ORTEC Sustainability Report 2025



ORTEC

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Message from CEO

With unprecedented computational power, AI changes how we handle complexity and reshapes industries at speed. Decisions get automated. We are increasingly freed of low-value noise. And we come to realize that important decisions matter now more than ever.

Choosing and pursuing a sustainability strategy is one such decision. In 2025, we redefined our company values, vision and mission. We promise our customers to make their work flow – to transform the complexity of their operations into clarity and calm. That same clarity and calm are the foundations of our sustainability efforts.

Calmly, rationally, we define and take on specific commitments. With a simple and minimalist approach, we keep these commitments ambitious, yet achievable. And because our objectives are clear, we can go after them with discipline, perseverance and exact focus.

We make our customers' work flow. We remove repetitive choices so they can exercise human judgement when it really matters. And as a company, we feel the responsibility of important decisions – our own, and our customers'. These decisions shape the future of the world we operate in.

We are committed to sustainability for our people. And for the people who keep the world running.

Let's keep pushing forward together,

Georgios Sarigiannidis



Executive summary

In 2025, ORTEC navigated significant organizational change while making progress in several areas of sustainability.

Total greenhouse gas emissions decreased by 9% from 2024 and by 25% from the 2023 base year. Scope 1 and 2 emissions were below the level represented by our 2030 target. However, business travel emissions increased by 6%, mainly due to higher flight emissions, and further reductions are needed to reach our Scope 3 target.

Headcount decreased by 22%, reflecting organizational restructuring earlier in the year as well as changes in workforce composition and hiring activity. Employee engagement remained broadly stable. Women's representation in senior management increased from 19% to 28%, and we renewed our vision and values to strengthen shared direction across ORTEC.

We strengthened security operations, incident response and reporting on our highest-rated risks. We also began embedding Responsible AI oversight into how AI solutions are requested, developed, deployed and used. The ORTEC Foundation was established to bring greater focus to our philanthropic activities.

> These developments reflect progress alongside areas for further action. Data, measurement and practices are still developing in some areas, and we will continue to strengthen them.



External commitments and assurance

In January 2026, ORTEC's near and long-term emissions reduction targets were validated by the Science Based Targets initiative (SBTi).

In 2025, ORTEC received its first Group-level EcoVadis rating, extending the scope beyond previous assessments of ORTEC B.V.

ORTEC remains a member of the UN Global Compact and is committed to its Ten Principles of corporate sustainability.

ORTEC maintains ISO 27001 certification as part of its approach to managing and reducing information security risks.

We also routinely complete SOC 2 Type II reporting with an independent auditor, alongside other third-party security assessments.

ORTEC story



Who we are

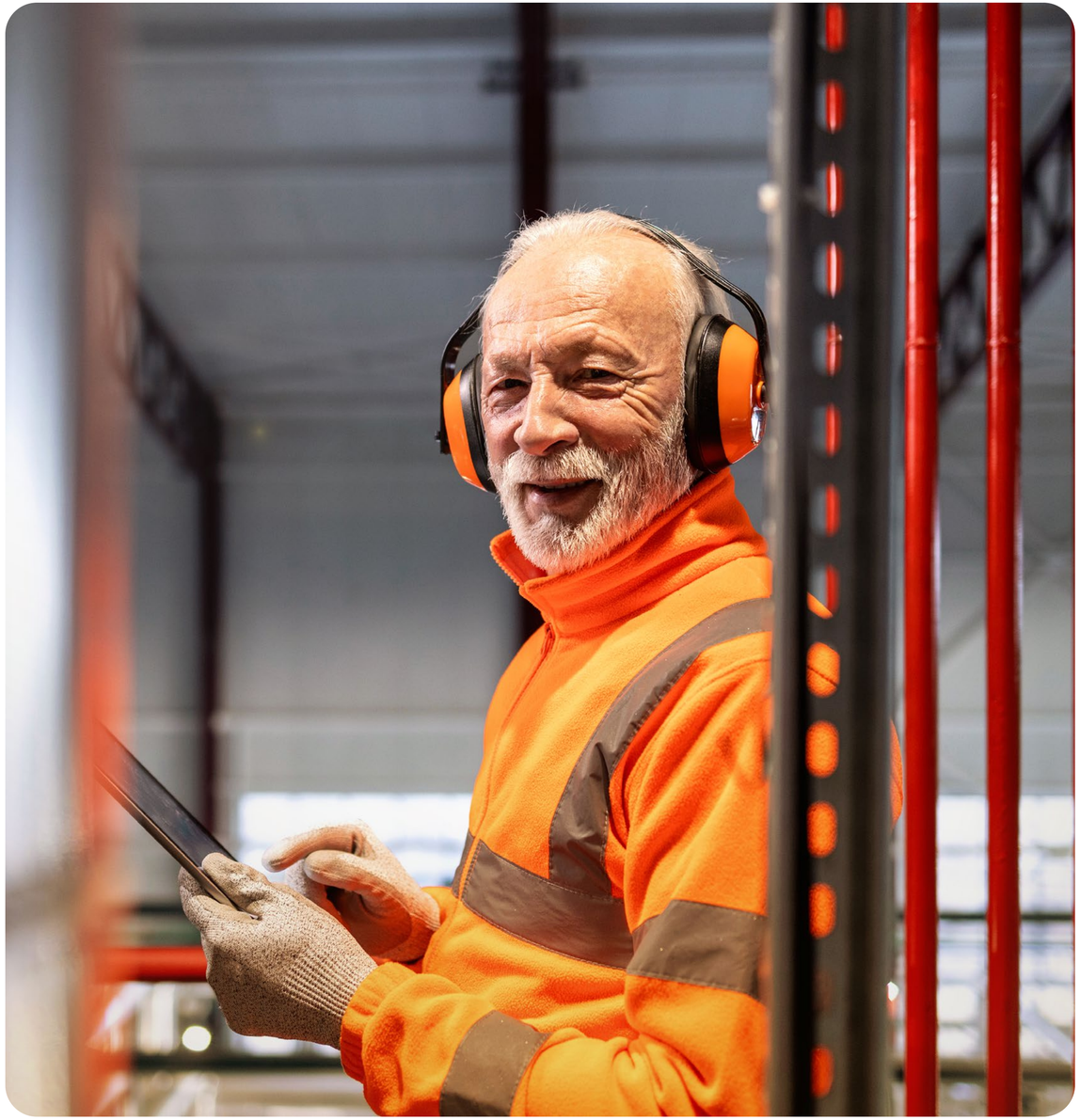
At ORTEC, we help create a world where technology is a trusted partner that simplifies operations and enables resilient, fair and adaptive organizations. For more than four decades, we have worked alongside planners, drivers, nurses and frontline teams operating in environments where complexity is unavoidable.

Founded in 1981, ORTEC brings deep operational understanding and advanced decision support software together to transform complexity into calm, trustworthy flow. Through what we call decision elimination, we reduce noise and automate low-value tasks in daily operations, so people can focus on what truly matters. This way, work does not just get done - it flows.

As technology evolves, including the responsible use of AI, our focus remains constant: supporting the people who keep the world running, today and into the future.

Learn more





Industries and solutions

ORTEC delivers decision support software for supply chain planning and workforce management across a range of industries, including manufacturing, retail, healthcare, energy, transportation, and professional services. We address sector-specific challenges, from distribution and logistics to workforce planning and scheduling, helping organizations unlock operational excellence through clarity, reliability and flow.

Designed for planners, drivers and rostered workers, our software augments human judgement and reduces operational noise. The result: work that flows more smoothly, organizations that adapt more easily, and operations that become more resilient and sustainable over time.

Explore our industries

Materiality assessment

ORTEC completed a double materiality assessment in 2024 to identify the sustainability topics that matter most for our impact and our business. The results define our five material topics and guide our sustainability strategy and priorities. Our reporting focuses on climate and environment, employee engagement, diversity, equity and inclusion, security and risk management, and Responsible AI.

How to read this report

This report presents ORTEC's sustainability performance in two parts.

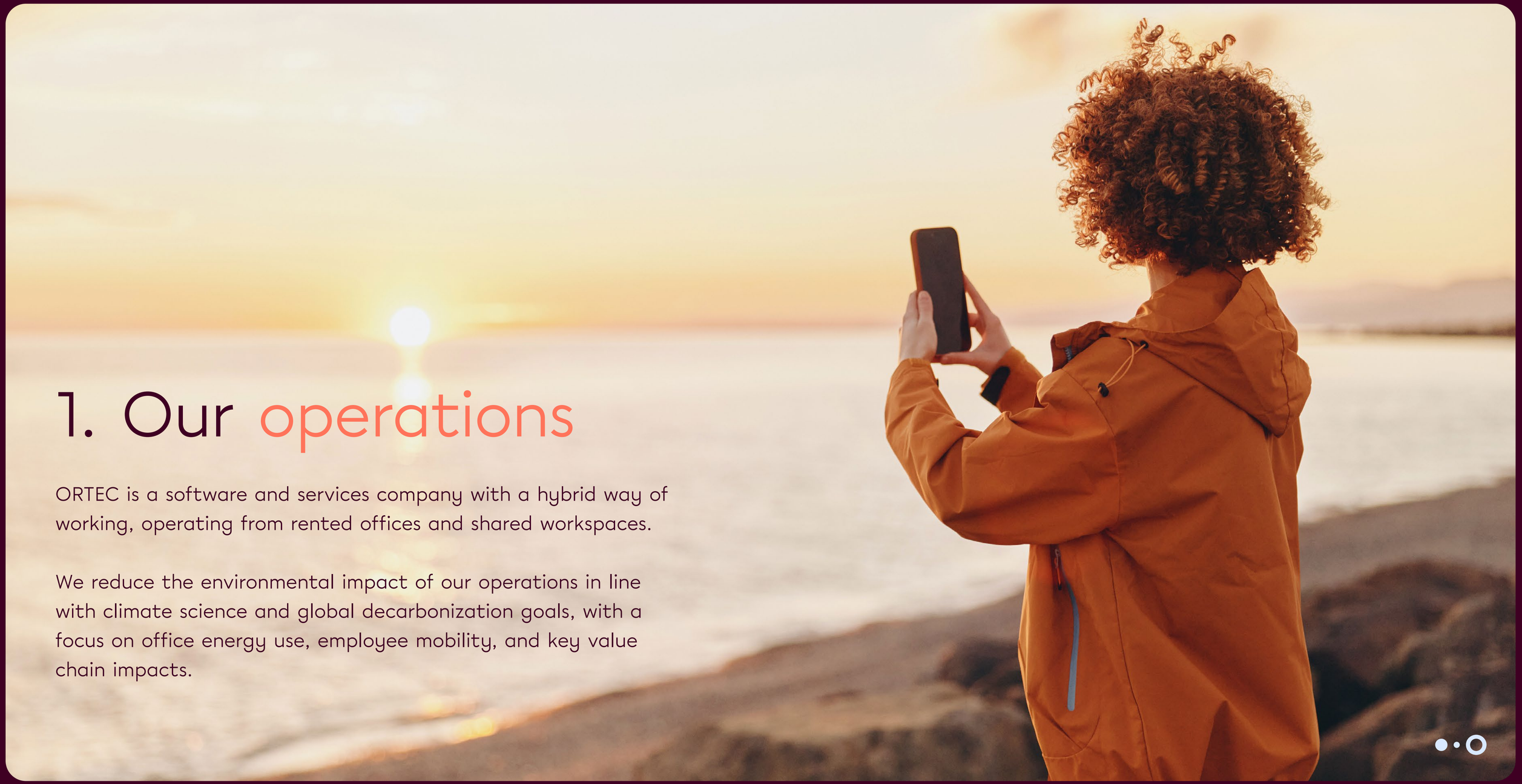
The main sections provide a concise, high-level view of performance on our material sustainability topics, highlighting key metrics, progress, and trends.

The appendix contains detailed information that underpins the main sections, including the basis of reporting, methodologies, scope, data limitations, and governance context.

You can read the main sections for a clear overview, with full detail and transparency provided in the appendix.

Our five material topics

- Climate and environment
- Employee engagement
- Diversity, equity and inclusion
- Security and risk management
- Responsible AI



1. Our operations

ORTEC is a software and services company with a hybrid way of working, operating from rented offices and shared workspaces.

We reduce the environmental impact of our operations in line with climate science and global decarbonization goals, with a focus on office energy use, employee mobility, and key value chain impacts.

Global offices

NORTH AMERICA

United States

SOUTH AMERICA

Brazil

EUROPE

Belgium
Denmark
France
Germany (3 offices)
Greece (2 offices)
Italy
Netherlands (HQ) (2 other offices)
Poland
Romania
United Kingdom

OCEANIA

Australia



2025 at a glance

Fleet transition continued

70% of our lease vehicles are now electric or hybrid. This has helped reduce emissions from vehicles by 18% from 2024.

100% renewable electricity matched

Across our global offices and electric vehicle charging, ORTEC matches electricity use with renewable electricity certificates.

SBTi targets validated

ORTEC's climate commitments are grounded in science. In 2025, ORTEC completed the process to validate its near- and long-term emissions reduction targets with the Science Based Targets initiative (SBTi), with formal validation received in January 2026:
-42.1% Scope 1 and 2 by 2030 | -25.0% Scope 3 by 2030
Net zero by 2050

Travel emissions rose

In 2025, our emissions from business travel increased by 6%, mainly driven by a 22% rise in air travel emissions.

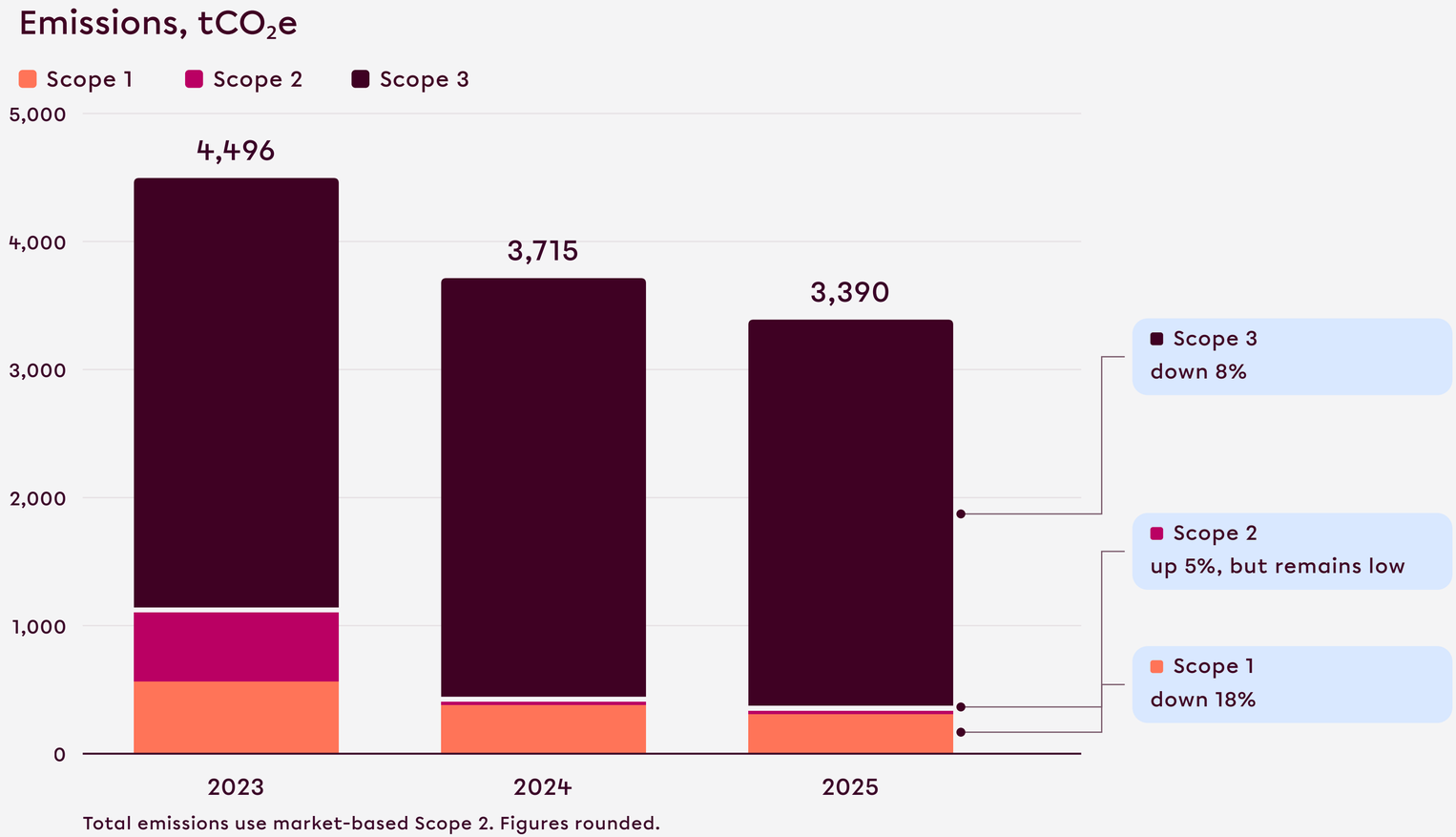
ORTEC supports lower-carbon aviation through SAF certificates, while reporting travel emissions in full.

Scopes 1, 2 and 3

Emissions overview

In 2025, ORTEC's total greenhouse gas emissions decreased by 9% compared with 2024. Scope 1 emissions continued to fall, Scope 2 remained low, and Scope 3 emissions decreased overall while still representing the largest part of our footprint.

Scope 1 covers direct emissions from our operations. Scope 2 covers emissions from purchased electricity and heating. Scope 3 covers emissions across our wider value chain, where our ability to influence reductions varies.



Total emissions use market-based Scope 2. Figures rounded.

Emissions intensity metrics

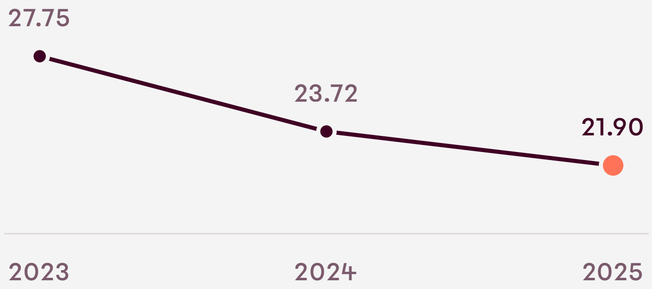
Emissions intensity shows our footprint relative to the size of our business.

Emissions per €1 million of revenue decreased in 2025. Emissions per FTE increased partly because the workforce was smaller, while higher flight emissions drove the increase in business travel emissions per FTE.

Emissions per €1m revenue

21.90 tCO_2e

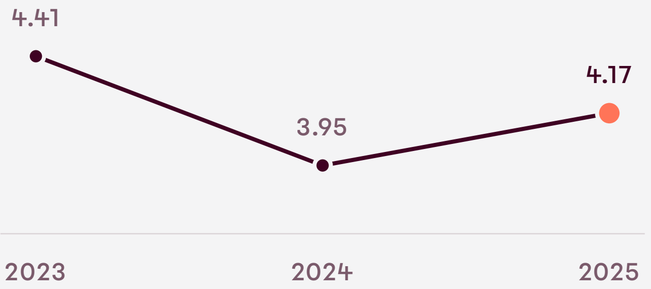
↓ 8% vs 2024



Emissions per FTE

4.17 tCO_2e

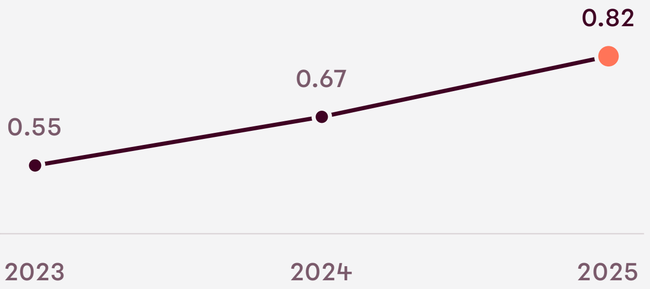
↑ 6% vs 2024



Business travel emissions per FTE

0.82 tCO_2e

↑ 22% vs 2024



Progress against science-based targets

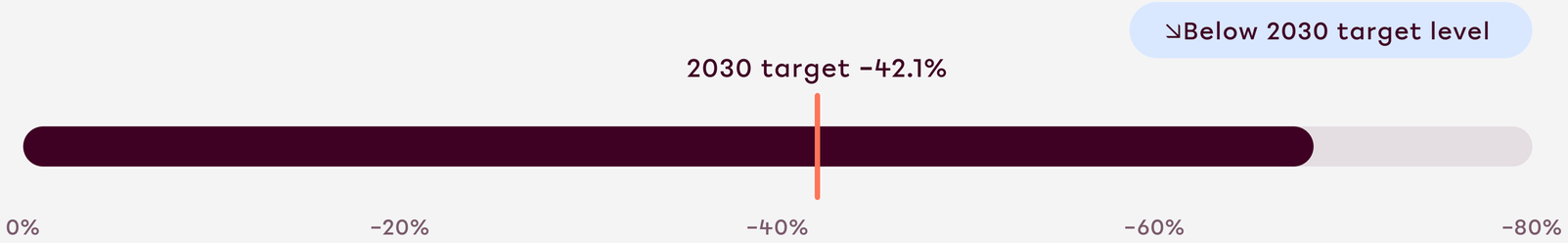
ORTEC's validated 2030 science-based targets use 2023 as the base year.

In 2025, Scope 1 and 2 emissions were already below the 2030 target level, while further reductions are needed to reach our Scope 3 target.

Scope 1 and 2

−68.4%

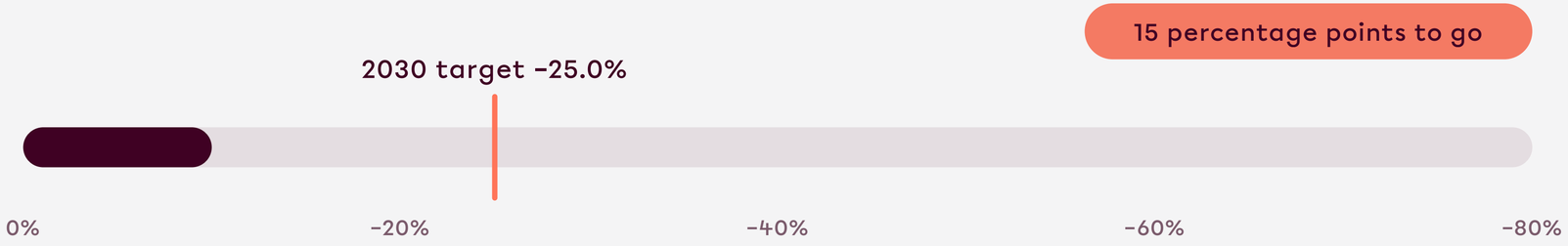
Reduction from 2023 · 1,122 → 355 tCO_2e



Scope 3

−10.0%

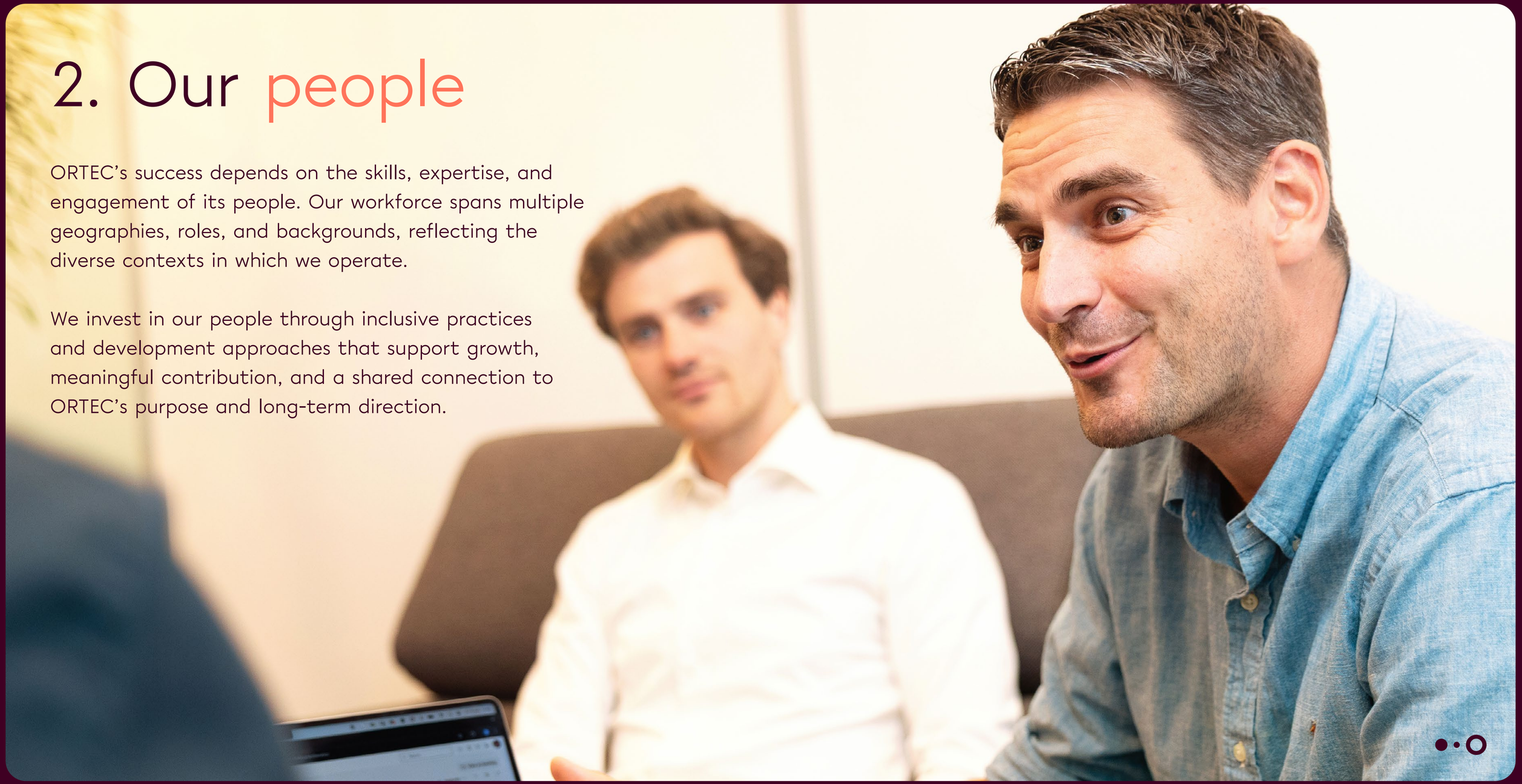
Reduction from 2023 · 3,374 → 3,035 tCO_2e



2. Our people

ORTEC's success depends on the skills, expertise, and engagement of its people. Our workforce spans multiple geographies, roles, and backgrounds, reflecting the diverse contexts in which we operate.

We invest in our people through inclusive practices and development approaches that support growth, meaningful contribution, and a shared connection to ORTEC's purpose and long-term direction.



2025 at a glance

Workforce changes mainly reflect organizational restructuring earlier in the year and related changes in workforce composition and hiring activity. Gender distribution remained broadly stable.

Headcount

908 people

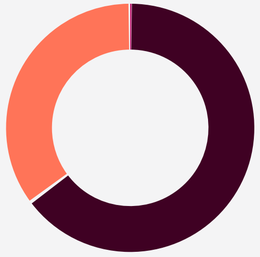
−22% from 2024

Full-time equivalents

813 FTE

−20% from 2024

Gender distribution



- 64.8% Male
- 35.2% Female
- 0.1% Non-binary

Broadly stable year on year · percentages may not sum to 100% due to rounding

Nationalities

41

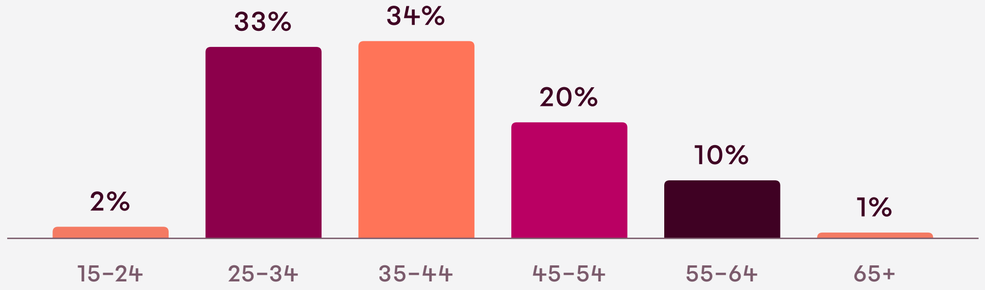
+17% from 2024

Employee turnover

24%

up from 15.5%

Age distribution



Employment type



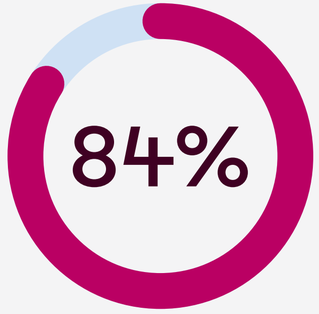
Employees	827
Contractors	70
Students	9
Temporary	2

Engagement

In 2025, employee engagement was measured through an annual survey by Gallup. The results informed actions at both local and organizational level.



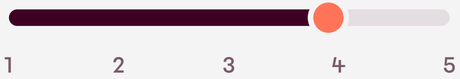
Survey response rate



+6% from 2024

Engagement mean

3.90 / 5.00



Gallup scale, 1 to 5

-0.04 from 2024

Vision, values and culture

In 2025, ORTEC renewed its vision and values to strengthen shared direction and connection to purpose. Employees contributed through surveys, interviews and focus groups, followed by an internal campaign to support understanding and dialogue. The renewed direction is being embedded into people processes from 2025 into 2026.

Survey participation

28%



of the workforce took part in the company-wide vision and values survey

Employee focus groups

11



sessions gathering input across divisions, regions and roles

Employee reach

≥80%



of employees reached by the internal launch campaign

Our values

Our values underpin our culture and inform how we attract, develop and engage talent across ORTEC.



Trust

We lead with honesty and follow through on our promises. We are clear and consistent, earning trust through respect and accountability.



Community

We believe that together, we can achieve more than any of us could alone. We share openly, empower each other, and combine strengths across teams and borders..



Grit

We rise to each challenge with optimism and perseverance. We commit with focus and care to drive meaningful outcomes that last.



Curiosity

We go beyond our comfort zone to explore the unfamiliar. We welcome new ideas, seek different perspectives, and experiment boldly.



Excellence

We take pride in doing things well and learning how to do them better. We value quality, prioritize action, and raise the bar with every step.

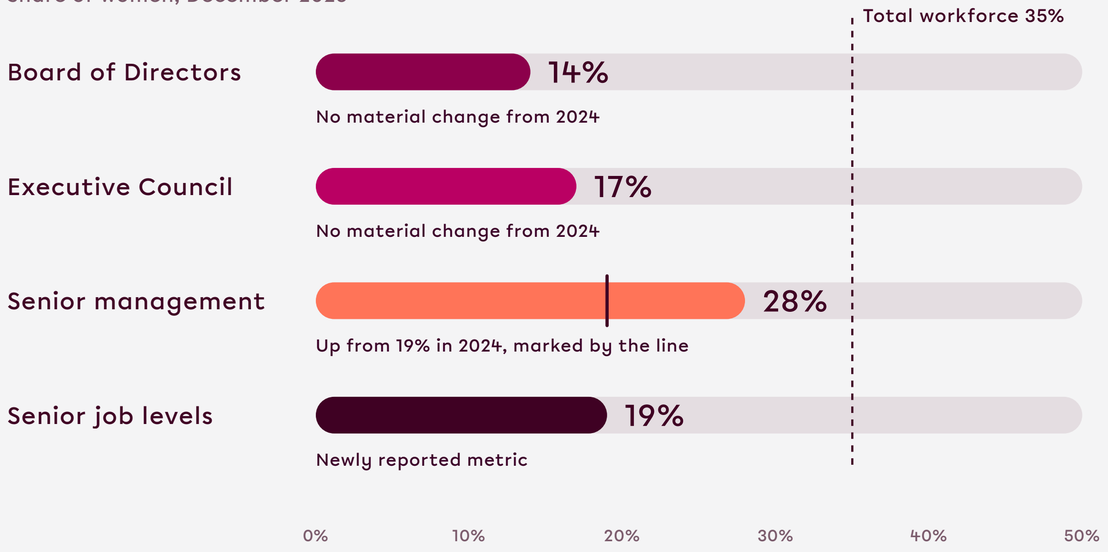
Diversity, equity and inclusion

At ORTEC, we are committed to an inclusive work environment grounded in merit, respect, and equal opportunity, where diversity of people and perspectives is valued.

Women's representation in senior management increased in 2025, while representation at Board and Executive Council level remained unchanged.

Women in leadership

Share of women, December 2025



Pay equity

Pay equity is under review across ORTEC. The data and methodology required for a consolidated group-wide result are not yet sufficiently established for 2025.

Awareness and community

Employee-led awareness and community initiatives in 2025 addressed neurodiversity, accessibility, LGBTQ+ inclusion and women's development.

Well-being and development

ORTEC supports employee well-being and development through accessible resources and targeted learning.

OpenUp, ORTEC's mental well-being partner, was introduced as a pilot in early 2025 and expanded globally to include all ORTEC employees and their family members from January 2026.

Learning and development efforts increasingly focus on priority business needs and role-relevant growth. The decrease in training hours reflects this more targeted approach.



100%



Global access to OpenUp
all employees and family members from January 2026



285

Active users
as of March 2026



7.9 hours

Average training hours per employee in 2025
-17% from 2024

3. Our technology

ORTEC maintains reliable digital systems and applies technology responsibly to support operations, customers, teams, and decision-making.

We manage related risks through a strong focus on information security and operational reliability, alongside increasing attention to the responsible use of AI.

Information security management

In 2025, we strengthened security operations, incident response and management oversight of our highest-rated risks.

Certifications

ORTEC maintains recognized assurance and certification frameworks to support structured and consistent information security management across the organization.

ISO 27001 certification

as part of our Information Security Management System

SOC 2 Type II reporting

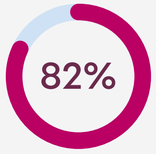
for key SaaS services

Independent external security assessment completed

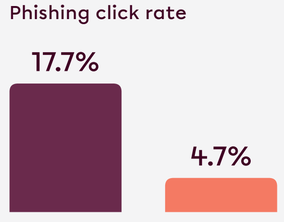
to identify and prioritize improvement areas

Security awareness

At ORTEC, security awareness is a core part of how we manage cyber and technology risks. Training and phishing simulations remain important tools for building and reinforcing secure behaviors.



completion of the mandatory security awareness refresher



across three simulations during 2025

Principles of Responsible AI

Responsible AI at ORTEC defines how AI and data science solutions are designed, developed, deployed, and used in an ethical, trustworthy, and controlled way.

In 2025, ORTEC began embedding Responsible AI oversight into how AI solutions are requested, developed, deployed and used.

ORTEC's approach to Responsible AI is guided by a set of principles:

01
Be socially beneficial.

02
Avoid creating or reinforcing unfair bias.

03
Be accountable to people.

04
Prioritize safety in AI systems.

05
Incorporate privacy design principles.

06
Uphold high standards of scientific excellence.

ORTEC's Responsible AI approach is informed by relevant external frameworks, including applicable European regulation, established technical and governance standards, and internationally recognized human rights principles.

4. Our contribution

ORTEC contributes to social and environmental initiatives through funding, expertise and partnerships. We focus on initiatives that align with our purpose and where our capabilities or resources can make a relevant contribution.





ORTEC Foundation

Established in December 2025, the ORTEC Foundation brings greater focus and structure to ORTEC's philanthropic activities. It moved into its operational phase in 2026.



Analytics for a Better World

In 2025, ORTEC continued to support Analytics for a Better World through financial contributions and in-kind expertise. Co-founded with the University of Amsterdam, the initiative helps non-profit and mission-driven organizations use analytics to advance societal goals.



Trees for All

In 2025, ORTEC redirected its annual contribution to an agroforestry project in the Tigray Highlands of Ethiopia, directly supporting 32 farmers on 128,000 m^2 of land.

Appendix

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A2.3 Complaints mechanism and access to remedy

→ **A3 Climate and environment**

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→ **A7 Responsible AI**

A7.1 Principles of Responsible AI
A7.2 Other progress made in 2025

→ **A8 Collaborations and contributions**

A8.1 ORTEC Foundation
A8.2 Analytics for a Better World
A8.3 Trees for All

A1

Governance and reporting

A1.1 Reporting scope and basis of preparation

This report is prepared on a consolidated basis for ORTEC International Holdco B.V. and includes entities under ORTEC's operational control. Investments and minority holdings without operational control are excluded. Klages & Partner, acquired in December 2025, is not included in the environmental and social reporting for the 2025 reporting year due to the timing of acquisition and limited data availability.

The report is prepared voluntarily. It uses the Voluntary Sustainability Reporting Standard for non-listed small and medium-sized enterprises (VSME) Comprehensive Module and, where relevant, the European Sustainability Reporting Standards (ESRS) as guidance. The reporting period covers 1 January 2025 to 31 December 2025, with selected data updated through March 2026 where explicitly stated. Where full global data is not available, the scope, coverage, and limitations are disclosed.

ORTEC is not currently subject to mandatory reporting requirements under the Corporate Sustainability Reporting Directive (CSRD). The report is not externally assured.

A1.2 Materiality

ORTEC completed a double materiality assessment in 2024, building on work started in the second half of 2023. The assessment evaluated both ORTEC's impacts on people and the environment and the sustainability-related risks and opportunities that may affect the business.

The process combined internal and external sources and input from representatives across business units and functions. The process incorporated perspectives associated with clients, suppliers, regulators, and business partners, alongside consideration of impacts and risks across ORTEC's value chain and the role of ORTEC's solutions. The outcomes were supported by an independent third-party review and formally approved by management and the Board.

The assessment identified five sustainability topics as material from both an impact and a financial perspective: Climate and Environment, Diversity, Equity and Inclusion, Employee Engagement, Security and Risk Management, and Responsible AI.

These topics guide ORTEC's sustainability strategy and form the structure of this report. ORTEC reviews and monitors its material topics over time to ensure continued relevance as the business, stakeholder expectations, and regulatory context evolve.

A1.3 Organizational structure

ORTEC is operationally organized into three customer-focused business divisions:

- Supply Chain Planning
- Workforce Management
- and Lumina (formerly known as Data Science and Consulting)

These divisions are supported by group functions, including Finance, People and Culture, IT and Security, and other central teams.

The divisions manage their day-to-day operations and remain close to customers. Group functions provide shared support, oversight, and consistency across ORTEC.

A1.4 Corporate governance

The Executive Council is ORTEC's highest management body and reports to the Board of Directors. The Executive Council is responsible for the overall management and direction of the company, including the review of major strategic priorities and business risks. The Board of Directors provides oversight of ORTEC's strategy, governance and executive management.

Board of Directors

Georgios Sarigiannidis – CEO

Kurt Demeuleneere – CFO

Aart van Beuzekom – Member, ORTEC Founder

Gerrit Timmer – Member, ORTEC Founder

Morad Elhafed – Member, Battery Ventures

Zak Ewen – Member, Battery Ventures

Collier Searle – Member, Battery Ventures

In January 2025, Georgios Sarigiannidis and Kurt Demeuleneere were appointed Chief Executive Officer and Chief Financial Officer, respectively, replacing Michael van Duijn and Rik Boer. They joined the Board as part of this transition.

The Board has one female director, representing 14% of the Board, and five non-executive directors. There are no independent board members.

Executive Council

Georgios Sarigiannidis – CEO

Kurt Demeuleneere – CFO

Herman Wierenga – COO

Frans van Helden – EVP Supply Chain Planning Division

Vincent Lemmens – EVP Workforce Management Division

Meghana Madhusudhan – EVP Lumina Division (formerly known as Data Science and Consulting)

In December 2025, Meghana Madhusudhan was appointed EVP Data Science and Consulting Division, replacing Marije Zomerdijk, who vacated the role in mid-2025.

The Executive Council has one female executive, representing 17% of the council.

A1.5 Sustainability governance

The Sustainability function sits within the Office of the CEO. From January 2026, accountability for sustainability rests with the Director of Strategic Programs and Sustainability, with the CEO as executive sponsor. The function coordinates ORTEC's sustainability approach and leads the preparation of the annual sustainability report.

Topic ownership sits with the functions responsible for each material issue. Functional owners are responsible for actions, progress, data quality, and reporting input. Material sustainability topics are formally reviewed at least annually by the CEO, CFO, and COO, with strategic topics and progress discussed during the year as needed.

A2

Ethics, human rights and responsible conduct

A2.1 Ethics and human rights framework

Our approach to ethics and human rights is grounded in setting clear standards of conduct, complying with applicable laws and regulations, and promoting responsible and respectful business practices across our operations and value chain.

Ethics and integrity are foundational to how we operate. We formalize our expectations for ethical conduct through ORTEC's Code of Conduct, which applies to all employees and members of the organization. The Code sets out clear standards related to integrity, transparency, accountability, and respect in professional interactions, supported by relevant compliance frameworks and programs.

Our Code of Conduct also addresses the ethical development and use of algorithms through a dedicated social impact statement. This includes ethical considerations related to the design, development, and application of algorithms, recognizing that analytical systems can have broader societal impacts and may carry risks such as bias or unintended harm if not developed responsibly. By embedding them in our Code of Conduct, these expectations make the responsible use of algorithms part of ORTEC's standards for business conduct.

In addition, our Code of Conduct sets clear expectations for a supportive, safe, and respectful work environment. We explicitly prohibit harassment and bullying and emphasize appropriate behavior in the workplace, contributing to an environment that is free from intimidation, harassment, and violence. These expectations apply to everyone at ORTEC and reflect our broader commitment to dignity, respect, and equal treatment.
We maintain a group-wide Human Rights Policy that applies across the ORTEC Group. As a global organization, we are committed to responsible and transparent business practices that respect human rights in our own operations and throughout our supply chain. We have zero tolerance for modern slavery in all its forms and seek to identify, address, and mitigate actual or potential human rights and modern slavery risks related to our activities and value chain.

ORTEC is a member of the United Nations Global Compact and is committed to its Ten Principles, including those relating to human rights and labor.

A2.2 Speaking up and whistleblowing

We encourage everyone to speak up if they have concerns about potential breaches of our ethical standards, human rights commitments, or applicable laws and regulations. The Whistleblower Policy provides a formal mechanism for reporting suspected misconduct or breaches of law or policy.

ORTEC maintains a group-wide Whistleblower Policy that provides confidential reporting channels and protects individuals who raise concerns in good faith from retaliation. All reports are handled in line with defined procedures. The policy is publicly available on ORTEC's website.

Ethics, Human Rights and Whistleblowing in 2025	
Number of complaints received through our whistleblower channels	0
Number of complaints received related to human rights concerns	0
Fines, penalties, or compensation paid in relation to legal, regulatory, or internal-policy violations	0

A2.3 Complaints mechanism and access to remedy

At ORTEC, we aim to provide a safe and supportive work environment and to ensure that concerns related to workplace conduct can be raised and addressed appropriately.

Complaints procedures currently differ by country. In the Netherlands, ORTEC has established a formal complaints mechanism as part of its psychosocial workload framework. Employees can seek confidential support from appointed confidential counselors and, where necessary, submit a formal complaint to an independent Complaints Committee operating under a defined procedure. These arrangements are established in line with Dutch legal requirements.

Across other ORTEC locations, workplace concerns are addressed through local HR processes, aligned with applicable local laws and ORTEC's Code of Conduct. While approaches may differ by country, our expectations regarding respectful behavior, integrity, and human rights apply across the ORTEC Group. We are evaluating locally appropriate procedures and support mechanisms to enable more consistent reporting and support channels globally.

Workplace Complaints and Incident Reporting in 2025	
Work-related illnesses or injuries	1
Work-related fatalities	0
Number of cases brought to confidential advisers	5
Number of cases reported to the Complaints Committee	0

The figures above relate only to the Netherlands, which represented 51% of ORTEC's workforce in 2025.

A3

Climate and environment

ORTEC is a software and services company operating under a hybrid working model, primarily from rented offices and shared workspaces. ORTEC does not own or operate energy-intensive facilities such as manufacturing sites or data centers.

Our direct greenhouse gas emissions arise mainly from leased vehicles, office heating, electricity use, and electric vehicle charging. Our value-chain emissions are primarily associated with purchased goods and services, business travel, employee commuting, technology, and investments.

This chapter describes ORTEC's climate targets, emissions performance, reduction measures, environmental practices, and climate-related risks. Detailed information on the reporting boundary, methodology, and greenhouse gas inventory is provided in Section 3.6.

A3.1 Global offices and workforce

ORTEC operates in 13 countries, with teams primarily based in Europe and additional operations in the United States, Brazil, and Australia. The Netherlands is ORTEC's headquarters and represents 51% of the global workforce.

Country	Location Count	Head Count
Australia	1	<1%
Belgium	1	5%
Brazil	1	2%
Denmark	1	1%
France	1	1%
Germany	3	14%
Greece	2	1%
Italy	1	<1%
Netherlands (HQ)	3	51%
Poland	1	1%
Romania	1	16%
UK	1	1%
USA	1	6%

A3.2 Science-based targets

In January 2026, ORTEC's greenhouse gas reduction targets were validated by the Science Based Targets initiative (SBTi), an independent body that assesses whether corporate climate targets are aligned with climate science and the goals of the Paris Agreement.

ORTEC has committed to reduce absolute Scope 1 and 2 greenhouse gas emissions by 42.1% and absolute Scope 3 greenhouse gas emissions by 25.0% by 2030, using 2023 as the base year.

ORTEC has also committed to reach net-zero greenhouse gas emissions across its value chain by 2050, supported by a long-term target to reduce absolute Scope 1, 2, and 3 greenhouse gas emissions by 90.0%.

A3.3 100% renewable electricity

ORTEC matches electricity used in its offices and for electric vehicle charging with renewable electricity certificates in the relevant markets. This means ORTEC purchases certificates representing renewable electricity generation equivalent to the electricity included within the matching scope.

ORTEC began this approach for its 2024 electricity consumption. The certificates affect ORTEC's market-based Scope 2 emissions but do not change the location-based emissions associated with the electricity grids from which offices receive power.

Many ORTEC offices are located in shared buildings, serviced offices, or co-working spaces. As a result, electricity consumption data is often derived from landlord-provided information or other allocation methodologies rather than direct metering.

A3.4 Transition to electric vehicles

Employee mobility is one of ORTEC's main sources of direct greenhouse gas emissions. In several countries, ORTEC offers company vehicles as part of its employee benefits package, while also supporting alternative mobility options such as public transport and cycling schemes. Employees may also choose not to participate in a company vehicle scheme where available.

ORTEC continues to increase the share of electric vehicles in its leased fleet. In Belgium, all leased vehicles have been fully electric since 2024. From January 2025, ORTEC introduced an electric-vehicle-only leasing policy in the Netherlands, requiring all new lease-car contracts to be for electric vehicles.

At the end of 2025, electric and plug-in hybrid vehicles represented 70% of ORTEC's leased vehicle fleet, compared with 54% in 2024. Progress varies by country and is influenced by local infrastructure, regulations, and market conditions.

The shift toward electric and plug-in hybrid vehicles is one component of ORTEC's approach to reducing fleet emissions.

Fleet Electrification Progress	2024	2025
Total leased vehicles	226	179
Electric and plug-in hybrid vehicles	122	126
Share of fleet that is electric or plug-in hybrid	54%	70%

A3.5 Business travel and sustainable aviation fuel

Business travel is an important part of how ORTEC collaborates with customers, supports international teams, and develops its business. At the same time, it remains one of the largest contributors to ORTEC's Scope 3 greenhouse gas emissions.

In 2025, business travel emissions increased compared with both the 2023 base year and 2024, primarily because of higher flight emissions. Business travel emissions per full-time equivalent employee (FTE) also increased despite a reduction in headcount.

Recognizing that some business travel remains necessary, ORTEC also began supporting the development of lower-carbon aviation by purchasing Sustainable Aviation Fuel (SAF) certificates. The agreement covers 70 tCO_2e annually for the 2024, 2025, and 2026 reporting years. The SAF is produced from waste-based feedstocks and excludes palm oil and palm oil derivatives.

ORTEC treats SAF certificates as a complementary mitigation measure. They are not used to reduce reported emissions and are not counted towards progress against ORTEC's science-based emissions reduction targets. Business travel emissions therefore remain fully reflected in ORTEC's greenhouse gas inventory.

In 2026, ORTEC implemented Navan as its global travel and expense management platform. The implementation was not driven by climate objectives but is intended to improve the consistency, transparency, and traceability of travel data across the organization.

Business Travel Indicator, tCO_2e	2023	2024	2025	Change vs. 2024
Emissions from air travel	401.4	474.7	580.7	+22.3%
Total business travel emissions	559.2	633.4	669.1	+5.6%
Business travel emissions per FTE (tCO_2e/FTE)	0.55	0.67	0.82	+22.4%

A3.6 Scope 1, 2 and 3 emissions reporting

ORTEC reports greenhouse gas emissions in accordance with the Greenhouse Gas Protocol and applies an operational-control boundary. The inventory covers the entities included within the reporting boundary described in Section 1.1.

Scope 1 covers direct emissions from sources under ORTEC's operational control, primarily leased vehicles and office heating. Scope 2 covers indirect emissions associated with purchased electricity and district heating. Scope 3 covers other emissions across ORTEC's value chain.

This section presents ORTEC's greenhouse gas inventory for the 2023 base year, 2024, and 2025. Scope 2 emissions are reported using both location-based and market-based methods. Market-based Scope 2 emissions reflect ORTEC's renewable electricity matching approach described in Section 3.3.

A3.6.1 Emissions overview

All emissions are reported in tonnes of carbon dioxide equivalent (tCO_2e). Total emissions are calculated using market-based Scope 2 emissions, consistent with ORTEC's greenhouse gas inventory and target reporting approach.

The significant reduction in market-based Scope 2 emissions between 2023 and 2024 reflects the introduction of renewable electricity matching through renewable electricity certificates, as described in Section 3.3. The certificates used to match 2024 electricity consumption were purchased after publication of ORTEC's 2024 Sustainability Report and are therefore reflected in this appendix but not in the comparative figures presented in the 2024 report.

Emissions intensity metrics provide additional context on emissions performance relative to revenue and workforce size.

Emissions per €1 million of revenue decreased in 2025, meaning ORTEC generated less greenhouse gas emissions for every euro of revenue than in previous years. Emissions per FTE increased compared with 2024, partly reflecting the reduction in workforce size during the reporting year. Business travel emissions per FTE also increased, primarily because of higher flight emissions.

Greenhouse Gas Emissions

Emissions, tCO_2e	2023	2024	2025	Change vs. 2024
Scope 1	565	407	336	-17.6%
Scope 2, market-based	557	18	19	+4.9%
Scope 2, location-based	402	308	204	-33.6%
Scope 3	3,374	3,289	3,035	-7.7%
Total emissions, market-based	4,496	3,715	3,390	-8.7%

Emissions Intensity Metrics

Emissions, tCO_2e	2023	2024	2025	Change vs. 2024
Emissions per €1 million EUR revenue	27.75	23.72	21.90	-7.7%
Emissions per FTE	4.41	3.95	4.17	+5.6%
Business travel emissions per FTE	0.55	0.67	0.82	+22.3%

A3.6.1 Emissions overview (continued)

Scope 1 and 2 target progress is calculated using market-based Scope 2 emissions. In 2025, Scope 1 and 2 emissions were below the emissions level represented by ORTEC's 2030 target. The reduction reflects fleet electrification, lower energy consumption, and ORTEC's renewable electricity matching approach. Maintaining this position will require continued emissions management through 2030.

Scope 3 emissions decreased by 10.0% compared with the 2023 base year. Further reductions across value-chain emissions will be required to reach the 2030 Scope 3 target.

Progress against science-based targets

Target Boundary tCO_2e	2023 Base year	2025 Actual	2030 Target	Reduction Achieved	Required Reduction by 2030
Scope 1 &2	1,122	355	650	-68.4%	-42.1%
Scope 3	3,374	3,035	2,531	-10.0%	-25.0%

A3.6.2 Scope 1 and 2 emissions and activity data

Scope 1 emissions arise primarily from office heating and leased vehicles. Scope 2 emissions arise from purchased electricity and district heating. The market-based Scope 2 figure reflects ORTEC's renewable electricity matching approach described in Section 3.3, while the location-based figure reflects emissions associated with the physical electricity consumed using average grid emissions.

The activity data provides additional context for the Scope 1 and Scope 2 emissions reported above. Electricity consumption includes both office electricity consumption and electricity used for electric vehicle charging. Electricity and energy data may be based on direct metering, landlord-provided data, or allocation methodologies depending on the office location.

Scope 1 and 2 Activity Data	Unit	2023	2024	2025
Natural gas	kWh	448 160	413 466	343 250
Gasoline	L	142 571	119 771	108 820
Diesel	L	67 882	27 531	13 701
Electricity consumed	MWh	1 324	1 123	802

Scope 1 and 2 Emissions, tCO_2e	2023	2024	2025	Change vs. 2024
Scope 1				
Stationary combustion (primarily office heating using natural gas)	91	84	69	-17.0%
Mobile combustion (leased vehicles)	474	324	267	-17.7%
Scope 2				
Scope 2 total, market-based	557	18	19	+4.9%
Scope 2 total, location-based	402	308	204	-33.6%
Electricity emissions, location-based	389	290	185	-36.0%
District heating	13	18	19	+4.9%
Scope 1 and 2 total	**1122**	**426**	**355**	**-16.6%**

Figures are rounded to the nearest whole number. Totals and percentages may not sum exactly due to rounding.

A3.6.3 Scope 3 emissions

ORTEC reports the Scope 3 categories included within its science-based target boundary. Categories not shown below have been assessed as not applicable or not material to ORTEC's emissions profile and are excluded from the inventory and target boundary.

Additional category breakdowns are provided where they offer useful context on ORTEC's emissions profile and the factors influencing reported changes.

Scope 3 Emissions	2023	2024	2025	Change vs. 2024
Category 1 Purchased Goods and Services	**1,884**	**1,985**	**1,632**	**-17.8%**
Data Centers and Cloud Services	215	195	30	
Software	458	487	605	
Office Inventory and Expenses	139	139	117	
PR and Marketing	161	277	159	
External Professional Services	135	222	180	
Personnel Development and Employee Services	335	316	336	
All Other Goods and Services	441	350	206	
Category 2 Capital Goods	**199**	**171**	**123**	**-27.8%**
Laptops	86	59	27	
Mobile Phones	12	12	5	
Other Hardware	101	99	90	

Scope 3 Emissions	2023	2024	2025	Change vs. 2024
Category 3 Fuel- and Energy-Related Activities	**268**	**200**	**156**	**-22.0%**
Category 6 Business Travel	**559**	**633**	**669**	**+5.6%**
Flights	401	475	581	
Private and Rental Cars	156	156	87	
Trains and Other Transport	2	2	2	
Category 7 Employee Commuting	**307**	**273**	**359**	**+31.6%**
Category 15 Investments	**157**	**27**	**95**	**+250.8%**
Scope 3 Total	**3,374**	**3,289**	**3,035**	**-7.7%**

Figures are rounded to the nearest whole number. Totals and percentages may not sum exactly due to rounding.

Category 1 Purchased goods and services
Purchased goods and services remained ORTEC's largest source of Scope 3 emissions in 2025. The decrease from 2024 was primarily associated with lower spend across several categories, including public relations and marketing, external professional services, and other goods and services.

The decrease in reported data center and cloud services emissions mainly reflects a lower supplier-reported emissions allocation. It should not be interpreted as an equivalent reduction in ORTEC's cloud usage.

Software-related emissions increased in 2025, primarily because of higher emissions reported for Microsoft 365. Based on provider reporting and ORTEC's internal analysis, the increase may partly relate to greater use of AI-enabled Microsoft 365 services. Higher software spend outside Microsoft also contributed to the increase.

Category 2 Capital goods
Capital goods emissions decreased from 2024, mainly reflecting lower emissions associated with laptops, mobile phones, and other hardware purchases. No material changes in methodology or reporting occurred during the year.

Category 3 Fuel-and energy-related activities
Fuel- and energy-related emissions decreased from 2024. This category includes upstream emissions associated with purchased fuels and electricity, including transmission and distribution losses. Lower reported fuel and electricity consumption contributed to the reduction in this category.

Category 6 Business travel
Business travel emissions increased in 2025, primarily because of higher flight emissions. Lower emissions from private and rental vehicles did not offset the increase in flight emissions. Section 3.5 provides further information on business travel and SAF certificates.

Category 7 Employee commuting
Employee commuting emissions are estimated using assumptions regarding commuting patterns, transportation modes, and average office attendance. The increase in 2025 was primarily driven by a higher office-attendance assumption for employees in the Netherlands, where more than half of ORTEC's workforce is based.

Category 15 Investments
Investment-related emissions increased from 2024 because of changes in the composition and reported activity of the investment portfolio.

Scope 3 Total
Overall, Scope 3 emissions decreased by 7.7% compared with 2024. Reductions in purchased goods and services, capital goods, and fuel- and energy-related activities more than offset increases in business travel, employee commuting, and investments.

A3.7 E-waste and IT equipment

ORTEC seeks to extend the useful life of IT equipment and manage retired devices responsibly. This includes hardware and devices used by employees across ORTEC's operations.

When hardware is decommissioned, devices are first considered for internal redeployment, employee buy-back, responsible resale, or donation. ORTEC's employee buy-back program allows employees to purchase depreciated ORTEC IT equipment, helping to extend device lifetimes and reduce e-waste. Donations are made where appropriate and subject to data-protection requirements. Retired devices are managed locally or transferred to designated locations for sorting and storage.

Hardware that cannot be reused is processed through recycling partners or designated disposal channels in the relevant country. In the Netherlands, e-waste is handled in accordance with applicable WEEELABEX requirements. In the United States, disposition partners work with ISO 14001-certified recyclers. Residual e-waste that cannot be recycled is disposed of through the applicable disposal process.

To reduce device replacement rates, ORTEC makes available device options such as Fairphone, and encourages employees to assess their requirements before requesting new equipment. ORTEC tracks its e-waste processes and identifies opportunities to improve them. Apart from components contained within e-waste, ORTEC has not identified other material hazardous-waste streams within the reporting boundary.

A3.8 Climate risks

No material climate-related risks have currently been identified at the reporting entity level. Nevertheless, we monitor climate-related developments across our value chain and the sectors we serve, recognizing that risk profiles may change over time.

ORTEC's direct exposure to physical climate risks is limited due to our software and services business model. Our environmental footprint is primarily linked to office energy use, employee devices, and leased vehicles, and we do not own or operate data centers or other energy-intensive assets.

Indirect climate-related risks arise mainly through our reliance on third-party cloud, data, and digital infrastructure providers, including infrastructure supporting advanced analytics and AI-enabled solutions. Increasing computational intensity may contribute to higher energy demand and associated emissions, while exposure to extreme weather, water availability, and energy constraints at supplier level may influence service continuity, costs, and sustainability expectations.We also monitor transition-related and systemic risks, including geopolitical developments, evolving data and regulatory requirements, and climate-transition impacts in key customer sectors such as energy, logistics, retail, and manufacturing. As the use of AI and optimization technologies increases across these sectors, climate policy and sustainability expectations may increasingly influence client requirements and solution design.

A4

Diversity, equity and inclusion

ORTEC is committed to an inclusive work environment in which employees are treated with respect and have the opportunity to reach their potential. Employment at ORTEC is based solely upon individual merit and professional qualifications, and any form of discrimination is strictly prohibited.

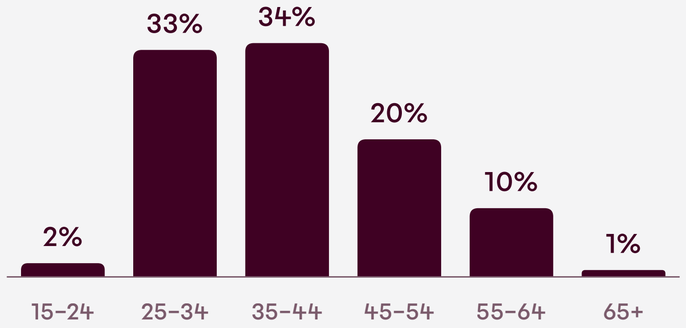
ORTEC's approach to diversity recognizes differences in backgrounds, abilities, experiences, and perspectives. This report presents available group-wide data on gender and nationality.

Employee statistics over 2025		YoY Change
Headcount	908	-22%*
FTE	813	-20%*
Workforce composition by employment type	827 employees 70 contractors 9 students 2 temporary	-28%* of employees, -30% for all other employment types
Nationalities	41	+17%
Gender	64.8% male, 35.2% female, 0.1% non-binary	No material change

** % change elevated due to organizational restructuring that took place earlier in the reporting year, along with associated changes in workforce composition and hiring activity. Percentages may not sum to exactly 100% due to rounding.*

Age distribution of workforce

% of total workforce, 2025



Age was unknown for 5% of workforce records. These records were proportionally redistributed across the reported age groups.

A4.1 Women in leadership

Gender representation in leadership is one element of ORTEC's approach to diversity, equity and inclusion. The figures below show female representation across governance, leadership, and senior roles.

Women in Leadership as of December 2025		YoY Change
Board of Directors	14% female / *(1 non-executive board member)*	No material change
Executive Council	17% female / *(1 Executive Council member)*	No material change
Senior Management / Leaders reporting directly to the Executive Council.	28% female	Increased from 19%
Senior Job Levels / Highest leadership and specialist roles below the executive level. Senior management is a subset of these roles.	19% female	Newly reported metric

While women represent 35.2% of ORTEC's total workforce, they account for 17% of the Executive Council, 28% of senior management, and 19% of senior job levels.

Female representation in senior management increased from 10% in 2023 and 19% in 2024 to 28% in 2025. The change reflects leadership appointments, succession, and role transitions during the reporting period.

Senior management and senior job levels cover different populations. Changes in representation may therefore occur at different rates and should not be interpreted as directly comparable measures of progression.

A4.2 Pay equity

ORTEC recognizes pay equity as an important part of equal opportunity. ORTEC does not report a consolidated group-wide pay equity result for 2025 because the information and methodology required for consistent comparison across countries were not yet sufficiently established.

ORTEC is reviewing pay equity on a country-by-country basis, taking into account differences in labor markets, job structures, regulatory requirements, and data-protection considerations. This work is ongoing, and the resulting information is not yet available in a consolidated format suitable for group-wide reporting.

This approach is intended to support more consistent and transparent pay equity reporting over time, while also ensuring alignment with upcoming regulatory developments and stakeholder expectations related to pay transparency and equal pay.

A4.3 DEI awareness initiatives

In 2025, ORTEC carried out the following Diversity, Equity and Inclusion awareness and community building initiatives through various employee groups:

- The annual employee engagement survey included questions relating to diversity, equity and inclusion.
- A hybrid workshop and follow-up session focused on culture and diversity were held during Global Diversity Awareness Month.
- Activities during Autism Acceptance Month supported awareness of autism and neurodiversity.
- A disability-awareness workshop was held during Accessibility Week.
- A Pride Month panel supported dialogue on LGBTQ+ inclusion.
- The AccelerateHER initiative supported women's development and career progression.

A5

Employee engagement

At ORTEC, employee engagement describes how motivated, connected, and supported employees feel in their work. It also reflects whether employees feel able to do their best work and are willing to contribute discretionary effort to achieve our goals.

Engagement at ORTEC covers key aspects of the employee experience. These include role clarity, access to tools and information, manager support, sustainable workload, team connection, inclusion and belonging, growth and development, and confidence in the direction of the company. We promote employee engagement through an inclusive culture that supports employee-led networks, well-being initiatives, and social connections.

Employee engagement applies to employees across all regions and business units. Reporting and follow-up actions are adapted to local legal requirements and confidentiality considerations.

A5.1 Engagement survey

In 2025, employee engagement was monitored through an annual global survey. The survey was provided by Gallup. Results were reviewed and discussed by HR advisors together with business leaders. Business leaders were responsible for identifying and driving appropriate actions based on the outcomes of the survey. The following were the results:

Gallup Engagement Results in 2025		YoY Change
Response rate	84%	+6%
Engagement Mean	3.90/5.00	-0.04
Percentile rank in Gallup's client database	34th Percentile	-3 % points
Engaged Employees	35%	-4 % points
Not Engaged Employees	58%	+4 % points
Actively Disengaged employees	7%	No material change

Engaged employees are employees who feel involved in and enthusiastic about their work and workplace. Employees categorized as not engaged are less psychologically connected to their work and organization. Actively disengaged employees report strongly negative workplace experiences.

A5.2 Vision, values and culture

In 2025, ORTEC completed a company-wide process to define a renewed vision and values. The process followed findings from the employee engagement survey that indicated a need for greater clarity on organizational purpose and values. It was designed to support alignment, shared direction, and engagement across the organization.

Employee involvement
ORTEC collected input through several channels. A company-wide vision and values survey ran for two weeks and received 243 responses, representing 28% of the workforce. ORTEC also interviewed all Executive Council members, two Board members, and selected leaders from divisions and group functions.

Employee perspectives were gathered through 11 focus-group sessions involving colleagues from different divisions, regions, and work levels. Participants represented roles in development, consulting, sales, marketing, communications, and leadership. Participation in interviews and focus groups together represented approximately 9% of employees.

Analysis and development
The input was analyzed using a combination of human-led assessment and structured AI-supported analysis to identify recurring themes and challenge assumptions. Early versions of the vision and values were tested and refined iteratively through focus groups, with feedback incorporated after each session.

The resulting values were largely carried forward from employee input. The vision was developed as a narrative and refined through further leadership input to align it with ORTEC's strategy and business priorities.

Communication and engagement
Following the launch of the renewed vision and values, ORTEC conducted an internal communications campaign to support understanding and dialogue. Weekly themes explored each value through different media and contributions from employees across the organization.

The campaign reached at least 80% of employees and generated approximately 12,800 visits to the dedicated SharePoint page covering ORTEC's vision, mission, and values. The page provided a shared reference point for discussion and reflection across teams.

Integration into people processes
In 2025, ORTEC began preparing to incorporate the renewed vision and values into leadership communication, objectives and goal setting, performance measurement, and employee conversations. This work was intended to respond to engagement findings relating to clarity and alignment. The changes are expected to be completed in 2026.

Activity	% of Employee participation
Survey completion	28%
Interviews and Focus Group sessions	9%
Internal Campaign	≥80%

A5.3 Employee turnover

Turnover includes both voluntary and involuntary departures. The increase in 2025 was mainly associated with organizational restructuring earlier in the reporting year, as well as related changes in workforce composition and hiring activity.

2025 Turnover	Change from 2024
24%	+ 8.5 percentage points (from 15.5% in 2024)

A5.4 Mental well-being

ORTEC supports employee mental well-being through accessible and confidential resources. OpenUp, ORTEC's mental well-being partner, is an online, multilingual platform that provides access to certified psychologists and lifestyle experts. Use of the platform is voluntary and confidential. ORTEC does not receive personal or identifiable information from OpenUp.

ORTEC introduced OpenUp as a pilot in early 2025 for employees in the Netherlands, Belgium, and Germany, covering approximately 70% of the workforce. By March 31, 2026, approximately 285 employees and family members had used the platform. They received more than 250 hours of one-to-one coaching and mental health support, alongside access to group sessions, masterclasses, mindfulness activities, and self-guided care.

OpenUp program metrics	as of March 2026
Active users to date	Approximately 285
Number of hours of 1-1 coaching and mental health support provided	More than 250 hours
Employees with access worldwide	100%

From January 2026, OpenUp became available to all ORTEC employees and their family members worldwide.

A5.5 Learning and development

ORTEC's approach to Learning & Development (L&D) is designed to support employee engagement and organizational performance, while aligning development activities with business priorities and strategic objectives.

People processes are intended to support fair and transparent access to development, feedback, mobility, and growth opportunities, recognizing that employees contribute different skills and experience. Development activities are oriented towards supporting ORTEC's strategic goals and customer value. Leadership and expert roles play an important role in organizational performance and, where relevant, development for these roles is more specifically defined and guided by objective criteria. ORTEC operates a hybrid talent model in which employees are hired to contribute within their role and area of expertise; some roles therefore receive differentiated development focus based on strategic relevance, with access guided by transparent principles.

Training hours per employee in 2025	YoY Change
7.9 hours	-17%

Training hours disaggregated by gender are not available for the 2025 reporting period.

The decrease in training hours reflects a deliberate shift in ORTEC's learning strategy following organizational changes and the introduction of a new business strategy. Rather than maintaining a broad training catalogue, the learning offering was refocused on a limited set of priority training courses aligned with core business needs. New training programs are introduced only where there is clear business demand.

To support future development, learning needs are being reviewed in close collaboration with Business Partners to ensure the training offering remains relevant and targeted. Individual development needs are discussed in manager–employee development conversations, and existing Talent Development programs will be further developed to support growth across all career stages, from onboarding to senior expert roles.

A6

Security and risk management

IT Security and Risk Management at ORTEC encompasses the governance structures, processes, and technical and organizational controls in place to protect the confidentiality, integrity, and availability of information and technology services, and to reduce disruption from cyber and technology-related risks.

The scope of IT Security and Risk Management covers ORTEC's corporate IT environment, including endpoints, identity and access management, networks, collaboration platforms such as Microsoft 365, and corporate applications. It also includes security activities supporting IT operations, SaaS operations, and increasingly cloud-native environments.

Governance and oversight
Security and risk management are governed through defined responsibilities and a structured three-lines-of-defense approach. Oversight is maintained through management reviews, risk reporting, and the development and review of key performance indicators.

Risks are tracked through risk registers and treatment plans, with periodic reporting on high and very high risks and mitigation progress. This approach supports consistent oversight and ongoing improvement across the organization.

Security processes and controls
The security framework consists of core processes and controls designed to prevent, detect, respond to, and recover from security incidents. These include security monitoring and threat detection supported by dedicated tooling and structured response processes; defined incident response procedures with post-incident evaluations; vulnerability management and penetration testing coordination; identity and access controls, including multi-factor authentication and a continued focus on least-privilege access; endpoint and server protection; business continuity and disaster recovery activities; and vendor and supply-chain risk management to address third-party risk.

Together, these controls support reliable operations and reduce the likelihood and impact of disruptive incidents.

A6.1 Certifications

ORTEC maintains recognized assurance and certification frameworks to support structured and consistent information security management across the organization. These frameworks provide a common basis for defining controls, monitoring effectiveness, and maintaining oversight of security risks.

ORTEC's Information Security Management System (ISMS) is certified to ISO 27001 and is subject to regular internal and external audits. In addition, SOC 2 Type II reports are maintained for key SaaS services, with defined scopes and periodic assessment of relevant controls. These assurance activities support the ongoing operation and review of security measures across corporate IT and SaaS environments.

To complement certification and audit activities, ORTEC conducted a company-wide independent security assessment in 2025, performed by an external cybersecurity firm. The assessment provided an objective view of ORTEC's security posture and supported the identification and prioritization of key risks, capability gaps, and areas for improvement.

Together, these assurance and assessment activities support structured risk management, regulatory compliance, and continuous improvement of ORTEC's

security controls, contributing to operational resilience and long-term business continuity.

A6.2 Security awareness

At ORTEC, security awareness is a core part of how we manage cyber and technology risks. We focus on building organizational capability through a combination of training, ongoing communication, and practical reinforcement, recognizing that employee behavior plays a critical role in protecting information and ensuring operational continuity.

Security awareness training

In 2025, security awareness training was delivered through mandatory refresh and onboarding programs. The mandatory security awareness refresher achieved an 82% completion rate across the organization, and onboarding training was completed by all new joiners in the Netherlands. These programs are designed to strengthen baseline awareness and support consistent security behavior across teams.

Phishing simulations

Employee awareness was further reinforced through regular phishing simulations. Three simulations were conducted during the year, showing a clear improving trend in awareness and reporting behavior over time. The phishing click rate decreased from 17.7% in early 2025 to 4.7% in the most recent simulation, alongside improved reporting of suspicious emails.

Security coordinators or security leads are embedded in parts of the organization to help translate requirements into day-to-day practice and keep security topics visible within teams. Together, these measures support a culture of shared responsibility and help reduce incidents caused by avoidable mistakes.

Program	2025 Results
Security Awareness Refresher	82% completion
Security Awareness Onboarding	100% completion in the Netherlands (51% of workforce), with plans to extend consistent training and reporting to our global workforce
Phishing Simulations	Decreased click rate from 17.7% to 4.7% over 2025

A6.3 Other progress made in 2025

In 2025, ORTEC continued to strengthen its approach to IT security and risk management. Progress included further professionalization of security operations, improvements to incident response processes, and broader operationalization of monitoring and response activities.

Work also continued on business continuity and disaster recovery planning and readiness for disruptive scenarios. In parallel, risk reporting and management visibility were improved, with greater focus on high and very high risks and mitigation progress.

These developments support a more resilient operational environment and enable clearer prioritization of resources and investments.

A7

Responsible AI

Responsible AI at ORTEC describes how AI and data science solutions are designed, developed, deployed, and used in an ethical, trustworthy, and controlled way. As the use of AI increases across the organization, we focus on identifying and managing key risks such as bias, lack of transparency, inaccurate outputs, data privacy and security risks, and the potential for misuse or overreliance.

A7.1 Principles of Responsible AI

ORTEC's approach to Responsible AI is guided by a set of principles:

1. Be socially beneficial
When considering the development and use of AI technologies, ORTEC considers a broad range of social and economic factors and proceeds where the overall likely benefits are assessed to substantially exceed foreseeable risks and downsides.

2. Avoid creating or reinforcing unfair bias
AI algorithms and datasets can reflect, reinforce, or reduce unfair bias. ORTEC recognizes that distinguishing fair from unfair bias is not always straightforward and may vary across cultural and societal contexts.

3. Be accountable to people
ORTEC designs and uses AI systems that provide appropriate opportunities for feedback, relevant explanations, and appeal. Our AI technologies are subject to appropriate human direction and control.

4. Prioritize safety in AI systems
ORTEC designs, develops, and uses AI systems with a focus on safety, in line with relevant industry best practices.

5. Incorporate privacy design principles
ORTEC incorporates our privacy principles into the development and use of AI technologies. Privacy by Design is the starting point for AI-related activities.

6. Uphold high standards of scientific excellence
ORTEC aspires to high standards of scientific excellence as we continue to develop and apply AI and data science solutions.

ORTEC's Responsible AI approach is informed by relevant external frameworks, including applicable European regulation, established technical and governance standards, and internationally recognized human rights principles.

A7.2 Other progress made in 2025

In 2025, ORTEC focused on establishing a structured foundation for the further development and operationalization of Responsible AI practices in the years ahead. This included clarifying how AI related risks are identified and addressed, and embedding Responsible AI considerations into existing governance and development processes.

Oversight was integrated into how AI solutions are requested, developed, deployed, and used, with attention to data and model quality, validation and verification, appropriate human oversight, transparency and explainability, fairness and bias considerations, and privacy and security safeguards.

A8

Collaborations and contributions

ORTEC supports social and environmental initiatives that align with our purpose and make relevant use of our expertise, resources, and partnerships. Our contributions may include financial support, in-kind expertise, and collaboration with non-profit and mission-driven organizations.

A8.1 ORTEC Foundation

The ORTEC Foundation was established in December 2025 to bring greater focus and structure to ORTEC's philanthropic activities and donations. The Foundation aims to support initiatives that address societal challenges and align with ORTEC's purpose, expertise, and values, working with relevant partners where appropriate. Following its incorporation, the Foundation moved into its operational phase in 2026.

A8.2 Analytics for a Better World

In 2025, ORTEC continued to support Analytics for a Better World through financial and in-kind contributions. Co-founded by ORTEC and the University of Amsterdam, Analytics for a Better World helps non-profit and mission-driven organizations accelerate their impact by applying analytics to societal challenges and the United Nations Sustainable Development Goals. Its work combines the implementation of analytics solutions, research into analytics for societal challenges, and knowledge sharing through training, mentorship, fellowships, and open-source tools.

A8.3 Trees for All

ORTEC has partnered with Trees for All since 2021. In previous years, contributions supported the ArBolivia agroforestry project in Bolivia and generated carbon credits used to compensate for reported greenhouse gas emissions. As ArBolivia progressed into the ongoing planting and care of trees, ORTEC redirected its 2025 contribution to a newer agroforestry project in the Tigray Highlands of Ethiopia, where implementation was still under way and the impact of the contribution could be linked more directly to project activities.

ORTEC's contribution represents approximately 3% of the Ethiopia project and supports 32 farmers across 128,000 square meters of land. This reflects a broader shift from compensating for reported emissions towards supporting voluntary environmental projects based on their quality and real-world impact. The contribution is reported separately from ORTEC's greenhouse gas inventory and is not used to reduce reported emissions or measure progress against its science-based targets.

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