ESG Performance Report 2025



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ESG Performance Report

2025

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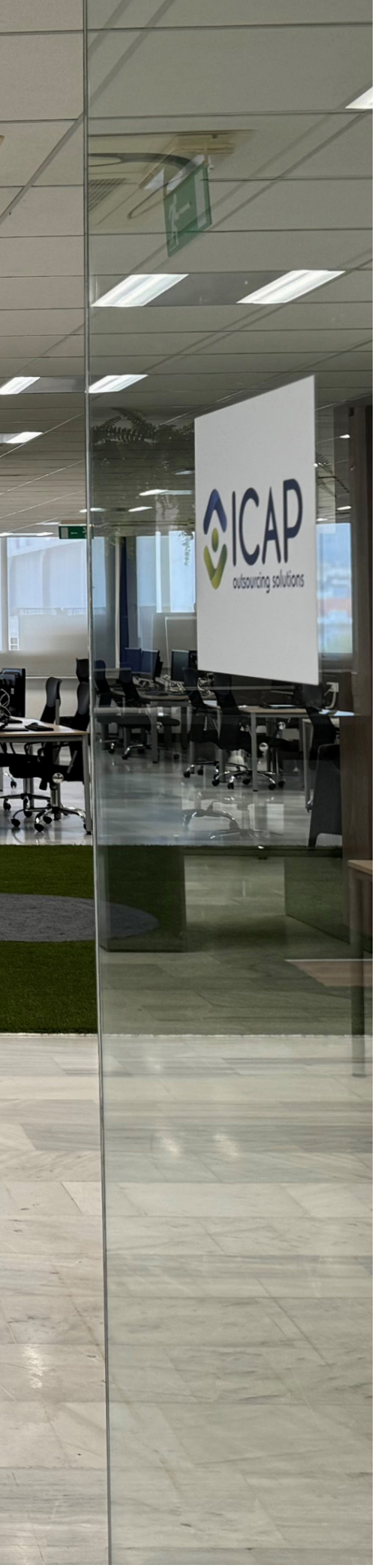


Organization profile

GRI 2-1 • GRI 2-2 • GRI 2-6

ICAP Outsourcing Solutions S.A. is a Greek company founded in 1999 and headquartered in Kallithea, Athens, Greece. The company specializes in outsourcing, human resources, customer service, recruitment, employment management, and receivables management services for organizations across a wide range of sectors. With a strong presence in Greece, Bulgaria, Serbia, Romania, and Cyprus, ICAP Outsourcing Solutions supports more than 1,200 active clients through a workforce of over 2,800 employees. Its mission is to deliver quality services and innovative solutions, foster employee growth, ensure the sustainability of the organization for all stakeholders, and contribute to society through voluntary actions that support people and the environment.

This report covers the operations of the company's headquarters, located 74A Athens–Piraeus Avenue, 18547 Piraeus, Greece, Greece, together with its branches located at 74A Peiraios Street, 18547 Piraeus, and 18 Papandreou Avenue, 45444 Ioannina.

ICAP Outsourcing Solutions provides staffing services, recruitment services, payroll administration, contact center services, teleservices, telemarketing, training, assessment, employment management, debt information services, and business process outsourcing solutions. Its clients operate in banking, insurance, industry, telecommunications, retail, tourism, information technology, technology, healthcare, and many other sectors. The company collaborates with technology providers, recruitment partners, training specialists, facility service providers, and other business service suppliers that support the delivery of its solutions. ICAP Outsourcing Solutions demonstrates responsible business practices through certified management systems, supplier evaluation procedures, anti-bribery controls, environmental management initiatives, and ongoing monitoring of partners to maintain quality, compliance, and ethical standards across its operations.



“Our success is measured not only by business results, but also by the positive impact we make on people, society, and the environment.

Elias Alevizos
President & CEO, ICAP Outsourcing Solutions

Reporting information

GRI 2-3 • GRI 2-4 • GRI 2-5



Elias Alevizos
President & CEO
ICAP Outsourcing Solutions

The company publishes its environmental, social, and governance (ESG) sustainability results in a report generated semi-automatically through the Synesgy View platform.

The ESG Performance Report is based on the questionnaire provided to ICAP OUTSOURCING SOLUTIONS S.A. by Synesgy. This tool enabled the identification and assessment of the company's ESG values for the period 01/01/2025 - 31/12/2025.

Synesgy is an officially **licensed software and tools partner** of the Global Reporting Initiative (GRI) at the global level, ensuring that the report's disclosures comply fully with the GRI Standards. These standards provide a comprehensive, comparable, and credible framework for reporting on topics relevant to an organization, its impacts, and how they are managed.

Accordingly, the ESG Performance Report aligns with the GRI Sustainability Reporting Standards, updated to reflect the latest revisions as of January 1, 2023, and also complies with the European Sustainability Reporting Standards (ESRS) introduced under the new Corporate Sustainability Reporting Directive (CSRD). The ESRS, adopted by the European Commission on July 31, 2023, serve as a common framework for ESG reporting by companies within the CSRD's scope.

The Greek legislation incorporating this legislation, Law 5164/2024 (Government Gazette 102/12.12.2024), officially entered into force on December 10, 2024. The ESRS present a significant degree of harmonization with the GRI Standards.

- **GRI Sustainability Reporting Standards**
- **ESRS European Sustainability Reporting Standards**

For unlisted SMEs, which do not fall within the scope of the Corporate Social Reporting Directive (CSRD), EFRAG has drawn up a Voluntary Standard (VSME) that encourages and guides them to report on their ESG performance nonetheless. This Standard covers the same sustainability topics as the European Sustainability Reporting Standards (ESRS) for large companies; however, it is proportionate and takes into account the key characteristics of micro, small and medium-sized enterprises.

By completing Synesgy evaluation, SMEs therefore also cover several of the key Topic Standards of the VSME Standard.

This ESG Report contains the assessment carried out by Crif Synesgy Ratings (CSR) on the sustainability performance of Company Name.

CSR, the CRIF Group's Green Rating Agency pursuant to Regulation (EU) 2024/3005 ("the Regulation"), is responsible for analysing and producing assessments and ratings relating to the ESG factors of the entities under assessment, and carries out this activity in accordance with the principles of transparency, integrity and governance set out in the Regulation.

The methodology adopted by Crif Synergy Ratings for the preparation of the ESG assessment is published in the public assessment document available on the website: **www.crifsynesgyratings.com.**

The outcome of the ESG assessment reported in this Report is also published on the CSR website. >>

Synesgy
The sustainability network.

Synesgy Certificate

Presented to **ICAP OUTSOURCING SOLUTIONS ANONYMI ETAIREIA PAROCHIS YPIRESION**

ΕΛΕΥΘΕΡΙΟΥ ΒΕΝΙΖΕΛΟΥ 2, 17676, ΚΑΛΛΙΘΕΑ, Greece

Certification date	Valid until	Macro-industry	Country
14 July 2026	**29 July 2027**	**Services**	**Greece**

This certificate is issued to ICAP OUTSOURCING SOLUTIONS ANONYMI ETAIREIA PAROCHIS YPIRESION (company ID: 099365259) by ICAP CRIF S.A. for participating in the ESG assessment through the **Synesgy** platform on **14 July 2026**.

ICAP OUTSOURCING SOLUTIONS ANONYMI ETAIREIA PAROCHIS YPIRESION has the ESG Rating "**B – Good**".

Your score has improved from the previous one, which was D.

Synesgy's methodology follows international sustainability standards such as the VSME'S and ESRS EFRAG standards and has been developed by CRIF Synesgy Ratings.

This ESG Rating is valid for one year until the **17 September 2027**.

A
B
C
D
E

ESG RATING: B
Good level of Sustainability

The company demonstrates a good and structured capability to manage ESG factors, with defined practices and existing reporting, but uneven integration across different business functions.

ESG Rating represents the evaluation of the compliance to ESG principles (Environment, Social, Governance) of a business, taking also into consideration industry sector and country/region.

GRI CONTENT USED WITH PERMISSION 2026

CRIF Together to the next level

The Rating Smart ("Rating Smart") is calculated on the basis of a proprietary methodology developed by CRIF Synesgy Ratings S.r.l. ("CSR"), a company belonging to the CRIF S.p.A. Group ("CRIF Group"), and is based on information disclosed by the entity to which the score relates (the "Rated Entity"). The abovementioned information is provided voluntarily under the sole responsibility of the Rated Entity and is not verified by CSR nor by the companies belonging to CRIF Group that may be involved, in any capacity, in the distribution of the Rating Smart ("Companies"). The Rating Smart refers to the date that the Questionnaire was completed (it is not monitored continuously over time). The Smart Rating constitutes an ESG Rating within the meaning of Regulation (EU) 2024/3005. CSR and the Companies shall have no liability in relation to the use of the Rating Smart and of the QR Code contained therein by the Rated Entity and/or any third party. CSR and the Companies shall not be liable for any decision made by the Rated Entity or by any third party on the basis of the Rating Smart.

CRIF S.p.A. uses the GRI Standards under licensed authority from GRI, which verified the accurate representation of the GRI standards in Synesgy. However, GRI makes no implied or actual representations or warranties as to the correctness, compliance, trustworthiness, fitness of purpose or quality of the score presented in this assessment.

Stakeholder Engagement

GRI 2-29
ESRS 1

In accordance with the ESRS, stakeholders are defined as individuals or groups who can reasonably be expected to influence, or be influenced by, the company's activities, decisions, or impacts.
Strengthening a sustainable business model requires not only a commitment to adopting sustainable practices but also active engagement with stakeholders who are directly or indirectly involved in the company's operations.
Understanding and assessing stakeholder needs and expectations is essential for aligning objectives and creating shared value. This approach can enhance both the quality of life and well-being of stakeholders, while also improving the company's efficiency and legitimacy.
By engaging in dialogue with, and listening to, local stakeholders, the company lays the groundwork for developing sustainability strategies that reflect common interests and shared goals.

Within the General Requirements of the ESRS, the company's key stakeholders are divided into two groups:

Affected stakeholders: individuals or groups whose interests are or could be impacted by the company's activities and its direct or indirect business relationships across the value chain (identified in the table with an **"A" for Affected**);

Users of sustainability statements: the primary users of general-purpose financial reporting, along with other stakeholders such as business partners, civil society, and public authorities (identified in the table with a **"U" for User**).

The company's stakeholder engagement system encompasses activities, tools, channels, and methods designed to address the diverse profiles and needs of stakeholders while considering the overall governance structure.

The following table summarizes the above:

Stakeholders	Definition	Engagement Tools
Employees	A	Meetings, corporate climate surveys and internal surveys; internal communication tools (press review, intranet, company e-mail, internal social network, etc.); group and training activities.
Suppliers	A	Selection procedures, meetings and visits; definition and sharing of standards; questionnaires; joint planning; dedicated portals.
Affected Communities	A/U	Communication and marketing campaigns; meetings with local community representatives; sponsorships and events.
Consumers/Clients	A	Direct sales or business meetings and visits; customer satisfaction and market research; tests and focus groups; social media and corporate website; dedicated meetings and industry events.
Trade Unions	U	Engagement through support and dialogue initiatives, and communication exchange.


INNOVATION
& INFRASTRUCTURE
1 NO POVERTY
8 DECENT WO
& ECONOMIC
GROWTH
SDGs
2 ZERO HUNGER
7 AFFORDABL
& CLEAN EN
4 QUALITY
EDUCATION
3 GOOD HEALTH
& WELL-BEING
6 CLEAN WA
& SANITAT
5 GENDER

SDGs: UN Sustainable Development Goals



On **September 25, 2015,** the governments of **193 United Nations member** states adopted the **2030 Agenda for Sustainable Development**.

This action plan, approved by the UN General Assembly, includes 17 specific Sustainable Development Goals (SDGs), which are part of a broader framework comprising a total of 169 related targets.

The 17 SDGs are relevant not only to governments and nations but also to every business. ESG principles embody what companies are expected to do to contribute to these goals.

Environmental

- Reliance on fossil fuels
- Significant water footprint
- Involvement in deforestation
- Waste management and disposal

Social

- Conflicts with local communities
- Focus on employee health and safety
- Protection of diversity
- Appropriate interpersonal relationships between employees

Governance

- Bonuses disproportionate to employee salaries
- Involvement in corruption scandals
- Opening of offshore subsidiaries to evade tax

ICAP OUTSOURCING SOLUTIONS S.A. and SDGs

The Synesgy questionnaire has enabled ICAP OUTSOURCING SOLUTIONS S.A. to map material topics and sustainability-related issues, thereby highlighting the most significant achievements during the reporting year. It provides stakeholders with an immediate and, importantly, certified overview of the company's activities, as the assessment adheres to internationally recognized standards. The launch of this sustainability awareness initiative underscores the company's commitment to best practices, demonstrated by the alignment of its actions with 9 of the 17 United Nations Sustainable Development Goals (SDGs).



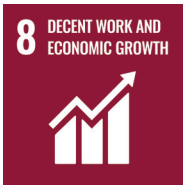
03 - Good health and well-being
Ensure healthy lives and promote well-being for all at all ages.



04 - Quality education
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



05 - Gender equality
Achieve gender equality and empower all women and girls.



08 - Decent work and economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



09 - Industry, innovation and infrastructure
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



10 - Reduced inequalities
Reduce inequality within and among countries.



11 - Sustainable cities and communities
Make cities and human settlements inclusive, safe, resilient and sustainable.



12 - Responsible consumption and production
Ensure sustainable consumption and production patterns.



13 - Climate action
Take urgent action to combat climate change and its impacts.

The identification of issues through Synesgy and the 26 material topics, linked to the ESG areas, has initiated a real path of awareness that engages all stakeholders through multiple communication channels.





Environment



Environmental impact management

GRI 2-25 • GRI 305-5
VSME B2 • VSME C2

The organisation recognises that environmental impacts may arise not only from its own activities, but also from its interactions with suppliers, customers and other stakeholders across the value chain. For this reason, identifying, assessing and managing both direct and indirect impacts is a key element of responsible business conduct. By understanding the environmental effects associated with its operations, products and business relationships, the company is better positioned to prevent, mitigate or remediate adverse impacts while enhancing positive contributions, **in line with principles of environmental stewardship**.

The company currently does not have formal environmental-impact reduction initiatives in place; however, it has identified a number of measures that are planned for future implementation as part of its sustainability journey. These measures aim to improve energy efficiency and reduce emissions associated with daily operations.

Planned actions include:

- **Replacement of conventional lighting systems with LED technology.**
- **Gradual transition towards hybrid or electric company vehicles.**

The organisation uses applications and technologies that enable data analytics, allowing it to analyse operational information such as energy and material consumption. These capabilities support evidence-based decision-making and **create a foundation for future environmental-performance monitoring**.

In addition, the company has implemented projects aimed at integrating cloud technologies into document archiving and information management processes. The replacement of paper archives with digital databases and the broader dematerialisation of records improve data accessibility, maximise information-collection capabilities and contribute to greater operational efficiency while reducing paper consumption. These actions support the company's broader digital-transformation strategy and align with principles of resource-efficiency management.

Materials

GRI 301-1

The company places particular importance on the materials used throughout its operations and recognises that their environmental impact extends beyond the production stage to the entire product life cycle. By considering the implications of material use from sourcing and processing through to end-of-life management, the organisation seeks to support responsible resource utilisation and strengthen its overall environmental performance, **in line with principles of sustainable material management**.

Although the company has not yet implemented extensive material-reduction programmes, it has planned initiatives aimed at reducing the consumption of both plastic and paper across its main sites. **A key aspect of this approach focuses on raising awareness among employees and encouraging more responsible consumption behaviours within daily operations.**

Key actions include:

- **Plastic- and paper-reduction initiatives** — Planned measures to decrease the consumption of both materials across company facilities.
- **Employee awareness and engagement** — Staff have been informed about the importance of reducing the use of plastic and paper and encouraged to adopt more sustainable consumption practices.

These actions provide an initial foundation for improving resource efficiency, reducing waste generation and supporting the organisation's broader environmental objectives.

Energy

GRI 302-1 • GRI 302-4
ESRS E1-5
VSME B3

Energy consumption is a key parameter for assessing both the operational efficiency of the company and the environmental impact associated with its activities. Through the monitoring of energy consumption and the analysis of energy-related data, the organisation is able to identify areas where improvements are required and implement measures that support the more efficient use of resources. This approach **contributes to continuous performance improvement and aligns with principles of energy-efficiency management**.

During **the last reporting period (1 January – 31 December)**, electricity consumption across company-owned and leased premises amounted to **359,200 kWh**. Monitoring this indicator enables the organisation to evaluate consumption patterns and identify opportunities for reducing its environmental footprint.

The company implements measures aimed at optimising energy use and reducing the environmental impact of its operations. In particular, **the use of LED lighting systems** contributes to lower energy consumption and improved operational efficiency. These initiatives support the company's broader commitment to responsible resource management and environmental performance.

In addition, the company's main sites **have obtained third-party certifications related to the energy class of the buildings**, demonstrating alignment with recognised energy-performance standards and reinforcing its commitment to energy efficiency.

Key energy-management elements include:

- **Electricity consumption** — 359,200 kWh during the reporting period.
- **Energy-efficiency measures** — Use of LED lighting to reduce energy consumption.
- **Building energy certifications** — Third-party certification of the energy class of the company's main sites.

These practices demonstrate the organisation's commitment to improving energy performance, reducing environmental impacts and supporting a more sustainable operating model

Water and water discharges

GRI 303-5
ESRS E3-4
VSME B6

Managing water resources sustainably is essential to minimising the organisation's environmental footprint and safeguarding water as a shared natural resource. Effective water stewardship requires not only responsible internal management but also collaboration with stakeholders to ensure that water is used efficiently and that the needs of other users are taken into consideration. This approach **aligns with principles of sustainable water management and supports the long-term preservation of natural resources**.

The organisation recognises the importance of engaging employees, consultants, suppliers and other relevant stakeholders in efforts to improve water efficiency. Through dialogue, awareness-raising and the sharing of best practices, the company seeks to promote a more responsible approach to water use and encourage the efficient management of resources across its operations.

During the last reporting period, the company's total water consumption amounted to 173 m^3, providing a measurable basis for monitoring performance and identifying opportunities for further optimisation.

Key water-management elements include:

- **Water consumption** — 173 m^3 consumed during the reporting period.
- **Stakeholder engagement** — Promotion of best practices related to water conservation and efficient resource use.
- **Water-resource stewardship** — Continuous efforts to support responsible management of water as a shared environmental resource.

Emissions

GRI 305-1

Direct and indirect greenhouse-gas emissions, together with emissions of other ozone-depleting substances, are key indicators of the organisation's environmental footprint. Monitoring these emissions and implementing actions aimed at their reduction demonstrate the company's commitment to minimising the impact of its activities on the ecosystem. Emission levels are influenced by the energy sources owned or controlled by the organisation, including electricity use, heating and cooling systems, **making efficient resource management an important element of climate-impact management**.

The company owns a fleet of vehicles that supports its operational activities. The fleet is composed of a mix of conventional and low-emission vehicles, reflecting a gradual transition towards more sustainable mobility solutions and contributing to the reduction of transport-related environmental impacts.

Key emissions-related elements include:

- **Vehicle fleet** — The company maintains a dedicated fleet to support business operations.
- **Mixed vehicle profile** — The fleet includes electric and hybrid vehicles alongside conventional vehicles.
- **Low-emission mobility** — The integration of electric and hybrid vehicles supports the reduction of fuel consumption and greenhouse-gas emissions.
- **Environmental monitoring** — Emissions management forms part of the organisation's broader approach to improving environmental performance and resource efficiency.

These practices demonstrate the company's commitment to responsible emissions management and the gradual adoption of more sustainable transportation solutions.

Waste

GRI 306-2
ESRS E5-1 • ESRS E5-5
VSME B7

In the context of the GRI Standards, the environmental dimension of sustainability concerns the impacts of an organisation on living and non-living natural systems, including soil, air, water and ecosystems. This includes the management of waste generated both through the organisation's own activities and across its value chain. Responsible waste management is essential for **minimising adverse environmental and human-health impacts and supports the organisation's commitment to waste-management stewardship**.

During the last reporting period (1 January – 31 December), the total amount of waste generated by the company amounted **to 6 tons**. Monitoring waste generation and implementing appropriate segregation practices enables the organisation to improve resource efficiency and strengthen its environmental performance.

The company applies waste-segregation practices across its operations, including:

- **Plastic waste** — Differentiated at company sites.
- **Computer equipment** — Differentiated and managed separately at company locations.
- **Paper waste** — Differentiated at company sites.

These practices contribute to improved waste handling, support recycling and recovery processes and align with the principles of responsible resource management and circular-economy practices. By maintaining separate collection streams for key waste categories, the organisation strengthens its ability to reduce environmental impacts and improve the efficiency of its waste-management processes.





People



Employment

GRI 2-7 • GRI 2-7 • GRI 2-29 • GRI 2-30 • GRI 401-2 • GRI 403-1 • GRI 403-9 • GRI 405-1 • GRI 405-2
ESRS S1-1 • ESRS S1-6 • ESRS S1-8 • ESRS S1-9 • ESRS S1-11 • ESRS S1-14 • ESRS S1-15 • ESRS S1-16
VSME B1 • VSME B8 • VSME C5 • VSME B10 • VSME B9

Fundamental to understanding the organisation's social performance is its approach to employment and job creation, as well as its recruitment, selection and retention practices. Workforce stability, supported by appropriate working conditions and welfare measures, contributes to productivity, employee well-being and long-term organisational resilience. A working environment that promotes social inclusion, work-life balance, diversity and equal opportunities strengthens the organisation's ability to attract and retain talent while adapting effectively to changing business conditions. **This approach aligns with principles of responsible employment governance**.

The company **holds ISO 45001 (Occupational Health and Safety Management) certification**, demonstrating a structured commitment to protecting employee health and safety through recognised management practices and continuous improvement.

The organisation promotes employee engagement through a policy and procedure for regular consultations with key stakeholders, particularly employees, ensuring that workforce perspectives are considered in organisational decision-making. In addition, employee satisfaction is measured through regular periodic surveys, providing valuable insights that support continuous improvement and workforce development.

To reinforce its commitment to ethical and responsible employment practices, the company has adopted and publicly disclosed policies and procedures covering:

- **Human rights protection** — Including provisions related to child labour, forced labour and compulsory labour.
- **Fairness, diversity and inclusion** — Covering discrimination based on gender, race, religion, sex or sexual orientation.

The number of female employees, interns/trainees and self-employed women by professional category:

Number of Directors	1

The number of male employees, interns/trainees and self-employed workers by occupational category:

Number of Managers	0
Number of Office Workers	1231
Number of Workers	0
Number of Apprentices	0

Number of Directors	4
Number of Managers	6
Number of Office Workers	557
Number of Workers	0
Number of Apprentices	0

Percentage of total employees by contract type:

Permanent contract	95
Fixed term contract	5
Percentage of total employees working part-time	17

The company demonstrates a strong commitment to occupational health and safety,recording 0 workplace accidents over the last five years. During the last reporting period (1 January – 31 December), employees worked **a total of 3,615,040 hours**, reflecting the scale of the organisation's operations and workforce engagement.

To further support employee well-being and retention, the company has implemented a range of welfare measures, including:

- **Flexible working arrangements** — Flexible working hours and smart-working options to support work-life balance.
- **Caregiving support** — Incentives encouraging men to share family and caregiving responsibilities, including parental-leave arrangements.
- **Local business agreements** — Access to benefits such as fuel vouchers, spending vouchers and discounts.
- **Productivity bonuses** — Performance-based incentives aimed at recognising employee contribution.

The percentage of employees covered **by the National Collective Labour Agreement** ranges **between 80% and 100%**, demonstrating a high level of contractual protection and alignment with recognised labour standards.

In addition, the company applies additional internal policies and procedures to safeguard occupational health and safety, reinforcing its commitment to preventing workplace risks and maintaining a secure working environment.

Key workforce indicators include:

- **Workplace accidents** — 0 over the last five years.
- **Hours worked** — 3,615,040 hours during the reporting period.
- **National Collective Labour Agreement coverage** — Between 80% and 100% of employees covered.
- E**mployee welfare measures** — Flexible work, caregiving support, local-business benefits and productivity bonuses.
- **Additional health & safety policies** — Internal measures enhancing worker protection and risk prevention.

Training

GRI 205-2 • GRI 403-5 • GRI 404-1
ESRS S1-13
VSME B10

The development and maintenance of professional skills and competencies are essential conditions for enabling the organisation to pursue its strategic objectives and create long-term value. Continuous learning and professional development strengthen employee capabilities, support compliance and enhance the organisation's ability to respond effectively to evolving business, regulatory and sustainability challenges. **This approach is aligned with principles of workforce development and organisational learning.**

During the last reporting period (1 January – 31 December), the company implemented training activities covering key areas that support **responsible business conduct, employee development and operational excellence.**

The main training topics included:

- **Anti-corruption** — Promoting ethical conduct, transparency and awareness of corruption-prevention practices.
- **Occupational health and safety** — Strengthening risk awareness, accident prevention and workplace safety culture.
- **Privacy and data protection (GDPR)** — Enhancing employee understanding of personal-data management and regulatory compliance.

The total number of training hours delivered during the reporting period amounted to 252 hours, demonstrating the organisation's commitment to maintaining and enhancing employee knowledge and competencies.

Key training indicators include:

- **Training hours delivered** — 252 hours during the reporting period.
- **Ethics & compliance training** — Anti-corruption and GDPR awareness.
- **Health & safety training** — Continuous reinforcement of workplace safety practices.
- **Professional development** — Ongoing investment in employee skills and organisational capability building.

These initiatives contribute to a skilled, informed and responsible workforce, supporting both business performance and long-term sustainability objectives.







Suppliers, Local communities and Customers



Local communities and virtuous initiatives

GRI 203-1 • GRI 413-1
ESRS S3-1 • ESRS S3-2
VSME B2

The company recognises that strong integration with the local community is an important element of sustainable business development. By maintaining an open and constructive relationship with the communities in which it operates, the organisation seeks to create shared value, strengthen stakeholder engagement and ensure that local perspectives contribute to its long-term development. This approach **supports community-impact stewardship and helps the company better understand and respond to social expectations**.

The relationship with local communities is viewed as a strategic component of responsible business conduct, enabling an ongoing exchange of experiences, expectations and suggestions that can influence operational and development decisions. Through this engagement, the organisation aims to generate positive social impacts and contribute to local well-being.
The company actively supports **education and awareness-raising initiatives within schools and local communities**, with a particular focus on sustainability-related topics. In addition, the organisation develops initiatives and training activities dedicated to the wider community, contributing to knowledge sharing and capacity building.

Key community-engagement activities include:

- **School and community sustainability projects** — Initiatives aimed at raising awareness of environmental and sustainability issues.
- **Business-education initiatives** — Training programmes, webinars and events designed to support knowledge sharing and professional development within the community.
- **Stakeholder engagement** — Ongoing dialogue with local communities to support shared value creation and responsible territorial development.

These initiatives demonstrate the company's commitment to maintaining meaningful relationships with local stakeholders and contributing positively to the social development of the communities in which it operates.

Customer relations

ESRS S4-1

In terms of customer relations, it is essential for the organisation to understand and manage the impacts that its products and services may have on customer health and safety throughout their entire life cycle. This includes the design and development stages, research and certification processes, manufacturing and distribution activities, as well as product use, after-sales support and end-of-life management. By adopting a lifecycle perspective, the company seeks to ensure that **customer well-being, product integrity and service quality remain central to its operations, in line with principles of customer responsibility.**

The initiatives implemented to address product and service safety extend across all operational stages and include **increasing attention to privacy and data protection**. These considerations support a responsible approach to customer relations and strengthen trust, transparency and accountability.

The company has established a policy and procedure for regular consultations with key stakeholders, particularly consumers and customers. This enables the organisation to gather feedback, better understand stakeholder expectations and continuously improve its products and services.

Key customer-engagement elements include:

- **Lifecycle approach** — Assessment of customer health and safety impacts from product development through end-of-life.
- **Product and service safety** — Ongoing evaluation of safety considerations across operational processes.
- **Privacy and data protection** — Integration of information-security considerations into customer-related activities.
- **Customer consultations** — Structured engagement with consumers and customers to support continuous improvement and responsiveness to stakeholder needs.

Suppliers and procurement practices

GRI 307 • GRI 419

Within the framework of the organisation's relationships with its suppliers, environmental assessment represents a key component of responsible supply-chain management. This assessment focuses on the sustainability commitments made by suppliers and the extent to which their practices align with environmental, social and economic expectations. As supplier performance directly and indirectly influences the company's value chain, monitoring these impacts is essential to ensuring long-term sustainability and operational resilience.

With a view to continuously improving positive impacts and mitigating negative ones, the organisation evaluates supplier behaviour and compliance with sustainability-related requirements.

This approach allows the company to identify potential risks, strengthen responsible sourcing practices and develop actions aimed at reducing the influence of activities that may generate adverse environmental or social effects. The assessment of supplier performance supports sustainable supply-chain governance and contributes to a more transparent and resilient value chain.

The company has conducted an assessment of the socio-environmental impacts of its supply chain, reinforcing its commitment **to integrating ESG considerations into procurement and supplier-management processes.**

Key supply-chain management elements include:

- **Socio-environmental assessment** — Evaluation of the environmental and social impacts associated with the supply chain.
- **Supplier monitoring** — Assessment of supplier behaviour and sustainability performance.
- **Risk mitigation** — Identification and management of supplier-related ESG risks.
- **Responsible sourcing** — Integration of sustainability considerations into supplier relationships and procurement decisions.


Applications
Audiences Hub
Email Personalization
SpendingPulse™
Algorithm Studio
Web Personalization
Triggered Messages
Market Basket Analyzer
App Personalization
Audiences Anywhere
Profile Anywhere
Extensions
CRM Data Enrichment
Offline Purchase Data
RecommendML
CopywriteML
Geo-based Predictive Spend
Geo-based Spend History
System Components
Testing & Optimization
Analytics & Reporting
Advanced Deep Learning Algorithm
Affinity Profiling
Templating Engine
Loyalty Profiling
Events
Evaluators
Frameworks
Responsible Personalization
Platform-Agnostic
Infrastructure
Core Technology Components: Script, APIs, Feeds, Data Collection, Machine Learning
xperience
leading digital





Leadership and Governance



Governance

GRI 2-9
ESRS 2 GOV-1
VSME C9

The structure, composition, expertise and roles within the organisation's governance framework are fundamental to understanding how ESG impacts, including human rights considerations, are integrated into strategy and day-to-day operations. Effective governance enables the company to oversee sustainability-related risks and opportunities, ensure accountability and support informed decision-making, in line with principles of ESG governance and responsible corporate oversight.

The company is governed by a Board of Directors, which is responsible for providing strategic direction and supervising the integration of ESG considerations across the organisation. The presence of one female member within the Board of Directors and Managing Partners contributes to governance diversity and supports inclusive decision-making practices.

In addition to pursuing economic performance, the company also operates with one or more common-benefit objectives, reflecting a commitment to creating value for a broader range of stakeholders and contributing positively to society. This approach aligns with the principles of shared-value creation and responsible business leadership.

Furthermore, the company is insured against physical risks, strengthening its ability to manage potential disruptions and supporting business continuity and organisational resilience.

Key governance elements include:

- Board of Directors responsible for strategic oversight and ESG integration.
- Female representation within the governing body and management structure.
- Common-benefit objectives incorporated alongside profit generation.
- Physical-risk insurance supporting operational resilience and risk management.

Professional ethics

GRI 2-22 • GRI 2-23
ESRS 2 MDR-P

The organisation's political and ethical commitments form the foundation of responsible business conduct and support the protection of human rights across its operations and value chain. These commitments represent the core values and guiding principles that shape strategic decision-making and day-to-day activities. By identifying ESG-related risks and implementing appropriate governance mechanisms, the company strengthens its ability to ensure ethical performance, transparency and accountability, in line with principles of responsible business conduct.

The company has adopted a Code of Conduct, which establishes the behavioural standards and ethical expectations applicable to employees and stakeholders. This framework supports compliance with applicable requirements, promotes integrity and strengthens the organisation's approach to risk management and responsible decision-making.

Normative compliance

GRI 2-22 • GRI 2-23
ESRS 2 MDR-P
VSME B1

Regulatory compliance reflects the organisation's ability to operate in accordance with legal requirements and recognised standards. Relevant certifications and governance mechanisms provide evidence of compliance, strengthen stakeholder confidence and contribute to the mitigation of ESG-related risks. By embedding regulatory requirements into its operational framework, the company reinforces transparency, accountability and responsible business conduct, in line with principles of compliance governance.

The company holds ISO 9001 (Quality Management System) certification, demonstrating its commitment to quality assurance, continuous improvement and customer satisfaction through structured and internationally recognised management processes.

In addition, the organisation has adopted a Whistleblowing policy and procedure, providing a formal mechanism for reporting potential misconduct, unethical behaviour or compliance concerns. This framework supports transparency and reinforces a culture of integrity throughout the organisation.

The company has also established a Data Privacy and Security Policy, ensuring the responsible management and protection of personal and business information. This policy supports compliance with data-protection requirements and strengthens the organisation's approach to information security and stakeholder trust.

Key compliance elements include:

- ISO 9001 certification — Structured quality-management system supporting continuous improvement.
- Whistleblowing procedure — Formal reporting mechanisms promoting transparency and accountability.
- Data Privacy & Security Policy — Framework governing the protection and responsible handling of information.
- Regulatory compliance — Alignment with recognised standards and responsible governance practices.

These measures demonstrate the organisation's commitment to maintaining high standards of quality, ethics, data protection and regulatory compliance across its operations.

Anti-corruption and Tax Governance

GRI 205
VSME B1

Organizations must define, assess and continuously monitor practices that may involve corruption risks. By implementing internal control mechanisms, structured monitoring processes and risk-assessment procedures, organisations can strengthen transparency, support ethical decision-making and reduce exposure to misconduct. An effective anti-corruption framework contributes to stronger governance, protects stakeholder trust and aligns with principles of business integrity and compliance management.

The company demonstrates its commitment to preventing corruption through the adoption of internationally recognised management standards and governance practices. In particular, it holds ISO 37001 (Management System for the Prevention of Corruption) certification, confirming the existence of a structured framework for identifying, preventing and managing corruption-related risks.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Synesgy's recommended actions



Business and Governance

- Implement voluntary actions/initiatives aimed at protecting individuals with regard to the processing of personal data and privacy, in addition to regulatory requirements (e.g., GDPR).



Water, Energy and Waste

- Consider producing reports on consumption.
- Consider energy supply agreements involving an energy mix with a lower environmental impact (e.g., renewable energy).

Personnel Management, Certifications and Regulations

- Implement specific policies regarding gender equality in the workforce.
- Implement policies aimed at integrating foreign and/or disabled staff.
- Consider putting in place training courses on occupational health and safety in addition to those required by law.

Relationship with Stakeholders and the Local Area

- When searching for and selecting suppliers, evaluate and reward their commitment to the circular economy.
- Implement initiatives and/or training/education projects aimed at the general public on sustainability issues.

GRI Key Concept

Key Concepts (GRI 1, Section 2, Page 8)
Understanding the basic concepts for sustainability reporting is essential for those who collect and prepare the information for reporting, as well as for those who read that information using the GRI Standards. The main concepts are:

- **Impacts:** Consequences of an organization's activities on economic, environmental and social systems, including human rights. They can be direct or indirect, short-term or long-term, and can occur inside or outside the organization. It is important to consider the entire value chain of the organization when evaluating its impacts.

- **Material topics:** Identified through a due diligence process that takes into account the organization's impacts, stakeholder expectations, and the operating context. Material topics should be relevant—meaning significant to both the organization and its stakeholders—comprehensive, encompassing all significant impacts of the organization, and comparable, enabling consistent comparison across organizations, sectors, and over time.

- **Due diligence:** An ongoing process that involves identifying and understanding the potential impacts of the organization, evaluating the severity and likelihood of these impacts, implementing prevention and mitigation measures to avoid or minimize negative effects, and continuously monitoring and reporting on the effectiveness of these measures and the progress achieved.

- **Stakeholders:** Individuals or groups who may be positively or negatively impacted by an organization's activities.

Requirements for Reporting in Accordance with the GRI Standards (GRI 1, Section 3, Page 11)
Reporting in accordance with the GRI Standards enables an organization to provide a comprehensive overview of its most significant impacts on the economy, environment, and people, including those related to human rights, as well as how these impacts are managed. This transparency allows users of the information to make informed assessments and decisions regarding the organization's impacts and its contribution to sustainable development.

To report in accordance with the GRI Standards, an organization must comply with all specified requirements, including applying the reporting principles, disclosing general and material topic-specific information, providing reasons for any omissions, publishing a GRI content index, and notifying GRI of the report's publication.

By adhering to these standards, organizations demonstrate accountability and enable stakeholders—such as investors, customers, employees, and regulators—to evaluate their sustainability performance with confidence.

Requirements for Reporting with Reference to the GRI Standards (GRI 1, Section 3, Page 11)
An organization may prepare a report with reference to the GRI Standards when it is unable to fully comply with all the requirements necessary to report in accordance with the GRI Standards. Over time, the organization should aim to transition to full reporting in accordance with the GRI Standards to provide a comprehensive overview of its most significant impacts on the economy, environment, and people, including human rights.

Additionally, an organization can prepare a report with reference to the GRI Standards if it uses selected Standards or parts of their content to disclose information on specific topics or for particular purposes, such as meeting climate change reporting requirements.

To report with reference to the GRI Standards, the organization must comply with three key requirements: publishing a GRI content index, providing a statement of use, and notifying GRI. The organization should also apply the reporting principles to ensure high-quality reporting and explain how it manages its impacts for the topics covered, as outlined in Disclosure 3-3 of GRI 3: Material Topics 2021.

This approach offers a more accessible pathway for organizations beginning their sustainability reporting journey, while encouraging continuous improvement towards full compliance with the GRI Standards.

Reporting Principles and Related Requirements (GRI 1, Section 4, Page 20)
Reporting principles are fundamental to achieving high-quality sustainability reporting. They guide organizations in ensuring that the information presented is accurate, reliable, and clearly communicated. The eight reporting principles are:

- **Accuracy:** Information must be correct and detailed enough to allow a proper assessment of the organization's impacts.
- **Balance:** Information should be presented impartially, providing a fair representation of both positive and negative impacts.
- **Clarity:** Information must be accessible and easy to understand for all users.
- **Comparability:** Information should be consistently selected, compiled, and reported to enable meaningful comparisons over time and across organizations.
- **Completeness:** The report should disclose sufficient information to fully assess the organization's significant impacts.
- **Sustainability context:** The organization's impacts should be presented within the broader context of sustainable development.
- **Timeliness:** Information must be reported regularly and in time to support informed decision-making.
- **Verifiability:** The quality and accuracy of the reported information should be capable of independent verification.

Additional Recommendations for Reporting (GRI 1, Section 5, Page 25)
An organization should align its sustainability reporting with relevant regulatory and legislative requirements, particularly those related to financial reporting. This alignment helps ensure consistency, transparency, and credibility across all disclosures.

To further enhance the credibility of its sustainability reporting, an organization can adopt various best practices, including:

- **Internal controls:** Examples include (i) establishing procedures to ensure the integrity and credibility of data and (ii) evaluating the adequacy of financial controls for sustainability.
- **External assurance:** Examples include (i) verifying the quality and credibility of the information and (ii) a publicly available assurance process.
- **Stakeholder engagement:** Examples include (i) seeking feedback and (ii) obtaining advice on the data to be reported.

GRI Index

Declaration of use

ICAP OUTSOURCING SOLUTIONS S.A. has reported with reference to the GRI Standards for the period 01/01/2025 – 31/12/2025.

GRI Standard		GRI title	Chapter/paragraph	Page
General Disclosures 2021	2-1	Organizational details	Organization Profile	5
	2-2	Entities included in the organization's sustainability reporting	Organization Profile	5
	2-3	Reporting period, frequency and contact point	Informations of reporting	9
	2-4	Restatements of information	Informations of reporting	9
	2-5	External assurance	Informations of reporting	9
	2-6	Activities, value chain, and other business relationships	Organization Profile	5
	2-7-a	Report the total number of employees and a breakdown by gender and geographic area	Employment	26
	2-7-b	Report the total number of employees by employment contract type	Employment	26
	2-9-a	Describe the governance structure and the highest governance body	Governance	36
	2-22	Sustainable development strategy statement	Professional ethics	36
	2-22	Sustainable development strategy statement	Normative compliance	36
	2-23	Policy commitment	Professional ethics	36
	2-23	Policy commitment	Normative compliance	36
	2-25	Processes aimed at remediating negative impacts	Environmental impact management	20
	2-29-a	Describe your approach to stakeholder engagement.	Employment	26
	2-30-a	Report the percentage of total employees covered by collective bargaining agreements	Employment	26
Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Local communities and virtuous initiatives	32

GRI Standard		GRI title	Chapter/paragraph	Page
Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Training	27
	205	Anti-corruption 2016	Anti-corruption and Tax Governance	37
Materials 2016	301-1	Materials used by weight or volume	Materials	20
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy	21
	302-4	Reduction of energy consumption	Energy	21
Water and Effluents 2018	303-5	Water consumption	Water and water discharges	21
Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Emissions	22
	305-5	Reduction of greenhouse gas (GHG) emissions	Environmental impact management	20
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	Waste	22
Environmental Compliance	307		Suppliers and procurement practices	33
Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment	26
Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Employment	26
	403-5	Worker training on occupational health and safety	Training	27
	403-9	Work-related injuries	Employment	26
Training and Education 2016	404-1	Average hours of training per year per employee	Training	27
Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Employment	26
	405-2	Ratio of basic salary and remuneration of women to men	Employment	26
GRI 413: Local Communities 2016	413-1	Operations with local community involvement, impact assessments, and development programs	Local communities and virtuous initiatives	32
Socioeconomic Compliance 2016	419		Suppliers and procurement practices	33

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