



L'ABÉCÉDAIRE 2025

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consulting group

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PREFACE

“Most environmental issues go beyond regional and country borders. International cooperation is vital when considering the global and regional connections and processes at play.”

European Environment Agency

At the beginning of 2025, we launched the ESG Impact Hub, a collaborative platform designed to bring visibility to the responsible actions of our members and foster a shared commitment to sustainability.

Among the core pillars of this initiative stands the ABÉCÉdaire ESG 2025 — a creative and collective project that embodies the spirit of engagement and innovation within our Franco-Dutch business community.

What if each letter could stand for a meaningful, impactful action?

That’s the idea behind the ESG ABÉCÉdaire 2025 by CCI France Pays-Bas.

From A to Z, each page of this digital abécédaire features an initiative led by one of our member companies — actions that address environmental, social, or governance challenges in meaningful and impactful ways.

This publication is more than a showcase; it is a testament to the diversity, ambition, and collective energy of our network. It highlights that sustainability is not just a concept, but a daily reality shaped by small and large decisions alike.

It also reflects our deep belief that sharing best practices is key to accelerating progress — when we learn from one another, we grow together. To all the companies who contributed to this project: thank you for your trust and for leading by example.

To all our readers: may these stories spark ideas, collaborations, and a shared sense of responsibility for building a better future.

Sylvie Craenen

Director CCI France Pays-Bas



SUMMARY

A rtificial Reefs Pilot - <i>TotalEnergies</i>	p.5
B	p.6
C ircular Economy - <i>Global Connect Admin</i>	p.8
C reating Value for Society - <i>TotalEnergies</i>	p.9
D ecarbonisation - <i>Deveho & Sage</i>	p.11
D iversity - <i>Undutchables</i>	p.12
E missions calculator - <i>Enerfip</i>	p.14
E ducation - <i>Unsworth & Associates</i>	p.15
F ight against Food Waste - <i>Sofitel Legend The Grand</i>	p.17
G ender equality - <i>Eversheds Sutherlands</i>	p.19
H oney - <i>Ambassade de France aux Pays-Bas</i>	p.21
I nnovation - <i>Deveho & Sage</i>	p.23
I nvestment Facilities - <i>Grant Thornton</i>	p.24
J	p.25
K	p.26
L egislation - <i>KPMG</i>	p.28
M ental health - <i>CTN France</i>	p.30

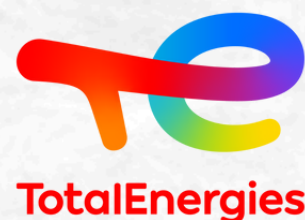


N	No Tent Left Behind - <i>Decathlon</i>	p.34
O	Organizational Structure - <i>Caisse d'Epargne Nederland</i>	p.36
P	Parental Leave - <i>Sanofi</i>	p.38
P	people - <i>Forvis Mazars</i>	p.39
Q	p.40
R	Resilience - <i>Deveho & Sage</i>	p.42
S	Sustainability - <i>KPMG</i>	p.44
T	Tree Gifting - <i>CCI France Pays-Bas</i>	p.46
U	p.47
V	Volunteering Action! program - <i>TotalEnergies</i>	p.49
V	oluntaree - <i>Unsworth & Associates</i>	p.50
W	aste Watch - <i>Sodexo</i>	p.52
W	omen - <i>Unsworth & Associates</i>	p.53
X	p.54
Y	oung Graduate Program - <i>MEMORIST</i>	p.56
Z	ero Waste - <i>Ambassade de France aux Pays-Bas</i>	p.58





ARTIFICIAL REEFS PILOT



Pilot with artificial reefs to boost biodiversity in North Sea wind farms

Over the past 200 years, significant reef habitats have been lost, severely impacting marine biodiversity, including in the North Sea. To address this, TotalEnergies in the Netherlands and Exo Engineering have launched a pilot project to place artificial reefs off the Dutch coast. This initiative, driven by the criteria for offshore wind tenders in the Netherlands, aims to investigate the effectiveness of artificial reefs in restoring habitats in the North Sea and increasing fish populations such as cod.

Exo Engineering has designed special artificial reefs for this purpose. Each reef weighs 4.5 tons and provides habitat for juvenile species such as cod. The design also focuses on reef-building organisms like the Ross Worm.

We are collaborating with Exo Engineering and The Living Windfarms Project to research the impact of the reefs on marine life. The reefs, five in total and one control unit, were placed last summer.

"We are excited to participate in this pilot project in the Dutch North Sea, facilitating research on these specially designed artificial reefs. We look forward to returning to monitor biodiversity," says **Liselotte Van Cranenburgh, Environmental Engineer at TotalEnergies in the Netherlands.**

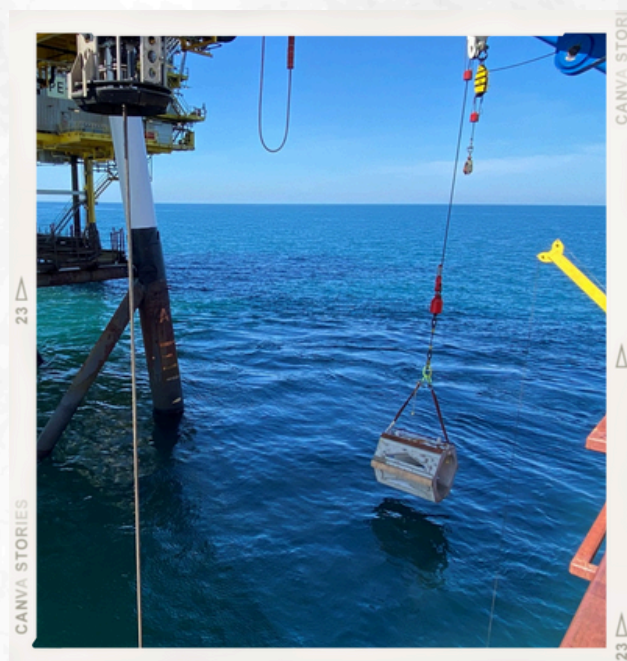
"The results of this pilot project can enhance future nature-inclusive design decisions for offshore wind farms and other offshore energy infrastructure in the North Sea and beyond".

Not only do the reefs boost biodiversity; they also represent innovations in low carbon concrete

William Coulet, MD of Exo Engineering, said: "These artificial reefs use low carbon alternatives to cement, as well as recycled aggregates. This is so important for reducing emissions and creating a circular economy whilst also restoring natural habitats and boosting commercial fish stocks".

TotalEnergies and offshore wind in the Netherlands

In the Netherlands, TotalEnergies co-owns the 795MW wind farm OranjeWind, together with our partner RWE. The wind energy from OranjeWind will be used to produce green hydrogen via electrolysis, together with our other partner Air Liquide. This green or low-carbon hydrogen replaces the hydrogen currently used in TotalEnergies' Zeeland refineries, reducing CO₂ emissions by approximately 300,000 tons per year. OranjeWind will be commissioned in 2028.



Bespoke artificial reefs being deployed in the Dutch North Sea







CIRCULAR ECONOMY



At Global Connect Admin, we believe that finance is a crucial enabler of the circular economy. As a financial administration and consultancy agency, we've developed tailored services to help businesses shift from linear to circular models, ensuring sustainable growth and long-term value creation.

Framework of the Initiative

Our circular economy initiative supports clients through expert guidance in financial planning, risk analysis, and reporting. We focus on equipping companies with the tools they need to transition to circular models through data-driven insights and actionable strategies.

Objective & Target Audience

Our goal is to empower businesses with a high impact on society to adopt circular practices without compromising financial performance. We primarily target environmentally conscious firms across manufacturing, logistics, and services sectors looking to improve sustainability and resilience.

Concrete Actions & Results

- **Cash Flow Modelling:** We help businesses forecast the profitability of circular models like leasing or product take-back compared to traditional sales.
- **Circular Financing:** We prepare financial documentation to access green funding for eco-design tools, renewable energy systems, and waste-to-resource technologies.
- **Supply Chain Mapping:** By identifying risks in linear supply chains, we support the shift to stable, circular alternatives.
- **Lifecycle Cost Analysis:** We demonstrate cost savings of up to 30% over 10 years through leasing/refurbishment strategies.

Training & Capacity Building

We deliver internal consultancy sessions tailored on the needs of our customers on several topics such as circular budgeting, pricing, and ROI, raising awareness among finance teams and decision-makers.

Impact

Our clients report improved resource efficiency, stronger ESG positioning, and enhanced financial resilience

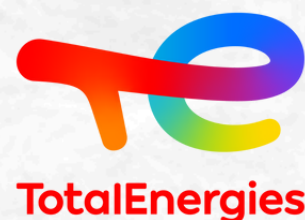
Next Steps

We are currently expanding our services to include ESG reporting support to help clients meet evolving regulatory standards, while tax strategies allow them to benefit from green incentives and credits.

By aligning finance with sustainability, Global Connect Admin is helping build a resilient, low-waste economy for the future.



CREATING VALUE FOR SOCIETY



TotalEnergies is convinced that companies must be a proactive player in engaging with communities. This is why we added citizenship initiatives to our sustainable development goals. In the Netherlands, we align our Corporate Social Responsibility (CSR) program with the ambition of the TotalEnergies Foundation in France.

We focus on young people, particularly the most vulnerable. We work with three impactful, social partners on different programs. Be inspired on how to create value for society!

JINC helps vulnerable youngsters with their career path

Our program with JINC aims to support three hundred young people by providing them with flash internships, career coaching, job application training, and a network, all integrated into their school curriculum. We help them to get a clearer view on their own career path. For example, we open the doors of our office and let them experience different jobs. And we learn them how to apply for a job.

“This was a very nice training, I would like to do it more often.” - One of the children that visited

TotalEnergies' office for a job application training.

Ithaka gives status holders easier access to the labor market

The Ithaka Academy program aims to help young status holders access the Ithaka Academy for network and language support.

During the Academy, which is provided by TotalEnergies, the status holders learn about the Dutch culture, the do's and do not when applying for a job and, of course, the Dutch language. Ithaka also takes away barriers for them to enter the job market, for example childcare if needed.

The goal is to help the status holders exiting welfare in the Netherlands as soon as possible. Together with other companies and organizations, we can provide the status holders with internships maybe even a job opportunity!

TrashUre Hunt educates youngsters about clean oceans and recycling

The TrashUre Hunt program involves one hundred The Hague school classes visiting Scheveningen beach to learn about keeping the beach/ocean clean and recycling.

The impact includes 2,800 children, together we aim to collect 2,000 kilos of trash. The first school classes have already registered, and we are happy to mention that among them are classes from the French school in The Hague!



Ithaka Academy and TotalEnergies getting ready for a language class with status holders





DECARBONISATION



Sage Partner

In an era of escalating climate, energy, and economic challenges, businesses must go beyond compliance—they must evolve. Decarbonisation, the process of reducing carbon emissions and transitioning to low-carbon operations, has become a strategic necessity. It is no longer a choice but a core driver of long-term competitiveness and sustainability.

Corporate priorities have shifted: companies must assess their environmental footprint, actively manage sustainability initiatives, and build resilient, future-ready operations. The business case is compelling. Research shows that 72% of companies report improved access to financing through ESG reporting, 55% achieve cost savings from climate actions, and 40% report stronger employee engagement linked to sustainability efforts.

Organisations must embed decarbonisation at the heart of their strategy to remain competitive in this rapidly changing landscape. Increasing regulatory pressure—particularly from the European Corporate Sustainability Reporting Directive (CSRD)—is expanding the scope and depth of ESG reporting requirements. In response, companies need clarity, adaptability, and efficient digital tools to manage complex data and compliance obligations.

EKYO and Sage X3: Simplifying ESG and Carbon Management

EKYO offers a powerful solution for companies looking to streamline their ESG and carbon data management. With platforms that provide a clear, real-time understanding of environmental impacts, including emissions monitoring and compliance with the CSRD and its VSME adaptation. Turning regulatory requirements into opportunities and sustainability performance into a core element of business strategy.

Businesses all over the world trust Sage as an international editor of a range of software solutions aimed at optimising business. Sage X3 thrives as Sage's Global ERP. With presence across the world, Sage X3 has a multi-legislation, multi-currency, and multi-entity infrastructure with outstanding product-centric functionality to boost companies' growth.

Fully compatible with Sage X3, EKYO automates data collection in key operational areas such as procurement, energy, logistics, and HR. This makes it easier to accurately measure an organisation's carbon footprint, develop effective decarbonisation strategies and implement tailored, sector-specific actions.

As a Sage X3 integrator, Deveho connects operational systems to ESG platforms, helping companies transform compliance into strategic advantage and drive sustainable competitiveness through decarbonisation.



DIVERSITY



The power of diversity

As a recruitment agency working with internationals, diversity is not only something we stand for, it is a part of our DNA.

With an international team, and a diverse group of clients and candidates, at Undutchables our commitment to diversity and inclusion is grounded in our openness to understand and embrace new cultures. Our view on diversity and inclusion is clear – diverse and inclusive teams drive innovative results.

With three decades of expertise in multilingual recruitment, we have seen firsthand how inclusive teams drive creativity, collaboration, and long-term success.

From fresh ideas and improved performance, to better representation and added fulfilment for team members, there is no denying the power of diversity in our communities and workplaces.

Diverse team, global impact

We actively work with our clients to raise awareness and offer guidance on inclusive hiring and retention.

We are proud of the diverse team we ourselves have cultivated, representing 16 different nationalities, that allows us to bring a wide range of worldviews into everything we do.

As an equal opportunity employer, our team undergoes regular training in unbiased hiring processes to ensure that we protect our candidates from unjust practices and that fair opportunities are available to all.

In our recruitment we do not just focus on skills, but on how someone's unique experience can make a positive impact.

The next 30 years

We have worked hard for 30 years to create a space that brings people from diverse backgrounds together while valuing what connects us. In the next 30 years, we will continue to embrace diversity and empower others to do the same.

By helping international talent find their place in the Dutch job market, and guiding employers to promote inclusion, we work towards our goal of making equal treatment the only acceptable practice and strong diverse teams the norm.

Together, we can make the workplace a space where everyone belongs and where our differences become our strengths.





EMISSIONS CALCULATOR



Empowering investors with transparency

At Enerfip, we believe that transparency is key to driving the energy transition.

As a crowdfunding platform dedicated to financing renewable energy projects, we created the Emissions Calculator to help our investors understand their true impact.

This innovative tool allows individuals to quantify the renewable energy they finance, measured in kilowatt-hours (kWh). By converting this data into a share of an average person's annual energy consumption, we provide investors with a tangible metric to grasp their contribution to a greener future.

As well as making green investments easier, by introducing a minimum of 10€, our goal is also to educate and empower our community with meaningful insights.

Measuring the carbon reduction impact

The carbon calculator goes beyond just energy output, it also translates investments into measurable CO₂ reduction.

By financing renewable energy through Enerfip, investors can see the amount of CO₂ emissions they help prevent, expressed in kilograms per year.

This data is further contextualized by comparing it to the average carbon footprint of an individual, providing a clear percentage reduction, so you can see how your footprint compares to others'. Using reliable sources such as the World Bank and Oxfam France, we ensure that our calculations are accurate and legitimate.

This feature allows investors to directly compare the environmental impact of their investments with Enerfip versus keeping their savings in a traditional bank.

A long-term commitment to precision

This is not just a one-time initiative, it is a permanent feature that will continue to evolve.

As we refine our methodology, we aim to provide an increasingly accurate representation of an investor's environmental impact.

By continuously improving this tool, we reinforce our commitment to both financial innovation and environmental responsibility, as our goal is to make sustainable investing more accessible and measurable for everyone.



EDUCATION



UNSWORTH & ASSOCIATES

Our impact is our legacy

At Unsworth & Associates, we view ESG as essential to long-term success and our responsibility to future generations

Continuous learning is an essential part of U&A. Providing employees with opportunities for training and development ensures that everyone has the knowledge and skills to grow both personally and professionally.

We promote an open learning culture where every question is welcomed, and no one hesitates to ask for clarification.

When something is unclear, team members are encouraged to approach their colleagues, knowing they will receive support and guidance.

Sharing knowledge and learning from each other is part of our daily collaboration.

This way of working strengthens individual expertise, builds a connected team, and ensures we continue to grow together.

In addition to fostering a culture of learning, we actively support our employees with formal training opportunities.

This includes professional development courses relevant to our industry, such as accountancy and compliance certifications.

As we operate in the Dutch market, we also encourage non-Dutch speakers to take Dutch language courses, ensuring they can fully engage with local clients and regulations.





FIGHT AGAINST FOOD WASTE



THE GRAND
AMSTERDAM • 1578

As a historic five-star luxury hotel in the heart of the city, Sofitel Legend The Grand Amsterdam is committed to delivering exceptional service while upholding the highest standards of environmental sustainability and social responsibility.

The Grand actively embraces environmental, social, and governance (ESG) principles, and has a clear mission to reduce food waste by 20% by the end of 2025.

By implementing smart measurement tools, the quantity of food waste is tracked, allowing the team to adapt menus, minimize overproduction, and reduce plate waste effectively.

Locally Sourced

Whenever possible, The Grand chooses local ingredients to reduce the carbon footprint of each dish and support local producers.

Portion sizes are thoughtfully created to offer guests a unique experience in a more responsible way.

Closing the Loop

The Grand is deeply engaged in the fight against food waste. Part of this initiative is its collaboration with Too Good To Go.

Every day, The Grand offers several 'Magic Boxes' through the Too Good To Go app at a reduced price. These boxes include selected breakfast items from that day, such as freshly baked croissants, daily-fresh bread, tasty jams, and cakes.

App users can purchase a Magic Box and pick it up at the hotel reception to enjoy a delicious breakfast while helping to reduce food waste.

Additional initiatives

In addition to this partnership, rainwater is collected to water the gardens, and garden waste is repurposed to create natural pesticides. Coffee grounds are repurposed to grow mushrooms.





GENDER EQUALITY

EVERSHEDS
SUTHERLAND

A long-term commitment to gender equality

Eversheds Sutherland in the Netherlands is committed to a long-term strategy for gender equality, closely aligned with the firm's global diversity vision.

The central objective is to foster an inclusive culture that supports the advancement of women into leadership positions and creates equal opportunities for all employees.

This ambition is reflected in real progress and structured initiatives across the Dutch offices. Currently, 45 % of partners are female, with 48 % overall female fee earners and with two consecutive female Senior Office Partners.

Turning ambition into action

Since January 2021, the Amsterdam office stands out with 40% of its partners being women—the highest percentage among the top 50 law firms in the Netherlands. Such outcomes stem from a combination of policies and internal practices.

One example is a check-in system, which gives employees space to discuss career goals, development needs, and well-being. These check-ins have proven crucial for identifying and supporting future female leaders.

Female leadership is further supported through the Development Plus programme, a global initiative also active in the Netherlands. It offers high-potential female professionals coaching and mentoring by senior women in the firm, creating a strong internal network of role models.

In addition, International Women's Day is celebrated every year across the Dutch office with roundtable events, panel discussions, and storytelling campaigns that highlight female voices and personal journeys within the firm.

Inspiring change beyond the firm

Beyond internal engagement, Eversheds Sutherland in the Netherlands uses its platform to encourage sector-wide awareness and cultural change. The firm continues to work toward global targets—such as 35% female partner representation by 2027—while showing through local results that these goals are achievable.

The impact is visible in the firm's culture, its appeal to diverse talent, and the example it sets in the Dutch legal sector as a progressive, inclusive employer.



To read more about Eversheds Sutherland's Diversity and inclusion policies, please refer to: <https://urls.fr/xxHHXi>





HONEY



AMBASSADE DE FRANCE AUX PAYS-BAS

*Liberté
Égalité
Fraternité*

Buzzing with Biodiversity

For several years now, the Residence of France in the Netherlands has been hosting eight beehives in its garden, right outside the center of The Hague.

This long-term initiative aims to support urban biodiversity and raise awareness about the vital role of pollinators in our everyday environment.

Every spring, over a hundred thousand bees forage here, contributing to the pollination of local plant species while producing 100% natural, unprocessed honey harvested directly on-site.

The Bees' Awareness

The honey produced at the Residence is shared with partners and guests during official events, symbolizing our commitment to protecting life and fostering sustainable development.

Beyond its symbolic value, the project serves as a tool for raising awareness about the vital importance of biodiversity and sustainable practices.

It also reflects the embassy's broader ambition to reduce its long-term environmental footprint by transforming green spaces into platforms for education and engagement.

Next step: increasing the garden's plant diversity with more climate-resilient species to offer bees an even more favourable ecosystem.





INNOVATION

deveh
consulting group

Sage Partner

Innovation and an Integrated platform have become key triggers for addressing the industrial sector's complex challenges while meeting ESG requirements.

Combining innovation, infrastructure, and sustainability is essential for companies aiming to contribute positively to the green economy transition.

In this context, companies must invest in innovative technologies, rethink infrastructure and integrate sustainable solutions into every aspect of their operations. This transformation is driven by digitalisation, which boosts efficiency, reduces carbon footprints and enables compliance with new regulatory frameworks like the CSRD Directive.

According to Deloitte's 2024 report, 85% of executives have increased their sustainability investments in the last year, recognising that environmental commitments can drive business growth.

In addition, a Gartner survey highlights that 69% of CEOs see sustainability as a key growth opportunity.

Empowering Sustainable Innovation with Sage X3

Businesses all over the world trust Sage as an international editor of a range of software solutions aimed at optimising business. Sage X3 thrives as Sage's Global ERP. With a presence across the world, Sage X3 has a multi-legislation, multi-currency, and multi-entity infrastructure with outstanding product-centric functionality to boost companies' growth.

Furthermore, the World Economic Forum has highlighted that companies integrating sustainability into their strategies are 1.4 times more likely to achieve breakthrough innovation, driving market differentiation and long-term success.

Sage X3 plays a critical role in this transformation by providing ERP solutions tailored to the needs of sustainable innovation. Through an integrated platform, Sage X3 enables companies to track their ESG indicators in real time, optimise the management of resources and infrastructure, and drive sustainable innovation.

This integration is essential to meet the increasing demands of regulators and to prepare for the ambitious carbon neutrality targets set by the European Union for 2050.

Adopting smart, sustainable solutions through ERPs not only helps companies optimise costs, but also maximises the impact of their innovations in infrastructure and technology.

By becoming more innovative and responsible, companies are transforming their business models and strengthening their global market position, leveraging digital solutions for a greener, more responsible economy.



INVESTMENT FACILITIES



Fiscal incentives: a powerful lever for sustainable investment

To stimulate corporate investments, governments offer incentives and facilities such as accelerated depreciation possibilities, investment deductions, wage tax benefits and other subsidies and grants.

These mechanisms effectively enhance overall business performance, in particular in relation to environmentally friendly initiatives and are therefore essential instruments in the global green transition.

A fragmented European landscape and underused opportunities

Within the European Union however, policy for fiscal support remains fragmented as some lawmakers consider such incentives vital for energy security and economic competitiveness, while others view them merely as potential market distortions. This poses a challenge for businesses operating cross-border.

In this respect, the €100 billion Clean Industrial Deal aims to aid incentives across states, but despite this effort companies underutilize such opportunities due to their complexity, inconsistency between jurisdictions, and lack of awareness.

Strategic support to turn incentives into impact

Our team specializes in helping our clients benefit from tax facilities for energy-efficient and environmentally friendly investments all over the world. We enable our clients to capitalize on opportunities specific to their operations by developing interactive

For example, France implemented national measures such as the France 2030 program to support business-led sustainability. The Netherlands also encourages green investment through specific schemes: MIA and Vamil offer deductions and flexible depreciation, EIA supports energy efficiency, while WBSO provides wage tax relief for R&D activities.

In this respect the new global minimum tax (Pillar Two) potentially reduces incentive effectiveness by triggering top-up taxes. Despite such challenges, we manage to guide businesses to safeguard the facilities offered by governments worldwide.

For businesses seeking an action plan to guarantee a future proof positioning, we provide the expertise required to maximize benefits and advance sustainability goals.









LEGISLATION



Navigating the future: understanding ESG Tax & Legal Legislation and its impact on businesses

Environmental taxation has become a key strategy in the global effort to combat climate change, promoting sustainable practices by imposing taxes on activities and products that harm the environment. This approach incentivizes businesses and individuals to adopt more sustainable alternatives. The most significant areas of environmental taxation include carbon, plastic, energy, and water.

Carbon taxation aims to reduce greenhouse gas emissions by imposing financial costs on carbon emissions. The European Union's Carbon Border Adjustment Mechanism (CBAM) is a notable framework that ensures imported goods face the same carbon costs as those produced within the EU. This encourages industries to lower their carbon footprint and prompts non-EU countries to adopt cleaner production methods.

Additionally, plastic pollution has led governments to introduce taxes and extended producer responsibilities (EPRs) to reduce waste. Countries like the UK and Spain have implemented plastic taxes, while the Netherlands and France have adopted EPRs, targeting single-use plastics and packaging materials. These measures compel producers and importers to pay for prevention, collection, and recycling efforts.

Beyond taxation, governments offer credits, grants, and incentives to promote sustainable initiatives, encouraging businesses to invest in sustainable technologies and reduce their environmental impact. In practice we see that collaboration between public and private sectors is essential to accelerate the development of innovative solutions addressing environmental and social challenges.

However, from a legal perspective, the rush towards sustainability has also led to a rise in greenwashing, where companies make misleading claims about their environmental practices. This undermines genuine sustainability efforts and misleads consumers. The European Commission has developed legislation to combat greenwashing, focusing on enhancing transparency, standardizing claims, and enforcing regulations.

Enforcement of these regulations varies across Europe. France and the Netherlands have strict measures, while other countries exhibit inconsistent enforcement. Companies must commit to science-based targets and independent verification to avoid legal action and reputational damage. Only businesses embedding real sustainability will earn lasting trust and competitive advantage.

Taking the above into account, staying informed about global tax and legal ESG developments is crucial for businesses operating in multiple jurisdictions. Within KPMG we developed the Global ESG Regulatory Database which is a cloud-based tool that provides comprehensive information on both ESG tax and legal legislation from over 80 countries, enabling professionals to track regulatory changes, compare policies, and identify strategic opportunities, allowing them to make an impact on a healthier environment.



M

MENTAL HEALTH



CSR initiatives fostering quality of life at CTN

The CSR policy launched at CTN in 2022 has prompted us to explore all the major issues for our employees. Among all the projects carried out by our in-house teams and all the possible fields of action, Quality of Life in the Workplace is an integral part of our concerns for our professions of today and tomorrow.

To put words into action, a parenting guide has been put in place within the CTN Group: an effective tool for (future) parents. In fact, we won an award for this, as part of the Trophées Marcom.

We also chose the Alan mutual insurance company, which offers attractive alternative medicine packages and has a vast video library on mental health topics such as stress management, reducing mental workload and meditation sessions to boost motivation at work.

Promoting health and well-being through engagement and mobility

Finally, with the France Défi group, of which we are a member, we are setting up mobility challenges to prevent from sedentary lifestyles and encourage people to adopt good habits such as walking, which has a positive impact on both physical and mental health.

If we compare the data for the Group and CTN France from 2021/2022 to 2023/2024, we see a clear drop in the turnover rate. This coincides with the CSR survey carried out internally and anonymously among employees to ask them about areas for improvement in terms of quality of life at work and the whole employee experience within the firm.

The impact of CSR on employee well-being and retention

We can therefore consider that most of the requests made by employees have been heard, since the trend of previous years has been reversed since 2023, the year in which our policies in favour of mental health and employee loyalty were launched.

Quality of life at work, well-being and the recognition of mental health are issues that concern all employees in all sectors. Progressively, and particularly since the health crisis of 2020, employers' flexibility regarding work-life balance is a criterion sought by workers.





NO TENT LEFT BEHIND



Decathlon's "No Tent Left Behind" initiative is a project designed to tackle the issue of waste generated by abandoned camping gear at festivals.

Our core objective is to significantly reduce this waste and promote circular economy principles within the outdoor community.

A circular approach to festival waste

We achieve this by focusing on the comprehensive process of collecting, reusing, repairing, and recycling various types of camping equipment. During our involvement in two multi-day festivals in the Netherlands, we successfully collected 150 discarded items.

Demonstrating our commitment to extending product lifecycles, 50% of the collected tents were cleaned and repaired for resale as part of our Second Life product offer.

Furthermore, 40% of the tents were directed to our upcycling partners, who transform these materials into new and valuable products.

Incentivizing responsible behavior

To ensure a continuous cycle of responsible disposal, we also actively promote our Buyback program, which incentivizes customers to return their used tents in return for a Decathlon Giftcard.

This initiative primarily targets festival-goers aiming to influence their behavior on-site while taking responsibility in taking care of our products.

Results and what's next

Our efforts have yielded measurable results, including the diversion of 150 items from landfill waste and the successful Second Life sales of camping chairs, tables, and a tarp.

Beyond waste reduction, this initiative has a positive impact by promoting a shift towards sustainable consumption patterns and establishing a viable circular economy model.

Looking ahead, our next steps involve expanding the "No Tent Left Behind" initiative to encompass a greater number of events and further diversifying our Second Life product range.





ORGANIZATIONAL STRUCTURE



Caisse d'Epargne Nederland awarded B Corp Certification

Caisse d'Epargne Hauts de France and its branch, Caisse d'Epargne Nederland, are now members of the global community of B Corp certified companies (4,000 worldwide).

These companies are recognized for their environmental and social impact, as well as their ethical and transparent business practices.

This international certification meets the highest standards in five key areas: governance, employees, community engagement, environmental responsibility, and customer relations.

"As a bank owned by its clients, we carry a special responsibility," says Derk Graver, Director of Caisse d'Epargne Nederland.

"This commitment is reflected in a different vision of our profession: one of meaningful finance that combines economic performance with social and environmental impact."

5 PILLARS

1

Transition environmental

The Caisse d'Epargne Hauts de France finances energy transition projects, helps its customers to reduce their carbon footprint and promotes the circular economy.

2

Biodiversity

Through a partnership with the ONF, the Caisse d'Epargne Haut de France is helping to preserve biodiversity.

3

Social inclusion

By facilitating access to financial services for disadvantaged groups and supporting social entrepreneurship, the Caisse d'Epargne Haut de France promotes equal opportunities.

4

Territorial development

By supporting local initiatives, the Caisse d'Epargne Haut de France contributes to the economic and social development of these regions.

5

Affordable and sustainable housing

The Caisse d'Epargne Haut de France promotes access to decent housing and improves the energy performance of the housing stock for social landlords.





PARENTAL LEAVE



Global Gender-Neutral Paid Parental Leave

At Sanofi, we grant all new parents 14 weeks of paid leave to welcome a new child into their lives. We believe parental leave should be for all parents.

Regardless of country, gender, and sexual orientation, any employee recognized as the child's parent as per local legislation or practice can benefit.

This is just one way we're driving equality in the workplace and helping take gender bias out of parental leave.

-
- Regardless of gender or sexual orientation, employees welcoming a child into their family receive equal amount of paid time off
 - Employees are paid 100% of their base salary during the 14-week leave period
 - Valid from their first day of work
-

Every employee is unique

"We are committed to diversity and inclusion and aim to build a workforce that reflects the society we live in and the patients we serve. This new framework nurtures a culture where everyone feels supported regardless of their gender," said **Raj Verma**, Chief Diversity, Culture and Experience Officer at Sanofi.

"Access to an equal amount of paid time off helps remove workplace bias around parental leave. We recognize that every employee is unique and that every family is different. By extending our paid benefits for parental leave, families will have both quality time to bond and the freedom to choose the best childcare arrangements that work for them."

Our approach to parental leave is concrete proof point of our determination to make our D&I ambitions a reality across the world, together, All in!



PEOPLE



A People-First Culture: Empowering Sustainable Success at Forvis Mazars

At Forvis Mazars, we believe that sustainable quality begins with our people.

Our Culture Program lays the foundation for a workplace where ethical behavior, inclusive leadership, and continuous professional development are integrated into daily practice.

We go beyond systems and processes to nurture the behaviors that define the quality of our services. By fostering feedback, reflective practices, and personal ownership, we empower our employees to grow and lead with purpose.

Investing in Growth and Balance

As a people-centric organization, we create an environment where individuals thrive both professionally and personally.

We offer impactful team interventions, coaching, and personalized learning opportunities while addressing challenges such as workload management and work-life-study balance.

Our structured approach—including local initiatives and targeted behavioral interventions—allows us to continuously sharpen our culture to meet the evolving needs of our teams.

Our Data-Driven Approach: The PDCA Cycle

Our strategy is simple yet effective. By applying the Plan-Do-Check-Act (PDCA) cycle, we continuously evaluate and enhance the cultural dynamics within our teams and across the organization.

Leveraging multiple data sources, we develop targeted, validated plans to refine our culture and train culture ambassadors to implement these initiatives throughout the organization.

Partnering with CCI: Mentoring for Inclusive Leadership

In alignment with our core values, we partnered with the CCI to launch the Duo Mentoring Program—an initiative designed to reinforce inclusive leadership by empowering female professionals to serve as mentor- and peer-coaches.

Through a series of structured sessions, participants explore various coaching styles, reflect on their development, and build meaningful peer connections. This collaboration embodies our belief in mentorship as a catalyst for growth, confidence, and community.

By merging the objectives of our Culture Program with CCI's expertise, we are building a stronger, more connected organization—one where individuals support each other, lead by example, and create a lasting, sustainable impact on themselves and their environment.







RESILIENCE

The ability to anticipate, adapt, and thrive amid environmental, social, and governance challenges has become a fundamental determinant of sustainable competitiveness — it is the cornerstone of organisational resilience.

At Deveho, we are convinced that ESG resilience drives positive change. Our mission goes beyond just technology integration; we collaborate with customers to transform regulatory requirements into strategic business opportunities.

Today, integrating ESG into strategy is not just a regulatory requirement, but a proactive method for managing risk and fostering innovation.

McKinsey reports that firms focusing on ESG resilience have experienced a 60% increase in financial performance over five years. As global uncertainty rises, adaptability will be a key competitive advantage

Leading businesses have strengthened their supply chains to better withstand climate-related disruptions, while others have used ESG standards as a platform to attract investors and top talent. Conversely, companies that are slow to embrace these principles risk significant erosion of their long-term value.

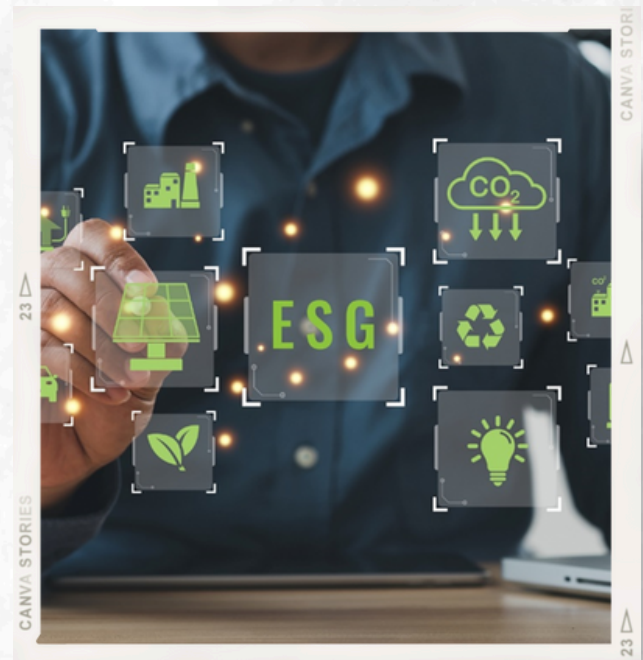
By integrating Sage X3, companies can track ESG indicators in real time, automate sustainability reporting, and optimise efficiency across procurement, production, logistics, and finance.

The platform's flexibility allows companies to quickly adapt to new regulatory requirements, implement traceability across their supply chains and manage resource consumption with greater precision.

Sage X3 provides a unified, data-driven approach that helps organisations make strategic decisions, enhance ESG performance, and build long-term resilience. Its analytics and flexible workflows turn ESG challenges into drivers of innovation and improvement.

Businesses all over the world trust Sage as an international editor of a range of software solutions aimed at optimising business. Sage X3 thrives as Sage's Global ERP. With presence across the world, Sage X3 has a multi-legislation, multi-currency, and multi-entity infrastructure with outstanding product-centric functionality to boost companies' growth.

With Sage X3, ESG resilience becomes more than compliance; it drives innovation and sustainable growth.





SUSTAINABILITY

Sustainability at the Core of Europe's Industrial Future: The Clean Industrial Deal

The Clean Industrial Deal (CID) represents a major evolution of the EU's Green Deal. Rather than scaling back climate ambitions, it aims to align sustainability with industrial competitiveness and resilience. While some worry about proposed exemptions in sustainability reporting, the CID is a strategic pivot—not a retreat.

Driven by the Mario Draghi report on competitiveness, the CID calls for a unified approach that merges decarbonization with economic growth.

It emphasizes that Europe's green transition must also strengthen its manufacturing base, innovation capacity, and global influence.

The CID supports this vision through large-scale investments in clean technologies, streamlined regulations, and a more integrated Single Market.

Decarbonization is now seen as a growth engine—fueling innovation, attracting investment, and securing Europe's leadership in clean tech.

The CID reaffirms the EU's 2050 climate neutrality goal and acts upon the a 2040 target of 90% emissions reduction. Though not yet law, this target will shape future policy.

The Industrial Decarbonization Accelerator Act aims to remove permitting delays, promote voluntary carbon labels, and embed sustainability in public procurement.

Next Steps for Businesses

To align with the CID and lead in the green transition, companies should:

- **Assess readiness:** Evaluate current operations against CID goals and identify gaps.
- **Invest in clean tech:** Leverage EU funding and incentives to adopt low-carbon solutions.
- **Embed circularity:** Improve resource efficiency and supply chain resilience.
- **Engage in policy:** Stay informed and contribute to shaping implementation pathways.
- **Upskill the workforce:** Prepare teams for green innovation and digital transformation.

The CID is more than a policy—it's a call to action. Businesses that act now won't just comply—they'll lead Europe's industrial future.





TREE GIFTING



ESG: a guiding principle

In recent years, Environmental, Social, and Governance (ESG) principles have become essential for organizations worldwide. Companies and institutions are increasingly aware of their impact on the environment and society, striving to operate in ways that are responsible, ethical, and sustainable.

At CCI France Pays-Bas, ESG is deeply embedded in our mission and daily work because we serve members and clients who value sustainability and positive social impact.

A Tree-Gifting Initiative Rooted in Values

One meaningful way we have embraced ESG is through our tree-gifting initiative, launched in 2023.

Instead of traditional gifts, we sponsor and gift trees to our speakers, award winners, and valued community members. This initiative goes beyond a simple token of appreciation—it reflects our commitment to environmental stewardship, community involvement, and building a sustainable future together.

The Power of Trees

Trees play a vital role in the health of our planet. Often called the lungs of the Earth, they absorb carbon dioxide and release oxygen, helping to combat climate change.

Trees also provide essential habitats for wildlife, support biodiversity, and contribute to cleaner air and water.

Beyond their environmental benefits, trees help prevent soil erosion and promote the well-being of local communities by improving landscapes and supporting livelihoods.

Planting a Legacy

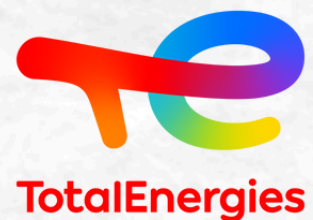
By gifting trees, we create a lasting legacy that honors the contributions of our community while actively contributing to global reforestation efforts. Each tree planted is a step toward a greener, healthier planet—one that we can all be proud to support.







VOLUNTEERING ACTION! PROGRAM



TotalEnergies is committed to making a positive impact on the communities where we operate. Our worldwide **Action! program** provides a platform for our employees to volunteer and contribute to local solidarity projects.

This initiative allows every employee to dedicate up to three days of their working time each year to support various community development projects.

Take Action!

The Action! program enables employees to volunteer in three different ways:

- Helping hands: Short-term assignments that do not require any specific expertise, such as helping with a food collect.
- Skills-based: Short-term assignments that require specific expertise, such as IT, law, or finance.
- Mentoring: Recurring volunteering to support young people from disadvantaged areas.

Additionally, the program offers various options for individual or collective initiatives, including team-building activities. Volunteering together with your colleagues turns out to be a very energizing activity. Our employees can also choose a volunteering activity themselves.

Action! in the Netherlands

In the Netherlands, we are involved in several volunteering programs, such as:

- Wrapping birthday boxes at Stichting Jarige Job: this organization provides birthday boxes for children in low-income families, so that they can celebrate their birthdays. In the Netherlands, 1 in 12 children grows up in poverty, in The Hague, this is even 1 in 5. So, you can imagine that many birthday boxes need to be wrapped.

- Senior care support: do fun activities with residents of elderly homes, or stroll with them and hear their passionate stories. Loneliness among elderly people is a significant problem in the Netherlands. Many of our employees find it important to provide helping hands en social support to elderly.
- Being a language buddy for refugees: speaking the Dutch language plays a key role for the integration of refugees, especially on the labor market. That is why we have informal talks with refugees, together with our partner Ithaka. The intercultural chats are very inspiring!

Work together

By empowering our employees to volunteer and collaborate with local partners, we do our humble part for a more sustainable and inclusive future. Our projects and partnerships are a testament to what can be achieved when we work together towards common goals. And our employees are more engaged!



TotalEnergies' employees have just wrapped almost 500 birthday boxes at Stichting Jarige Job



VOLUNTEER



UNSWORTH & ASSOCIATES

Our impact is our legacy

At Unsworth & Associates, we view ESG as essential to long-term success and our responsibility to future generations



- **Foodbank**

We supported the local foodbank with sorting and distribution.

- **Gardening**

We assisted elderly people and people with disabilities.

- **Assisted on a public farm**

Built a fence to support the local public farm.

At **Unsworth & Associates**, we believe that giving back to the community is a responsibility that goes **beyond business**. Volunteering allows us to support those in need, strengthen community ties, and foster a **culture of empathy and engagement** within our team.

We believe that meaningful volunteer work has the power to **bring people together**, promote **social well-being**, and create lasting, positive change in the communities we serve.

It also reinforces the values that shape our organizational culture: **compassion, solidarity, and social responsibility**.

We recently introduced volunteering as part of our **ESG initiatives** and are committed to continuing these efforts in the future, making it an integral part of how we **contribute to society**.

Volunteering is not only an opportunity for employees to give back but also a chance to **learn** from different experiences, build stronger connections with their colleagues, and develop a **deeper sense of fulfillment**.

It is a chance to step outside of our professional roles and contribute to the common good, bringing about change that goes beyond our business horizons.





WASTE WATCH



It all starts with the everyday

Foodwaste? Not on my Watch!

At Sodexo, our mission is to improve the quality of life in the communities we serve all around the world. As a responsible food & facility management services company, we have a major role to play to conserve natural resources and limit the production of waste. Sodexo is championing these efforts by reducing the amount of food that goes to waste on our watch.

Sodexo began developing its food waste prevention program, WasteWatch powered by Leanpath, over 10 years ago, and Sodexo groups have been deploying it at sites across the globe.

With smart Waste Watch scales we register everything that is left over in our Sodexo restaurants: from cutting waste and rolls to products that are out of date. The statistics of yesterday's leftover food are the motivator to do better today.

5x Why Waste Watch

- 1) It's important: hunger and climate change are a global crisis
- 2) It's right: our global presence requires global leadership
- 3) It's simple: it takes only 12 seconds to make a difference
- 4) It's effective: we manage what we measure
- 5) It makes cents: managing food waste is operational efficiency

Results

Waste Watch is a global success! Since the beginning of the program, 1.873 Sodexo sites are actively measuring food waste reduction through Waste Watch. And we are well on our way to 50% reduction in 2025.

"The smart scale registers all food waste: cutting waste, leftover rolls and products that are past their sell-by date. We discuss that data during the briefing. It was already normal for us to process leftover vegetables the next day in curries, for example. But the Waste Watch data keeps our team even sharper. For example, we check whether it is really necessary to replenish the buffet. We have become much more aware of waste."

Berry van Osch

Sodexo's chef-kok at Brainport Industries Campus, Eindhoven (NL)



WOMEN



UNSWORTH & ASSOCIATES

Our impact is our legacy

At Unsworth & Associates, we view ESG as essential to long-term success and our responsibility to future generations

Diversity and equal opportunities are an important part of our company culture. With a team of **13** employees, women represent **much of our workforce**, holding various roles across all levels of the organization.

Women in our organization occupy **leadership positions** in multiple areas, including our managing director, who plays a key role in steering the company forward.

We believe that diversity in leadership brings broader perspectives, stronger collaboration, and better decision-making.

By providing **equal opportunities** and creating a supportive environment, we empower women to take on new challenges, develop their skills, and advance their careers.

Promoting **gender diversity** is not just a policy, it is part of who we are and how we ensure **sustainable growth**.

Our focus remains on maintaining a workplace where every individual, regardless of gender, feels valued, supported, and given the opportunity to succeed.







YOUNG

GRADUATE PROGRAM

MEMORIST
HERITAGE & BEYOND

Empowering investors with transparency

In early 2025, MEMORIST took a significant step in workforce development by initiating the Young Graduate Program, a long-term educational initiative tailored to develop future professionals in the preservation, digitization, and promotion of cultural heritage.

Structured over 18 months, the program blends academic learning and immersive work placements across our specialized divisions, including restoration and 2D-3D digitization.

Developed in alignment with the official French vocational education framework (Bulletin officiel n°36 of October 6, 2016), the initiative meets a central need: ensuring the transmission of rare and vital heritage preservation skills.

Seven young talents began the program in its first cohort, each supported by a dedicated mentor and integrated into operational teams contributing to impactful cultural projects.

Empowering Young Talents Through Immersion

Designed for candidates under 29 with at least a two-year post-secondary qualification, the program has already demonstrated promising outcomes.

Each participant is gaining valuable hands-on experience and contributing to real-world assignments, including international missions in South Africa, Kuwait, Switzerland, and Portugal.

These opportunities not only build technical and managerial capabilities but also foster global awareness and commitment to sustainable development.

The program nurtures both human potential and the long-term vitality of our sector.

For MEMORIST, it reinforces our role as an inclusive, forward-thinking employer, committed to sharing our know-how and helping the next generation thrive in meaningful careers.

Scaling Up for Broader Impact in 2027

Looking to the future, MEMORIST aims to expand the Young Graduate Program in 2027. New modules will probably focus on digital innovation, green conservation practices, and cross-disciplinary project management.

We plan to increase intake capacity and eventually open the program to international candidates, reinforcing our global presence and our mission to preserve memory across cultures.

Through this initiative, MEMORIST continues to demonstrate how responsibility, innovation, and sustainability can intersect to shape the future of heritage—and those who protect it.





ZERO WASTE



**AMBASSADE
DE FRANCE
AUX PAYS-BAS**

*Liberté
Égalité
Fraternité*

Toward a Greener Embassy

At the French Embassy in the Netherlands, the ecological transition is not just a slogan: it's a step-by-step roadmap.

Our goal is to move, in the long run, toward net-zero operations. It's a realistic, collective ambition that engages the entire team.

Several initiatives are already in place: use of low-emission service vehicles, installation of solar panels, a growing focus on responsible procurement and local suppliers, reduced printing, and strict waste management during events.

Eco-Diplomacy in Action

In 2025, as part of the « Green Embassy Initiative », the embassy conducted a comprehensive audit of its internal practices and issued practical recommendations to improve the environmental performance of the chancery, the Residence, and related services.

These proposals will serve as a foundation for a multi-year action plan.

The path to carbon neutrality is still long, but every effort counts.



INTERESTED IN A PROJECT?

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L'ABÉCÉDAIRE

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