



CSR REPORT 2025



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PRESIDENT'S FOREWORD

PRESIDENT'S FOREWORD

|| This is already the third CSR report from Mews Partners.

Over three years, we have made considerable progress on our CSR initiatives. We have worked on formalising our policies and charters, defined six CSR commitments with a 2028 horizon, run internal awareness programmes, and developed new training modules on sexism, disability and environmental issues. We have also joined the United Nations Global Compact and obtained external labels and certifications that hold us accountable over the long term.

Momentum has built around a clear vision of what we want to stand for in France and Germany.

We have created a new Group-level CSR Directorate, tasked with mobilising the necessary resources and staying the course.

In July 2025, we achieved the EcoVadis Silver Medal, a testament to all the work accomplished.

In 2026, we intend to keep up this momentum and continue to engage our employees around our CSR commitments.

For the years ahead, Mews Partners commits to:

- Championing a stronger and more responsible industry through our consulting assignments
- Reducing our environmental footprint on the basis of a carbon assessment conducted by a team of consultants
- Creating a positive impact for our stakeholders by providing full evidence of our ethical management and governance standards
- Advancing gender diversity and inclusion, with a particular focus on the male/female balance
- Maintaining quality of life at work, which is a cornerstone of our HR promise
- Mobilising our Mews employees on high-impact projects, including skills-based volunteering and pro bono work

We are firmly convinced that CSR is a key factor in ensuring the long-term sustainability of our business and in addressing the environmental and social challenges we face. We have an important role to play in relation to our clients, who regularly ask us about these matters.

We hope this report will be useful in better understanding our CSR commitments.

'Acting for a sustainable future and
an economy that puts People at its heart'

*Flavien Lamarque
President of Mews Partners*



01

OUR FIRM

CSR GOVERNANCE & POLICY

OUR CONSULTING FIRM

From R&D to operations

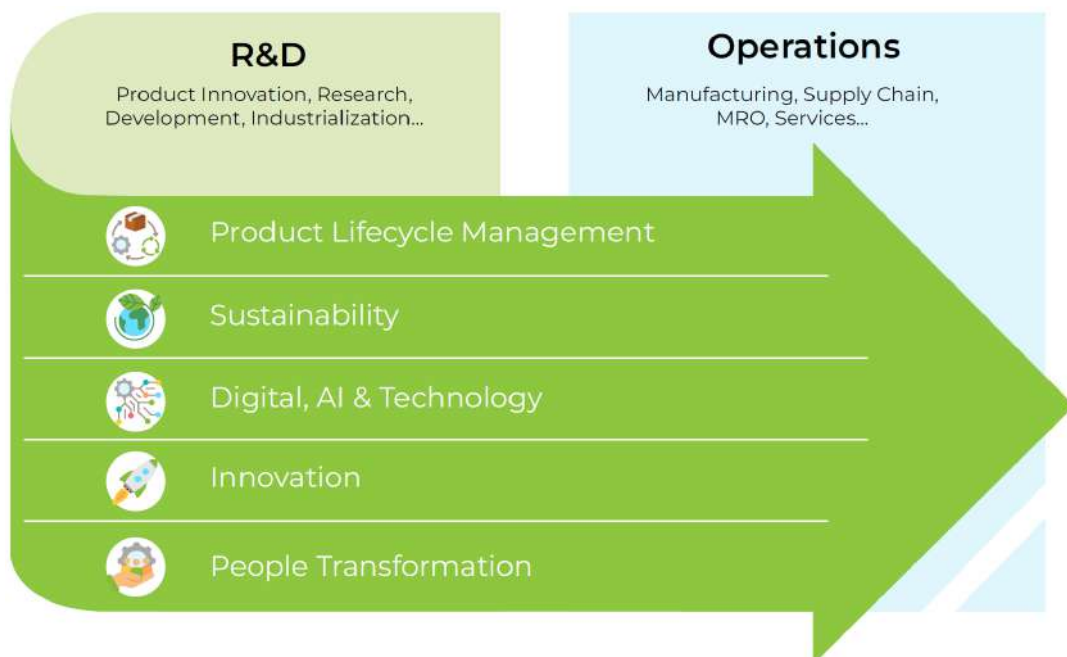
GLOBAL CHAIN DESIGNERS

Mews Partners, a consulting firm specialising in R&D and Operations, was founded in 1992. Today we are present in Paris, Toulouse, Marseille, Nantes, Lyon, Munich and Hamburg, with nearly 300 employees serving more than 14 industry sectors.

Built on a foundational PLM expertise that has enabled us from the outset to master many aspects of the product lifecycle, we have progressively developed deep know-how across upstream R&D and innovation, as well as manufacturing, supply chain and downstream services.

In 2021, a team of research engineers specialising in AI and complex modelling joined us, giving birth to Mews Labs. We are now able to design and scale ambitious technological solutions to help our clients address their challenges.

Mews Partners supports companies in depth across every link in their operating model, from R&D to downstream operations, as well as across transversal functions:



We operate across 14 sectors

- Aeronautics · Automotive · Chemistry · Construction & Infrastructure ·
- Consumer Goods & Agri-Food · Defence · Energy · Industrial Equipment · High Tech ·
- Life Sciences · Luxury Goods & Cosmetics · Retail · Space · Transport & Logistics ·

OUR VALUES

Solidarity

We are a close team with shared values and a desire to pass on our expertise, which strengthens our impact with our customers.

Engagement

As an independent firm, we are fully committed to the success of our clients' projects, and to opening ourselves up to the challenges of tomorrow.

Transparency

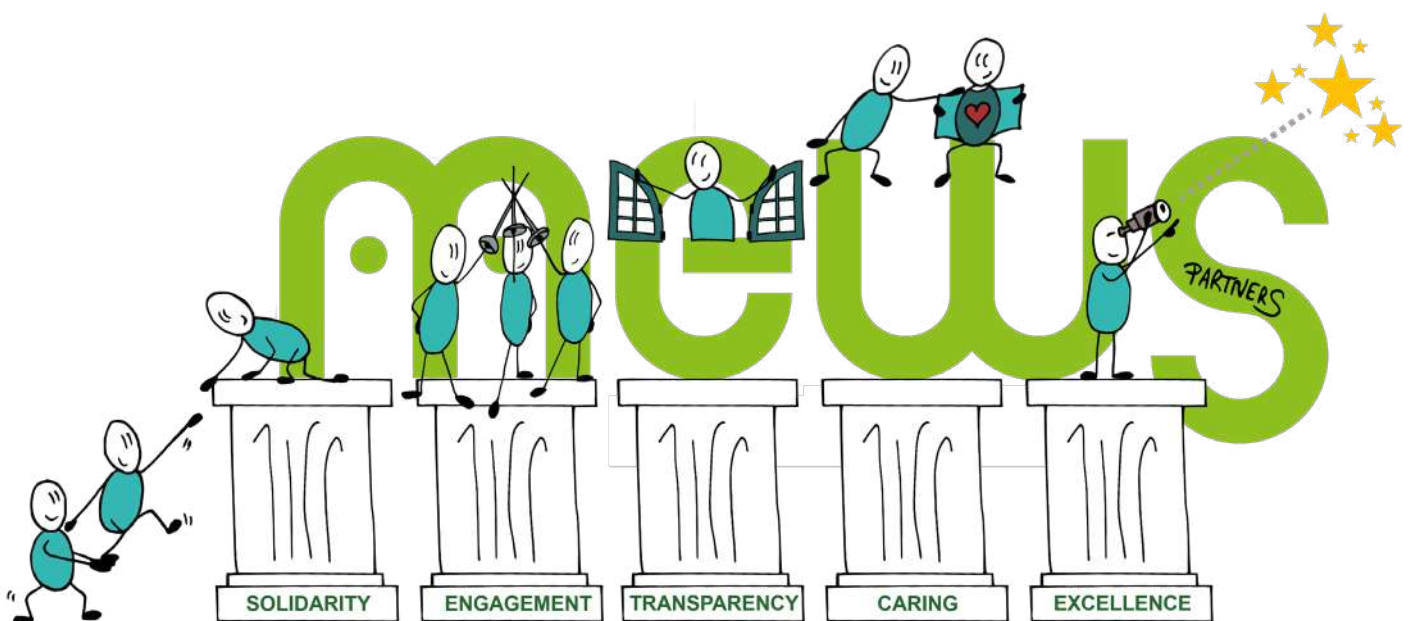
We share our decisions by involving our employees and ensure that our decisions are meaningful and consistent.

Caring

We place particular importance on listening and dialogue, and we establish a close working relationship with all our employees by advocating respect and fairness.

Dedication to excellence

In our quest for excellence, we do our utmost to deliver high performance and reliability in our assignments, whilst remaining humble.



CSR AT THE HEART OF MEWS PARTNERS

Our CSR Culture

Our purpose is to cultivate expertise, performance and commitment in order to design and implement the transformations that will lead to a stronger, more responsible European industry.

Externally, the launch of our Sustainability offering in early 2023 formalised our desire to guide our industrial clients through the transition to a more sustainable world. In 2025, 32 assignments were delivered on this theme.

Internally, we have put in place a robust CSR strategy and taken concrete action focused on three key areas: environment, social and responsible procurement. To support our various CSR workstreams, we can count on the commitment of more than a quarter of our employees.

To keep raising awareness among our staff, we integrated a dedicated sustainability curriculum into our internal training programme, the Mews Academy, as early as 2022: the Sustainability School. In 2025, 76 employees completed training on this theme. Moreover, since the beginning of 2025, we have incorporated a sustainability induction for all new joiners as an integral part of their onboarding programme.

The collective has always been a defining element of our culture. All employees receive, in addition to their base salary, a collective performance-related bonus tied to the achievement of company results. This relatively unique model in the market encourages cross-functional working and mutual support.



" For me, it is essential that a company engages with social and environmental issues. It shows employees that these matters can be addressed collectively, and that companies both can and should have a positive impact. I believe that clear representation and awareness of diversity in the workplace are crucial in our society. I am proud that my company is committed, and that I can engage with Mews Partners on this."

– Bérénice, Consultant

CSR AT THE HEART OF MEWS PARTNERS

Our Commitments

We have made a number of CSR commitments, the progress of which we measure annually through our performance indicators, available at the end of this document. These commitments are as follows:

-  **1 Working towards a more responsible industry**
-  **2 Reducing our environmental impact**
-  **3 Making a positive impact towards third parties**
-  **4 Developing diversity and inclusion**
-  **5 Maintaining quality of life at work**
-  **6 Mobilize Mewersers on impact projects**



Commitments	KPIs	Released in 2024	Target 2025	Target 2028
#1 Working for a stronger, more responsible industry	Number of assignments linked to clients' CSR challenges	5% (25 out of 500)	At least 10%	25%
#2 Reducing our environmental impact	Carbon footprint (tonnes of CO2 emitted / employee)	5,4 tCO2/person (BC 2023)	Reduce by ~4%	Reduction of 20%
	Waste management	NC	NC	Reduction of 30%
#3 Making a positive impact vis-à-vis stakeholders	Number of incidents related to a specific corruption issue	0	0	0
	% of suppliers who have signed the Responsible Procurement Charter	30%	50%	80%
#4 Developing diversity and inclusion	% of women in the workforce	30%	33%	40%
	% of women in management/executive roles	20%	23%	30%
	% of employees with RQTH status	1%	1,5%	3%
#5 Maintaining quality of life at work	Employee engagement rate	4,61	At least 4,5	At least 4,5
	Average number of training days per year per employee	4 days	5 days	5 days
#6 Mobilizing Mewersers on impact projects	Number of employees made aware of CSR issues	97 (~40%)	Mandatory e-learning for all new recruits	100%
	Number of employees involved in pro bono work / skills-based volunteering	6	10	20

SDGs: The Global Goals

The Sustainable Development Goals (SDGs), are a set of 17 global objectives adopted by the United Nations in 2015. They aim to eradicate poverty, protect the planet, and ensure prosperity for all by 2030. These goals helped inspire our CSR roadmap, which implements sustainable practices that contribute to meeting them, such as reducing environmental impact, promoting equal opportunities, and using resources responsibly.



CSR AT THE HEART OF MEWS PARTNERS

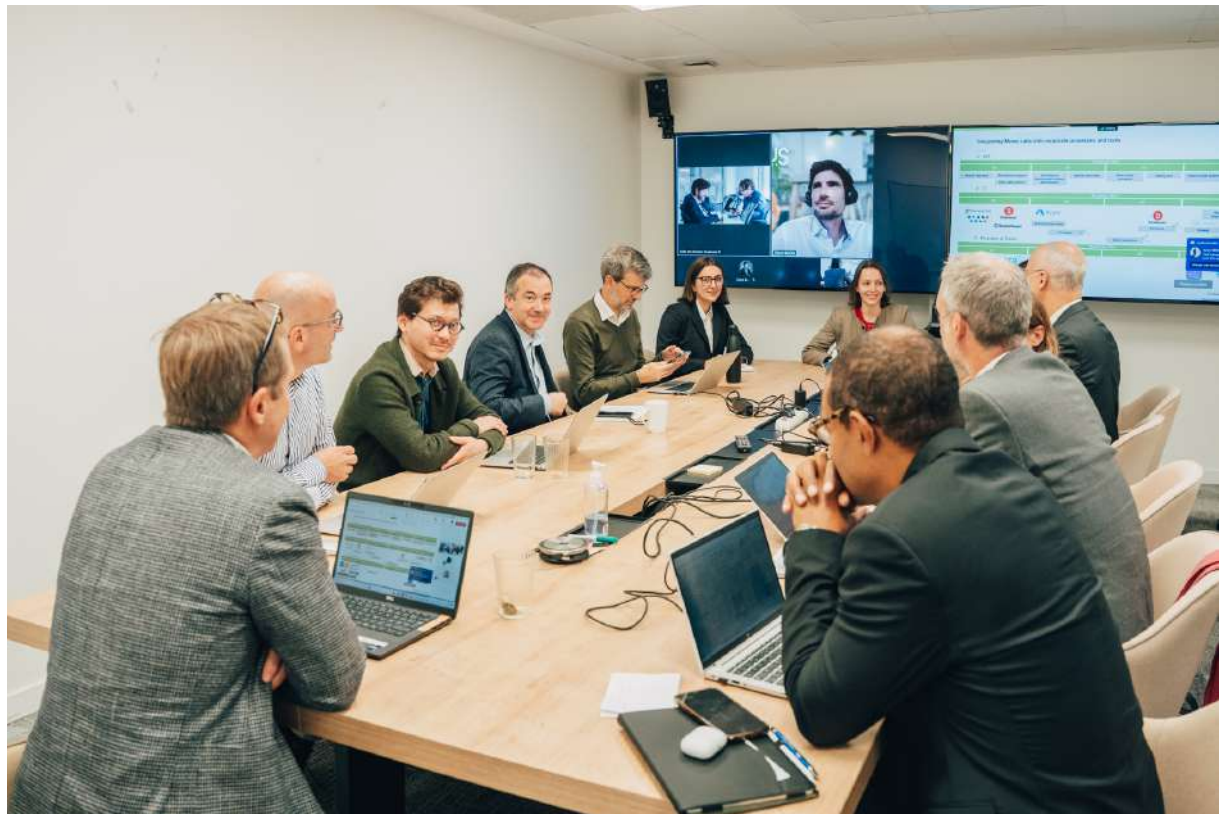
Our CSR Governance

Issues driven at the highest level of the organisation

The CSR Steering Committee brings together the President, the Secretary General, the Managing Partners of Mews France, Mews Deutschland and Mews Labs, the Senior Partner responsible for Environmental Performance, and the HR & CSR Director. It meets every six months to define and steer the company's strategy and roadmap.

The CSR Committee is made up of two members of Senior Management, the Senior Partner in charge of Sustainability and the HR & CSR Director, together with representatives from the various internal workstreams (around ten employees). It meets quarterly to review progress on the actions under way within the workstreams relating to the annual roadmap.

A monthly meeting is held to steer the action and development plan for the Environmental Performance offering. It brings together the leaders of each of the sub-offerings that comprise it.



OUR CSR TIMELINE

2016

1st participation in HappyIndex®AtWork



2019

Organisation of internal CSR workstreams (Green 2020: first solidarity clothing collection for the French Red Cross)

2021

Launch of the Club House
Implementation of carbon offsetting
EcoVadis - 1st certification



2017

Creation of the Mews Academy



2020

First participation in Duo Day



2022

Creation of the Sustainability School
Participation in Ma Petite Planète
1st Mews Carbon Footprint Assessment



OUR CSR TIMELINE

2023

Elles bougent

Launch of the 'Elles bougent' partnership
 Launch of the Women Community in France
 Ranked No. 1 Happy@Work for companies with 200-499 employees

Launch of Happy Trainees

Syntec Gold Prize for CSR assignment (Cyneo project)

Hybrid working charter / IT charter

Lucie - Launch of the Responsible Digital label certification process

Tisséo Mobilités Trophy: zero-carbon objective in the 'active modes' category



2025

EcoVadis - Silver Medal

CyberVadis - First assessment

Joining the #StOpE initiative against sexism

Joining the UN Global Compact



Participation in Ma Petite Planète

Launch of the Women Community in Germany

1st editions of the Diversity Week and the Sustainable Development Week

Partnership with Petite Mu



Petite Mu.

2024



Obtaining the Responsible Digital Label

Signing of the Diversity Charter (Les Entreprises de la Cité)

Participation in the CEC Industries (Business Climate Convention Industry)

Strengthening of the ethics and anti-corruption policy (including a charter and a whistleblowing mechanism)

Responsible Procurement Charter & Responsible Procurement Guide



LABELS AND CERTIFICATIONS

Responsible Digital Label



We chose to commit to a Responsible Digital approach and join the LUCIE Agency community in order to reduce the environmental impact of our digital usage.

In January 2024, we obtained Level 1 Responsible Digital certification, underscoring our commitment to more sustainable digital practices.

Following this certification, a dedicated workstream was launched, with a specific team established to implement the recommendations arising from the Level 1 audit. This team meets regularly to define and implement a roadmap (Digital Footprint Workshop training, cybersecurity audit, awareness-raising).



EcoVadis

Mews Partners is assessed annually by EcoVadis, one of the most widely recognised CSR rating systems in the world.

In 2025, we achieved the Silver Medal with a score of 72/100, up 6 points on 2024, placing us in the Top 15% of the best-performing companies assessed globally (over 130,000 companies).

This progress reflects the impact of our internal CSR initiatives, which continue to drive our sustained improvement in this area.



CyberVadis

Since 2025, Mews Partners has been assessed under the CyberVadis framework. This assessment covers a number of categories inspired by the ISO 27001 standard (Identify, Protect, Detect, Respond, GDPR, Data Protection, Third-Party Management and Business Continuity).

An 'Advanced' score of 820/1,000 highlights the Group's ongoing efforts in cybersecurity.



02

SOCIAL RESPONSIBILITIES & HUMAN RIGHTS

OUR ACTIONS

MEWS COMMITMENTS

& SDGs

Our results

Commitment 4

- 34% of women in our workforce
- 25% of women in management/senior leadership
- 1% of employees with recognised disability status (RQTH)

Commitment 5

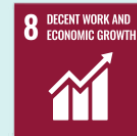
- Employee engagement score of 4.54/5 in France and 4.51/5 in Germany
- An average of 4 training days per employee

Commitment 6

- 76 employees who participated in CSR awareness-raising and training in 2025
- 104 participants in the Ma Petite Planète challenge
- 7 employees engaged in skills-based volunteering

**data at the end of 2025*

Related Sustainable Development Goals



True to its values, Mews Partners continues to support its employees and organisations or associations working towards inclusion and greater social cohesion.

Continuing the work of previous years, in 2025 we undertook concrete actions focused on two areas:



Advancing diversity and inclusion

through initiatives around gender equality, integration of people with disabilities into the workplace, and raising awareness of our career paths and roles among people from disadvantaged backgrounds.



Improving working conditions and preventing psychosocial risks

through surveys, training, parental support measures, and broader events.

DIVERSITY, INCLUSION & EQUITY

Diversity Week

1st edition of the Diversity Week

In February 2025, we launched the first edition of the Diversity Week, a full week dedicated to raising awareness among all Mews employees. Three themes were at the heart of the week: gender equality, disability, and the LGBTQIA+ community.

Our goal was to organise a large-scale, engaging event accessible to all on diversity and inclusion topics. The project mobilised people from across all Diversity and Inclusion workstreams (12 people), both in Paris and in our German offices, and over a hundred Mews employees took part in at least one of the activities on offer.

Programme highlights:



1

dedicated
Diversity Week

Workshop on menstrual pain

Understanding menstruation, its impact in the workplace and the taboos surrounding it, with the added experience of a menstrual pain simulator.

" With this level of pain, I wouldn't be able to run a workshop"

" If I have to do something else at the same time, it gets really complicated."

– Testimonials from men who tried the pain simulator



Testimonial on diabetes

A personal experience shared on daily life with type 1 diabetes, as part of our Mews Talks series.

" Diabetes affects far more people than I thought, with a significant impact on everyday life."

" An intimate subject presented with great clarity and candour, helping to raise awareness of disabilities that are too often invisible."

– Testimonials from participants at the Mews Talks session on type 1 diabetes

Awareness sessions on gender equality, disability and LGBTQIA+ inclusion

Discussions, quizzes, board games and book sharing to deepen reflection and awareness on these topics.

Conference on equity biases in AI

Unpacking hidden equity biases in artificial intelligence, learning to identify and address them.



DIVERSITY, INCLUSION & EQUITY

Disability

Recognition of Disabled Worker Status (RQTH)

Mews Partners regularly raises awareness of disability among its employees.

As part of this commitment, a new recognition of disabled worker status (RQTH) was granted this year with the support of our designated disability coordinators. This recognition enables the employee concerned to benefit from measures supporting continued employment, through arrangements covering working time adjustments, workstation ergonomics and specific training support.

Two paid days of authorised absence are made available to employees with an RQTH, enabling them to attend their medical appointments.



3

RQTH recognitions validated in 2024 and 2025

Raising awareness among our employees

All partners at Mews Partners France attended a disability awareness session designed to clarify the concept of disability in the workplace, raise awareness of the impact that perceptions of disability have on behaviour, develop a new perspective on people with disabilities, identify the internal and external stakeholders to engage, and pinpoint potential courses of action.

More broadly, we launched a company-wide awareness plan, delivered through roundtable communications and a targeted poster campaign covering the topics of invisible and visible disabilities, the benefits of RQTH recognition, and the support arrangements available to employees.



100%

of partners attended an awareness session

In November, the European Week for Employment of People with Disabilities (EWEUD) was held, an event aimed at raising awareness and informing the entire company about the working lives of people with disabilities. During this week, three communications were sent to all offices (including Germany and Mews Labs), with the objectives of recapping Mews Partners' actions and raising awareness among employees through a blend of art and disability themes. A quiz was also launched, and Mews Deutschland mobilised its teams around an internal Olympics. The week also provided an opportunity to organise DuoDay at the Toulouse and Paris offices.



1

awareness week organised

DIVERSITY, INCLUSION & EQUITY

Disability

Club House Paris



Our partnership with Club House Paris, an association working towards the social and professional reintegration of people with mental health conditions, was renewed in 2025. Our involvement takes the form of training sessions delivered to the association's beneficiaries.

This year, the focus was on the regularity of the workshops: almost every three weeks, a Mews Partners employee visits Club House to deliver a training session. This has led to a significant increase in the number of people trained.

11

training sessions

7

trainers

40

people trained

DuoDay



For the fifth consecutive year, we participated in DuoDay, the national awareness day on disability in the workplace, held as part of the European Week for Employment of People with Disabilities. The aim is to form a pair between a volunteer professional and a person with a disability: one discovers a profession, while the other gains a better understanding of disability. This year, 6 candidates were welcomed at our Paris and Toulouse sites.

5

consecutive DuoDays



" A very enjoyable day that gave me the opportunity to share what I do. Offering guidance to people in career transition and seeing their motivation grow by the end of the day is very rewarding."

– Faranak, Accounts Assistant

" Always a pleasure to meet the DuoDay candidates. This year in particular was an opportunity to offer advice on career paths and roles in IT. It is very rewarding to see that a few hours of conversation can reignite motivation and open up new perspectives for people who are often disadvantaged by their disability."

– Jean-Philippe, CIO and member of the disability team

DIVERSITY, INCLUSION & EQUITY

Disability

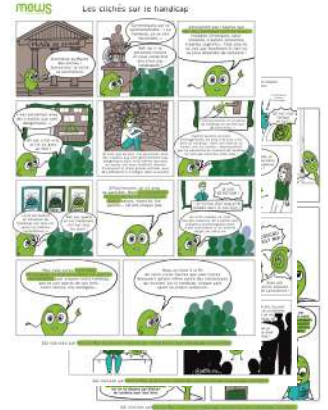
Petite Mu



This year, we began collaborating with Petite Mu, France's leading media platform on invisible disabilities.

This partnership enables us to strengthen and professionalise our awareness-raising efforts at Mews Partners. A range of engaging and accessible materials are available, including personalised comic strips, themed exhibitions and conferences delivered by national experts on the subject.

The objective is to embed this approach over the long term in order to amplify our impact in the years ahead.



A second life for IT equipment

We have entered into a partnership with a company specialising in IT refurbishment.

As part of its refurbishment activities, this company employs and trains people with disabilities, offering them a valuable opportunity for professional and social integration.

We thus promote responsible management of the second life of our equipment, reducing our environmental footprint while supporting the circular economy. This is a long-term commitment. We plan to recycle one to two batches of equipment per year.



DIVERSITY, INCLUSION & EQUITY

Women Community

Women Community

Since July 2023, the Women Community France has brought together all female employees at Mews Partners for moments of exchange and experience-sharing.

This community aims to address the specific challenges faced by women in the workplace, such as career progression, self-confidence and parenthood.

In 2025, three major events were held in France, each bringing together between 20 and 30 female employees:

- *January:* A session with representatives from Crédit Mutuel on the theme of cognitive biases and their impact on women's professional and personal lives. Two sessions were organised, in Paris and Toulouse. Le Cercle des Inclusifs raised awareness among attendees of 'audacity as a career progression tool', equipping them with practical tools and best practices to achieve it.
- *May:* A meeting with Fariha Shah, entrepreneur, founder of Golden Bees and Cominty, and UN Women advocate, who shared her journey as a female entrepreneur in the tech sector, discussing the challenges and stereotypes she encountered, in an exchange on the theme 'Being a female entrepreneur in the tech world'.
- *November:* 'Café Papote', a self-confidence workshop in Paris, fostering exchange and personal development among participants.



" It is nice to get together as women every now and then and get to know each other better, we don't always have the chance to do that in our day-to-day work."

– A consultant

" Many thanks, the Café Papote format was fantastic, let's do it again"

– A consultant



DIVERSITY, INCLUSION & EQUITY

Gender Equality

Launch of the Women Community Germany

2025 also marked the creation of the Women Community for our German offices. Two sessions were held

- First session: A founding moment enabling participants to define the community's structure and priority themes. Parenthood emerged as a key concern, leading to the development of a parenting guide currently undergoing final validation.
- Second session (six months later): A workshop on leadership styles (agentic, communal and androgynous) and their impact on professional relationships. Participants also explored their personal 'inner saboteurs' and identified strategies for overcoming them, fostering greater self-awareness and new adaptive approaches.



2 sessions in Germany

Women in our workforce

88 / 100

Overall score on the 2024 Gender Equality Index

> 50 %

Of women recruited in 2025

34 %

Of women in our workforce as at 31 December 2025



DIVERSITY, INCLUSION & EQUITY

Gender Equality

Elles Bougent

Our partnership with the Elles bougent association, which promotes diversity in companies and technical training programmes, key talent pipelines for our industrial sector - continued in 2025.



During Industry Week, we welcomed 13 high school students to our Paris offices for an afternoon of discussions on the theme of self-confidence. We explored with them how to present themselves in interviews, how to make the most of their skills, and how to take their first steps in the professional world. We also showcased the diversity of possible career paths: consulting roles, the different aspects of a consultant's role, as well as scientific research with Mews Labs.



Through testimonials, group activities and an escape game, these workshops led by 10 Mews Partners mentors enabled these young women to discover the worlds of consulting and research, and above all to raise their awareness of women's place in industry.

We also participated in the all-female recruitment forum, which gave us the opportunity to meet interesting and interested candidates. It was a chance to discuss the place of women in consulting and at Mews Partners in particular, as well as to present our job opportunities.



" I loved the afternoon, I discovered things about my classmates, about myself and about the business world. We don't do this kind of thing at school; it was fantastic."

– A high school student

" Thank you for helping to make the role of a consultant more tangible in our minds."

– A high school student

DIVERSITY, INCLUSION & EQUITY

Gender Equality

Training and awareness-raising

This year, we continued the 'Women in Leadership' training programme, aimed at 8 manager and senior manager-level consultants and delivered by Alexia Anglade, a certified coach who has been working with Mews Partners since 2023. This programme helps participants move beyond limiting beliefs and gender stereotypes, supporting them in developing their leadership capabilities.

We continued sexism awareness-raising in Germany with a dedicated facilitator, Robert Frischbier. 30 employees were engaged in awareness sessions in 2025. At Mews Deutschland, we organised 3 sexism awareness sessions at our Hamburg and Munich offices. Led by an external expert, these sessions raised employees' awareness of sexism in the workplace and provided them with practical guidance on fostering a respectful and inclusive working environment. All employees took part in this training, which has now been incorporated into our new joiner induction process.



training programmes on sexism and gender parity

" I want to thank Mews for launching this Women in Leadership programme, which has been a real game-changer for my development and personal fulfilment at work as a woman. A key step not to be missed!"

– Mélanie, Manager

Diversity Lab

In September 2024, Mews Partners joined the 'Diversity Lab' at its inception, a network bringing together the leads of Diversity workstreams from various consulting firms to share best practices, generate new ideas and make collective progress on diversity and gender equality topics.

We participated in 3 workshops on the following themes:

- 'Women and Management'
- 'Women's Turnover and Retention'
- 'Parenthood in Consulting'

We also hosted a workshop at our offices in December 2025 on the theme 'Women and Business Development', structured around:

- An introduction to the topic with key figures and the findings of a survey sent out by one of the participating firms
- Two testimonials: from a partner and a business development director sharing their experience in consulting
- A reflection and discussion session to identify action ideas for implementation at different levels across our organisations (by managers, peers, the firm).



workshop participations



DIVERSITY, INCLUSION & EQUITY

Gender Equality

Diversity Charter

In 2025, we chose to renew our commitment to Diversity and Inclusion. For the second consecutive year, Mews Partners is a signatory of the Diversity Charter. This proactive step aligns with our internal commitments and further encourages us to act in favour of diversity and equal opportunities.

The initiative now counts over 6,000 signatories, up from 5,000 in 2024.



Our commitment against sexism

In January 2025, Mews Partners joined the #StOpE initiative against everyday sexism. This commitment complements our existing actions in the fight against sexism. We have joined a collective that now counts 300 signatory organisations from both the private and public sectors.



In addition to awareness-raising activities, our HR team was able to take part in a presentation of the sexism barometer results and attend webinars, helping to guide internal action.

4 consultants also had the opportunity to participate in the Sexism Awareness Workshop ('Fresque du Sexisme'), a collective intelligence workshop designed to deepen understanding of the systemic issues around sexism and enhance participants' capacity to act. One of the consultants will be trained in 2026 to facilitate the workshop internally at Mews Partners and raise awareness among as many people as possible.

 **4**
 consultant participated in the Sexism Awareness Workshop

DIVERSITY, INCLUSION & EQUITY

Community Initiatives

Christmas Social in Munich: gifts for disadvantaged children

This year, our Munich office participated in the Münchner Geschenkeregen initiative, a local association dedicated to providing gifts to children from socially disadvantaged families during the Christmas period. Together, employees purchased and wrapped 40 Christmas gifts at our annual Christmas party, combining team spirit with social commitment. The gifts were then given to the children, bringing them joy and the magic of Christmas.



40

Christmas gifts for children



Establishing a school ambassador network

In 2024, we launched an initiative to encourage our female employees to share their experience with female engineering students. This workstream aims to promote and legitimise women's careers in consulting and industry. Having identified, among the schools previously attended by Mews employees, associations working to advance gender equality, the goal is to enable Mews ambassadors to organise concrete initiatives with these associations, such as conferences, roundtables or interviews. During 2025, several interventions took place at schools, confirming the value of this initiative.



13

school ambassadors

The 2026 vision is to consolidate the project by reaching out not only to associations but also to the various diversity and inclusion workstreams run by the schools.


The primary objective of this project is to contribute to reducing gender stereotypes and promoting better representation of women in consulting and industry. It also strengthens ties with schools, encourages female candidates to apply for roles at Mews Partners, and advances the firm's progress towards gender parity in its workforce.

DIVERSITY, INCLUSION & EQUITY

Community Initiatives

Other initiatives

Since 2023, we have broken down all our indicators by gender, in order to highlight potential differences between women and men in career management at Mews Partners. We have also made available to employees a glossary bringing together key terms relating to gender diversity, equality and the fight against discrimination.



Diversity and Inclusion lexicon

01 Objectives	02 Figures	03 Top 5 key words
04 Table of contents	05 Gender and sexual orientation	06 Concepts
07 Actions et behaviors	08 Sources	



QUALITY OF LIFE AT WORK

Our initiatives

Wellbeing at work

Shiatsu massage sessions are regularly organised at our Paris and Toulouse offices (8 sessions in Toulouse and 8 sessions in Paris in 2025). Yoga classes are also offered.



16

shiatsu massage sessions

Quality of Working Life Week (QVCT Week)

During the Quality of Working Life and Working Conditions Week, employees involved in our internal QVCT team orchestrated a series of initiatives to raise awareness, inform and open dialogue around a topic that is often underestimated and was designated a national priority issue in 2025: mental health.

Throughout the week, events, discussion sessions and resources punctuated the daily lives of Mews employees. Among the highlights, two white papers were developed and shared internally, designed to stimulate reflection and encourage good practices:

- A substantive document exploring the challenges of mental health in a professional context: risk factors, warning signs, prevention levers, and the company's role in building a healthy working environment.
- An exploration of the benefits of physical activity for psychological wellbeing, with practical advice on incorporating movement into professional routines, even when working remotely.
- Books on mental health made available in our offices, and accessible beyond QVCT Week, for employees wishing to learn more.



1

dedicated week on mental health



QUALITY OF LIFE AT WORK

Our initiatives



Read more: QVCT Week 2025: our Mewseurs who are committed to mental health in the workplace (in French)



Mews Partners ranks second overall across all sectors among companies with 200-499 employees, and second among consulting firms where employees are happiest at work (annual Choose My Company Happy@Work and Happy Trainees surveys).



QUALITY OF LIFE AT WORK

Our initiatives

Office Environments

In order to provide working spaces that are well-suited, welcoming and conducive to team cohesion, we continuously update our workspaces, taking into account feedback from our employees.

To this end, new screens have been installed in our offices and coworking space, and we have also purchased balance balls and ergonomic chairs for our Paris offices. Our Cachan premises have been improved and redesigned, enabling the Mews Labs team to benefit from more suitable and more pleasant working environments.



Occupational health practitioners and a specialist firm support us in Paris and Toulouse to help improve the ergonomics of our workstations.

Supporting Parenthood

In addition to our practical guide and the 9 nursery places allocated, our partner Babilou supported us in deploying the 'Mes Solutions Family' platform, giving employees access to content that makes family life easier. All employees (prospective parents, parents of young children or teenagers, and carers) can access educational content such as articles, videos, partner offers and exclusive deals.



Other internal activities

We regularly organise social events for our employees to strengthen cohesion within our teams (monthly roundtables, Mews Game Night, Mews Talks, cultural and sporting outings, other internal seminars...).



SOCIAL DIALOGUE

Works Council

Works Council and Social Dialogue

At Mews Partners, management and the Works Council work together to maintain a healthy and open social dialogue. The Works Council is always available to allow employees to express themselves and to submit ideas, requests or any suggestions relating to quality of life and working conditions. Suggestion boxes are also made available as an additional channel.



These submissions are regularly collected, reviewed and addressed with management. Feedback is then communicated via newsletters, breakfasts organised by the Works Council or during the monthly roundtable meetings. In order to act effectively internally, the Works Council is structured into 4 divisions:



Communications on the various initiatives are made available to employees to keep them informed and supported, while maintaining the link with management.

Psychosocial risks, health and safety at work

Each year, Mews employees are trained as Occupational First Aiders and First Response Equipment Operators. In line with the Works Council's actions on employee health and safety, these qualifications help to strengthen daily safety. Dedicated training sessions for managers were organised to raise their awareness of psychosocial risks and the impact that management styles can have.



Care@Mews

Following a survey sent to all Mews employees at the end of 2024 to gauge their perception of quality of life and working conditions, focus groups were organised in early 2025 around the following themes:

- Coaching & career support
- Job satisfaction, enjoyment of work and assignment interest
- Fairness & recognition
- The consultant career path

A summary of the focus groups and an action plan were subsequently shared with all employees.

CAREER SUPPORT

Recruitment & Development

A structured recruitment process

Our recruitment process comprises 3 stages:

- An HR interview, focused on background, motivation and cultural fit with the firm
- An operational interview with a manager or senior consultant, typically including a case study
- An interview with a Partner or Senior Partner depending on the profile

In addition to ensuring an objective recruitment process that takes account of different perspectives, involving our employees contributes to their own development and maintains a connection with candidates.

Internal referral is also an essential element of our process, enabling consultants at any grade to contribute to Mews Partners' growth and recommend candidates.



Supporting employee development through training and structured onboarding

The Mews Academy, our internal training organisation, enables everyone to develop their skills on a wide range of subjects, from trainees through to the most experienced professionals. With 6 Schools and around 110 training courses covering topics related to the firm's offerings and sectors as well as soft skills, our employees can train and progress every year, averaging 4 training days per employee per year.

80% of trainers are internal employees. Their experience enables them to deliver training that is highly relevant to their colleagues, while also contributing to their colleagues' development.

We have also formalised a four-month integration programme for new joiners, incorporating regular check-ins with their coach as well as their buddy. This programme concludes with the Mewscopy, a two-day seminar offering a fresh perspective on Mews Partners and its values.



CAREER SUPPORT

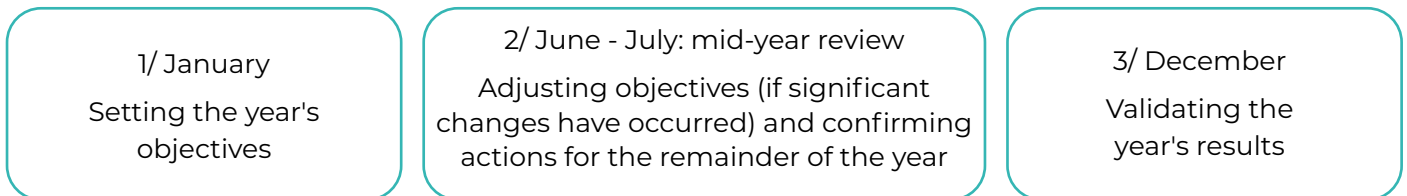
Development

Supporting employee careers through our Career Path

We have a structured career support process that enables our employees to progress against validated, objective criteria.

Upon joining Mews Partners, employees benefit from personalised support. Each person has a coach who supports them throughout their career, setting objectives related to their assignments as well as to their possible progression within the firm. A mentor is designated to facilitate their integration.

An Individual Development Plan is drawn up each year to structure annual objectives. This takes place in 3 stages:



These reviews are also a valuable opportunity to discuss training or skills development activities that have taken place or are to be deployed, and to take stock of each employee's career aspirations.

Our coaches benefit from a 'Coaching Posture' training programme that equips them with the tools and best practices to better support those they coach. Guidelines and a Career Path framework have also been formalised to make information readily accessible and easy to refer back to when needed.

Finally, a People Review at the end of each year consolidates employee assessments and enables collective decisions on progression, taking into account feedback from the assignment leaders who have worked with the individuals concerned, as well as the coaches' assessments.

Employee performance is also assessed at the end of each assignment by Job Leaders, providing a comprehensive and objective year-end evaluation of each individual.



03

ENVIRONMENT

OUR ACTIONS

MEWS COMMITMENTS

& SDGs

Our results

Commitment 1

- 32 assignments in 2025 related to clients' CSR challenges

Commitment 2

- Carbon footprint: 5.3 tCO₂e/person (2024 Carbon Assessment)
- Waste management: results pending

**data as at the end of 2025*

Related Sustainable Development Goals



Fully aware of our sector's impact on the planet, this year we have intensified our efforts to reduce our environmental footprint and promote sustainable practices through several concrete initiatives:



Reduce carbon emissions

by continuously refining our carbon footprint assessment and promoting sustainable mobility among our employees.



Support sector-wide transformation

by further developing our Sustainability offering to guide our clients towards more responsible industrial practices.



Raise awareness and build capability


by organising training programmes and awareness campaigns for our employees and clients, encouraging them to adopt more environmentally responsible behaviours, both professionally and personally.

REDUCING OUR CARBON FOOTPRINT

Calculations & Emissions

A more comprehensive calculation and falling emissions

As part of our commitment to a low-carbon transition, we have been calculating our Carbon Footprint Assessment for the past three years (using the ADEME ABC methodology) to identify our main emission sources and reduction opportunities. This year, we incorporated Mews Labs into the scope to cover the entire Mews Group. For reference, we had already included emissions from our German offices in last year's calculations. Today, 28 of our consultants have been trained internally in the ADEME carbon footprint calculation methodology.

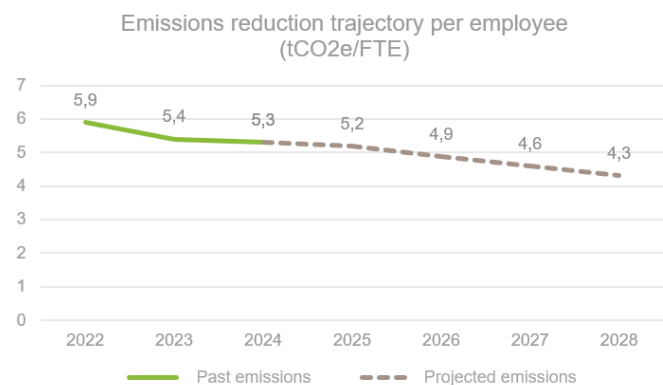
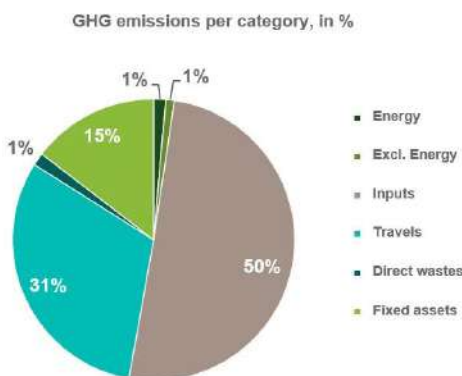
 **1.383**
tCO₂e in 2024

Excluding Mews Labs, our 2024 Carbon Footprint Assessment stands at 1,302 tCO₂e, a reduction of 1% compared to our 2023 Carbon Assessment. A slight decrease in emissions per employee was also recorded for the second consecutive year. The 2024 Carbon Assessment equates to 5.3 tCO₂e per employee, compared with 5.4 tCO₂e in 2023, a decrease of 1% (emissions remain stable at 5.4 tCO₂e excluding Mews Labs). Including Mews Labs, the 2024 Carbon Assessment stands at 1,383 tCO₂e.

 **-1%**
tCO₂e per employee compared to 2023

These emissions are distributed across the emission categories below. Procurement of goods and services (inputs) and travel account for approximately 81% of Mews Partners' carbon emissions.

No emission reduction targets had been set for 2024, as these were defined in 2025. However, a 3% reduction in emissions per employee will need to be achieved in 2025 compared to 2024, followed by a 6% per year reduction through to 2028, in order to reach the target of -20% in 2028 compared to 2023.



Challenges and opportunities

The Carbon Footprint Assessment highlighted several key challenges and strategic opportunities for Mews Partners. Business travel represents a major area for improvement.

Procurement also offers significant opportunities, particularly through the selection of more sustainable suppliers. Finally, standardising data and tools would facilitate the monitoring of actions under way.

REDUCING OUR CARBON FOOTPRINT

Awareness and Training

Employee Travel

In 2025, despite high levels of client-related travel, our employees maintained their commitment to sustainable mobility.

Approximately 27,000 km were covered by bicycle and nearly 13,000 km by carpooling, involving almost 20% of employees. This commitment, consistent over 5 years, makes a sustained contribution to our CO2 reduction objective. It should be noted that while the number of kilometres cycled remained stable, the use of carpooling increased significantly in 2025 compared to 2024.

 **27k**

km covered by bicycle

 **13k**

km by carpooling

Phasing out company cars

A decision was made to phase out company cars in France, enabling us to reduce our carbon impact from employee mobility.

New training courses through our Sustainability School and stronger engagement from day one

The sustainability training module was further expanded in 2025 with the addition of 3 new courses, approximately 16 hours of content on responsible digital practices, Life Cycle Assessment (LCA) and eco-design, and supplier and client onboarding.

 **3**

new training courses

" This year, I had the pleasure of co-facilitating the very first internal Mews training course dedicated to Life Cycle Assessment (LCA) and eco-design. This first session brought together a diverse range of profiles with complementary expertise and experience, generating rich exchanges around the practical implementation of an environmental impact reduction approach in the sectors where Mews operates. The training combines theory and practice: key concepts on LCA methodology, an immersive serious game on the eco-design process, and a live demonstration of an LCA tool. Participants leave with a tangible understanding of the issues and methods, ready to integrate this knowledge into their client projects and make a real difference."

– Férouza, Consultant

In line with our CSR commitments, we made sustainability training mandatory for all new joiners to raise their awareness of environmental issues. In the rollout of this new commitment, 16 new employees completed induction training on environmental challenges.

 **76**

employees trained

In 2025, 76 of our employees completed training through both internal and external programmes, across 18 training sessions.

REDUCING OUR CARBON FOOTPRINT

Awareness and Training

CEC Industries

In 2024 and 2025, we participated in the 'Convention des Entreprises pour le Climat' (Business Climate Convention), an ambitious initiative designed to support companies in the transition to a more sustainable business model. Alongside business leaders from the industrial sector, Mews Partners aimed to co-develop concrete solutions to reduce its environmental footprint and build a sustainable roadmap.



A roadmap was produced and is available on the CEC Industries website.

Sustainable Development Week

The Green@Mews team organised the Sustainable Development Week from 29 September to 3 October 2025, timed to coincide with the European Sustainable Development Week.



A conference on the materiality of digital technology was organised and presented by Paul Lemaire, a documentary photographer and member of the Hors Format collective. The conference was open to all employees.

3 awareness quizzes were developed internally and taken with all employees during the morning sessions throughout the week. The themes covered were food, carbon footprint and transport.



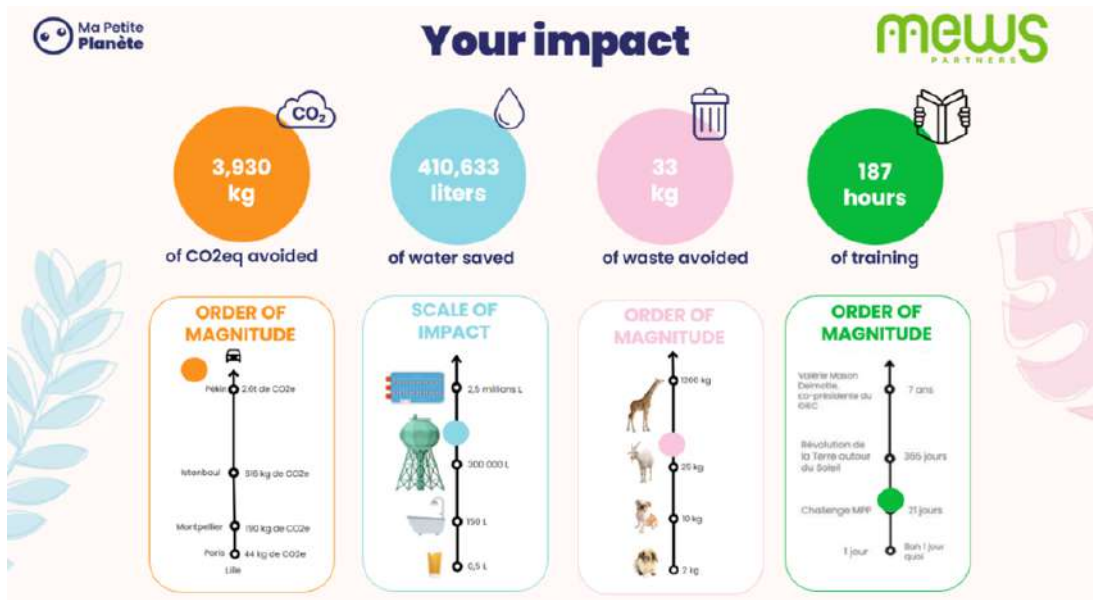
REDUCING OUR CARBON FOOTPRINT

Awareness and Training

Ma Petite Planète

In 2025, during Sustainable Development Week, Mews Partners participated in the autumn edition of ‘Ma Petite Planète’, a team challenge offering ecological actions via an app over 3 weeks. The objective was to raise awareness across a wide range of themes, including digital technology, transport and waste, while also providing a better understanding of the impact of each of these categories.

3
weeks of
challenges



104
participants

1,557
challenges completed

3.9 tCO₂eq
personally avoided

CLIENT ASSIGNMENTS

Reducing Environmental Impact

As part of our activities, we delivered 32 assignments this year with the objective of reducing our clients' environmental impact.

We have selected three illustrative examples below to demonstrate the type of support we provide.

Assignment #1

For a leading space agency

- Defining the 'Responsible Digital' strategy for a digital Earth observation data platform.
- Carrying out the platform's carbon assessment and identifying reduction levers.
- Engaging the ecosystem (suppliers, users) through awareness-raising activities, co-development of action plans and implementation of environmental footprint calculation tools.



Assignment #2

For a global luxury goods leader

- Supporting the deployment of the group's Carbon Footprint Assessment tool.
- Scoping requirements and assisting in the selection of an LCA tool to calculate the environmental footprint of products.
- Developing a digital twin of the Supply Chain to model the impact of operational decisions on CO2 emissions and costs.



Assignment #3

For an industrial leader in mobility and transport infrastructure management

- Structuring and implementing the process for managing its environmental performance trajectory.
- Defining and implementing a methodological framework for optimising the environmental performance of its asset categories.
- Scoping the energy renovation programme for its building portfolio.
- Integrating eco-design principles into projects involving the renovation and modernisation of operational systems.



RESOURCES & PUBLICATIONS

Case studies, white papers, articles

Beyond physical events, environmental challenges and the levers enabling industrialists to address them concretely also occupy a central place in the publications and resources made available by Mews Partners on its website.

Examples include the Mews Partners × Cyneo client case study, which explores innovative strategies, deployed tools and the opportunities offered by the circular economy in the construction sector, as well as numerous blog articles addressing, among other topics, the critical role of data and sound data governance in managing circular projects, the contribution of AI and modelling to reducing the environmental impact of supply chains, and the development of circularity value chains in the distinctive luxury sector.



8

Sustainability content pieces



04

ETHICS & RESPONSIBLE PROCUREMENT

OUR ACTIONS

MEWS COMMITMENTS

& SDGs

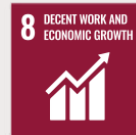
Our results

Commitment

- 0 incidents related to corruption
- 58% of our procurement carried out with suppliers who have signed the Responsible Procurement Charter

**data as at the end of 2025*

Related Sustainable Development Goals



Mindful of the importance of our day-to-day choices and practices, in 2025 we continued to strengthen our commitment to ethics and responsibility. Concrete initiatives were implemented to promote responsible, transparent behaviours that contribute to a fairer, more sustainable economy:



Continue to raise awareness and instil the right reflexes

by organising training programmes and information campaigns for our employees and partners on cybersecurity and responsible procurement.



Continue to engage our suppliers

through our CSR approach via our Responsible Procurement Charter.



Protect the data of our clients and employees

by ensuring its integrity and confidentiality, and by complying with GDPR requirements.

ETHICS

& anti-corruption

Ethics and anti-corruption charter

In 2024, we implemented an ethics and anti-corruption charter. This charter sets out the principles, values and standards of conduct to which we commit, covering areas such as professional relationships, competition, conflicts of interest, corruption and data protection.

The charter defines a clear code of conduct for all Mews Partners employees and all stakeholders who interact with the firm: partners, clients, suppliers and subcontractors.

By providing guidance on how to handle ethical situations, it has been used since its introduction as a reference guide for decision-making and professional conduct. It also serves as a reminder of the processes for collecting and handling reports and disclosures in place within the firm, and of the channels available to employees should they have a concern or a question.

In 2025, in order to reinforce our commitment against corruption, we introduced a mandatory awareness training for all employees via the Bluesecure e-learning platform. This training equips employees with the key tools to handle situations that could give rise to corruption and informs them about the mechanisms in place under the Sapin II Act.

In this first year, over 82% of our employees were made aware of ethics and anti-corruption.



Cybersecurity awareness

The confidential and sensitive nature of the data we handle on a daily basis at Mews Partners makes cybersecurity another major priority. Our activities involve the constant exchange of confidential information between our employees, clients and partners. At a time when cyberattacks are increasingly prevalent, we are acutely aware that even the smallest security breach can have disastrous consequences, both for data integrity and for the trust placed in us by our stakeholders.

Annual cybersecurity training and awareness actions strengthen a culture of security within the firm and ensure that everyone adopts best practices to minimise risk.



RESPONSIBLE PROCUREMENT

Charter & Awareness-Raising

Responsible Procurement Charter

In 2024, the implementation of our Responsible Procurement Charter formalised our determination to embed and scale up our commitments in this area.

The charter's objective is to share the Group's vision with its suppliers and subcontractors, and to ensure their involvement in a CSR approach aligned with that of Mews Partners.

In 2025, we continued in this direction and engaged an even greater number of suppliers: 32% of our suppliers are now signatories to our Responsible Procurement Charter. As a result, 58% of our annual procurement is now carried out with suppliers whose CSR approach is aligned with ours.

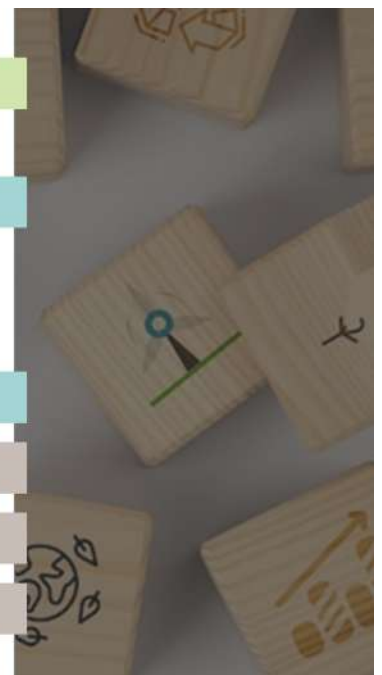
 **58%**

of our procurement carried out with suppliers who have signed the Responsible Procurement Charter

" In my role, I work with a large number of service providers. The Responsible Procurement Charter enables me to give preference to companies with a CSR approach that aligns with Mews'. It is therefore a pleasure to work collaboratively on this to help Mews employees find responsible suppliers."

– Romane, Office Manager

1	Introduction au guide Achats Responsables
	<ul style="list-style-type: none"> Contexte, objectifs & enjeux Fonctionnement du guide Présentation de la démarche RSE Pourquoi mon achat est responsable ?
2	Présentation des prestations par catégorie d'achat
	<ul style="list-style-type: none"> Restoration - Traiteur Marketing et Communication Autres achats chez Mews Partners
3	Fiche descriptive dédiée à chaque fournisseur avec critères associés
4	Nos recommandations
5	La Charte Achats Responsables de Mews Partners
6	L'équipe Achats Responsables @Mews



RESPONSIBLE PROCUREMENT

Charter & Awareness-Raising

Responsible Procurement Awareness-Raising

As part of our service activities, Mews Partners is frequently required to make ad hoc purchases (catering, events, communications, etc.). In order to promote responsible practices for these occasional purchases too, a guide for all employees has been available since 2024. Its objectives are to:

- Enable employees to easily assess the responsible credentials of a planned purchase.
- Facilitate the selection of a suitable responsible service provider based on environmental, social and economic criteria, through the assessment and listing of providers across various sectors (16 in 2025).

" The supplier directory and the guide are very practical. I used the guide to find a caterer for an internal event."

– Blanche, Consultant

Training Managers

At Mews Partners, we believe that responsible practices are everyone's concern. Since 2025, a mandatory, certified training programme has been put in place for members of the senior management team: HR, Finance, Marketing & Communications, and IT Directors.

This training aims to develop a shared vision of responsible procurement, clarify its principles, and help participants understand the role and new responsibilities that now fall to procurement managers.

" All our Corporate Function Directors have been trained in responsible procurement. Since they are primarily involved in purchasing services and tools for their activities, this awareness-raising was essential."

– Camille, Secretary General & Finance Director

Responsible Procurement at Mews Partners

Promoting social impact

by sourcing from sheltered and supported employment enterprises (catering, printing, consumables, etc.)

Promoting environmental impact

by using green electricity and eco-responsible equipment

Supporting the local economy

by engaging local suppliers

05

INDICATORS

INDICATORS

Objectives		Mews Partners Indicators	2023	2024	2025	
Our work on human rights	Community engagement	Number of employees engaged in skills-based volunteering / pro bono	6	8	7	
		Number of donations to associations	4,742	15,242	NA	
		IT equipment donated (number of devices - computers and phones)	NA	NA	114	
Our initiatives regarding social issues and working conditions	Social aspect	Headcount (FTE) at 31/12	223	261	284	
		Permanent staff (CDI) at 31/12	219	257	279	
		Number of permanent hires in the year	57	47	67	
		% of women recruited	NA	40%	51%	
		Number of interns	29	13	16	
		Number of interns converted to permanent staff	7	7	8	
		Average tenure (years)	3.55	4.55	4.58	
		HappyIndex®AtWork ranking (ChooseMyCompany survey)	1st	3rd	2nd	
		Engagement rate (HappyIndex®AtWork indicator)	83.8/100	85.3/100	83.1/100	
		Overall HappyIndex®AtWork score	4.71/5	4.61/5	4.54/5	
		Gender Diversity	% Women at 31/12	28%	30%	34%
			% Men at 31/12	72%	70%	66%
	Number of participants in sexism awareness sessions		170	NA	34	
	Number of participants in 'Women in Leadership' programme		10	9	8	
	Number of participants in 'Parity Management' training		NA	27	NA	
	Number of employees with recognised disability status (RQTH)		0	2	3	
	AGEFIPH net contribution monitoring		27.403	35.376	NA	
	Number of DuoDay participants		3	1	5	
	Number of coaching engagements for managers and above		12	10	9	
	Number of employees who attended at least 1 training course		230	279	263	
	Average number of training days per employee		5	4	4	
	Quality Of Life At Work		Number of employees with access to a company nursery place	9	9	9
		Number of employees who participated in QVCT Week	66	65	53	
		Number of employees who attended musculoskeletal disorder (MSD) awareness sessions	22	NA	NA	
		Number of employees who participated in a stress management session	NA	NA	33	
		Number of employees who participated in a psychosocial risk (PSR) awareness session	NA	43	17	
		Our environmental initiatives	Carbon Footprint	Tonnes of CO2 emitted / employee - total	4.3	5.5
	Tonnes of CO2 emitted / employee - energy			0.49	0.03	0.07
	Tonnes of CO2 emitted / employee - business travel			1	1.43	1.43
	Tonnes of CO2 emitted / employee - personal travel			0.12	0.18	0.22
Tonnes of CO2 emitted / employee - IT equipment	0.52			0.1	0.07	
Tonnes of CO2 emitted / employee - non-IT equipment	NA			0.62	0.69	
Tonnes of CO2 emitted / employee - procurement	2.19			3.14	2.66	
Impact Assignments	Number of assignments linked to clients' CSR challenges		15	25	32	
Training & Sustainability	Number of employees who attended a Sustainability School training course		57	97	76	
Our initiatives regarding responsible procurement	Responsible Procurement		% of suppliers who have signed the Responsible Procurement Charter	NA	30%	32%
			% of procurement covered by signatories to the Responsible Procurement Charter	NA	46%	58%

ACKNOWLEDGEMENTS

We extend our thanks to all the employees who contributed to the preparation of this report...



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...as well as all the CSR teams at Mews Partners for their ongoing commitment and contribution to the development of the CSR initiatives and activities implemented by the firm.



mews

PARTNERS