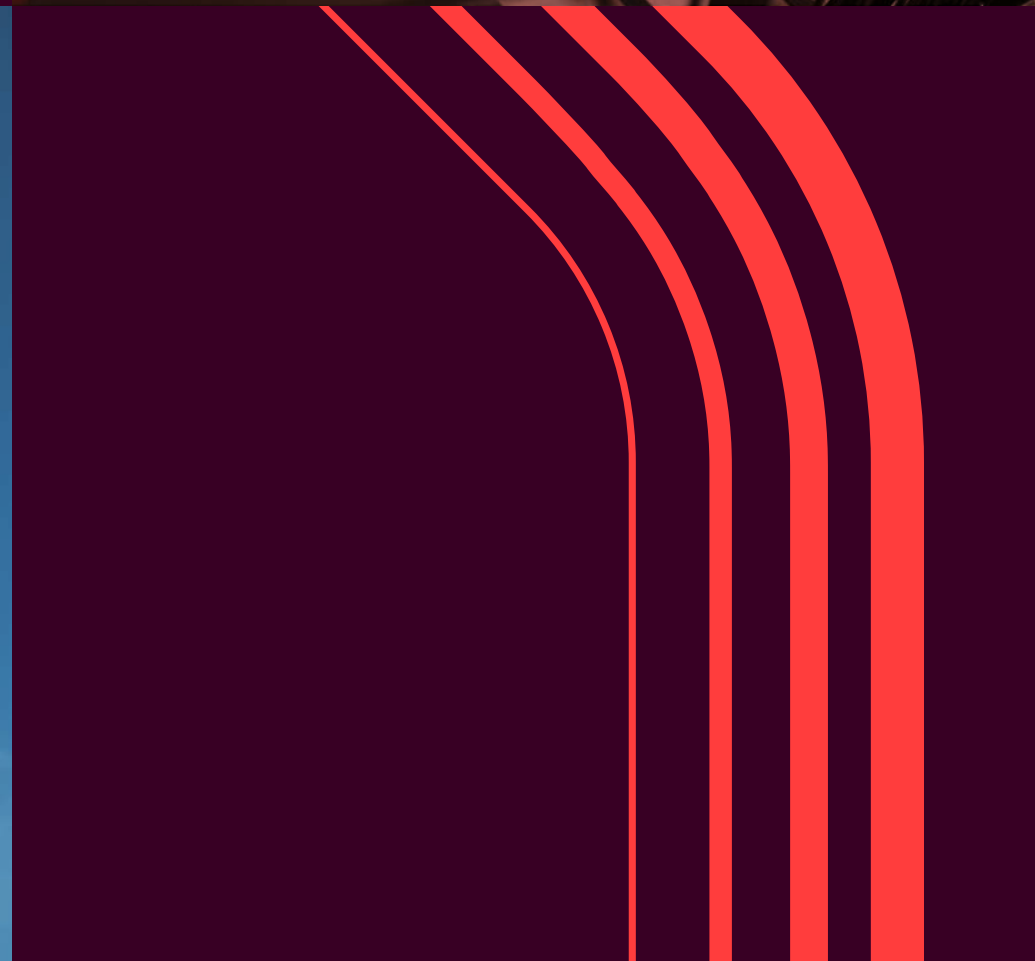


TSG
The Specialist Group



Environmental
Social
Governance
Report **2023**





OUR COMMITMENT TO SUSTAINABILITY //

People, Planet and Profit

“We understand the importance of all three elements”

Our sustainability strategy is grounded on three principles: People, Planet and Profit. We firmly believe that the health of our planet, the well-being of its inhabitants, and the sustainability of our economic systems are all interconnected. We understand the importance all three elements and strive to ensure that they coexist harmoniously without any conflicts.



We take **climate action** seriously by focusing on our organization and the value chain in which we operate.



We also prioritize the **mental and physical health** of our employees, as we believe that a healthy workforce leads to a healthy organization.



We recognize that our operations and services significantly impact the **economic well-being** of the communities we serve, and we actively seek ways to contribute to the prosperity of all stakeholders.



PREFACE //

Message from our CEO

“It's a huge challenge but also an amazing opportunity for The Specialist Group”

The year 2023 was a tremendous and transformative year for The Specialist Group. The European Union's goal to achieve net-zero carbon emissions by 2050 is a huge challenge but also an amazing opportunity for The Specialist Group. New infrastructure projects will drive the continent's economy and spur opportunities for new employment and technological innovation through this energy transition. The Specialist Group is poised to take center stage and serve as a key enabler in making this goal a reality. To support this effort, we made several strategic acquisitions, rebranded established businesses, and grew our staff to position ourselves to lead the energy transition throughout Europe.

We understand how infrastructure projects aimed at preserving the planet and uplifting communities can contribute to long-term economic viability. That is why we established our sustainability principles around People, Planet and Profit. In today's world, it is increasingly evident that the health of our planet, the well-being of its inhabitants, and the sustainability of our economic systems are interconnected. By embracing this holistic approach, we prioritise the harmonious

coexistence of People, Planet and Profit so we can forge a path toward a more equitable, resilient, and flourishing future.

We owe our success to the unwavering dedication and hard work of our exceptional team members. They have gone above and beyond the call of duty time and again, and it is their efforts that have made The Specialist Group a force to be reckoned with in the industry. As we forge ahead with our growth strategy, we remain committed to providing our team members with the support and opportunities they need to advance and thrive. Our goal is to foster a culture of personal and professional growth so that each member of our team can achieve their full potential.

Sincerely,

Sil Hoeve
Chief Executive Officer



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About this Report

At The Specialist Group, we firmly believe that maintaining a balance between the Planet, People, and Profit is paramount for sustainable development. This balance is essential for fostering environmental stewardship, social responsibility, and economic prosperity. We are fully committed to sustainability, and our dedication directly aligns with the growing global concerns of Environmental, Social and Governance (ESG) issues that shape the business landscape.

This report aims to provide our stakeholders with an understanding of our company's values and our approach to risk management and decision-making. Key to this is our commitment to transparency in disclosing our ESG performance. This report supplements our management report by including non-financial aspects related to sustainability and ESG best practices, which address the ESG issues outlined by the European Union's Non-Financial Reporting Directive (NFRD).

The Specialist Group is aligning our reporting with the European Union's Corporate Sustainability Reporting Directive (CSRD) and working towards establishing a baseline for our eventual reporting based on the European Sustainability Reporting Standards (ESRS). By embracing the comprehensive guidelines outlined by the CSRD and ESRS, The Specialist Group aims to enhance transparency, accountability, and comparability in its sustainability disclosures,

thus fostering stakeholder trust and facilitating informed decision-making. In addition, The Specialist Group is committed to integrating the United Nations (UN) Sustainability Development Goals (SDGs) into its reporting framework. Furthermore, by actively engaging with the UN SDGs, The Specialist Group seeks to address global challenges such as poverty alleviation, climate action, and social equity, demonstrating its dedication to advancing the broader agenda of sustainable development on a regional and international scale.

The Specialist Group is headquartered in Moerdijk, Netherlands, and includes 18 offices across five countries through the work of five distinct brand labels – STAR, Sensor, ECC, Litecad, and Altio. Over 80% of our specialists are involved in projects that support the Energy Transition and sustainable industrial initiatives.

“We are committed to sustainability”

Kim Tomassen

Corporate M&A and Sustainability Advisor



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“If you care about
the people you
work with then
you work harder”

Kristine Lilly
Football player





People



At The Specialist Group, our unwavering commitment is to put people first. We believe that prioritizing people can create a better world for everyone. That's why we strive to offer the best services by our consultants that cater to the needs and aspirations of our clients and employees alike. We provide employment opportunities that have the potential to transform lives, enabling individuals to reach their fullest potential. Our commitment to sustainable development emphasizes the importance of social equity, justice, and inclusion. We recognize individuals' and communities' diverse needs, rights, and aspirations. Empowering our people is at the heart of building thriving, resilient communities where everyone can achieve their goals and lead a thriving life.

The Specialist Group has an extensive set of policies and guidelines, monitored by our compliance and HR departments, that govern our work and are specific to the countries and jurisdictions we serve and comply.

Diversity, Equity, and Inclusion

Diversity, equity, and inclusion (DEI) are crucial values for a thriving society and our TSG workplaces. Our HR department is therefore always ready to serve the more than 3,000 TSG employees from all parts of the world, all of whom bring their cultural traditions and perspectives. Embracing this rich diversity creates a tapestry of experiences and ideas, driving innovation and creativity. >>

“We recognize individuals' and communities' diverse needs, rights, and aspirations”

Renée Wellerd
HR Manager





Equity ensures fairness and justice, breaking down barriers that prevent marginalized groups from accessing opportunities and resources. Inclusion goes beyond mere representation, creating an environment where everyone feels valued, respected, and empowered to give their best. By prioritizing DEI, The Specialist Group, and our clients cultivate environments where differences are celebrated, leading to greater collaboration, productivity, and overall well-being for all members. As the need for talent only increases, DEI has become a strategic advantage in The Specialist Group businesses and in today's interconnected and rapidly evolving world.

Academy – Personal Development

Our specialists and our own people are never done learning, both professionally and personally. Our clients count on us to send fully trained specialists and their development is a priority. We guide young professionals, help those with experience sharpen their skills, and provide seasoned experts with even more

specialized. Our Academy offers courses, training, on-the-job learning, and personal coaching to ensure the success of our people.

Safety

Employee safety is of utmost importance. Our people work in very complex industrial environments and a safe working environment not only protects employees from harm but also fosters trust, loyalty, and morale. TSG, through its QSHE department, prioritizes and focuses on safety and commitment to employee well-being, which enhances the organization's reputation and attractiveness to customers and potential employees. The Specialist Group complies with all safety regulations, ensuring the organization's long-term sustainability. Ultimately, investing in employee safety is an investment in the health, happiness, and prosperity of both individuals and our business. The Specialist Group complies with both VCU and VCA Safety and Health Checklists.

4 QUALITY EDUCATION



UN SDG's



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17 PARTNERSHIPS FOR THE GOALS



The Specialist Group in our Communities

Encouraging and supporting our employees to volunteer their time and resources to community service projects can have a transformative effect on the areas where we live and work. By encouraging our employees to give something back to their communities, we can strengthen local organizations and help those in need, on an individual and group level. Not only does this have a positive impact on the broader community, but it also fosters a sense of pride and purpose among our employees, who can take pride in their contributions to making the world a better place. By also leading by example as an organization, we can inspire others to follow suit and create a culture of giving and volunteerism that can make a lasting difference in our communities.

Sponsorship of various sports teams is a great way to engage our company in our local communities while promoting a healthy lifestyle among your employees. We are very proud of the teamwork displayed by these very talented kids.

Earthquake Morocco

From the network of The Specialist Group and STAR, we support the initiative of Dar Moustaqbel in cooperation with the Hadja Zoubida Foundation. They are committed to helping young underprivileged students from rural areas in southern Morocco to realize their dreams. This gives them the opportunity to study at university.

“It also fosters a sense of pride and purpose among our employees”





Planet



The Specialist Group places great importance on preserving and protecting Earth's natural resources and ecosystems, which we call the "Planet." We advocate for responsible stewardship of the environment, including efforts to mitigate climate change, promote biodiversity, reduce pollution, and embrace sustainable resource management practices. Since our planet's resources are

limited, prioritizing the health and resilience of ecosystems is crucial to ensure the well-being of both current and future generations. At The Specialist Group, our work supports the Energy Transition and critical infrastructure projects that promote sustainable development and the responsible use of our limited natural resources.

The Specialist Group's primary environmental footprint is limited to our leased office spaces and fleet of cars. Nevertheless, we are working hard to make a positive impact where possible. Although we do not own industrial assets that generate emissions or waste as part of our business operations, our talented specialists are working to contribute to critical projects that will enable our energy transition.

To do our part, we have implemented recycling programs throughout our offices. Where we are reimbursed for our recyclables, we use the proceeds to benefit charitable causes. We have also worked to integrate sustainable building materials into office improvements and provided plants to improve our aesthetics and promote clean air.

We take a proactive approach to mitigating our environmental impact by measuring and tracking our greenhouse gas emissions each year. Armed with this knowledge, we can make informed decisions that guide our efforts to effect meaningful change.



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“Winning isn't
everything, but
wanting to win is”

Vince Lombardi

American football coach



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Profit



As a company, we must focus on profit to ensure our future and provide sustainable opportunities for our investors, clients, and employees. This element of our philosophy acknowledges economic prosperity and viability in driving sustainable development. We recognize that businesses, governments, and other stakeholders must pursue strategies that generate wealth and create value while minimizing negative impacts on the planet and people. This involves embracing principles of corporate responsibility, ethical business practices, and long-term strategies to ensure that economic growth is not pursued at the expense of environmental degradation or social injustice. By integrating Environmental, Social and Governance (ESG) considerations into decision-making processes, we can contribute to sustainable development while also securing our own long-term success.

The Specialist Group is backed by Oaktree Capital Management, L.P., which provides leadership and capital commitments to enhance value through strategic and tactical initiatives such as optimizing capital structures and creating new growth platforms. The teams leverage a deep understanding of the industry and proprietary networks to gain superior access to deal flow while prioritizing risk control and downside protection.

The Specialist Group is actively seeking growth opportunities through acquisitions, with a focus on acting in the best long-term interests of



stakeholders. As investors, The Specialist Group recognizes that ESG issues can impact investment performance. Therefore, by applying solid ESG principles, The Specialist Group aims to better align investors with broader environmental and societal objectives.

The Specialist Group Governance

We understand the importance of sound corporate governance and best practices in conducting our business operations. To ensure that we maintain the highest standards of conduct, we adhere to all laws, regulations, and compliance mandates that govern our operations in every country where >>



we operate. Our commitment to these standards helps us to build trust with our stakeholders and to operate in a manner that is transparent, fair, and accountable.

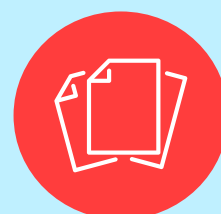
At The Specialist Group, we take our responsibilities as a business seriously and strive to act ethically and responsibly in all our operations. Our Code of Conduct is a comprehensive guide that outlines the values and principles that underpin our actions and behaviors. The Code of Conduct is an essential part of our company culture and is made available to all team members in our employee handbook. We also ensure that the Code is communicated effectively during our hiring process to all new employees. It is our goal to ensure that everyone

working for The Specialist Group understands and abides by the Code's principles to maintain the highest standards of ethical behavior.

“We take our responsibilities as a business seriously and strive to act ethically and responsibly in all our operations”



Integrity, openness, and professionalism - While interacting with clients, vendors, employees of the government, and other third parties, we place a high importance on integrity, openness, and professionalism.



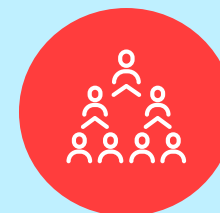
Rules and regulations - We adhere to the anti-bribery and corruption rules and regulations that are relevant to The Specialist Group in our business processes, and we compete fairly.



Zero tolerance policy - No matter who the giver or receiver of the bribe is or how high up the chain of command they are in, we have a zero-tolerance policy for all forms of bribery and corruption.



Prohibition of illegal actions - Bribes, other illegal payments, and actions that appear to promise, propose, give, or authorize such are not permitted.



No one is exempt from our policies - All members of our team, including our directors, officers, and organizations, as well as any third parties who represent The Specialist Group, are subject to this, and it also applies to any business dealings in any nation in which we conduct business.



Enterprise Risk Management

The Specialist Group Executive leadership team oversees The Specialist Group's processes and procedures related to Enterprise Risk Management (ERM). The framework includes a yearly risk assessment and quarterly reviews with the assurance that we have a system in place to manage risk, comply with legal requirements, and safeguard the integrity of our business.

We assess the materiality of risks from two perspectives: the impact risks have on our operational performance and the impact we as a business have on external stakeholders. This concept of double materiality is integrated into our risk management process and is a critical element of transparency and reporting. Moreover, adopting sustainable business practices enables us to drive operational efficiencies, reduce costs, and create value for stakeholders, mitigating those inherent risks.

“Adopting sustainable business practices enables us to drive operational efficiencies, reduce costs, and create value for stakeholders”

Linda Verbunt

Director Operations, Compliance & Legal





Message from our CFO

“Our acquisitions will strengthen our sustainability goals”



At The Specialist Group, balancing sustainability with growth and profitability is crucial for executing our successful strategy. We are integrating sustainability criteria into our acquisition due diligence acquisition process. This will help us identify targets that align with our ESG values and goals, mitigating reputational risks and enhancing long-term resilience.

We have made strategic acquisitions that will offer The Specialist Group opportunities for growth, expansion, and market diversification. This involves conducting thorough due diligence, evaluating strategic fit, and implementing effective risk mitigation strategies to maximize the value of our acquisitions while minimizing downside risks.

Our acquisitions will strengthen our sustainability goals, expand our reach into renewable energy markets, and diversify our service offerings. By doing so, we are ensuring alignment with our broader strategic objectives and long-term sustainability goals. We are committed to embracing the Energy Transition, which involves shifting towards renewable energy sources and decarbonization.

By incorporating energy transition considerations into our strategic planning and risk management processes, we can adapt to the changing energy landscapes, seize emerging opportunities, and minimize exposure to potential risks.

Finally, we continue to strengthen our internal controls, compliance monitoring, and reporting efforts. Staying current with regulatory changes, technological advancements, and market dynamics is essential. Our people-focused business strives to provide an exceptional work environment for all our employees.

We have adopted a holistic approach focusing on what we do well, and considering the synergies of People, Planet and Profit.

Sincerely,

Rafael de Haseth,
Chief Financial Officer



Our Businesses

Our Identity – Bringing out the best in each of us

Every successful company is continuously trying to improve. Do more, streamline, speed up, grow bigger, and be more efficient. However, although businesses are ever-changing, the speed of change relies highly on how fast people can adapt. And thus, people are critical to progress. We put plans for progress into practice by providing our clients with the right people for the job. We are a tailor-made toolbox for staffing specialized technical projects of all sorts and sizes. With a broad base of highly skilled technical specialists, we help industries progress toward a sustainable future through project or secondment-based staffing solutions.

“We are a tailor-made toolbox for staffing specialized technical projects of all sorts and sizes”

Our Values



We are involved – We are dedicated to being part of everyone’s journey to success. Our clients, specialists, and employees.



We are reliable – We consistently provide the right people for the job and deliver service and support every step of the way, all according to the highest principles and best practices.



We are driven – We consistently perform at our top, focus on improving ourselves, and continue even after the job is done.

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“Talent wins games,
but teamwork and
intelligence wins
championships”

Michael Jordan
Basketball player





Our labels



Market leader in bringing technical expertise to the most challenging projects



National preferred partner deploying and developing technical specialists



Provides 24/7 validated data on progress, quality, commissioning and hand-over



People-focused secondment agency serving the technical sector



In-depth knowledge and expertise in process, technology and leadership



We put plans for progress into practice by getting our clients the right people for the job. Our technical specialists set things in motion. Build the future. Literally. We are the tailor made toolbox for the staffing of specialised technical projects of all sorts and sizes. Project or secondment based. With a broad base of highly skilled technical specialists, we help industries move forward towards a sustainable future.



STAR

Market leader in bringing technical expertise to the most challenging projects



STAR operates in the sectors where society's struggle with sustainability is being won. The energy transition is in full swing, wind farms are under construction, hydrogen infrastructure is expanding, and traditional industries are becoming cleaner.

We sit at the table with the leading companies working on the most prestigious projects. We share our staffing expertise and contribute to the project's ultimate objective even when it's still a mere idea.

STAR has brought together the best specialists, most challenging projects and interesting clients. We've made quite a name for ourselves in the petrochemical industry and energy sector, and we branched out into life sciences, offshore and infrastructure. Wherever there are technological challenges, STAR is involved, helping clients find the people to bring projects to fruition and success.

We are market leaders in the Netherlands and Belgium, and have been forging a presence in Germany since 2016. Based at our head offices in Moerdijk (NL)

and a further 8 offices, our consultants are close to the action as Europe's major projects unfold and progress. We maintain excellent relationships with more than 45,000 specialists and thanks to our discipline-oriented approach, 90% of requests are fulfilled with feet on the ground within 48 hours.





Sensor

National preferred partner deploying and developing technical specialists



Sensor connects technical engineers in the fields of civil engineering, mechanical engineering, industry/offshore, construction and electrical engineering to a range of organizations that focus on innovation and are working towards a more sustainable future.

At the end of 2023, Sentijn and Or-Quest merge to form Sensor. This merger makes Sensor an impressive national player, with branches in South Holland and the north of the Netherlands. Sensor serves more than 300 customers in various technical sectors from Amsterdam, Rotterdam, Zwolle, Drachten, Breda and Moerdijk.

The core of the merger lies in the opportunity to learn from each other's strengths. Sentijn excels in finding and retaining young technical specialists and is very efficient in its recruitment process. Or-Quest is strong in recruiting mid- and senior-level professionals, including self-employed people, and is strong in maintaining relationships and retaining specialists.



Sensor is a driven and committed group that offers every technical specialist the very best opportunities. People are central and are always personally provided with all the tools needed to realize their ambitions.

ECC

Provides 24/7 validated data on progress, quality, commissioning and hand-over



ECC Solutions is a specialized consultancy company that provides advice, support, software, and qualified professionals for critical infrastructure projects.

We support our clients with our proven ECC project management methodology, which provides insight into risks, quality, progress, and planning. The uniqueness

of our services is that we are part of the project team. Together with our clients, we design and manage the working methods to achieve compliance with all contractual and administrative requirements.

When providing our services from ECC Solutions, we prefer to use the innovative specialized software from our business partners:

- **Checboard** | Clever and intuitive 'project completion' solution that offers a complete and real time insight in projects on a 'single view' dashboard page.
- **Co-Console** | LUCY – Industrial Management Solutions | Project completion management
- **Prodocs** | Docs2Go | Proclass B.V. | Document & Data management
- **QcLinQ** | International Test Solutions B.V. | QC management

The world faces significant technological challenges as we embark on the Energy Transition. ECC specialists work for market leaders on the most challenging projects. This is where the future is being built.



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Litecad

People-focused secondment agency serving the technical sector



At Litecad, we emphasize sustainable projects and partnerships in the energy transition. Our roots lie in the oil and gas industry. The market area has now been significantly expanded to include the power and food industry, construction & infrastructure, and wind, solar, and water management. Due to the broad spectrum of technical specialists and years of knowledge and experience in these different fields, we are of value by taking over projects in their entirety through multidisciplinary team deployment, providing technical advice, or providing specialized training.

We connect technical talents with projects in the North-East of the Netherlands. In everything we do, it is our people who make the difference. Talent, growth and development, conviction, and dedication are our starting points on the road to success. Our organization revolves around people. A sustainable approach to safety, environment, health, and development forms the basis of our organizational policy.

Employees are frequently involved in testing and improving organizational policy and environmental awareness. The continuous improvement of our environmental performance in relation to the facility processes and the reduction and compensation of CO2 emissions with regard to our mobility is assessed annually and adjusted for improvement.





Altio

In-depth knowledge and expertise in process, technology and leadership

ALTIO

On September 14, 2023, The Specialist Group acquired the technical staffing business unit of Umia Innovation, a Swedish technical installations provider. The acquired entity now operates as the newly created brand “Altio” under The Specialist Group’s flagship label STAR Specialists. This acquisition advances The Specialist Group’s expansion into the Nordics, marking a significant step in its continued international growth and solidifying its ambitions to become the leading technical staffing company in Europe’s renewable energy sector. Sweden is a crucial market for The Specialist Group. The company plans

to further accelerate Altio’s regional growth through organic initiatives driven by The Specialist Group’s existing client base.

Altio has pioneered the energy transition and has completed key projects in battery storage, wind power, hydrogen electrolyzers, nuclear power, and carbon storage initiatives. Together, The Specialist Group and Altio will continue supporting clients in transitioning towards new energy and sustainable operations. Through its extensive client network across the country, Altio will provide The Specialist Group with access to some of the world’s most advanced projects in the energy transition. Altio will add 100 technical specialists to the The Specialist Group network of 3000 experts.

Jonas Jonson, CEO at Altio, said: “The partnership with The Specialist Group will not only help us reach our growth targets but also enable us to make an even greater impact on the world’s energy transition. We look forward to collaborating with The Specialist Group, connecting global experts to our existing and prospective clients in Sweden, and further building The Specialist Group’s STAR brand.”



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“Knowing is not enough, we must apply. Willing is not enough, we must do”

Bruce Lee
Martial artist





Certification

Entity	Certificate
TSG	ISO 9001:2015
STAR Netherland	ISO 9001:2015 / VCU / SNA / NBBU
STAR Belgium	ISO 9001:2015 / VCA** (SCC**) / Certified member Federgon
STAR Germany	ISO 9001:2015 / VCA* (SCC*)
Sensor	VCU
ECC	ISO 9001:2015 / VCA
Litecad	ISO 9001:2015 / ISO 14001:2015
Altio	

ISO 9001:2015 is an international standard for quality management systems and sets out the criteria for a quality management system that organizations can implement to meet the needs of customers and other stakeholders while striving for continuous improvement.

ISO 14001:2015 is an internationally recognized standard for environmental management systems (EMS). It provides a framework that organizations can use to establish, implement, maintain, and continually improve their environmental performance.

SNA (NEN-4400) is a certification standard in the Netherlands for temporary employment agencies and their clients. It ensures compliance with labor laws, tax regulations and quality management systems. Certified agencies are listed in a public register, providing assurance of reliability and legality to clients.

NBBU is the Dutch Association of Intermediary and Temporary Employment Agencies. It represents staffing agencies in the Netherlands, ensuring they adhere to quality standards and comply with labor laws.

Certified member Federgon is a company in Belgium that meets the standards set by Federgon, the federation representing HR service providers. It signifies adherence to legal regulations, ethical business practices and quality service delivery in the HR services industry.

VCU "Veiligheid en Gezondheid Checklist Uitzendorganisaties" (Safety and Health Checklist for Temporary Employment Agencies). It's a certification system in Europe that focuses on ensuring that temporary employment agencies comply with safety and health regulations. This certification demonstrates that an organization has implemented effective safety and health management systems for its temporary workers.

VCA/SCC "Veiligheid, gezondheid en milieu Checklist Aannemers" (Safety, Health and Environmental Checklist Contractors). It's a certification system used in Europe, particularly in the Netherlands and Belgium (also Germany), for companies in high-risk industries like construction and petrochemicals.

➔ **VCA*/SCC*** indicates that a company has implemented basic safety measures and meets minimum requirements for safety, health and environmental protection. It's a fundamental level of certification within the VCA system.

➔ **VCA**/SCC**** indicates that a company has implemented a robust safety, health and environmental, demonstrating a high level of commitment to safety standards. The double asterisk (**) indicates the highest level of certification within the VCA system.



Disclosure statement

This document includes forward-looking statements which include statements regarding The Specialist Group's business strategy, carbon emissions, energy consumption, and other environmental targets, external ESG commitments, and workplace diversity goals as well as any other statements which are not historical facts. By their nature, forward-looking statements are subject to numerous factors, risks and uncertainties that could cause actual outcomes and results to be materially different from those projected. While The Specialist Group does not know what impact any such differences may have on its business, if there are such differences, its future results of operations and its financial condition could be materially adversely affected. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak to results only as of the initial publication date of this document.



Download appendix

European
Sustainability
Reporting
Standards (ESRS)



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