

# TrAxxion Non-financial Report 2025

After our first non-financial report 2024, this report is meant to provide updates

## 1. Who Are We?

We are a network of senior experts, driven by a shared purpose – **CREATING.IMPACT.TOGETHER** – dedicated to creating a tangible impact through our work for all stakeholders.



Our work is guided by three core values:

- **No-Nonsense:** Promote the use of practices and tools that are truly suited to the client's needs, while also delivering pragmatic and actionable advice.
- **Brutal Honesty:** Maintain transparency with clients and within the team. The goal is to tell clients what they need to hear, not just what they want to hear.
- **True Expertise:** Address real-world problems by engaging seasoned experts with proven experience in their fields. Our experts know and trust each other, fostering collaboration and efficiency.

Our services are structured around the key themes of **strategy & governance, digital transformation and sustainability**.

We serve a diverse range of clients, including small and medium-sized enterprises (SMEs), industrial players, and public institutions.

Our **commitment to responsible business practices** is underlined through our B Corp certification and our engagement within the B Corp community.



## 2. Purpose and approach

We are committed to supporting companies and organizations in their pursuit of long-term sustainable performance. Through tailored expert solutions, we address key areas such as sustainability, digital transformation, strategic development, and production planning. Our goal is to deliver tangible, high-impact results that contribute positively to the economic, social, and environmental dimensions of Luxembourg and the Greater Region.

As part of our ongoing commitment to responsible business practices, we have developed a strategic paper outlining how we approach sustainability across all dimensions of our organization. ([Sustainability Approach](#) at TrAxxion SA “Creating.Impact.Together”).

At TrAxxion, our mission is to create **positive impact by embedding sustainability at the core of our governance, company culture, and service offering**. We operate as a collaborative expert network driven by strong values.

Our operations are guided by transparent structures, participative governance, and clearly defined Key Performance Indicators (KPIs) to ensure accountability for our social and environmental actions. We offset 100% of our carbon emissions (Scopes 1, 2, and 3) and actively promote a low-carbon, efficient working model. We foster a culture of continuous learning, diversity, inclusion, and work-life balance. Through



training, team engagement, and transparent collaboration, we empower our experts to thrive and contribute meaningfully to our mission.

We are deeply rooted in our local community, supporting social and environmental initiatives through donations, volunteering, and ethical supplier relationships.

Finally, our impact advisory services help clients strengthen their governance, strategic focus, operational efficiency, and long-term performance by integrating sustainability into every step of their decision-making processes.

### 3. Frameworks

In shaping our sustainability strategy and reporting, we rely on recognized international frameworks to ensure relevance, impact, and comparability. Our approach is based on the following pillars:

- **Corporate Sustainability Reporting Directive (CSRD):** We follow the CSRD principles, applying a Double Materiality Assessment (DMA) to identify issues that are financially material and have significant environmental or social impact.
- **United Nations Sustainable Development Goals (SDGs):** The SDGs provide a global reference that helps us align our efforts with international development priorities, guiding our long-term vision and actions.
- **B Corp:** The B Corp framework serves as our preferred reference model for structuring our impact areas. Its comprehensive and action-oriented structure allows us to assess and improve our performance across five core dimensions: governance, workers, community, environment, and customers. This structure is reflected throughout our strategic approach and reporting.

By combining these frameworks, we ensure our **sustainability reporting is meaningful, actionable, and aligned with global standards and stakeholder expectations.**

#### a. Our Double Materiality Approach

As part of our alignment with the Corporate Sustainability Reporting Directive (CSRD), TrAxxion has conducted a Double Materiality Assessment (DMA) to identify sustainability topics that are most relevant both to our business success and to our environmental and societal impact. This exercise helps us prioritize issues that matter to our stakeholders and guide our sustainability strategy accordingly.

The details of our [DMA](#) can be found on our [webpage](#).

#### b. Our Contribution to the UN Sustainable Development Goals

At TrAxxion, we recognize the importance of aligning our activities with the United Nations Sustainable Development Goals (SDGs) to contribute meaningfully to global sustainability efforts. These goals serve as a universal framework to guide organizations in addressing the world's most pressing environmental, social, and economic challenges.

We have reviewed our internal operations, stakeholder interactions, and service offering to identify the SDGs where TrAxxion has the most significant positive impact. Based on this analysis, our core contributions relate to the following five goals:



- **SDG 4 – Quality Education:** We promote lifelong learning and knowledge sharing through internal training, expert-led workshops, keynotes, and sustainability-focused advisory services that help raise awareness and build capacity within organizations.
- **SDG 8 – Decent Work and Economic Growth:** Our 80-20 revenue-sharing model ensures fair economic value distribution to independent experts. We support ethical labor practices across our value chain and promote inclusive, equitable economic participation.
- **SDG 9 – Industry, Innovation and Infrastructure:** By helping organizations embed sustainability into their strategies and governance, we support innovation-driven transformation and the development of more resilient, future-oriented business models.
- **SDG 10 – Reduced Inequalities:** Through our inclusive governance, transparent remuneration, and support for supplier diversity, we work to reduce structural inequalities, especially across independent professionals and local partners.
- **SDG 13 – Climate Action:** We measure, reduce, and offset 100% of our greenhouse gas emissions (Scopes 1, 2, and 3), promote low-carbon practices among our stakeholders, and work with suppliers that meet high environmental standards.

#### 4. CO<sub>2</sub> Footprint and Emissions Management

TrAxxion maintains a firm commitment to environmental responsibility through transparent monitoring, reduction, and compensation of its carbon footprint.

Between 2022 and 2025, our greenhouse gas emissions demonstrated a significant decrease and subsequent stabilization:

- **2022:** 110,10 tCO<sub>2</sub>e
- **2023:** 67,35 tCO<sub>2</sub>e
- **2024:** 73,14 tCO<sub>2</sub>e
- **2025:** 81,35 tCO<sub>2</sub>e

Starting in 2023, TrAxxion launched a structured Sustainability Action Plan aimed at embedding environmental responsibility more deeply across all areas of operation. This plan introduced concrete measures such as the formalization of home office guidelines, expanded use of digital collaboration tools, stricter travel policies, and enhanced environmental criteria for supplier evaluation. These actions mark a deliberate shift toward an even leaner and more climate-conscious business model.

As a result, our operational emissions remain consistently below industry benchmarks for advisory services, (0.085 to CO<sub>2</sub>e per day) demonstrating that purposeful sustainability planning can go hand-in-hand with business efficiency.





In the past 3 years, we have compensated for the CO2 emissions through an organization we know and trust: Graine de Vie. (<https://grainedevie.org/en/home>)

For 2025, 1.000 trees have been planted on our behalf through this organization in verifiable projects.

## 5. Social Pillar

TrAxxion social strategy is anchored in two material topics identified through our double materiality assessment: S2 (Workers in the Value Chain) and S4 (Affected Communities). These areas reflect our commitment to fostering a positive, inclusive, and expert-driven corporate culture, while actively engaging with and supporting our broader stakeholder community.

Our business model is built around a network of highly skilled independent experts, who are central to our service quality, innovation, and credibility. This expert-centric approach is reinforced by a corporate culture that values transparency, open collaboration, and equitable value distribution.

Fostering a strong sense of community and well-being is a key priority. In 2025, we organized dedicated team-building and social activities, including “Neujahrskegeln”, hiking and our annual “Rentrée Barbecue” with partners.

For 2026, we plan to issue monthly newsletters for experts with general information, information about TrAxxion news such as new projects, new customers, expert and operational news. These newsletters will contribute to team cohesion, engagement, and a positive work environment. These efforts will continue to shape a resilient, purpose-driven organization that delivers value for our experts, clients, and the wider community.

TrAxxion maintains an equitable revenue-sharing approach, allocating 80% of mission revenues directly to the experts, while 20% is retained for operational needs. This transparent 80/20 split underscores our commitment to economic fairness and ensures that experts are directly rewarded for their contributions.

TrAxxion follows a range of social KPIs to track the diversity and inclusion.

Number of (active) experts in our network remains stable compared to last year:

- 21

Gender diversity (based on sold hours):

- 94% men, 6 % women

Average years of experience:

- 28 years (2024: 26,9 years)

Number of nationalities:

- 5 (LUX, BE, DE, NL, FR)

Average age:

- 49 years (2024: 50.18 years)

For 2026, we plan to have 3 of our experts participating to B Leader training programs for the new V2 B Corp standards. This initiative, delivered by B Lab, equips experts with advanced knowledge of the B Corp movement and sustainability frameworks, enabling them to guide organizations through the B Corp certification process and drive improvements in social and environmental performance.



## 6. Our Governance

TrAxxion governance model is rooted in **transparency, inclusivity, and continuous improvement**. The Board of Directors, currently composed of four partners in 2025, remains the highest decision-making body, while strategic and operational decisions are made with input from a broad group of stakeholders, including experts, suppliers, and clients.

In 2025, we undertook several important governance updates:

- **Memorandum of Understanding (MoU):** The MoU was reviewed and amended, further strengthening our Code of Ethics and commitment to a safe, respectful working environment.
- **Statutes Update:** In line with our B Corp ambitions, we began the process of updating our statutes to include a mission lock, embedding social and environmental responsibility at the core of our legal framework.
- **Diversity Charta:** In May we have formalized our commitment to diversity through the signature of the Luxembourg Diversity Charta at IMS.



Three main strategic projects defined our governance agenda in 2025:



- **B Corp Certification:** We reached our goal on 3d October 2025 to get the BCorp Certification.
- **Shareholder and Governance Model:** We initiated a strategic reflection on the future of TrAxxion shareholder and governance. After thorough discussions, we decided to open shareholder structure to our expert network. A new holding company named F10 S.A. has been founded on 25<sup>th</sup> September 2025, 7 TrAxxion Experts have taken over an equal number of shares of this holding who will acquire 100 % of TrAxxion SA in 2026.
- **Internal Communication Restructuring:** We completed a comprehensive overhaul of our internal communication systems, including the launch of a new intranet, improved Teams integration, and optimized file storage, enhancing collaboration and information flow.

Stakeholder engagement remains a cornerstone of our governance approach:

- **Stakeholder Meetings:** In 2025, we held three stakeholder meetings, bringing together three experts, one significant supplier and all four shareholders. Our goal for 2026 is to include a customer representative in at least one stakeholder meeting per year, ensuring that client perspectives are formally integrated into our strategic discussions.
- **Board Meetings:** The Board has been convened 3 times in 2025. Recognizing the need for efficiency, we have set a new target of four board meetings and one strategy retreat per year going forward.



Looking ahead, our top governance priorities for 2026 are:

- **Execute the new shareholder model** to broaden participation and align ownership with our expert-driven culture.
- **Structure external communication** to further increase our impact and visibility.
- **Develop the digital transformation business segment** as a strategic growth area.
- **Foster conscious expert development** through targeted training, knowledge exchange, and personal development initiatives.

Through these priority projects, TrAxxion continues to strengthen its governance framework, ensuring that our structure, processes, and culture support sustainable growth, stakeholder engagement, and positive impact.

## 7. Community

TrAxxion is deeply committed to creating positive impact within the communities where we operate, with a focus on local supplier partnerships, pro bono engagement, diversity, and inclusive practices.

We prioritize building strong, ethical, and sustainable relationships with our suppliers. Our goal is to maintain **more than 80% of our suppliers as local partners**, supporting the regional economy and reducing our environmental footprint. In 2025, we continued to meet this target, reinforcing our commitment to local value creation. We also track the payment terms of the different remunerations we pay to the experts, which are always under 30 days, even if the customers pay later.

To align our financial practices with our sustainability mission, we have moved our primary banking relationship to the B Corp-certified bank Banque de Luxembourg in 2025. This ensures that our financial partners share our values of transparency, ethical business, and positive community impact.



TrAxxion will continue to play an active role in the local and regional sustainability ecosystem by organizing and participating in events focused on B Corp principles. These events foster dialogue, knowledge sharing, and collaboration among businesses committed to sustainable and responsible practices.

As part of our ongoing commitment to community engagement and thought leadership, we have delivered **keynote speeches** and training on sustainability topics in 2025. Through these contributions, we seek to **inspire, educate, and drive positive changes** across our stakeholder network and the broader community.

Our experts regularly share their knowledge and promote sustainability best practices through keynote speeches at industry events and conferences. We also participate in MSVO and other forums to advocate for sustainable and ethical business practices.

TrAxxion supports local organizations through direct donations, including ongoing contributions to Vis-à-vis (Belgium) and other community initiatives. We involve employees and customers in the selection of donation recipients to ensure our giving reflects shared values and local priorities.

In 2025, our experts collectively contributed over **1,000 voluntary hours**. This commitment reflects our strong culture of social responsibility and local engagement. Our team's voluntary work includes participation in essential community services such as the fire brigade, as well as providing pro bono consulting to non-profit and underserved organizations.

To ensure ethical and sustainable business practices throughout our value chain, we maintain a rigorous **Supplier Codex**. All significant suppliers are required to adhere to this code, which is regularly checked. This process underlines our dedication to responsible sourcing, human rights, and high governance standards.

## 8. Clients

In 2025, TrAxxion served a diverse client portfolio, reflecting our commitment to supporting organizations of all sizes and sectors in their sustainability and transformation journeys.

Our clients are primarily based in Luxembourg, with a strong focus on supporting the local economy and ecosystem.

- By Organization Type: To be updated for 2025
  - **SMEs (60%)**: The majority of our projects were delivered to small and medium-sized enterprises (SMEs), representing the backbone of our client base.
  - **Large Enterprises (19%)**: We also provided services to several large organizations.
  - **Public Sector (21%)**: A portion of our engagements involved public sector entities, supporting their governance, digital, and sustainability initiatives.

While our core market remains Luxembourg, our expertise and services are accessible to organizations across the Greater Region.





- By country
  - **Luxembourg:** 80 % (2024: 78%)
  - **Belgium:** 12 % (2024: 16%)
  - **Germany, UK:** 8% (2024: 6%)

Our assignments in 2025 spanned a range of themes and services, including by theme

- **Governance & strategy:** 26% of our clients (2024: 44%)
- **Sustainability:** 26 % of our clients (2024: 25%)
- **Digital Transformation and Lean Management:** 48% of our clients (2024: 31%)

## 9. Conclusion

2025 was a great year. We successfully made a positive impact on many different stakeholders and customers. Our purpose remains **Creating.Impact.Together.**

