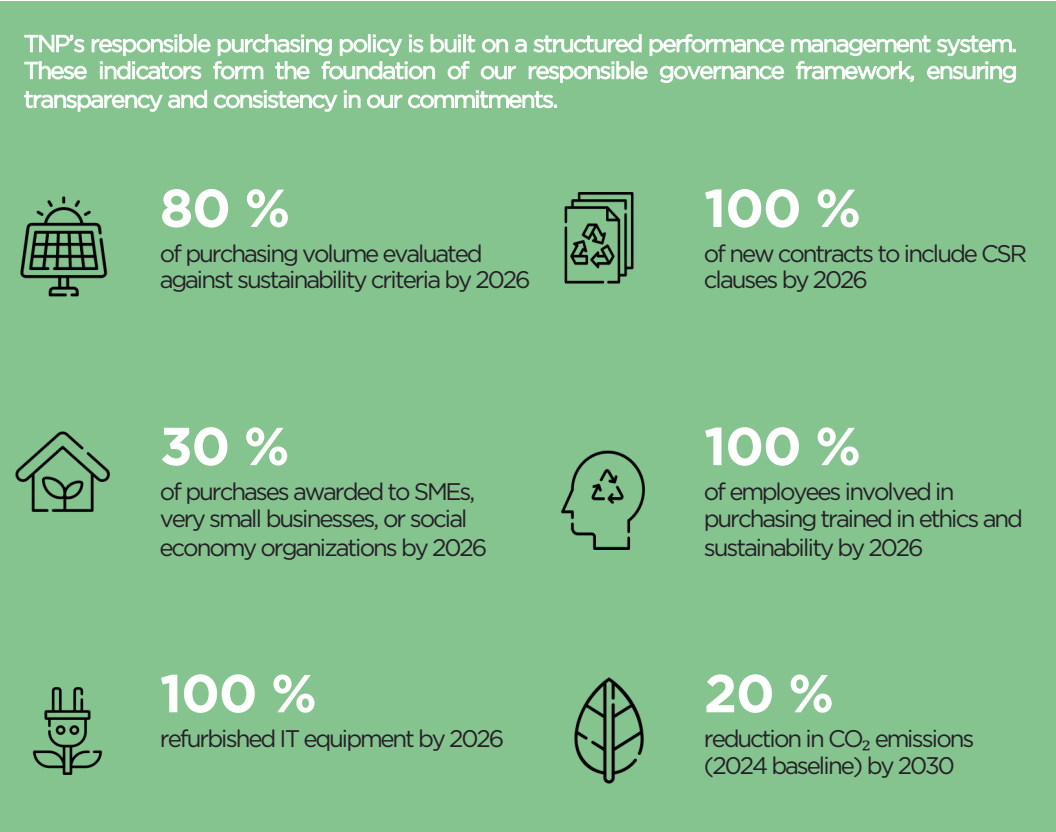
**PURCHASING: THREE DRIVERS TO ALIGN ECONOMIC
PERFORMANCE, ETHICS, AND SUSTAINABILITY**



TNP aims for 80% of its RFPs to incorporate a CSR criterion by 2026, and for all new contracts to include ethical and environmental clauses.

Supplier evaluations based on non-financial criteria will become systematic, with a target of 90% supplier satisfaction by that time horizon.

Managing and Improving Through Measurable Targets



Advancing Together:
The 2025–2027 Roadmap

The next steps will further formalize the framework: appointing a Sustainable Procurement lead, publishing the associated policy, implementing a Supplier Code of Conduct, providing ongoing training for relevant employees, and rolling out a consolidated dashboard.

By 2027, this approach will be extended to the entire panel of strategic suppliers, with the objective of reducing the carbon footprint associated with purchasing by 20% by 2030 (baseline 2024).

This strategy, combining rigor, innovation, and responsibility, illustrates TNP's determination to make procurement a driver of sustainable performance and trust.

MILESTONES



ETHICS AND GOVERNANCE: THE FOUNDATION OF RESILIENT PERFORMANCE

In a world undergoing constant change—shaped by economic, environmental, and social challenges—TNP affirms a clear conviction: sustainable performance rests on strong governance and transparent practices.

Ethics is the cornerstone of our development model. It guides our decisions, structures our relationships, and sustains the trust of our clients, partners, and employees.

Embedding Ethics at the Core of Strategy

Our ethical commitment is grounded in a foundational charter that defines the principles governing all our activities. Three pillars structure this approach:

- **Transparency and integrity.** We ensure a work environment based on honesty, loyalty, and accountability to strengthen trust among clients, employees, and partners.
- **Respect for human rights and diversity.** Combating all forms of discrimination and promoting inclusion remain central to our corporate culture.
- **Regulatory compliance and anti-corruption.** We apply a strict policy to prevent corruption, fraud, and conflicts of interest.

These commitments reflect our determination to align moral rigor with operational excellence.

Strengthening Governance and Transparency

To ensure the effective implementation of these principles, TNP has established a CSR and Ethics Committee responsible for assessing our practices and ensuring compliance with applicable regulations.

Meeting quarterly, the committee reviews any reports of non-compliance, updates internal policies, and oversees employee training. TNP has also implemented an internal whistleblowing system accessible to all, enabling confidential reporting of any situation inconsistent with our values. This tool provides an additional guarantee of transparency and trust.

Assess, Prevent, Act: Responsible Governance

Ethics extends beyond individual behavior; it also reflects our ability to anticipate risks and act collectively. A Risk Committee meets quarterly, bringing together the Chief Executive Officer, CIO, DPO, Head of Legal, Ethics Officer, HR Director, CFO, and Environmental Lead.

Together, they identify key risks—cybersecurity, compliance, legal, ethical, or environmental—assess their severity, and monitor corrective action plans.

This integrated governance framework promotes a cross-functional and proactive approach to sustainability issues. It strengthens our culture of risk awareness and responsibility while ensuring alignment between strategic commitments and day-to-day practices.

Making Ethics a Driver of Performance

For TNP, integrity is a source of trust—and therefore of growth. We enforce a strict policy on gifts and hospitality to ensure balanced and transparent business relationships. We also strengthen oversight of partners and suppliers to ensure alignment with the ethical principles we uphold.

These commitments go beyond formal compliance: they reflect a demanding view of performance, where transparency and accountability become drivers of competitiveness. Our ambition is clear: to soon train 100% of our employees in business ethics and maintain a work environment free of ethical alerts, consistent with our values and long-term vision.



In 2025,

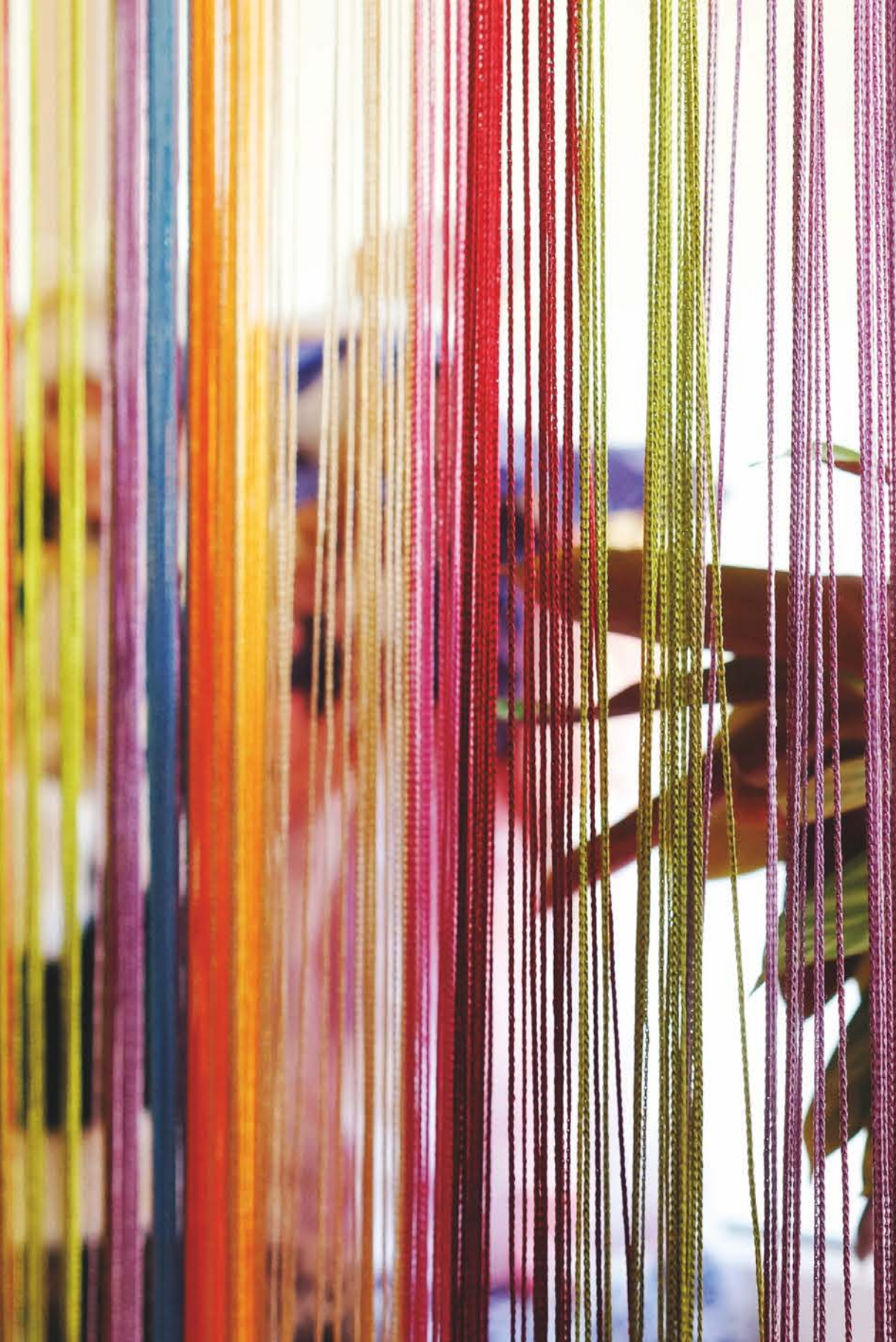
75%

of employees have
completed at least one
ethics training session
within the past three years.

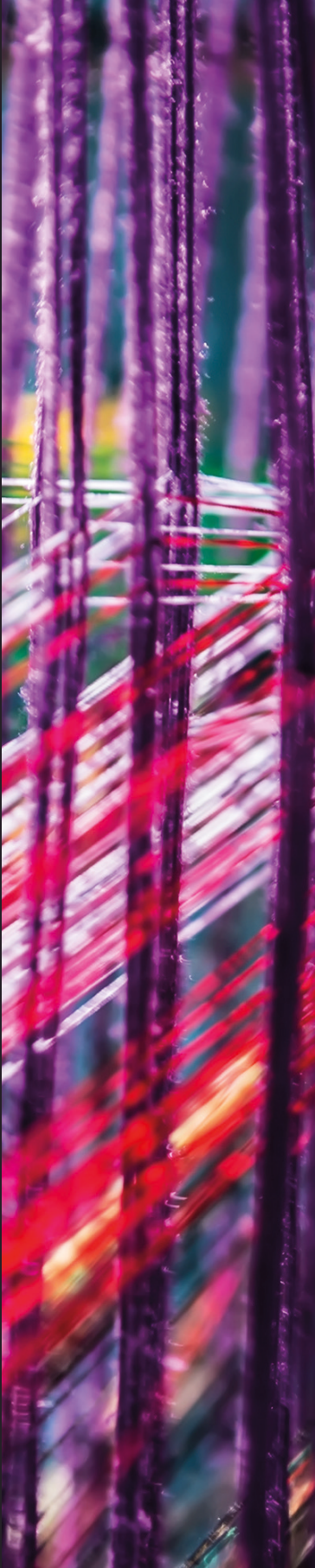


**“ TNP AIMS FOR 80%
OF ITS TENDERS
TO INCLUDE A
CSR CRITERION
BY 2026. ”**









PARTNERING FOR A SUSTAINABLE TRANSITION



In the face of rising regulatory requirements, mounting climate urgency, and growing societal expectations, companies must rethink their business models to reconcile performance with responsibility.

TNP supports its clients in this transformation by placing sustainability at the core of their strategy and operations.

Our ambition: turn convictions into action, and commitments into measurable results.

FIVE PILLARS TO ACCELERATE OUR CLIENTS' SUSTAINABLE TRANSFORMATION

Rethinking business models to align performance and responsibility is now imperative. TNP supports its clients through this deep transformation by embedding sustainability at the heart of strategy and operations.

In response to increasing regulatory pressure, climate urgency, and evolving societal expectations, our mission is to help organizations transition toward resilient, resource-efficient, and inclusive models.

TNP structures its approach around five complementary pillars: identifying levers for sustainable transformation ; establishing a clear ESG maturity diagnosis ; co-designing ambitious yet realistic roadmaps ; engaging employees ; equipping organizations to manage performance.

Each lever is designed to help companies integrate ESG considerations into decision-making, measure their impact concretely, and anchor sustainability at the core of business performance.

STRATEGY Giving Meaning to Performance

TNP supports executive teams in defining and aligning their CSR strategies. We help organizations integrate the Sustainable Development Goals (SDGs) into their strategic priorities, rethink business models around shared value creation, and strengthen ESG governance. Our teams also facilitate awareness seminars and ESG maturity assessments for executive committees.

Flagship project
Implementation of an e-P&L integrating carbon metrics for a major specialized retail group.



ASSESSMENTS AND ROADMAPS Measuring to Improve

We conduct comprehensive carbon assessments and define climate trajectories aligned with international standards (GHG Protocol, SBTi). Beyond reporting, TNP transforms data into actionable, measurable, and manageable operational plans. Our expertise also covers non-financial risk assessment, CSRD compliance, and the design of climate and biodiversity strategies tailored to each sector.

Flagship project
Carbon footprint assessment and climate trajectory design for an event management agency.





EMPLOYEE ENGAGEMENT

Bringing People on Board for the Long Term

Transformation succeeds only when it mobilizes the people who drive it.

TNP designs customized change management and training programs: Climate Fresks, biodiversity and responsible digital workshops, immersive sessions, serious games, and tailored learning pathways for managers. These initiatives foster collective buy-in and embed a lasting CSR culture within organizations.

Flagship project

Development of a serious game on responsible digital practices for a leading rail transport operator.



OPERATIONAL IMPLEMENTATION

Transforming the Business Model

TNP supports the integration of ESG criteria into core functions: procurement, finance, operations, and information systems. We assist in deploying Green IT strategies, responsible purchasing programs, and internal process optimization initiatives to reduce environmental impact while enhancing economic performance.

TNP acts as an implementation partner, ensuring alignment between ambition, execution, and results.

Flagship project

Redesign of industrial processes to eliminate production waste and recover residual materials for a cement manufacturer.



ESG DATA

Managing Sustainable Performance

Data lies at the heart of effective CSR management.

Our experts design robust, centralized, and auditable ESG data architectures to automate data collection, reporting, and non-financial performance visualization.

We deploy technology solutions aligned with CSRD, EU Taxonomy, and SFDR requirements, ensuring that sustainable performance becomes measurable, comparable, and actionable.

Flagship project

Creation of a Carbon Score enabling buyers and customers to compare the carbon footprint of products.

CORPORATE PHILANTHROPY: DRIVING LASTING SOCIAL IMPACT

TNP continues and strengthens its societal commitment through skills-based philanthropy initiatives in support of nonprofit organizations working toward a more sustainable future. This engagement is fully aligned with our mission: mobilizing our expertise to foster positive transformation in society.

Mobilizing Skills for the Common Good

With the integration of the “Vendredi” platform—renamed “Komeet” as part of the Interstaffing Solidaires program—consultants between assignments can dedicate their time and skills to causes they care about.

This platform enables seamless matching between available talent and the specific needs of nonprofit organizations, encouraging direct employee involvement in high-impact social and environmental projects.

This flexibility reinforces our collective commitment and embeds skills-based philanthropy at the heart of TNP’s culture. The partnership has been renewed for 2025, confirming the firm’s determination to expand this participatory model of engagement.

Contributing to the Environmental Transition

In parallel, TNP is actively involved in initiatives that advance ecological transition and climate transparency. Our teams contribute to the work of *Les Ateliers du Futur*, participating in the consolidation and analysis of the 2025 Climate Trajectories ranking of CAC 40 companies (the benchmark index of the 40 largest publicly traded companies in France).

This collaboration illustrates TNP’s ability to leverage its expertise in strategy, data, and sustainability in service of the public interest—strengthening the clarity and credibility of major French corporations’ climate commitments.

A Collective Commitment with Measurable Impact

Through these initiatives, TNP demonstrates that corporate responsibility extends beyond company boundaries. Whether strengthening ties between the corporate and nonprofit sectors, fostering employee development, or supporting key players in the transition, our ambition remains constant: putting our expertise to work for the common good.

These initiatives, grounded in cooperation and solidarity, contribute to building lasting, measurable impact aligned with the group’s core values.

Supporting Performance and Inclusion Through Sport

In 2024, TNP wrote a new chapter in its history by supporting three French disciplines at the Paris 2024 Olympic Games: cycling, fencing, and field hockey.

More than sponsorship, this partnership reflects a long-term commitment to promoting inclusion, gender equality, and sustainable performance—building bridges between the consulting world and elite sport.

Cycling

Alongside the French Cycling Federation, TNP acted as a technical partner in developing innovation and R&D solutions focused on performance and athlete health.

The project led to the creation of custom carbon-fiber shoes for French track cyclists, designed using individualized foot molds to optimize power transfer while reducing injury risk.

These innovations contributed to a historic collective achievement: nine medals won by France in cycling, including gold in the omnium for Benjamin Thomas, ending a 24-year wait for an Olympic track cycling title.

ACTING FOR THE CLIMATE MEANS ACTING FOR THE FUTURE

By collaborating with *Les Ateliers du Futur*, TNP contributes to the decarbonization of economic activity through the analysis of CAC 40 companies’ climate trajectories.



The Paris 2024 Olympic Games marked a turning point in terms of gender equality and environmental responsibility. By supporting these disciplines, TNP contributed to a broader collective momentum for greener, more inclusive, and more socially responsible Games—aligned with the ambition to cut greenhouse gas emissions by half.



Benjamin Thomas' Olympic medal in track cycling (Omnium)



Romain Cannone, fencing

Fencing

In fencing, TNP has supported Romain Cannone—gold medalist in épée at the Tokyo 2021 Olympic Games—for several years through the Performance Pact program led by the French Sport Foundation.

At Paris 2024, Romain Cannone continued his path of excellence, embodying the values of perseverance and self-transcendence that resonate strongly with TNP's culture.

Beyond financial support, this partnership helps secure the careers of elite athletes by reconciling professional projects with athletic performance.



The French women's field hockey team

Field Hockey

TNP is also proud to have supported the French women's field hockey team in its first Olympic appearance.

This historic milestone symbolizes the firm's commitment to women's sport, solidarity, and diversity. With a presence in India—where field hockey is the national sport—TNP finds particular resonance between this partnership, its international footprint, and its values of openness.

THE STORIES OF TOMORROW: ANTICIPATING THE UNPREDICTABLE

Since 2015, TNP has given a voice to those shaping the future.

Through its multi-channel editorial platform, *The Stories of Tomorrow*, the firm provides a space for reflection, dialogue, and forward-looking analysis on the major economic, technological, and societal transformations unfolding across Europe and beyond.

An Editorial Program Serving Transformation

The Stories of Tomorrow stands out for both the diversity of its formats and the consistency of its cadence. Each year, five to six flagship moments—white papers, industry studies, opinion pieces, videos, and events—structure the program.

Through this variety of formats, TNP reaches a broad audience: business leaders, functional executives, public authorities, journalists, researchers, and students.

These publications are grounded in a rigorous methodology, combining field data gathered by our consultants, interviews with decision-makers, and continuous monitoring of emerging signals.

They contribute to building a shared narrative around critical issues such as the mobility of tomorrow, energy sovereignty, trustworthy artificial intelligence, cybersecurity, reindustrialization, banking and financial transformation, and European defense.

International Reach, Local Anchoring

True to its international footprint, TNP now deploys *The Stories of Tomorrow* in all the countries where the firm operates—Italy, Luxembourg, Morocco, India, and beyond.

Each geography benefits from a tailored version of the program, incorporating local specificities while maintaining a systemic view of global transformations.

These events take the form of debate breakfasts, thematic roundtables, and forward-looking conferences, each gathering senior leaders from leading private and public organizations. Discussions are moderated by prominent journalists such as Emmanuel Lechypre and Frédéric Simottel of BFM, recognized for their ability to clarify complex issues and elevate strategic debate.



TEN YEARS OF IMPACT: MILESTONES AND OUTLOOK

Since its inception, *The Stories of Tomorrow* has built relationships with more than 2,000 decision-makers across five countries.

Recent landmark editions include:

- **“Reinventing Mobility,”** organized in Paris and Milan with leading players in automotive, transport (air, rail, maritime), and freight.
- **“What will it take for Europe to bounce back?”** held in Paris and Luxembourg, addressing the transformations needed to revitalize the continent: investing in decarbonization technologies, successfully embracing the AI revolution, and strengthening European defense.
- **“How Do We Build a Sustainable Future?”** exploring themes such as the role of regulation, circular economy models, evolving business models toward sustainability, and the creation of new value chains. These discussions sparked dynamic exchanges in Marseille, Marrakech, and Milan.

Each edition is designed as an immersive experience where sector expertise, strategic perspective, and conviviality combine to inspire engagement.



CLUBS AND COMMUNITIES: CO-CREATING TRANSFORMATION

Building naturally on *The Stories of Tomorrow*, TNP develops and facilitates a range of exclusive clubs and communities. These tailored forums provide clients and partners with a confidential, high-level environment to decode ongoing transformations, share experience, and co-design action pathways.

The Cercle Vertueux PACA : Emerging Impact-Driven Leadership

Launched in partnership with ZeOF Academy, the Cercle Vertueux PACA reflects our growing commitment to social and environmental responsibility.

This collective brings together business leaders across the Provence-Alpes-Côte d'Azur region with a shared ambition: fostering a new form of regional leadership rooted in impact and cooperation.

Each year, ten events are organized around concrete transition projects, from supply chain transformation and circular economy initiatives to social inclusion and carbon footprint measurement.

The club is grounded in a simple conviction: solutions to major environmental and social challenges often emerge locally, through territorial synergies.



The KYC Club by TNP: Evolving Financial Sector Practices

For several years, TNP has also facilitated the KYC Club, a forum for regular dialogue among major banks and insurance companies on operational and regulatory KYC (Know Your Customer) challenges.

Every two months, members share best practices, examine regulatory interpretations, and explore process optimization levers.

These discussions feed into authoritative position papers on sensitive topics such as AI integration in KYC processes, alert mechanisms, compliance and user experience, and the fight against document fraud.

The KYC Club by TNP has become a recognized driver of collective innovation, valued for its rigor, consistency, and the diversity of stakeholders it brings together.

The CRSF: Rethinking Financial Regulation in the Public Interest

Another cornerstone of our community strategy, the Cercle de la Régulation et de la Supervision Financière (CRSF), was founded in 2017.

It now brings together around forty financial professionals around a clear objective: promoting simplified, responsible regulation aligned with sovereignty, competitiveness, and sustainable financing.

TNP actively supports the CRSF as both sponsor and operational partner, assisting with thematic seminars, publications, and its annual event.

Topics addressed (Basel III, green taxonomy, CSRD, crypto-assets, artificial intelligence in finance) fuel structured reflection shared with regulators, supervisors, and public decision-makers.

Beyond their diversity, all of these clubs and communities share the same DNA: listening, trust, and co-creation. They reflect our belief that the most enduring transformations are those we design and implement together.



The Unpredictable CIO Club: A Laboratory for Responsible Digital Thinking

Launched in Luxembourg in 2022, the Unpredictable CIO Club is a confidential collective intelligence forum that now brings together nearly fifty CIOs, COOs, and CDOs from across sectors.

Following its success, TNP will expand the Club to France in 2025, with Germany and Italy to follow.

Each quarter, the Club fosters open dialogue on themes such as responsible AI, digital sovereignty, and sustainability. Deliberately positioned away from overly commercial or superficial formats, it stands out for its intellectual rigor and freedom of tone.

By placing peer exchange and co-creation at its core, the Unpredictable CIO Club serves as a genuine laboratory of ideas and experimentation, turning collective intelligence into a concrete driver of sustainable transformation.







A CULTURE OF WELL-BEING AND AMBITION



At TNP, sustainable performance begins with employee fulfillment.

Convinced that well-being at work is a driver of both individual and collective success, the firm is committed to creating an environment where high standards and care go hand in hand.

This approach lies at the heart of our HR strategy: making TNP a place where everyone can grow, speak up, and find meaning in their commitment.



People are the engine of collective performance. We believe that lasting success can flourish only in an environment that is demanding, supportive, and purpose-driven.

Our social policy is built on four pillars: attracting and retaining talent, developing skills, enhancing quality of life at work, and promoting diversity and inclusion. These commitments structure our HR approach and reflect a core belief: performance only matters if it is shared.

A RESPECTFUL AND INCLUSIVE WORK ENVIRONMENT

Since 2019, the All@TNP network has embodied our commitment to diversity and equal opportunity, well beyond gender issues alone.

In 2024, our gender equality index reached 82/100, reflecting tangible progress in pay equity and career advancement. Pay gaps are generally under control, with a favorable trend for women in several categories.

The year 2024 also marked a turning point in our commitment to disability inclusion.

Fewer than 1% of our employees had declared a disability—a rate below the industry average—but we chose to take action to drive lasting change.

The creation of a Disability Mission, composed of eight trained and mobilized ambassadors, along with a comprehensive diagnostic conducted in partnership with Agefiph (anonymous survey, individual interviews, accessibility assessment), enabled the development of an ambitious roadmap focused on awareness, accessibility, and recruitment.

During European Disability Week, TNP mobilized all teams around inclusive initiatives: immersive experiences raising awareness of visual impairment, massages performed by practitioners with disabilities, and meet-and-greet workshops with our disability ambassadors. These concrete actions contribute to a corporate culture that is open, respectful, and inclusive.

82/100

gender equality index
(2024)

8

disability ambassadors
trained and mobilized

3

awareness initiatives conducted
during European Disability Week



PREVENT, LISTEN, ACT: ENSURING AN ETHICAL AND SAFE WORKPLACE

Preventing inappropriate behavior is a non-negotiable principle. Our zero-tolerance policy is supported by the internal reporting system “Let’s Talk About It,” launched in 2025, which enables confidential reporting of harassment, discrimination, or discomfort.

We renewed our commitment to the #StOpE initiative against everyday sexism and organized, in November 2024, an open conference entitled “Taking Action Against Sexist and Sexual Misconduct at Work.” This session is now integrated into the onboarding process, with the systematic involvement of harassment and sexual misconduct ambassadors to ensure awareness among all new employees.

The Works Council complements these efforts through concrete initiatives: massage sessions delivered by practitioners with disabilities, bicycle repair workshops to promote sustainable mobility, and partnerships with nonprofits supporting responsible travel.

These initiatives combine well-being, inclusion, and civic engagement—strengthening both belonging and collective pride.

DEVELOPING SKILLS AND SUPPORTING CAREER PATHS

At TNP, each employee shapes their own trajectory. Our ambition is to enable everyone to build a career aligned with their aspirations while strengthening the firm’s collective expertise.

Our e-learning platform (featuring more than 40 modules accessible to all) complements a broad range of in-person training programs. In 2024, 92% of employees completed at least one training course, totaling 6,600 hours, 80% of which were delivered via 360Learning.

Training topics range from core professional skills and communication to project management, digital tools, and soft skills.

57% of the training plan covers mandatory programs, while the remainder supports skill development in innovation-related areas.

In 2024, 61 certifications were earned, particularly in agile methodologies, demonstrating our sustained investment in professional development.



92%
employees trained (2024)

20%
employees promoted

3.2 years
average tenure
(+0.6 year vs. 2023)

Our onboarding program, TNP University, enhanced in 2024, now supports employees across all grades: introduction to the firm’s values, business immersion, and cross-brand team-building sessions.

Recognized with the 2024 Award for Best Training and Skills Development Policy (La Lettre du Conseil and Napta), this program facilitates integration, strengthens cultural alignment, and promotes the sharing of best practices.

Each new employee also benefits from individual coaching upon arrival to define objectives and plan their development.

Two annual performance review cycles ensure ongoing monitoring, constructive feedback, and personalized support.

Promotion criteria (performance, internal contribution, and potential) are transparent and clearly communicated. In 2024, 20% of employees were promoted, while average tenure increased from 2.6 to 3.2 years, reflecting stronger retention and long-term engagement.

WELL-BEING AND LIFE BALANCE

Because sustainable performance depends on quality of life at work, TNP strives to balance professional ambition with personal well-being. In 2024, several initiatives were strengthened:

- A parental support charter and flexible remote work policy
- Access to Gymlib and an in-house fitness room
- Cultural benefits through the Works Council (tickets, performances, sporting events)
- A digital disconnection policy promoting responsible technology use

The relocation to our new headquarters in Levallois-Perret, scheduled for 2025, reflects this vision. The new offices will feature modern, collaborative, and ergonomic spaces. Layout decisions were shaped through extensive dialogue with employee representatives and include a fitness room, relaxation areas, and improved acoustic insulation.

These efforts have been recognized through several distinctions: HappyAtWork and HappyTrainees certifications, and a ranking among the Top 10 consulting firms most committed to employees over 47 years old.

HEALTH AND SAFETY AT WORK

Our health and safety policy is based on prevention, vigilance, and dialogue. The mandatory workplace risk assessment document (DUERP) is updated annually and has identified two priorities since 2024:

- Business travel risks inherent to our profession
- Psychosocial risks, for which enhanced prevention and listening measures have been implemented

The “Let’s Talk About It” platform, now accessible to all, enables confidential reporting of stress, discomfort, or harassment, ensuring a swift and appropriate response.

STRENGTHENED SOCIAL DIALOGUE

Social dialogue is a cornerstone of our internal culture.

Monthly meetings with the Works Council ensure ongoing and constructive exchanges between management and employees.

We have also professionalized our discussions to enhance the quality of social dialogue: systematic documentation of exchanges and joint projects, dedicated training for employee representatives and HR leadership, better structuring of discussions, and rigorous follow-up on commitments made during meetings.

The Works Council has expanded its social initiatives—gift vouchers, access to cultural and sporting events, passion-based clubs—fostering cohesion and conviviality within the company.

This spirit of ongoing collaboration continuously improves our practices and working conditions, nurturing a culture based on trust, transparency, and co-construction.

OUR HR AMBITIONS FOR 2026

These commitments shape our vision: to make TNP a sustainable, attractive, and exemplary employer.

Retention

Maintain average tenure above three years and reach 3.5 years by the end of 2027 through a targeted retention plan.

Inclusion

Reach 2% of employees declaring a disability by 2026 through the Disability Mission and ongoing awareness efforts.

Pay Transparency

Formalize a transparent salary grid in line with the upcoming European directive on pay transparency.

Gender Parity

Increase the gender equality index to 85/100 by 2026.



Our ambition remains clear: to build a company where performance is measured as much by the quality of our engagements as by the pride of those who deliver them. Because a strong, inclusive, and supportive collective is the foundation of lasting transformation, TNP continues to make well-being, development, and trust the driving forces behind its shared success.



OUR NON-FINANCIAL PERFORMANCE INDICATORS



The indicators set out here translate in factual terms the implementation of our CSR strategy and the progress achieved against our commitments.

These data form an essential management foundation for measuring the real impact of our actions, identifying areas for improvement, and ensuring transparency in our approach with all our stakeholders..





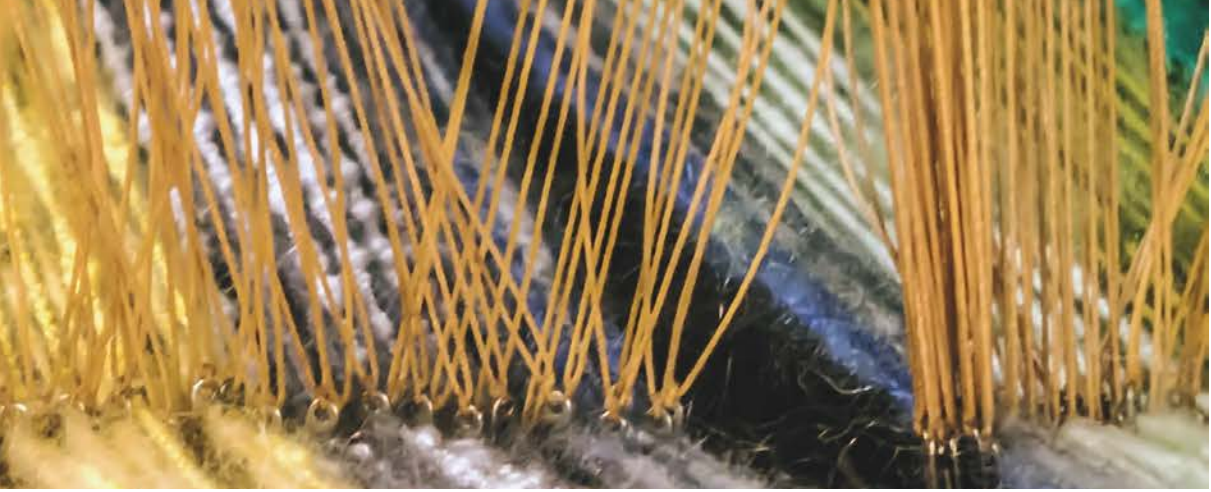
SOCIAL PERFORMANCE

HEADCOUNT	31/12/2022	31/12/2023	31/12/2024
Total headcount	537	586	492
Breakdown permanent/fixed-term contracts	98% / 2%	99% / 1%	99% / 1%
Gender breakdown (M/F)	69% / 31%	67% / 33%	65% / 35%
Interns and apprentices	32	20	21

HIRING / DEPARTURES	2022	2023	2024
Permanent and fixed-term hires	234	222	104
Permanent and fixed-term departures	150	151	211
Intra-group mobility	3	1	1

COMPENSATION AND BENEFITS	2022	2023	2024
Total payroll	34 518 544€	43 964 637€	39 542 759€
Average salary	64 724€	67 218€	69 190€
Total profit-sharing paid	0€	0€	0€
Social and Economic Committee budget	345 185€	439 646€	395 428€

TRAINING	2022	2023	2024
Training initiatives	1861	4235	3002
Employees trained at least once during the year	444	633	485
Total training hours	6 239	11 924	6 661
Average training hours per trained employee	8	19	9
Training investment as a percentage of total payroll	2%	3,1%	1,6%



SOCIAL PERFORMANCE

HEALTH AND SAFETY	2022	2023	2024
Absenteeism rate	4,5%	3,5%	4,9%
Sick leave absenteeism rate	3,1%	2,3%	3,7%
Occupational illness absenteeism rate	0%	0%	0%
Workplace / commuting accident frequency rate	1	2	1
Workplace / commuting accident severity rate	0,05	0,01	0,00
Percentage of employees covered by the company health insurance plan (excluding opt-outs)	97%	97%	98%

SOCIAL DIALOGUE	2022	2023	2024
Employees covered by the Social and Economic Committee (CSE)	100%	100%	100%
Employees covered by collective bargaining agreements	100%	100%	100%
CSE meetings held	7	9	13

DISABILITY	2022	2023	2024
Disability rate	0,74%	1,02%	0,81%
Employees with disabilities resulting from a workplace accident within the company	0	0	0



ENVIRONMENTAL PERFORMANCE

CARBON FOOTPRINT

Scope: TNP France / Methodology: GHG Protocol / Scope 2: Location-based method
Year: 2024
Audited by the APAVE Group, limited assurance statement

CARBON FOOTPRINT	2024
Scope 1	16
Scope 2	17
Scope 3	2108

CARBON TRAJECTORY

Baseline year: 2024 / Target year: 2035 / TNP France / Methodology: SBTi (tools applied, not formally validated by the SBTi committee)
Scope 1 & 2: Absolute contraction approach
Scope 3: Economic intensity approach
Scope 1 & 2 scenario: Well-below 2°C

CARBON TRAJECTORY	ANNUAL REDUCTION RATE (%)	tCO2e
Scope 1 reduction target	2.5%	5.65
Scope 2 reduction target	2.5%	0.14
Scope 3 reduction target	7%	1296
Total		1302



ENVIRONMENTAL PERFORMANCE

WASTE	2022	2023	2024
Total waste generated	71 T	31 T	29 T
Including hazardous waste	0,014 T	0 T	0 T

RESOURCE USE	2024
Green electricity consumption	0 kWh



GOVERNANCE AND ETHICS

ETHICS	2022	2023	2024
Ethical alerts reported	0	0	0
Human rights / forced labor	0	0	0
Corruption	0	0	0
Anti-competitive practices	0	0	0
Corruption-related incidents	0	0	0

DATA GOVERNANCE	2022	2023	2024
Data subject rights requests handled	7	3	3
Support for internal projects / Responses to employee inquiries / Recommendations	4	24	26
Support to teams in contractual relationships with data controllers	22	12	8

RESPONSIBLE PROCUREMENT

RESPONSIBLE PROCUREMENT	2022	2023	2024
Suppliers that have signed our Responsible Procurement Charter	9	9	9
Suppliers assessed on CSR practices	0	0	1



ABOUT TNP



Since 2007, TNP has supported hundreds of companies, governments, and investment funds in designing and implementing their strategic, regulatory, and digital transformations—with the commitment of a trusted long-term partner.

At TNP, we harness the unpredictable—turning uncertainty into a driving force for tangible results and lasting performance.

Built around three centers of excellence—TNP Strategy, TNP Trust, and TNP Digital—we offer a comprehensive approach that addresses today's and tomorrow's challenges, from strategy to AI, within secure, compliant, and innovative frameworks.

With a presence in Europe, Africa, India, the Middle East, and the United States, TNP supports its clients wherever challenges are most demanding, delivering high-value, high-impact consulting every step of the way.



KEY FIGURES

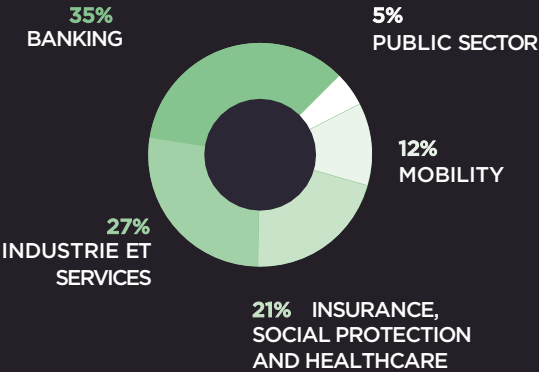


900+
employees



€112 M
revenue

MULTI-INDUSTRY



MULTI-SPECIALIST

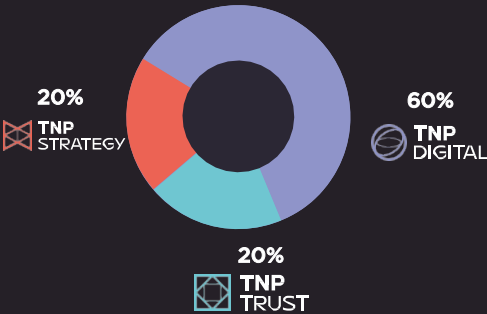


3 REGIONS

Europe: Paris, Marseille, Monaco, Luxembourg, Milan, Geneva, Frankfurt, Bilbao, Lisboa

North and West Africa: Casablanca, Tunis, Abidjan

India-Middle East-USA: Cochin, Mumbai, Delhi, Dubai, Riyadh, Manama Philadelphia



- Strategy
- Operational Excellence
- Human Capital
- IT Strategy



- Sustainability
- Data Privacy & Trustworthy AI
- Finance
- Risks
- Regulatory Compliance



- Digital Advisory
- Business IT Programs
- Digital Solutions



Ongoing missions in
25+ COUNTRIES

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