



2026

Group Corporate Social Responsibility Policy



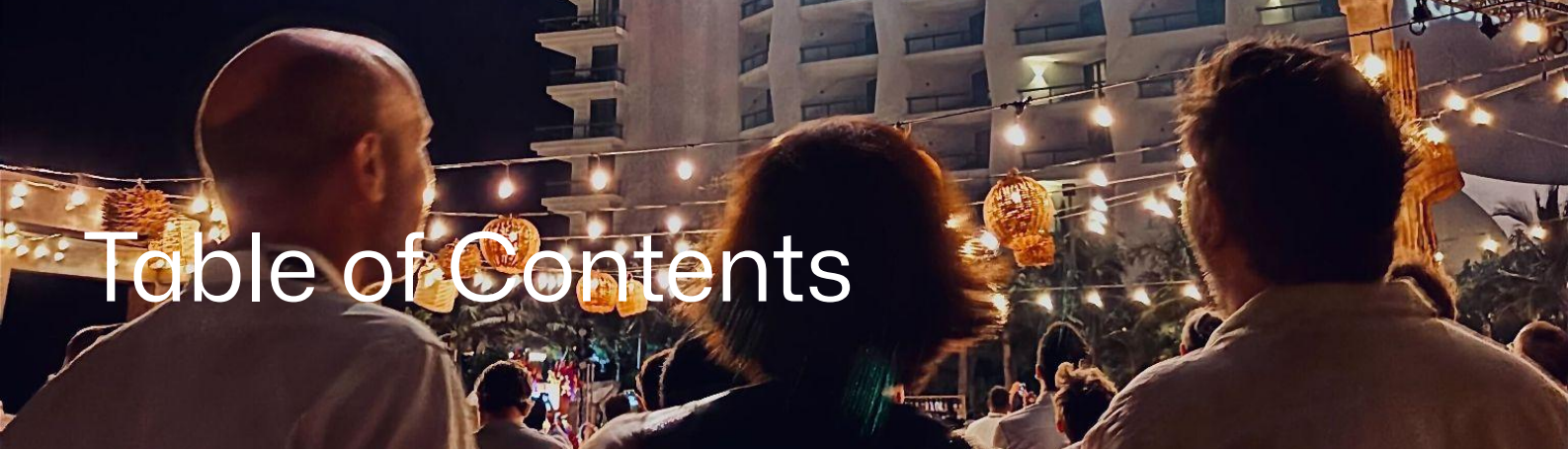


Table of Contents

1. Responsible by Design	4	4. Trust is Our Product Too	29
1.1 A Word from Our CEO	5	4.1 Privacy Built In, Not Bolted On	30
1.2 Who We Are and How We Prove It	6	4.1.1 Privacy is Not a Feature. It's a Principle	30
1.3 How We Work: Strategy, Governance & Priorities	7	4.1.2 How We Operationalize Trust	31
2. Science, Not Promises	9	4.2 A Clean Marketplace is Not Optional	32
2.1 Our Decarbonization Roadmap	10	4.2.1 The Threat Landscape	32
2.2 Validated by Science	11	4.2.2 Where We Set the Bar Higher	32
2.3 Our Emissions, Measured and Transparent	11	4.2.3 Our 2025 Policy Overhaul	33
2.4 From Targets to Action	14	4.3 Ethics Don't Stop at Compliance	34
2.5 Raising the Bar for the Whole Industry	15	4.3.1 Transparent by Design	34
2.5.1 How We Cut Our Emissions	15	4.3.2 Integrity Starts on Day One	34
2.5.2 Resilience Against Physical Risk	15	4.4 Our Standards Don't Stop at Our Office Door	35
2.5.3 Recycle & Reuse Program	16	4.4.1 We Choose Partners Who Share Our Standards	35
2.5.4 Eden Reforestation Projects	16	4.4.2 From Informal to Structured	35
3. The People Behind the Platform	17	4.4.3 Our 2026 Procurement Roadmap	35
3.1 A Workplace Worth Staying In	18	5. Proof Points and What Comes Next	36
3.1.1 Health Has No Geography	18		
3.1.2 Engagement is Earned, Not Assumed	19		
3.1.3 Feedback Flows in All Directions	20		
3.2 We Don't Wait for Expertise, We Build It	21		
3.2.1 University by Equativ	21		
3.2.2 The Leadership Framework	22		
3.2.3 Every Career Has a Map	23		
3.3 Inclusion Is the Work, Not the Outcome	24		
3.3.1 From Policy to Practice	25		
3.3.2 Representation at Every Level	26		
3.3.3 Salary Equity: Fair Value For All	27		
3.4 Giving Back and Supporting Communities			

2





CSR Performance at a Glance

Overview of our Corporate Social Responsibility achievements in 2025 and beyond.



Scope 1&2 Reduction Target

-42%

by 2030 vs 2023

Scope 3.1 Intensity Target

-52%

per €M by 2030 vs 2023

Trees Planted

1,179,789

since 2020 with Eden

Employee Engagement Score

78/100

HappyAtWork® Index 2025

Survey Participation Rate

87.5%

Target: ≥80%

Women in Management

33%

Target: ≥30%

Gender Equality

92/100

France Gender Equality Index

Data Breach Notifications

0

Zero sanctions in 2025

TAG Status

Platinum

Q1 2026 audit confirmed



01. Responsible by Design

A Word From Our CEO

“At Equativ, we have always believed that our independence is not just a commercial position. It is a responsibility.”



Dear Partners, Clients, and Colleagues,

The advertising industry is undergoing a fundamental shift. Privacy regulations are reshaping how data flows. The environmental cost of digital infrastructure is under scrutiny. And talent, the people building and running this industry, increasingly expects the companies they work for to stand for something beyond performance metrics.

At Equativ, we have always believed that **our independence is not just a commercial position. It is a responsibility.** In a market dominated by closed ecosystems and concentrated power, being independent means we can and must operate differently.

2025 gave us the opportunity to prove it. We received **SBTi validation for our greenhouse gas reduction targets**, confirming our decarbonization roadmap is grounded in science, not intent. **We unified two organizations across two continents into a single culture** and came out stronger. More than half of our new hires were women, and we recorded zero data breach notifications and zero administrative sanctions. These are not aspirations met on paper. They are the outcomes of decisions made every day, across every function.

This **2026 CSR Policy is built on our first formal Double Materiality Analysis.** A rigorous, ESRS-aligned process that asked a simple question: where does Equativ’s business most meaningfully intersect with the world around it? The answer shapes every commitment in this report.

We will keep publishing this work. We will keep measuring what we say we will do. And we will keep holding ourselves to a standard that goes beyond what compliance requires because that is what it means to lead in this industry.

Arnaud Créput, CEO at Equativ

Who We Are and How We Prove It

Equativ is a global, independent end-to-end media platform empowering advertisers and publishers to achieve real outcomes, uniting premium inventory and audiences with advanced curation and cutting-edge ad technology across all channels. Purpose-built for the attention economy, Equativ delivers quality, engagement, and performance while prioritizing respectful, user-centric ad experiences.

Founded in 2006 within a digital media publisher and operating today across 19 countries with 700+ professionals, Equativ has built the only fully independent alternative to the dominant walled gardens of the digital advertising ecosystem.

Independent by design, transparent by principle: allowing Equativ to serve the interests of advertisers, publishers, and consumers equally, without conflict of interest and compromise.

This independence is not a commercial positioning. It is the foundation of our mission: to help publishers and advertisers thrive on an open web, where fair value exchanges, privacy respect, and business performance are not in tension but inseparable.

Being an industry leader requires a balance of technological sophistication and human integrity. Our mission is guided by three core values: Be Brave, Be Thoughtful, Be Stronger Together. That define not only who we are, but how we show up for our clients, our people, and our planet every day.



Our commitment to these values is reinforced by international certifications and industry accreditations that provide independent, third-party verification of our standards across each of our three ESG pillars.

For the Environment

We operate with SBTi-validated targets – the gold standard of science-based climate commitments – driving our 2030 decarbonization roadmap. This validation, received in 2025, confirms our targets are mathematically aligned with the Paris Agreement's 1.5°C pathway.

For Our People

Our commitment to a healthy, engaged workplace is verified annually through ChooseMyCompany surveys. In 2025, we achieved a 78/100 HappyAtWork® engagement score ranking us among the best employers in our sector globally, and a Glassdoor rating of 4.5/5.

For the Industry

Our leadership in quality and trust is confirmed by our TAG Platinum Status and active participation in global forums, including Ad Net Zero and the IAB Tech Lab.

In 2025, our excellence was recognised through five major industry awards, including Best Sustainable Advertising Solution (ExchangeWire) and Best Practice in Sustainable Events (Ad Net Zero / Green Media Summit).



How We Work: Strategy, Governance & Priorities

Our commitment to sustainability is built on a rigorous methodology that moves from high-level strategy to concrete, everyday action. Our ESG strategy is organised around three fundamental pillars – each anchored in our values and validated by our Double Materiality Analysis (DMA).

Environment

Driving a sustainable AdTech ecosystem by decarbonising our infrastructure and pioneering green media solutions.

Social

Cultivating human potential by fostering a diverse, equitable, and highly engaged global workforce.

Governance

Leading with integrity by prioritising data privacy as a competitive edge and maintaining a transparent, ethical supply chain.

Who Owns Our ESG Strategy

Being sustainable requires a governance structure that embeds our values into high-level decision-making and daily operations.

How Leadership Drives Our ESG Agenda

Board-Level Oversight: Our CEO is the executive responsible for the global CSR strategy, ensuring sustainability is a pillar of our long-term vision. Our CHRO serves as Head of CSR Strategy, representing Equativ's commitments to shareholders, public institutions, and society. Our SVP, Product Marketing & Sustainability, ensures that our technology and market solutions are natively designed for responsible business practices.

The Engine Room: The CSR Steering Committee

This multi-disciplinary task force removes silos and turns our vision into reality. Coordinated by a dedicated CSR Project Leader, the committee defines a roadmap, plans deliverables, and monitors our KPIs. It brings together people from across the organization – R&D, Legal, Finance, HR, Product & Marketing, and Operations & Strategy – to ensure a global, 360° perspective.

Collective Ownership: Decentralized Impact

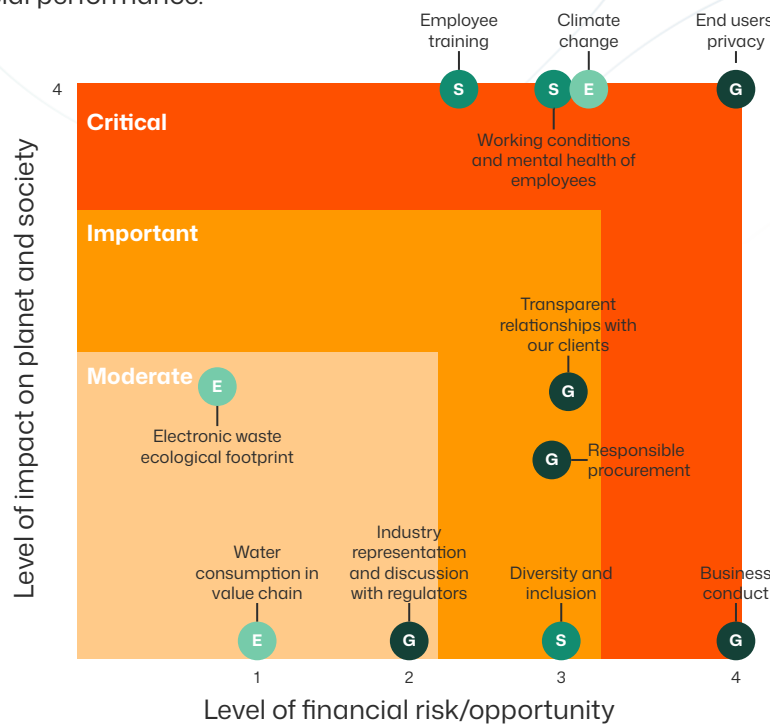
We believe that every Equativ employee is an architect of our 2026 goals. From engineers optimising server loads to sales teams championing green media solutions, impact is owned at every level of the organization.

Double Materiality Analysis

This 2026 Policy marks a milestone as our first report built upon a formal Double Materiality Analysis (DMA). The DMA is the identification of the company's most significant ('material') ESG issues, used to structure our ESG strategy. It operates along two complementary dimensions:

- **Impact Materiality:** How Equativ's activities affect people, the environment, and society – both directly and across our value chain.
- **Financial Materiality:** How ESG issues create risks or opportunities that affect Equativ's business model and financial performance.

The methodology is based on European Sustainability Reporting Standards (ESRS). ESG issues and Impacts, Risks and Opportunities (IROs) were identified through dedicated cross-functional workshops. By balancing these two perspectives, our DMA ensures our CSR roadmap is not only responsible but future-proof – aligning our social purpose with our business success.



How to Read the Matrix

Vertical axis: Equativ's impact on society and environment related to the ESG issues

Horizontal axis: Level of financial risk/opportunities this ESG issue represents for Equativ

The DMA enabled Equativ to identify five strategic ESG priorities that guide our commitments:

Championing End-User Privacy

Our most critical ESG priority, embedded into every product via Privacy by Design.

Accelerating Climate Action

Building on our SBTi-validated targets with a cloud-first infrastructure strategy and low-carbon advertising solutions such as GreenPMPs™.

Empowering Our People

Expanding training and development, protecting working conditions and mental health, and advancing diversity and inclusion.

Governing with Integrity and Transparency

Upholding ethical business conduct, responsible procurement, and trust-based relationships across our value chain.

Leading the AdTech Industry Benchmark

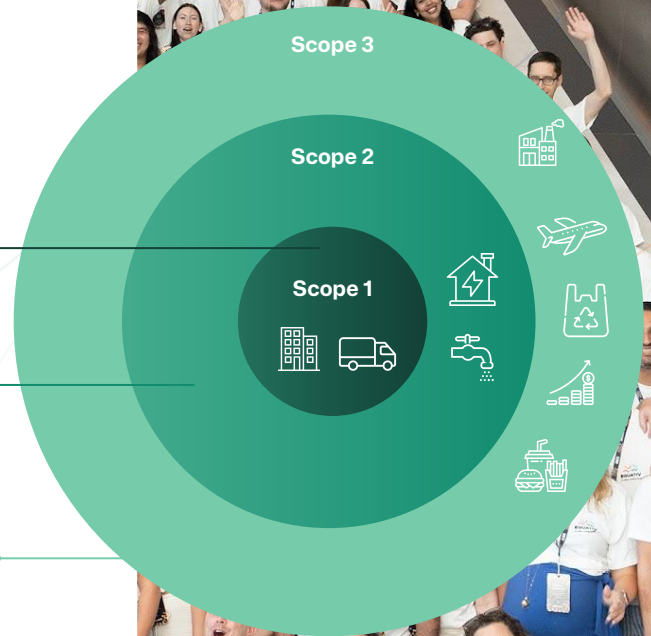
Aligned with the SASB framework for Software & IT Services, we are committed not just to meeting the benchmark, but to setting it.

02. Science, Not Promises

Our Decarbonization Roadmap

Analysing our carbon footprint is essential for pinpointing the operational aspects that significantly contribute to Equativ's carbon emissions. A comprehensive evaluation of our energy consumption, transportation methods, and supply chain, allows us to gain an **in-depth perspective of our environmental impact**. The assessment includes the following Scope emission categories:

- 1 Scope 1: Direct emissions**
Refers to emissions generated by the company: fossil fuel combustion and gas leaks
- 2 Scope 2: Indirect emissions from energy**
Refers to emissions related to the company's energy consumption: electricity consumption and heat networks
- 3 Scope 3: Value chain (upstream and downstream)**
Indirect emissions related to the company's value chain: goods & digital services bought, usage of product sold, business trips, buildings, rubbish, etc.



In 2024, we defined a group-level decarbonization trajectory to reduce our Scope 1, 2, and 3 emissions. **Our targets are compatible with the Paris Agreement and the 1.5°C global warming limit.** Decarbonization levers have been identified and the main planned actions and resources to support the implementation of the transition plan have been mapped.

Validated by Science

2025 marked a defining milestone: Equativ received official validation from the Science Based Targets initiative (SBTi), confirming that our greenhouse gas reduction targets align with the SBTi Standards and Guidance.

Verified Alignment

Our targets are mathematically sufficient to meet the Paris Agreement's 1.5°C pathway.

Beyond Intentions

This moves our strategy from voluntary goals to a scientifically-backed mandate. Our roadmap is grounded in physics, not just promises.



Our Emissions, Measured and Transparent

— A Legacy of Measurement (2021–2024)

We have been partnering with Greenly since 2021 to map our carbon footprint using GHG Protocol standards, accredited by the ADEME (Agence pour la Transition Écologique). This long-term collaboration allowed us to master the specificities of AdTech emissions and build a high-integrity data history – the solid foundation from which we achieved SBTi validation.

— Unifying a Global Footprint (2025)

Following our merger with Sharethrough, we harmonized our methodologies to ensure a unified Group carbon footprint. By aligning both companies' data under a single, consistent framework, our global baseline remains transparent and reliable across all markets.



Where We Stand in 2025

Total Emissions of Equativ by Activity (% tCO₂e)



Activity	Absolute tCO ₂ e	Per revenue tCO ₂ e/M€
Digital	12k	66
Travel & commute	2.8k	16
Activities & events	831	4.7
Services purchases	567	3.2
Food and drinks	469	2.6
Assets	383	2.2
Other	385	2.2

Adding up all emissions, Equativ has a total carbon footprint of **17,126 tCO₂e in 2025**.

Scope 1 and Scope 2 Carbon Emissions

Scope 1 and 2 stand at 18 tCO₂e and 108 tCO₂e respectively, for a total of 126 tCO₂e.

Equativ is committed to reduce its absolute **Scope 1 & 2 emissions 42% by 2030** versus our 2023 baseline. We are well on the way to achieving this goal, as between 2023 and 2025, we already cut our absolute emissions by **34%**.

Our decarbonization levers focus on energy consumption (primarily electricity), covering 100% of our Scope 1 & 2 emissions.

We are doing our utmost to reduce the emissions caused by electricity consumption in our offices by ensuring that the size of our offices is tailored to our needs, and by subscribing to 'Green' electricity contracts when possible. In 2025, 6 of our offices are using 100% renewable energies (Paris, Nantes, Limoges, Berlin, New York and London). Montreal also has a 99.7% renewable energy contract.

Emissions

126

↓ -34%

tCO₂e

Emissions per employee

0.2

↓ -37%

tCO₂e/employee

Emissions per revenue

0.7

↓ -41%

tCO₂e/M

Scope 3 Carbon Emissions

Scope 3 represents 99% of our total emissions (17k tCO₂e in 2025), a structural reality for any asset-light, digital-first business, where impact lives not in offices, but in the infrastructure that powers our platforms.

The proportion of emissions attributable to **Travel & Commute is 16% in 2025 (2.8k tCO₂e)**. This elevated share reflects the exceptional all-company integration seminar held in 2025 - a one-time event marking the post-merger unification of the Equativ and Sharethrough teams. Travel emissions will normalise from 2026 onwards.

Scope 3 GHG emissions from purchased goods and services (Scope 3.1) represents 13.1k tCO₂e in 2025. Equativ is committed to reduce this **Scope 3.1 by 52% per EUR value added by 2030**, from a 2023 baseline.

Scope 3.1 - Purchased Goods & Services

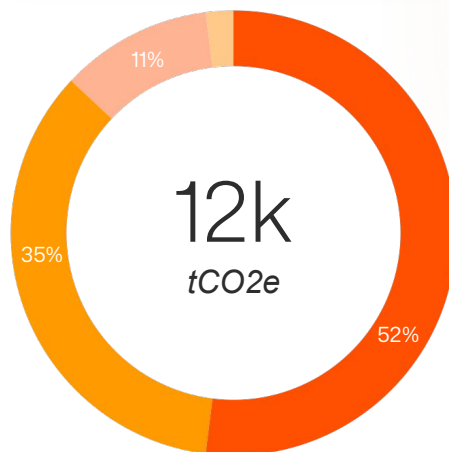
Emissions
13.1k
↑ **24%**
tCO₂e

Emissions per employee
18.5
↑ **+20%**
tCO₂e/employee

Emissions per revenue
74.1
↑ **12%**
tCO₂e/M

Focus on Digital

Among the Scope 3.1, **Digital activities** are by far the most dominant source of our emissions (**89%**). As an adtech company processing hundreds of billions of ad transactions daily, our infrastructure is our primary source of environmental impact. Addressing it is the core of our decarbonization strategy.



Digital Emissions by Category (% tCO₂e)

- Physical servers
- Cloud
- Software licenses
- Other

Our identified levers cover digital emissions, primarily data centers and cloud infrastructure. This intensity-based approach ensures that as Equativ grows, our carbon impact per Euro earned shrinks - decoupling business success from environmental footprint. While Equativ is on track to meet its ambitious targets by 2030, our 2025 results reflect a transitional phase: Scope 3.1 intensity increased 12% per revenue unit versus 2023, driven by two well-understood and time-limited factors:

- The platform merger that followed the integration of Sharethrough and Kamino in the Equativ perimeter.
- The ongoing migration to Cloud, which is temporarily increasing our emissions during the transition period. Ultimately, this migration will enable a meaningful and lasting reduction in emissions, expected to become apparent from 2027 onwards.

From Targets to Action

How We Cut Our Emissions

Scope 3 is identified as our primary challenge, with data centres and cloud infrastructure representing the largest share of our digital emissions. Our key mitigation actions include:

Throttling ad impressions to reduce unnecessary processing	Supply Path Optimisation (SPO) to streamline our programmatic supply chain
Greenbids collaboration for carbon-aware bidding	Accelerated cloud migration to reduce reliance on less efficient infrastructure

Our headline KPI for climate performance is the Carbon CPM – our carbon footprint per 1,000 ad impressions – enabling us to track and reduce the environmental cost of every campaign we serve.

Resilience Against Physical Risk

We actively manage physical climate risks through our Business Continuity Plan (BCP), ensuring Equativ's operational resilience in the face of extreme weather events and infrastructure disruptions.

Raising the Bar for the Whole Industry

Our ambition extends beyond reducing our own footprint. We are committed to accelerating sustainability action across the entire advertising industry. We do this through four levers:

Education

Green Media Summits, sustainability workshops, and publishing research to raise industry awareness.

Case Studies

Proving that more sustainable advertising typically leads to better efficiency and performance.

Product Solutions

Continuously refining our GreenPMP™ solution to help advertisers reduce the carbon footprint of their campaigns without sacrificing results.

Industry Leadership

Active involvement in Ad Net Zero, IAB Tech Lab, and the Green Media Summit working groups.

How We Cut Our Emissions

GreenPMP™: Turning Sustainability into Performance

GreenPMP™ is our flagship green media product – an environmentally optimized Private Marketplace Deal that automatically filters out high-emission inventory, enabling advertisers to reduce their campaign carbon footprint without compromising performance. First launched by Sharethrough in 2022 in partnership with Scope3, it was the first ad exchange to offer a green media product. In 2025, it was expanded globally through Maestro by Equativ, making it available across Europe, North America, and Latin America.



15,000+

Advertisers have adopted GreenPMP™ to date, delivering more than five billion impressions.

Proven Performance

Horizon Media cut campaign emissions by over 50% vs. industry average while improving viewability by 10% and click-through rates by 175%.

2025 Innovation

New integration with Scope3's Agentic Media Platform enables advertisers to set specific CO₂ reduction targets and automatically eliminate climate-risk inventory at scale.

The Green Media Summit: Building the Industry's Sustainability Agenda

The Green Media Summit (GMS) is the advertising industry's premier event dedicated to sustainability in digital media – and Equativ is its founding force. Launched in New York City in 2023, it unites brands, agencies, publishers, and technology partners to accelerate concrete climate action. Frank Maguire serves as Master of Ceremonies, championing the principle that advertising can be a powerful lever for environmental change.



Green Media Summit

Global Footprint

In New York and first international edition in London (Barbican Centre, September 2025).

Attendance

From Spotify, Nestlé, Estée Lauder, OMD, Wavemaker, Publicis Group – sustainability is now a mainstream business priority.

MAGNA

Exclusive research unveiled: 89% of consumers believe companies must act on climate change.

Partnerships

Announced: Scope3 Agentic Media Platform and ESG Media Index with The GoodNet.

Recycle & Reuse Program

Equativ is committed to sustainability through a robust recycle and reuse program. We combat obsolescence and waste by refurbishing IT devices, fostering a circular economy. In partnership with Ecodair – a social enterprise that refurbishes IT equipment while providing employment to people with mental disabilities – we give our out-of-service assets a second life, contributing to both environmental sustainability and social inclusion.



Eden Reforestation Projects

Since 2020, Equativ and our clients have collectively planted 1,179,789 trees worldwide through our partnership with Eden Reforestation Projects.

For every 30,000 campaign impressions on our managed campaigns, a tree is planted – directly linking business performance to environmental restoration. These trees sequester carbon, restore ecosystems, maintain biodiversity, and create jobs for local communities in the regions where they are planted.



03.

The People Behind the Platform

A Workplace Worth Staying In

At Equativ, we believe that high **performance is inseparable from high well-being**. Our people strategy is built on a 'Common Foundation' – a global core of benefits and standards that ensures every team member, regardless of geography, experiences the same high-quality work environment rooted in equity, growth, and belonging.

Health Has No Geography

Mental Health First

In an increasingly complex world, mental resilience is a business imperative. We provide 24/7 professional psychological support through premier localised platforms: Mokacare (France), Talkspace (US), Dialogue (Canada), Plum (India), Help@hand from Unum (UK) and Wellhub (Brazil & Mexico). As of 2025, 78% of our global workforce is covered, with a target of 100% coverage by 2030.



We Back This With Culture

Mandatory 1-to-1 check-ins and an annual Pulse Survey, run in complement to our HappyAtWork® Index, ensure every voice is heard and no one is left behind.

Universal Access to Care

Geography should never determine the quality of healthcare. As of 2025, **98.5% of our global team is eligible for company-sponsored health insurance**. We proactively audit and optimize local coverage to ensure best-in-class standards everywhere we operate.

Investing in Physical Well-Being

We treat MSDs (Musculoskeletal Disorders) as a primary occupational health risk to be mitigated, not an inevitability. We invest in high-quality ergonomic equipment for both office and home environments, and audit our working spaces to ensure the infrastructure for a qualitative work-life experience.

The Result

2%

Absenteeism Rate

significantly outperforming the 5% industry benchmark

03 | The People Behind the Platform

Engagement is Earned, Not Assumed

We have built on a 'Common Foundation' that guarantees every team member regardless of geography enjoys a consistent, high-quality work environment rooted in social equity and performance.

The Same Standards, Everywhere We Operate

Our Universal Parental Leave Policy and standardised Hybrid Work Framework ensure that every employee has the same fundamental rights.

Performance, Fairly Measured

We operate a universal talent management process with standardised quarterly performance reviews and peer feedback campaigns.

88% of our employees are satisfied with the way they can balance their professional and personal responsibilities.*
(HappyAtWork® Index 2025).

83% of our employees clearly understand how their performance is evaluated (HappyAtWork® Index 2025).

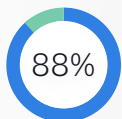
Reputation & Culture Proof Points

We don't just claim excellence, we prove it. Our **78/100 Engagement Score (HappyAtWork® 2025)** and **Glassdoor rating of 4.6/5** benchmark us against best-in-class employers globally. In 2025, we were **recognised with the Digiday WorkLife Award for Best Global Team Integration** and shortlisted for Best Hybrid Work Environment.

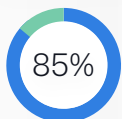
Ratings on 'GLASSDOOR'

4.6 ★

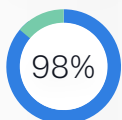
* Glassdoor - April, 2026



Would Recommend



Positive Outlook



CEO Approval

Reputation & Culture Proof Points

Culture and Values	4.7	★★★★★
Work/Life Balance	4.6	★★★★★
Senior Management	4.4	★★★★★
Comp and Benefits	4.1	★★★★★
Career Opportunities	4.3	★★★★★
Diversity and Inclusion	4.5	★★★★★

* Glassdoor - April, 2026

03 | The People Behind the Platform

Feedback Flows in All Directions

Transparency at Equativ is not a policy – it is a practice. We have replaced the traditional annual review mindset with a dynamic, year-round feedback culture:

Quarterly Assessments & Peer Feedback

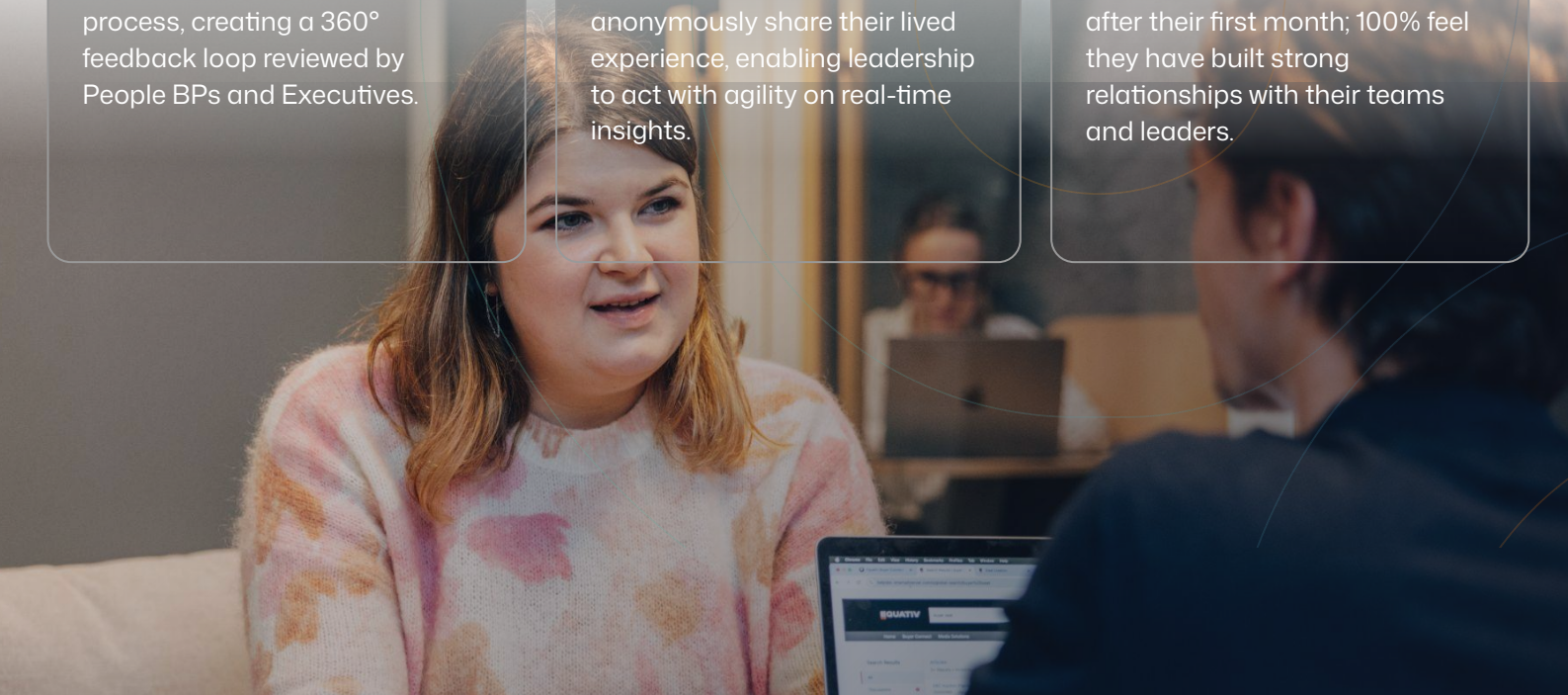
Every three months, leaders and team members align through our universal talent management process, creating a 360° feedback loop reviewed by People BPs and Executives.

Pulse Survey (1x per year)

Run as a complement to the annual HappyAtWork® Index, this survey gives every employee the opportunity to anonymously share their lived experience, enabling leadership to act with agility on real-time insights.

HR Check-ins

People Business Partners (BPs) conduct 1-to-1 sessions with every new hire. 96% of new hires report complete satisfaction after their first month; 100% feel they have built strong relationships with their teams and leaders.



In 2025, we achieved:



87.5%

HappyAtWork survey participation rate – exceeding our 80% minimum target – a definitive signal of the trust and engagement that define the Equativ culture.

87%

of employees report high-quality interpersonal relationships at Equativ (HappyAtWork® 2025).

We Don't Wait for Expertise, We Build It

University by Equativ

In 2025, **89%** of our employees completed at least one training – significantly exceeding our 80% target. This result reflects a deeply held belief: in the high-velocity AdTech ecosystem, we don't wait for expertise to arrive, we build it from within. Our digital-first approach democratizes learning across every time zone.

Our Mission

University by Equativ is our own proprietary digital school – one of our most distinctive differentiators as an employer. Built and curated by our internal experts across every function, it is a comprehensive, always-on learning platform that covers the full spectrum of AdTech: from the fundamentals of programmatic advertising to the intricacies of our own technology and products, from sales enablement to operational excellence. Every piece of content is developed in-house, capturing the institutional knowledge that defines Equativ and making it available to every employee, regardless of role, seniority, or geography.



Digital Learning

Our self-paced digital modules allow every employee to learn at their own pace and on demand, at any time and from anywhere. Content is organised by function and seniority level, covering product knowledge, sales methodologies, AdTech fundamentals, and operational processes. To complement this internal foundation and provide access to externally recognised credentials, we also partner with Coursera, sponsoring certifications that our teams carry with them throughout their careers.



Virtual Classes

Beyond self-paced content, University by Equativ organises live virtual classes that bring our internal experts and external partners together in real time. A key example is our partnership with Jounce Media, through which we offer live and on-demand sessions dedicated to programmatic advertising fundamentals ensuring that every employee, from a new sales hire to a seasoned engineer, can build and refresh their industry knowledge at any time.

Onboarding

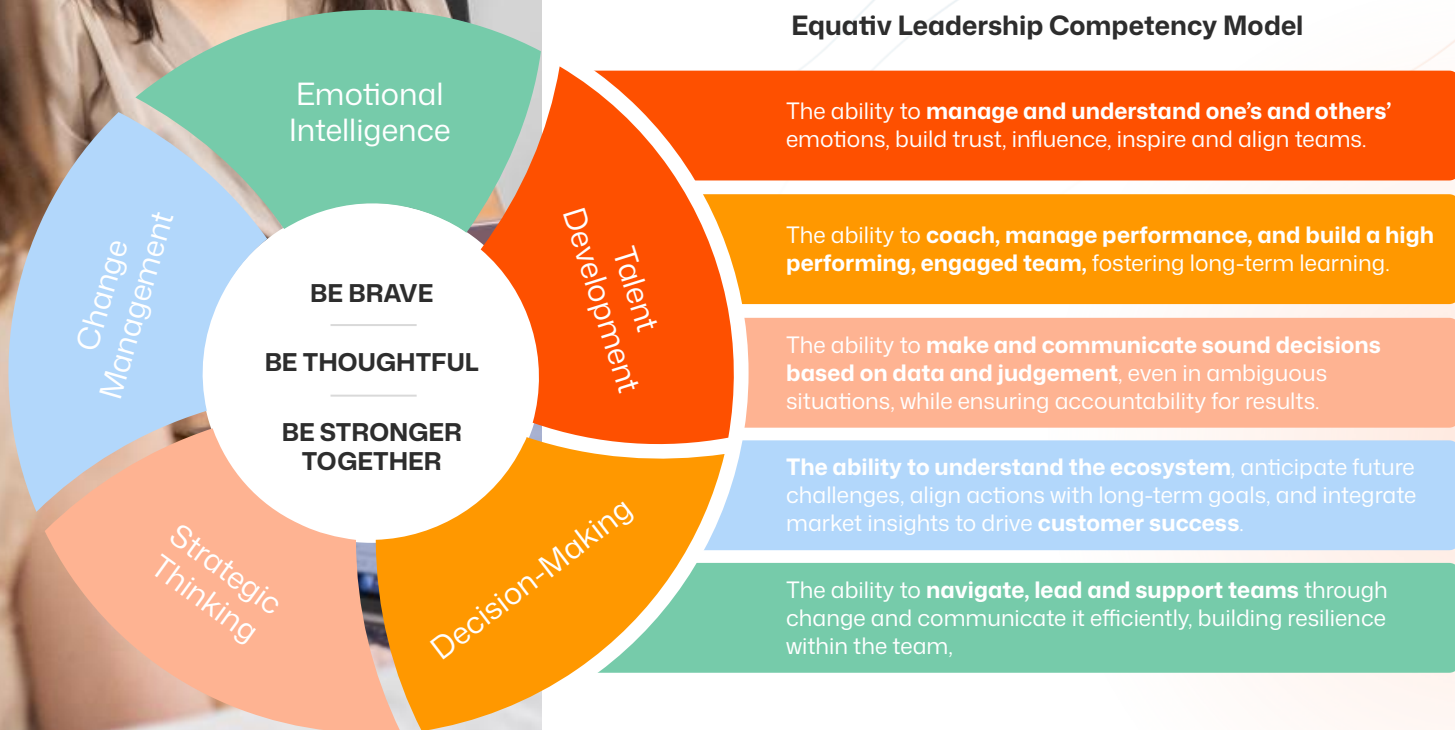
University by Equativ is the cornerstone of our onboarding experience. From day one, every new joiner follows a tailored learning path that accelerates their immersion into our business, our culture, and the AdTech ecosystem. This ensures that expertise at Equativ does not depend on tenure, but begins on the first day.

The Leadership Framework

Following our merger with Sharethrough in 2025, we built a singular Leadership Competency Model: a common language of excellence for all managers across the combined organisation. Our blended approach combines on-demand digital content (University by Equativ, Coursera), immersive in-person workshops led by People BPs, and personalized 1-to-1 coaching through our partnership with CoachHub.



Equativ Leadership Competency Model



Foundational Excellence: Training for Trust

Security and compliance are part of our DNA. In 2025, we deployed KnowBe4, giving our workforce access to over 2,400 specialized cybersecurity modules. Every team member completes at least one training session per month, supplemented by monthly phishing simulations. Our phishing test open rate dropped from 13% in September to 7% in December 2025 – proof that our people are building sharper security reflexes.



Every Career Has a Map

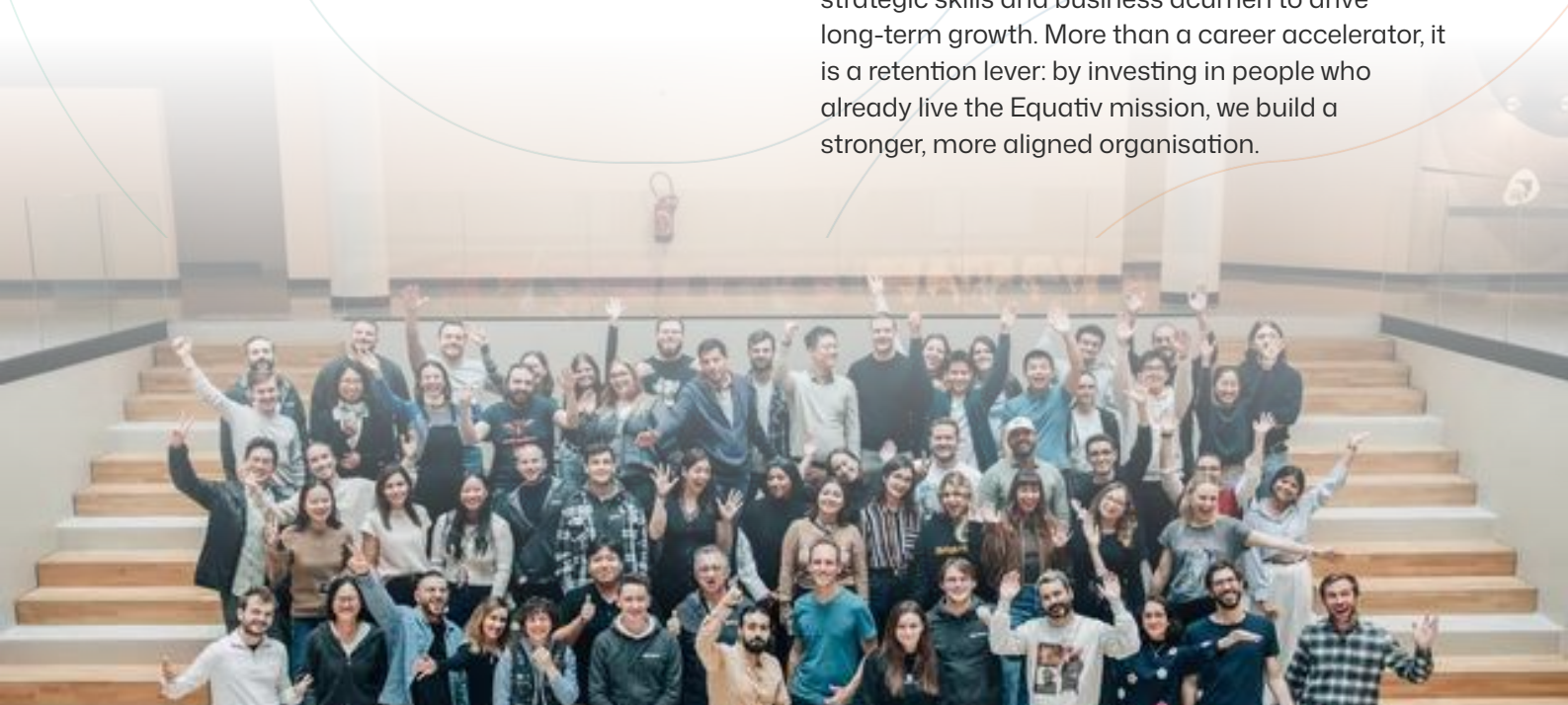
At Equativ, a career is not a static position – it is a journey. We provide the map and the fuel, but our people drive the vehicle.

A Clear Path for Every Role

We have implemented a structured Career Pathing framework across key departments (R&D, Product, Technical Support) developed in partnership with Senior Leaders. These competency maps provide transparent milestones for every role, turning career progression into a predictable, merit-based journey.

US Sales Progression Program

Our US Sales Progression Program is a prime example of how we build tomorrow's leaders from within. Designed to accelerate the transition from Inside Sales to Account Executive, it combines executive mentorship with hands-on commercial training, equipping our top performers with the strategic skills and business acumen to drive long-term growth. More than a career accelerator, it is a retention lever: by investing in people who already live the Equativ mission, we build a stronger, more aligned organisation.



Internal Mobility: Prioritizing Our People

We systematically prioritize internal applications, making all job openings visible via our Monthly HR News, regardless of geography. In 2025, our promotion rate reached 22%, exceeding our 20% annual target. Of these, 8% were international moves, proof that our borderless organization delivers true global career paths.

65%*

of our workforce* reported a clear vision for their career development at Equativ in 2025 - a testament to our cultural resilience through the Sharethrough merger. We are committed to reaching 70% in 2026 as we continue to refine our people pathways.

*Source: HappyAtWork® survey 2025.

Inclusion Is the Work, Not the Outcome

From Policy to Practice

We believe that inclusion must be lived daily, supported by global policies and grassroots employee action. Our focus areas are directly shaped by our employees' voices. In 2025, Equativ operated across 19 countries with a workforce representing 43 nationalities – a diversity of perspectives that is not just a strength, but a strategic asset that fuels our innovation and our independence.

The 'Common Foundation' of Equity

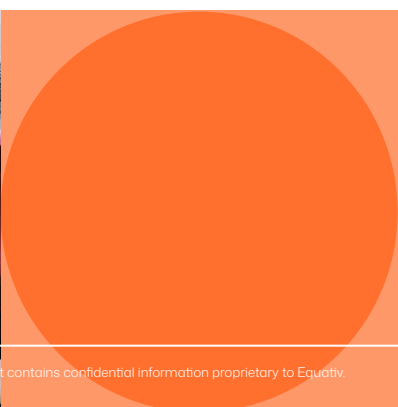
Our Global Parental Leave Policy provides every parent the same fundamental support, regardless of location or gender. A structural commitment to fairness that applies equally across all geographies.

Empowerment through Grassroots Action

Our Employee Resource Groups (ERGs) are a key engine of cultural change. Be GLAD champions LGBTQIA+ inclusion and ally awareness year-round, creating a safe and celebratory space for all. Our Global DEIB Committee, strengthened further in 2025, coordinates a structured calendar of awareness initiatives that runs the full year:

- **January:** Lunar New Year and the launch of our combined Equativ-Sharethrough DEIB taskforce
- **February:** Black History Month celebrations
- **March:** Women's Month fireside chats and local donation drives
- **April:** Candid executive keynote on neurodiversity
- **May:** Mental Health Awareness Month discussions
- **June:** LGBTQIA+ and gender awareness training
- **September:** Hispanic Heritage Month
- **October:** Disability Awareness Month.

This sustained, year-round commitment, backed by an 80%+ training rate in inclusive leadership and harassment prevention, ensures our Zero Tolerance policy is not just written, but lived.



Representation at Every Level

Representation is a form of empowerment and we have moved beyond aspirations to data-driven mandates.

Balanced Hiring

In 2025, 50.6% of all new hires were women. A landmark milestone, up from 47% in 2024 and 43% in 2023, reflecting consistent and accelerating progress. Our global gender representation currently stands at 38% women and 62% men, with a stronger balance at the individual contributor level (40% women) and a recognised gap in technical functions, where women represent 11% of R&D and Product roles. Addressing this structural gap is a stated priority: our talent acquisition teams are trained to identify and mitigate bias, we have strengthened diversity within interview panels, and we offer a higher referral bonus to employees who recommend female candidates for technical roles.

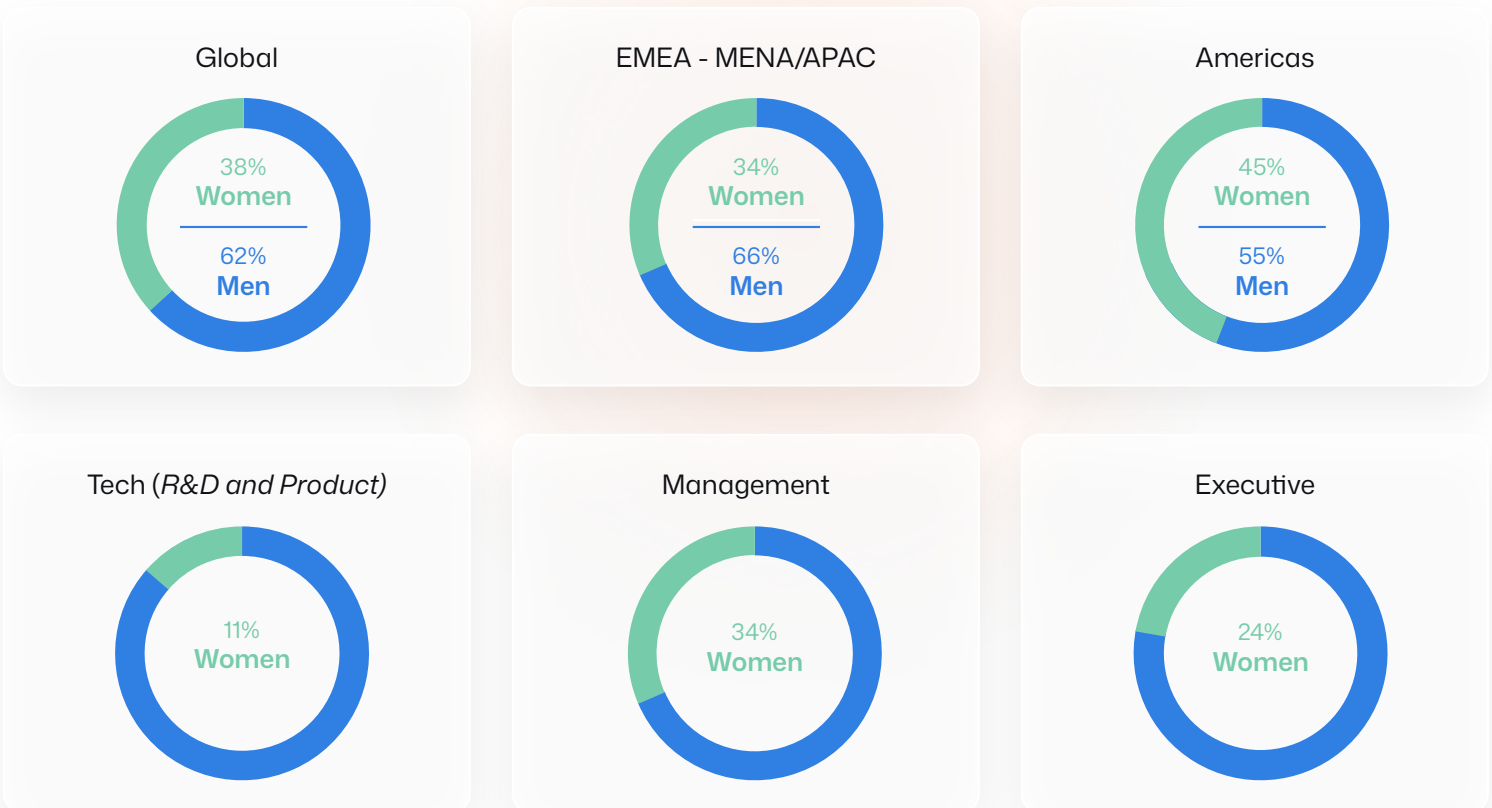
Women in Leadership

In 2025, we exceeded our target of ≥30% Women in Management, reaching 33%. However, we are clear-eyed about where gaps persist: women represent only 24% of executive roles. This areas requires sustained, deliberate focus. Our roadmap is concrete: 30% of women in Executive roles by 2027 (currently 24%), and 30% female representation on our Supervisory Board by 2028 (currently 20%). For 2026, our overall workforce gender target is 40% women (currently 38%).



Gender Distribution per Region and Departments

Highlight of representation trends and diversity within the organization.



03 | The People Behind the Platform

Salary Equity: Fair Value for All

We monitor salary parity continuously, not just during annual reviews. In 2025, our France **Gender Equality Index reached 92/100** – maintaining our score from 2024 and remaining above the national average. The breakdown reflects our rigour: strong score of 37/40 on individual pay rise gaps, perfect scores in Pay Rise gaps (35/35) and maternity return increases (15/15), and 5/10 on the representation of women among the 10 highest-paid employees, an area we continue to actively work on.

37/40

Gender Pay gap

35/35

Gender Pay Rise gap

15/15

% of employees increased on their return from maternity leave

5/10

Number of women among the 10 highest-paid employees



92/100

France Gender Equality Index



Giving Back and Supporting Communities

At Equativ, responsible business extends beyond our offices. In 2025, our teams gave back through four concrete initiatives: local and global, individual and collective.

Tree Gifting with Tree Nation

To celebrate employee milestones while caring for the planet, we launched a Tree Gifting Initiative with Tree Nation. For every work anniversary, trees are planted in the employee's name. A simple act that connects individual recognition to collective environmental impact.



Bureaux du Cœur

Since 2024, we have opened our Paris offices to people in precarious situations through Bureaux du Cœur – a French social enterprise providing temporary accommodation in corporate spaces after hours. In 2024 and 2025, our headquarters welcomed guests in need.



03 | The People Behind the Platform

♥ Employee-Led Charitable Giving

Since May 2024, our teams collectively choose a non-profit to support each year fostering a culture of shared ownership and grassroots generosity.

👉 Community Impact Initiatives

Our local teams took action in their communities: Montreal volunteered with Chic Resto Pop and Les Amis de la Montagne; NYC partnered with the LES Ecology Center; offices worldwide organised donation drives for women's shelters in March. At the company level, Equativ partnered with Givvly at Cannes Lions to turn meetings into charitable donations, and integrated CSR activities into our 2025 Global Kickoff. In 2026, Mexico City, Paris and Limoges have already taken action, with more offices to follow.



At Equativ, giving back is not a program. It is a commitment.



04. Trust is Our Product Too

Privacy Built In, Not Bolted On

Privacy is Not a Feature, It's a Principle

The digital advertising industry is at a critical turning point. As third-party data is called into question and the cookie era comes to an end, the ability to ensure end-user privacy while maintaining business performance has become a primary challenge for every market participant. At Equativ, we view this shift as a leadership opportunity. Our strategic intent is to provide a scaled, independent alternative to monopolistic walled gardens proving that a fair and open web can only exist if built on verified trust and genuine respect for the consumer.

Building the Privacy-Safe Identity Ecosystem

As third-party cookies lose ground, Equativ has built a broad, open portfolio of Universal ID integrations, ensuring privacy-safe and consent-based addressability without relying on a single solution. Our platform natively supports Utiq (Telco-powered, first-party consent signal, available via Maestro across the EU), LiveRamp RampID (the largest cookieless ID footprint in the market.), ID5 (probabilistic, Prebid.js-native, covering both authenticated and unauthenticated traffic), First-ID, and The Trade Desk's UID 2.0 / EUID (hashed email-based, available globally). These integrations work across open auctions, direct deals, and private marketplaces – giving every client the flexibility to reach consented audiences wherever they are, without compromise. With Maestro, our customers can take advantage of these identity solutions, regardless of which DSP they use. In addition to these solutions, we continue to offer and develop our own contextual targeting solution.

At Equativ, we believe that **trust is the currency of the digital age**. We don't view privacy and ethics as compliance hurdles, but as catalysts for innovation and primary competitive differentiators.

Shaping the Industry Blueprint

We do not just follow privacy rules, we help write them. Equativ continues to be a decisive voice in global industry standards, including the IAB Transparency & Consent Framework and the IAB Global Privacy Platform. Beyond advocacy, we lead through operational precision: we ensure perfect alignment between the purposes declared in our IAB Global Vendor List and the actual data processing activities implemented within our platform.

How We Operationalize Trust

Our commitment to privacy is operationalized **through a culture of Privacy by Design and active engagement in global industry standards.** Privacy is not a final check, but a collaborative process embedded from the earliest stages of product development.

How We Build Trust Into Every Product

Universal Choice: we successfully deployed Global Privacy Control (GPC) and DAA opt-out mechanisms on the Equativ Exchange.

Real-Time Accuracy: we perform annual reviews of our Global Vendor List (GVL) purposes to ensure our platform's data processing remains accurate and transparent.

Privacy by design: privacy & product teams work jointly to perform in-depth analysis of data flows in order to provide transparency to our customers and end-users as well as to secure the contractual relationship..

Protecting Our People and Our Data

We have deployed a robust Okta Single Sign-On (SSO) system to secure access across all internal solutions. We are on an active ISO 27001 roadmap: in 2025, we exceeded our commitment to publish 5 security policies, successfully implementing 7 core pillars: Information Security, Vulnerability Management, Access Control, Passwords, Asset Management, Secure Software Development (SDLC), and Remote Work Security.

Shaping the Regulatory Future

In 2025, we analyzed three major new regulations, surpassing our goal of two per year, to future-proof our roadmap: the PADFAA (Protecting Americans' Data from Foreign Adversaries Act), the DOJ Rule on bulk sensitive personal data, and the EU Regulation on transparency in political advertising.



A Clean Marketplace is Not Optional



The Threat Landscape

In a rapidly evolving AdTech landscape shaped by sophisticated fraud and AI-generated content, quality is not optional—it is a competitive differentiator. We set a high bar for marketplace integrity, ensuring every impression is delivered in a safe, trusted, and high-performing environment.

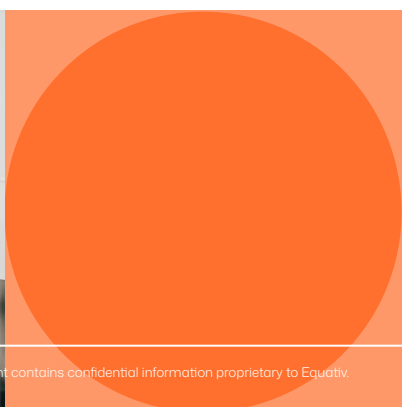
Our approach is uncompromising. We protect advertisers from any association with harmful, misleading, or discriminatory content—preserving brand equity at scale. In parallel, we defend publishers against malvertising and low-quality creatives that undermine user experience and long-term audience value.

By combining cutting-edge technology, rigorous controls, and real-time enforcement, we don't just respond to threats—we stay ahead of them. The result is a clean, resilient marketplace designed to protect stakeholders and support sustainable growth across the ecosystem.

Where We Set the Bar Higher

We don't aim to simply be participants in quality standards – we lead. Our policies are deliberately rigorous, aligning with established frameworks while going further where it matters most.

Where others rely solely on filtering, we take decisive action. We permanently remove fraudulent actors from our ecosystem and reject low-quality supply, including Made for Advertising (MFA) and clickbait inventory. Our investment in Supply Path Optimization (SPO) ensures a transparent, efficient supply chain aligned with both industry requirements and partner expectations. We continuously refine our controls, technology, and processes to stay ahead of emerging risks ensuring that our marketplace becomes stronger, safer, and more effective over time.



Our 2025 Policy Overhaul

In 2025, we finalized a comprehensive overhaul of our global Supply and Demand policies to codify our Zero Tolerance approach to inventory misdeclaration, domain spoofing, and misleading creative attributes. These are not guidelines – they are a contract of trust with our clients and partners.

Engineering a Trusted and Transparent Marketplace

At Equativ, traffic quality, ad safety, supply path transparency, and brand safety are embedded at the core of our vertically integrated platform. Every ad is scanned prior to delivery, and all inventory is continuously monitored. This is powered by a combination of proprietary technology and best-in-class partners:

- **HUMAN:** advanced invalid traffic (IVT) detection and mitigation.
- **Confiant:** real-time protection against malvertising and malicious creatives.
- **Jounce Media:** fully integrated into our platform for continuous, independent evaluation of supply chain authorisation, directness, and quality across web, mobile, and CTV – directly powering our supply path optimisation strategy.
- **White Bullet:** identification and removal of piracy-related content.
- **Moz, SimilarWeb, and Red Volcano:** domain scoring and content classification to ensure high-quality publisher environments.

Elevating the Industry

A safe ecosystem depends on consistent standards across all stakeholders. By holding our partners to the same expectations we apply internally, we contribute to raising the bar across the industry.



2025 Performance

- TAG Platinum Status secured for 2026-2027 (3 certificates achieved: Certified Against Fraud, Certified Against Malware, Brand Safety Certified)
- Invalid Traffic (IVT) consistently below 1.25%.
- Blocked malicious creatives maintained below 0.5%.



Ethics Don't Stop at Compliance

Transparent by Design

A lack of transparency has historically been a challenge in the media industry – from hidden agency commissions to opaque supply chains. At Equativ, we believe that integrity is a core competitive advantage. We have deployed an extensive regulatory framework – including our Code of Conduct, Data Privacy Policy, and Anti-Corruption Framework – that we update regularly to exceed evolving requirements. These high standards apply to every partner and employee across our global ecosystem.

Integrity Starts on Day One

Embedded Ethics

Integrity begins on day one. Every new hire undergoes mandatory Anti-Bribery and Corruption (ABC) training as part of their onboarding. We have launched global awareness campaigns to ensure our established workforce remains vigilant against fraud and unethical practices. Currently, 65% of our workforce has successfully completed the graded ABC training; we are accelerating towards our 90% completion target by the end of 2026.

Whistleblower Protection

Transparency requires a safe space for accountability. We provide a secure, anonymous Whistleblowing platform for employees and external stakeholders to report concerns without fear of retaliation ensuring our values are upheld at every level.



Our Standards Don't Stop at Our Office Door

We Choose Partners Who Share Our Standards

Our responsibility doesn't stop at our office doors. We recognize that our social and environmental footprint is intrinsically linked to the partners we choose. Whether it is the energy efficiency of the data centres powering our platforms or the labor standards of our third-party vendors, we view our suppliers as an extension of our own brand.

We are committed to a Safety First approach: regardless of the country of operation, our partners must mirror the working standards we provide to our own employees as mentioned in our Supplier Code of Conduct. We refuse to compromise on human rights or safety for the sake of performance. By adhering to the French Tech Diversity in Tech Commitment and maintaining clear guidelines regarding geopolitical conflict zones, we ensure Equativ's growth never comes at the cost of our ethics.

From Informal to Structured

2025 was a pivotal year for reinforcing our procurement governance. We moved from informal vetting to a structured framework:

The ISMS Procurement Policy (released early 2026): The procurement team is involved for any type of indirect purchases. The strategic projects and contracts exceeding €2M must pass through formal Decision Committees and ESG Scorecards.

Legal & security Onboarding: A comprehensive questionnaire for all new providers audits compliance with our legal standards and Information Security requirements

Operational Traceability: A centralised ticketing tool provides full traceability of contract redlines and legal workflows, protecting Equativ's interests during negotiations.

Supplier Code of Conduct: Released in Q2 2026, all existing and new suppliers will be required to adhere to our key business principles as part of their onboarding and renewal process extending our ethical standards across the full breadth of our value chain.

Our 2026 Procurement Roadmap

We believe in a challenge-based approach to procurement. ESG now carries a weight of up to 10% in our final provider evaluations for all RFPs. Our 2026 roadmap scales this commitment further:

June 2026: Launch of Pivot, our centralized Procure-to-Pay tool.

From 2026: Every provider with annual spend exceeding €50k will be required to submit an ESG report.

Strategic Vetting: Mandatory ESG reporting for our Top 5 providers to ensure our primary infrastructure aligns with our SBTi carbon reduction goals.



05. Proof Points & What Comes Next

Equativ Group CSR Policy 2026

Appendix – Double Materiality Analysis: IROs, KPIs & 2025 Results

Pillar | Environment

ESG Issue	Impact / Risk / Opportunity	KPI	2025 Result
Climate Change Mitigation	Negative impact on climate due to Scope 1, 2 & 3 emissions	Scope 1&2: absolute reduction (target: -42% by 2030 vs 2023) Scope 3.1: economic intensity reduction (target: -52%/€M by 2030 vs 2023)	Scope 1&2: 126 tCO _{2e} (-34% vs 2023) Scope 3.1: 13.1K tCO _{2e} (+12%/€M vs 2023)
Climate Change Adaptation	Physical risk from climate hazards impacting suppliers' facilities (especially data centres)	Number of service disruptions linked to climate events Mean Time to Recovery	0 incidents linked to climate hazards in 2025

Pillar | Social

ESG Issue	Impact / Risk / Opportunity	KPI	2025 Result
Talent Attraction & Retention	Risk of talent shortage due to lack of ambitious projects or innovative employer branding practices	Engagement score (HappyAtWork® certification) Turnover rate	Engagement: 78/100 Turnover: 19.3%
Health, Safety & Mental Well-being	Negative impact on employee health & safety, including mental well-being, in a context of continuous transformation	Absenteeism rate % eligible for private health insurance % covered by mental health solution	Absenteeism: 2% (vs 5% benchmark) Health insurance: 98.5% Mental health solution: 78%
Social Dialogue	Positive impact from constructive social dialogue with employees	HappyAtWork survey participation rate	87.4% participation
Employee Training & Development	Operational risk from skill loss in fast-evolving sector (AI, IT regulations) Positive impact through career opportunities	% of employees trained Phishing click rate (target: <10%) Promotion rate Career visibility score in HappyAtWork survey	89% trained Phishing test clicks: 7% in 12/2025 Promotions: 22% Career visibility: 65.3%
Diversity, Equity & Inclusion	Financial, legal & reputational risk from lack of diversity – particularly at senior levels	% women in management France Gender Equality Index % women in executive roles % women on Supervisory Board	Women in mgmt: 33% France Index: 92/100 Executive: 24% Board: 20%

Pillar | Governance

ESG Issue	Impact / Risk / Opportunity	KPI	2025 Result
End-User Privacy & Consent	Financial & reputational risk if end-user consent is not respected by Equativ or its partners	Number of administrative sanctions	0 sanctions in 2025
Personal Data Protection	Negative impact on human rights in the event of data leaks, cyberattacks or misuse of personal data	Number of personal data breaches requiring notification	0 data breaches notified
Cybersecurity & Compliance	Financial & reputational risk from non-compliance with IT regulations and certifications	Number of regulations analysed Number of security policies implemented	3 regulations analysed 7 security policies (ISO 27001 roadmap in progress)
Media Quality & Brand Safety	Reputational risk if ads reach inappropriate audiences or contexts	TAG Platinum Status IVT level (<1%) Blocked malicious creatives (<0.5%) Escalations >€50K	TAG Platinum (Q1 2026 audit) IVT: 0.9% Blocked creatives: 0.5% 0 escalations
Business Ethics & Anti-Corruption	Regulatory & reputational risk from non-compliance with anti-corruption laws	% employees trained on anti-corruption (target: 90% by end 2026)	65% trained
Corporate Culture & Engagement	Opportunity: higher engagement when corporate culture is strong, especially post-merger	Recommendation rate (HappyAtWork®) % eligible countries certified HappyAtWork®	Recommendation rate: 85.7% 100% eligible countries certified
Responsible Procurement	Reputational & financial risk from non-responsible purchasing practices towards suppliers	% suppliers providing ESG report Procurement policy with ESG criteria	ESG criteria: 10% weight in RFPs ~20 ESG reports reviewed Policy published April 2026

What's Next?

“2025 was, above all, a year of people. We brought two organizations together - different histories, different cultures, different continents - and we built something that feels, genuinely, like one.”



That doesn't happen through org charts. It happens through the 700+ people who showed up, stayed curious, and chose to make it work together.

The numbers in this report are real: 89% HappyAtWork survey participation, 22% promotion rate, 50.6% of new hires women, zero data breaches, SBTi validation. But behind every one of those numbers is a decision someone made - to invest in a colleague, to flag a risk, to push for a higher standard. That is what a culture of responsibility looks like from the inside.

As 2026 unfolds, our commitments are already becoming more tangible: a clearer path for every career, stronger protections for the data our clients entrust to us, and ethical standards that now extend to every partner we work with. These are not targets we set from the top. They are the continuation of work that our teams have already started.

This is the Equativ I am proud to be part of. And it is the Equativ we are building, together, every day.

Antoine Mesuré
CHRO & Head of CSR, Equativ



About Equativ

Equativ is a global, end-to-end media platform empowering advertisers and publishers to achieve real outcomes by uniting premium inventory and audiences with advanced curation and cutting-edge ad tech across all channels. Purpose-built for the attention economy, Equativ delivers quality, engagement, and performance while prioritizing respectful, user-centric ad experiences. With a team of over 700+ professionals across 19 countries, Equativ combines global scale with deep local expertise. Learn more at Equativ.com.