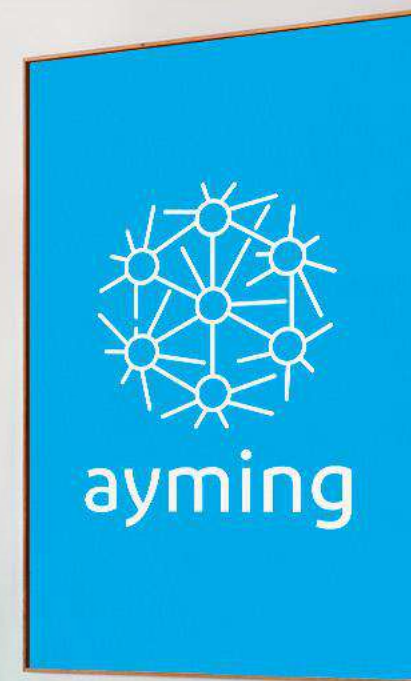




CSR Report 2025



Summary

- 1. Ayming Group**
- 2. Our CSR approach**
- 3. Our certifications and commitments**
- 4. Governance & Economy**
- 5. Climate & environment**
- 6. Social Impact**



Ayming Group



Our expertise

Innovation

Taxes

Human
Resources



3 client delivery solutions

Consulting - Managed Services - Software



Present **in 14 countries*** for a closer relationship with our customers and their ecosystems...



1600

Employees

25

Different nationalities

40

Years of expertise

€195M

2025 Group Revenue



... with a strong local presence **in France**

Our local teams support our clients in their development and transformation daily **by relying on our regional partners:**

scientific experts, accountants, law firms,
doctors, banking institutions...



We create **performance**

Our vision

We partner with companies to shape the future and to unlock lasting value.

Our mission

Translating complexity into opportunities and managing transformation for growth.

Our culture

We empower people to go further together



Our values



Team spirit



Pragmatism



Passion



**Open-
mindedness**



Creativity



Integrity



Our CSR approach



CSR Strategic Committee



Jean-François GROSS
Group General Secretary



Denis BLANC
CEO Group



Murielle HABRARD
Global HR Operations Director

- Defines the strategic directions and makes key decisions regarding CSR policy at the Group level.
- Supervises, in coordination with the CSR Operational Committee, the implementation of CSR actions and projects across all Group entities.
- Ensures regular communication of decisions and key CSR indicator results to shareholders and the Executive Committee.
- Ensures clear and consistent communication of CSR commitments to all employees and stakeholders of the Group.

Ethics and Compliance Committee

The Ethics and Compliance Committee plays a central role in the deployment of the Code of Conduct and the whistleblower system within the Ayming Group.

It ensures adherence to ethical principles and oversees the proper implementation of procedures across all entities of the Group.



Jean-François GROSS
Group General Secretary



Anne-Catherine CHARRON
Head of Procurement and Facility Management



Kristina SUMICHRASTOVA
Head of Czech Republic and Slovakia



Marie-Alice THIERRY PORTMANN
Group Human Resources Director



Ghizlaine LAFREM
Group General Counsel

CSR Steering Committee

France

The France CSR Steering Committee implements the actions and leads the projects approved by the CSR Strategic Committee.



Barbara MOISY
Group Procurement & CSR Manager



Manal SAY
Group CSR Manager



Anne-Catherine CHARRON
Head of Procurement and Facility Management



Gwenola ALLARD
Monitoring manager



Valentin BATTENDIER
Financial controller



Alix ROULLET
HR Development Manager



Cindy MAIRE
HR Director France



Habib ABDOURAHMANE
OPS Security engineer

CSR Steering Committee - Global

The Global CSR Steering Committee implements the actions and leads the projects approved by the CSR Strategic Committee for all 12 Ayming entities.



Barbara MOISY
Group Procurement & CSR Manager



Manal SAY
Group CSR Manager



Nuria ALVAREZ
Finance



Sojan POUR
Office Manager



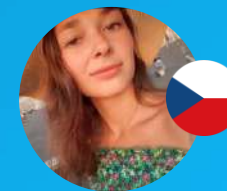
Sara EZZOUHRI
Human Ressources



Victoria FIGUS
Office Manager



Enia VENANCIO
Office Manager



Lucie VEČERKOVA
Consultant



Lauren FORTNER
R&D



Linda KUBINOVÁ
Office Manager



Stephanie MANDELINGS
Office Manager



Mateusz ŁAPIŃSKI
Marketing



Anne RASPER
Executive Assistant



Our CSR policy



We focus first on reducing our negative impacts before considering offsetting measures, with the ambition to reconcile business performance with environmental protection.

Act positively on our impacts



Ambition declined in 3 axes

- **Governance & economy:** Ensure responsible governance and ethical business conduct
- **Climate & environment:** Commit to protecting the environment and climate
- **Social impact:** Strengthen our positive social impact



Key indicators of our **CSR approach**

A collective and exciting initiative, promoting the active collaboration of the Aymers to act together and jointly contribute to our progress

- Collaborative management
- A short, medium and long-term vision
- Track our progress based on **2 main indicators**:

2025 Aymers
Engagement Rate

3.3/4

2025 target:
2.8/4

2025 Carbon Footprint
per Aymer (FTE)

3.9 tCO₂e

2025 target:
3.9 tCO₂e/Aymer



CSR Onboarding

New Aymers take part in CSR onboarding sessions throughout the year to gain an understanding of the Group's commitments, embed our CSR ambitions into their day-to-day work, and identify how they can contribute to our sustainability objectives.

The onboarding programme covers:

- Our decarbonization strategy and the levers for individual and collective action
- Commuting and business travel
- Responsible consumption and sustainable food habits
- Eco-friendly practices, waste sorting and recycling
- Ethics and social responsibility, including anti-corruption, data protection, harassment prevention, inclusion, gender equality and disability awareness



Reference documents:

- Ayming Ethics Charter
- Ayming Code of Conduct
- Supplier Ethics Charter



In 2025, all new Aymers in France completed a CSR onboarding and awareness programme.

From 2026 onwards, the programme will be progressively rolled out across all of our international subsidiaries.

Our approach to responsible Artificial Intelligence

Ayming integrates artificial intelligence into its activities through a formal AI policy approved by the Executive Committee.

Human oversight

All AI-generated content is reviewed and validated by an Ayming employee..

Transparency

Any use of AI in client assignments is clearly disclosed to the client.

Traceability

Each use of AI is recorded and auditable to ensure transparency and accountability.

Data Protection

Ayming implements robust security measures to protect client data against unauthorized access, disclosure or destruction.

Social responsibility and ethics

- Raising employee awareness of the ethical implications of AI
- Promoting diversity and inclusion in the use of AI by preventing discriminatory bias

Environmental responsibility

- Assessing and monitoring the carbon footprint of AI use*

*The calculation methodology and related results may evolve, as this field is still being standardized.

Some key dates





2026 Goals:



Strengthen our international CSR approach

.....

Reduce our carbon footprint by at least 40% by 2035

.....

Maintain **external recognition** through leading CSR certifications and assessments

.....

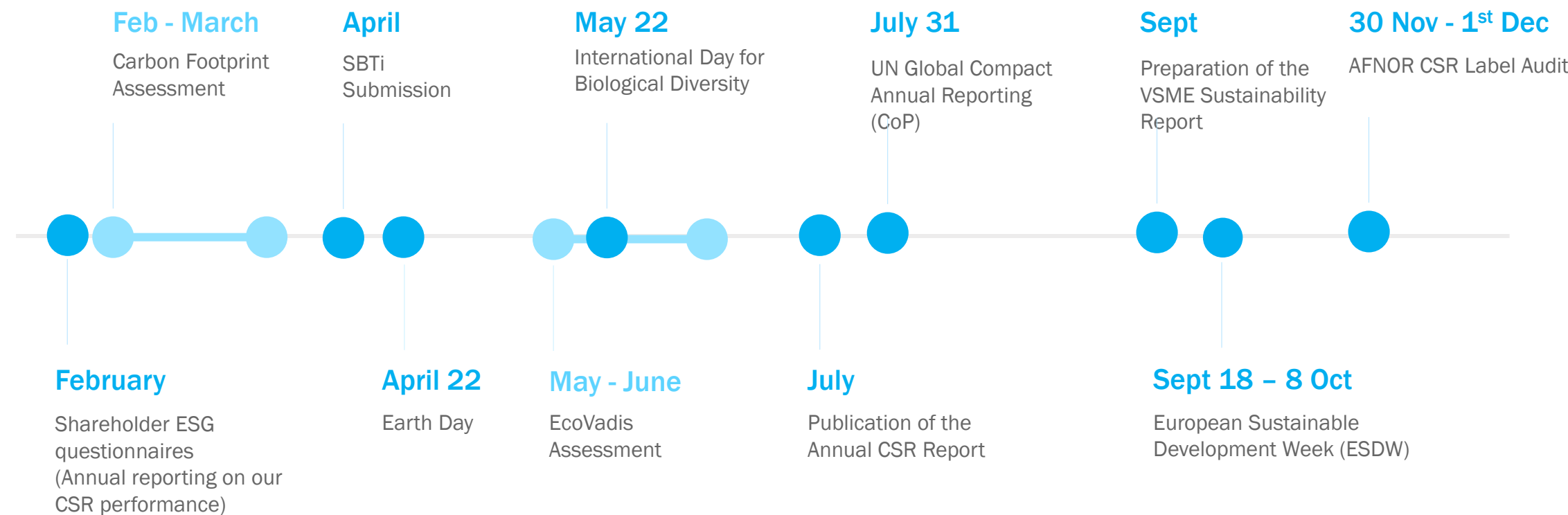
Empower Aymers to reduce our environmental impacts and strengthen our positive social impact



2026 CSR Roadmap



Our CSR roadmap is driven by a series of key milestones and strategic initiatives throughout the year.



Our certifications and commitments



Our External Commitments and CSR Assessments

Our external commitments and independent assessments provide a robust framework for structuring, measuring and continuously improving our CSR performance.

They also demonstrate our commitment to transparency and support constructive dialogue with our employees, clients, shareholders and other stakeholders.

Global Compact

Ayming has been a participant in the United Nations Global Compact since 2010. Each year, we renew our commitment and report on the progress made in implementing the Ten Principles through our Communication on Progress (CoP).



2026 PARTICIPANT

Our company is committed to upholding the Ten Principles of the **United Nations Global Compact**. Please refer to our **Communication on Progress**.

Label Committed CSR

The Ayming Group has been awarded the AFNOR Committed to CSR Label at the Exemplary level. Based on ISO 26000, the label assesses the maturity of our CSR approach across 55 criteria covering the seven core subjects of social responsibility.



EcoVadis

In 2025, Ayming was awarded the EcoVadis Bronze Medal with a score of 69/100, placing the Group among the top 35% of companies assessed worldwide.

The EcoVadis assessment evaluates the maturity of our sustainability management system across four key themes: Environment, Labour & Human Rights, Ethics and Sustainable Procurement.



Our certifications



ISO 9001



ISO 27001



MCQ



Great Place to Work 2025



Great Place to Work 2023-2024



Alcanzia certificate



Qualiopi



Consult membership in France



ACI membership



Great Place to Work 2025-2026



ISO 9001



ISO 14001



SYNCOST membership



Fortune Best Workplaces in Texas™ 2026



Great Mogul Employee Benefits 2025



Società Benefit



Governance & Economy



Our ambitions

1

Measure and manage
Ayming Group's performance
transparently and
responsibly

2

Strengthen our contribution
to public policies and client
commitments

3

Transform our practices and
support our clients' innovation
journeys by promoting
sustainable solutions and
shared progress

4

Set the standard for ethical
business conduct and
ensure compliance with
professional ethics across
our value chain

5

Raise awareness among
Aymers of ethical business
practices and compliance
standards

6

Require all strategic
suppliers to sign our Ethics
Charter



Ethics

Strengthening our responsibility towards public authorities and clients

Ethics in Aymers' daily work

- Raising awareness among all Aymers of ethical business practices, including labour standards, social responsibility, compliance, environmental performance, business integrity and ethics requirements.
- Dedicated Ayming Academy module to be completed by each employee.

Ethics through our suppliers

- Signature of the Supplier Ethics Charter by all strategic suppliers and service providers, covering human rights, labour standards, environmental protection and anti-corruption.
- Ethics and compliance criteria integrated into the selection of new service providers.



Reference documents:

- Ayming's Ethics Charter
- Ayming Code of Conduct
- Supplier Ethics Charter

Integrity and transparency

We are committed to raising awareness and training employees in the consistent application of the Code of Conduct, in line with our values of integrity, honesty, exemplary conduct and impartiality.

Our policies and procedures support the prevention of fraud, corruption and conflicts of interest, and govern relationships with third parties whose practices may be incompatible with our ethical principles.

As part of our commitment to the United Nations Global Compact, we also expect our suppliers and subcontractors to uphold the following fundamental principles:

- Respect for human rights and labour standards
- Environmental protection
- Anti-corruption



Reference documents:

Ayming's Ethics Charter - Supplier Ethics Charter - Code of Conduct - Ayming's Whistleblowing System - Letter of Commitment to the Global Compact and Annual Communication on Progress (COP)

Ayming is committed to promoting ethical business conduct, preventing all forms of corruption and raising employee awareness through internal procedures and dedicated training.

ethical or
corruption-related
incidents reported
across the Group

0

In 2025



Reference documents:

- Ayming Ethics Charter
- Ayming Code of Conduct
- Supplier Ethics Charter

Anti-corruption

Key measures implemented:

- Code of Conduct defining expected behaviours in relationships with clients, suppliers, subcontractors and partners.
- Integration of transparency, anti-corruption and anti-money laundering requirements into supplier and subcontractor relationships.
- Formalized contracting process with controls throughout the contractual relationship.

Training offered by Ayming Academy

- Anti-Bribery and Corruption (ABAC)
- Ayming Anti-Money Laundering and Financial Crime
- Prevention of corruption – Sapin II Law
- Business Ethics

Responsible Purchasing

At Ayming, we believe that every purchasing decision has an impact.

In response to environmental, social and economic challenges, we continuously strengthen our responsible procurement approach, recognizing that sustainable performance starts with the choices we make.

We are committed to conducting business with integrity and ensuring that ethical, social and environmental standards are upheld throughout our value chain.



Reference documents:

- Ayming Ethics Charter
- Ayming Code of Conduct
- Supplier Ethics Charter



Create an international CSR supplier database

- Develop an internal culture of responsible procurement by integrating ESG criteria into purchasing decisions.
- Engage our suppliers through our Supplier Ethics Charter, promoting respect for human rights, labour standards, environmental protection and business ethics.
- Assess suppliers' CSR maturity through dedicated questionnaires and compliance reviews.
- Raise employee awareness of the importance of responsible procurement through dedicated training and communication initiatives.



Information systems security is a critical priority for Ayming, ensuring the protection, resilience and reliability of our digital environment.

15 penetration tests
performed in 2025

0

major or critical
vulnerabilities
detected



Reference documents:

- Information Systems Security Policy
- Charter for the use of computer resources

Information Systems Security

Ayming continuously strengthens its security framework to:

- Meet our clients' high expectations of protecting their confidential and personal data
- Ensure compliance with laws and regulations dealing with data security
- Ensure the availability and reliability of our digital solutions for our clients
- Anticipate cyber risks by applying the recommendations of the competent national authorities
- Maintain the security level of our information system
- Protect confidential, personal and business-critical data
- Secure access to information systems and digital tools
- Ensure the availability and reliability of our IT infrastructure and client-facing solutions
- Anticipate and mitigate cyber risks
- Comply with applicable data security regulations
- Protect employee, client and partner data.

Ayming's security framework is based on clear policies, documented procedures and regular controls, structured around three core principles: **confidentiality, integrity and availability**.

Climate & environment



Our ambitions

1

Achieve a near-term emissions reduction target aligned with the Paris Agreement and the Science Based Targets initiative (SBTi), with the ambition of reducing our GHG emissions by at least **40% by 2035**.

2

Update our carbon footprint annually to monitor progress, refine our Climate Action Plan and align our trajectory with the **Science Based Targets initiative (SBTi)**.

3

Reduce our carbon footprint per Aymer and continuously improve the carbon efficiency of our activities.

4

Support Aymers, clients and partners in their transition by helping them reduce their GHG emissions and accelerate the adoption of sustainable practices.

5

Promote a responsible procurement strategy that supports the circular economy, local sourcing and sustainable purchasing.

6

Travel only when it creates value, in line with our Responsible Business Travel Policy.

7

Raise awareness among Aymers of climate-related challenges and encourage the adoption of sustainable everyday practices.



5,848 tCO₂e

Total GHG Emissions

30 kg CO₂e / k€ revenue

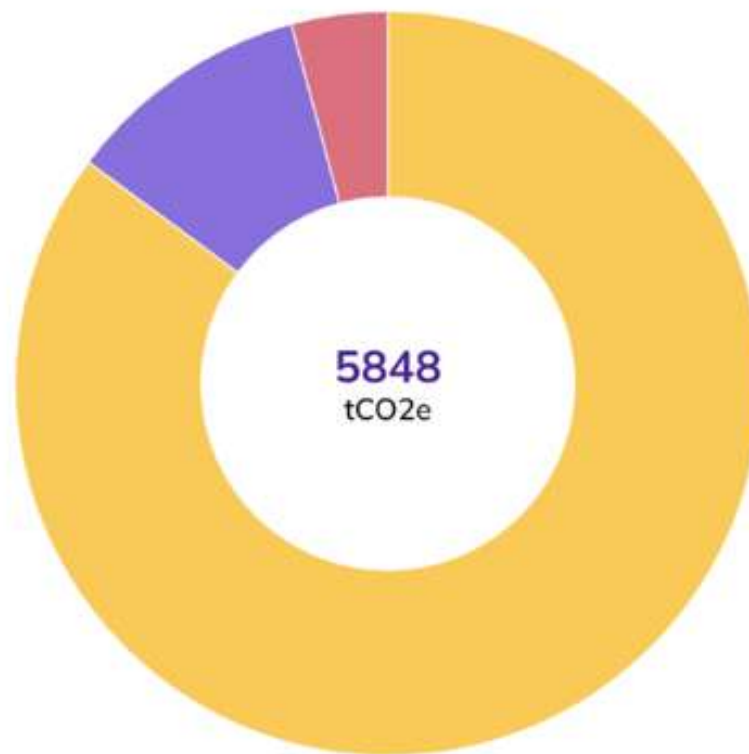
Carbon intensity per €1,000 of revenue

3.9 kg CO₂e / employee

Carbon footprint per employee



2025 Ayming Group Carbon Footprint



- Scope 3 Other indirect GHG emissions
- Scope 1 Direct GHG emissions
- Scope 2 Indirect emissions from purchased energy

Methodology

GHG Protocol (market-based approach)

Scope

Full GHG inventory (Scopes 1, 2 and 3)

Exclusions

None

Carbon footprint verified by





2025 Ayming Group Carbon Footprint

	2023	2024	2025
Scope 1	651 tCO2e	649 tCO2e	625 tCO2e
Scope 2	161 tCO2e	227 tCO2e	244 tCO2e
Scope 3	5,537 tCO2e	5,290 tCO2e	4,979 tCO2e
TOTAL	6,349 tCO2e	6 167 tCO2e	5 848 tCO2e
Carbon Intensity per €1,000 of Revenue	38 kg CO2e / kg AC	33 kg CO2e / kg AC	30 kg CO2e / kg AC
Carbon Footprint per Employee (FTE)	5.2 tCO2e / employee	4.7 tCO2e / employee	3.9 tCO2e / employee

Our reduction in carbon emissions is driven by a range of initiatives aligned with our climate ambitions, including:

- Employee awareness and training on environmental sustainability
- A Responsible Business Travel Policy:
 - Prioritize train travel
 - Travelling only when it creates value or is operationally necessary
- Progressive electrification of our vehicle fleet





Evolution of Ayming Group's Carbon Footprint

Scopes	2023	2024	2025
Scope 1	651 tCO2e	649 tCO2e	625 tCO2e
Scope 2 (Market-based)	161 tCO2e	227 tCO2e	244 tCO2e
Scope 3	5,537 tCO2e	5,290 tCO2e	4,979 tCO2e
Total GHG emissions	6,349 tCO2e	6,167 tCO2e	5,848 tCO2e
Annual reduction target: -4.2%		-3%	-5.2%

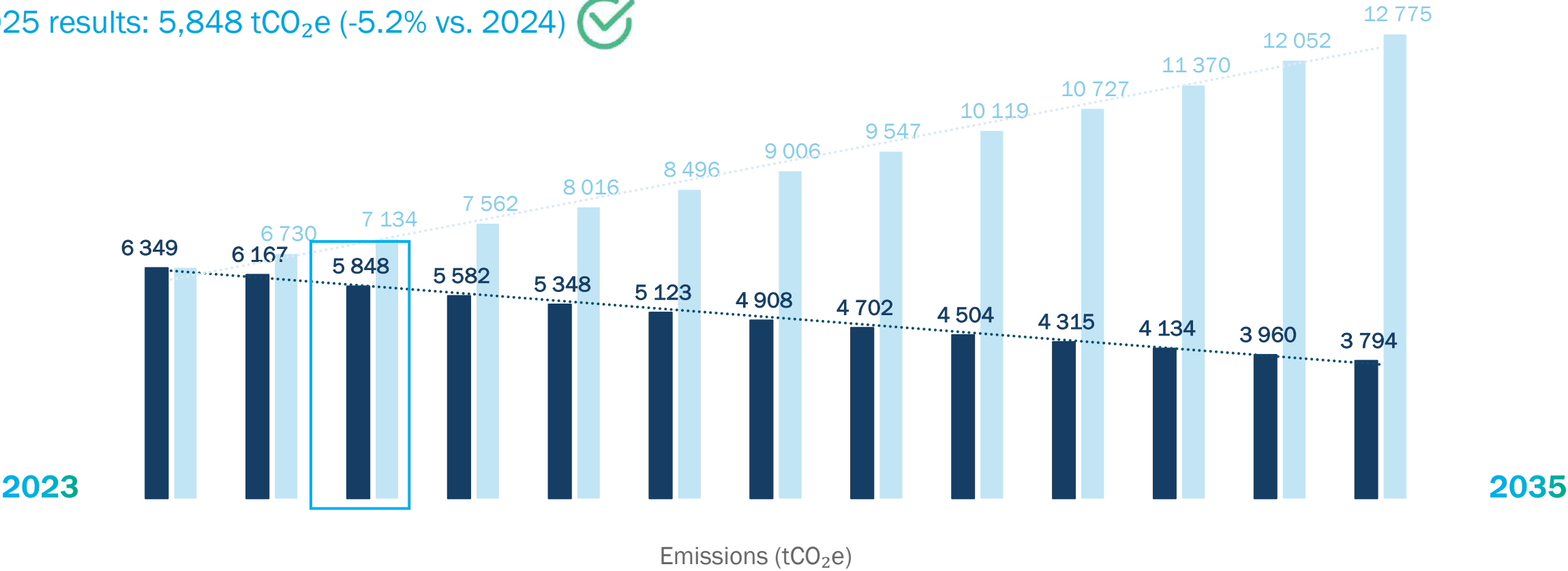
Scope 1 & 2 - Absolute GHG emissions	812 tCO2e	877 tCO2e	869 tCO2e
Target annual absolute reduction: -4.2%		8%	-0.9%
Scope 3 - Absolute GHG emissions	5,537 tCO2e	5,290 tCO2e	4,979 tCO2e
Target annual absolute reduction: -2.5%		-4%	-5.9%

Ayming's Decarbonization Trajectory (tCO₂e)

Target: Average annual reduction of **4.2%**

The target reduction is 70% when projecting the Group's expected economic growth (3,795 / 12,775), or 40% in absolute terms.
Ayming's growth enables us to amplify the positive impact of our decarbonization across a broader share of the market.

2025 results: 5,848 tCO₂e (-5.2% vs. 2024) 





Our SBTi commitment



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Ayming is committed to the Science Based Targets initiative (SBTi).

This commitment reflects our conviction that the transition to a low-carbon economy is both a shared responsibility and a strategic opportunity.

As a consulting firm, we leverage our expertise to integrate climate considerations into our own operations while supporting our clients in accelerating their sustainability transition.





Our actions

Training



Embedding Ayming's climate ambitions across our workforce is key to achieving our decarbonization pathway.

All employees have access to digital sustainability training through Ayming Academy.



Responsible behaviours



Use resources responsibly and avoid unnecessary waste.

Encourage everyday actions that reduce our environmental impact.

Ayming promotes responsible consumption by raising employee awareness of simple yet impactful everyday actions.

Company fleet



Ayming is progressively transitioning its company fleet through:

- Progressively replacing company vehicles with electric vehicles.
- Offering a mobility allowance as an alternative to a company vehicle.

Mobility



As business travel represents one of the main sources of our environmental impact, Ayming has implemented measures to reduce travel-related emissions, including:

- Promoting public transport, carpooling and active mobility (IK Vélo scheme)
- Giving priority to rail travel whenever possible, particularly for long-distance journeys.
- Reducing air travel through fewer and better-planned business trips.
- Installing electric vehicle charging stations at company sites.
- Promoting remote and hybrid working.

Building environmental awareness

We help our employees better understand environmental and sustainability challenges, empowering them to take action both individually and collectively.



Partnership with AXA Climate on biodiversity

As part of our environmental awareness programme, Ayming organized, in partnership with AXA Climate, two webinars dedicated to biodiversity.

Led by environmental and climate expert Antoine Pointcarré, these sessions enabled employees to:

- Understand the fundamentals of biodiversity, including genetic, species and ecosystem diversity.
- Identify the key risks associated with biodiversity loss.
- Identify practical levers for action, both at the organizational and individual levels.

Greenwashing

Ayming also organized awareness webinars on greenwashing and invited employees to complete a dedicated learning module through Ayming Academy.

The countries that trained the highest number of Aymers were recognized during an awards ceremony and were given the opportunity to donate to a charity of their choice, supporting causes such as homelessness, cancer research, seriously ill children and wildlife protection.

2025 Highlights

29%

Electric company vehicles
and mobility allowance

242,813 km

Distance cycled by
Aymers

55 tCO₂e

GHG emissions from
meals and
accommodation

-10%

Reduction in GHG
emissions from meals
and accommodation
between 2024 and 2025

-3.4%

Reduction in GHG
emissions from our
premises between 2024
and 2025

73%

of Aymers consider
themselves fairly or highly
aware of climate issues



Our local actions for a global commitment

Ayming's teams are committed to initiatives related to CSR at their level, taking into account local specificities. The examples presented here illustrate, without claiming to be exhaustive, some concrete actions implemented to contribute to environmental issues.



100% renewable electricity certification



Mobility allowance encouraging low-carbon commuting



Continued support for cycling through a sustainable mobility scheme



AI-powered optimization of building energy consumption



Plastic-free office through the elimination of plastic bottles and the use of filtered water



Reusable tableware to reduce single-use waste



Exclusive use of recycled paper for sanitary products



Reusable water bottles provided to reduce single-use plastics



Carbon footprint tracking for business travel and digital activities using TravelPerk and Karma Metrix



Reducing transport emissions through order consolidation



Implementation of waste sorting and recycling



Business travel policy prioritizing low-carbon alternatives to air travel



Social impact



Our ambitions

1

Cultivate the well-being, fulfilment and engagement of all employees, regularly measured through our **“How Do You Feel?”** surveys and translated into monitoring and action plans.

2

Build a professional environment where every employee benefits from equal opportunities in recruitment, training, career development and progression, while actively preventing discrimination and promoting cultural, ethnic and social diversity.

3

Strengthen each employee’s skills, potential and employability by offering tailored development paths through Ayming Academy, enabling everyone to learn at their own pace and according to their specific needs.

4

Strengthen Ayming’s contribution to external communities and wider society.



Remote work

Ayming promotes a balanced work model that combines the flexibility of remote work with the benefits of in-person collaboration. This approach fosters autonomy, engagement and effective teamwork while maintaining strong managerial support and social cohesion.

To meet employees' expectations, Ayming introduced a new remote work policy in 2021 based on flexibility, accountability and individual needs.



Remote work allowance

available in some countries.



Flexible remote work arrangements

Flexible remote work arrangements available from the first day of employment, agreed with managers and adapted to individual and business needs.



Quality of Life at Work

Employee well-being is a key driver of sustainable performance. Ayming is committed to creating a healthy, inclusive and supportive work environment that benefits both employees and clients.

Our Care Plan: Taking Care of Yourself and Others

Our Care Plan brings together initiatives that promote listening, prevention and awareness to foster a healthy, respectful and ethical workplace.

Key initiatives include:

- Prevention of psychosocial risks and promotion of mental well-being.
- Training for employees and managers through Ayming Academy (stress management, time management, coaching and well-being).
- Inclusive recruitment practices supported by disability policies, awareness campaigns and dedicated manager workshops.
- Employee support services, including psychological assistance, occupational health services and complementary health insurance.
- Well-being initiatives throughout the year, including Quality of Life at Work Week, osteopathy sessions and Healthy Living programmes.

Well-being and commitment

Being a responsible company where business performance and social impact go hand in hand.



Employee engagement

In addition to local surveys conducted in some countries, Ayming has implemented the "How Do You Feel ?" survey to regularly measure employee engagement and well-being, helping identify priorities and define targeted action plans.

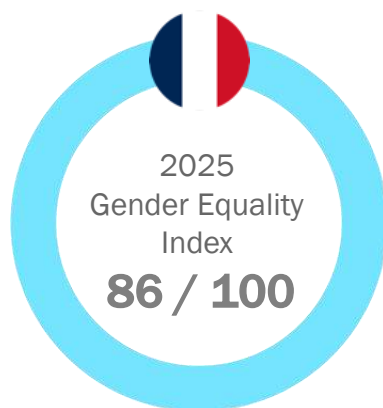
The survey covers key topics including well-being, engagement, work-life balance and strategic transformation. Results are analyzed at Business Line, Country and Corporate Department levels to support tailored improvement initiatives.

Building a strong Ayming culture

- Regular team events, including breakfasts, after-work gatherings, team-building activities and talks with external speakers.
- Dedicated team budget of €150 per employee in France (2025) to foster collaboration and team cohesion.

Gender Equality

- At Ayming, we believe that performance is closely linked to gender equality. We are committed to ensuring equal opportunities for women and men across the employee lifecycle.
- In France, Ayming calculates the annual Gender Equality Index in accordance with applicable regulations.



Reference documents:

- Agreement on professional equality between women and men
- Parenting Charter



Our gender equality policy is structured around six key areas:

- Recruitment and gender representation across roles
- Career development, equal opportunities and work-life balance
- Equal pay, supported by remuneration reviews, a dedicated gender pay equity budget and salary protection upon return from maternity leave
- Professional training and mentoring
- Parenthood support, including dedicated interviews, childcare solutions and healthcare benefits
- Awareness and communication, including manager training and actions to prevent sexual harassment and sexism

Professional development "High Five"

Give Aymers the opportunity to shape their own career path according to their role, level of expertise and professional aspirations.



Reference documents:

- Talent Agreement - Professional Passport

Training, mobility, mentoring, career development and entrepreneurship: Ayming supports employees throughout their professional journey.

We have created five programmes to help Aymers grow and thrive throughout their career:



Training

Shape your own career path according to your role, level of expertise and professional aspirations through Ayming Academy.



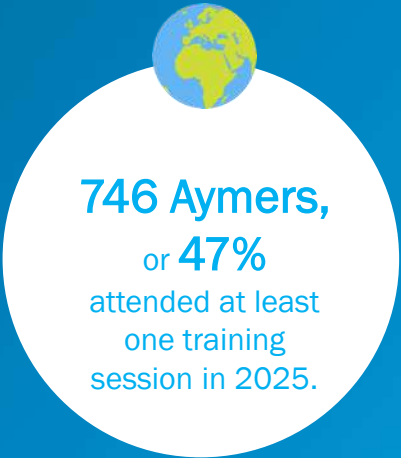
Reference documents:
● Talent Agreement - Professional Passport

Train and raise awareness

Ayming Academy supports skills development and career growth through technical training, learning programmes and personalised coaching.

At the same time, Ayming aims to strengthen its CSR culture by raising awareness among employees of social and environmental challenges.

100% of employees have access to the Ayming Academy training platform



Training

1. Artificial Intelligence:

- 14 sessions
- 274 Aymers trained

2. Management Fundamentals:

- 2 sessions
- 20 managers trained

3. Mental Health First Aid:

- 2 sessions
- 23 Aymers trained

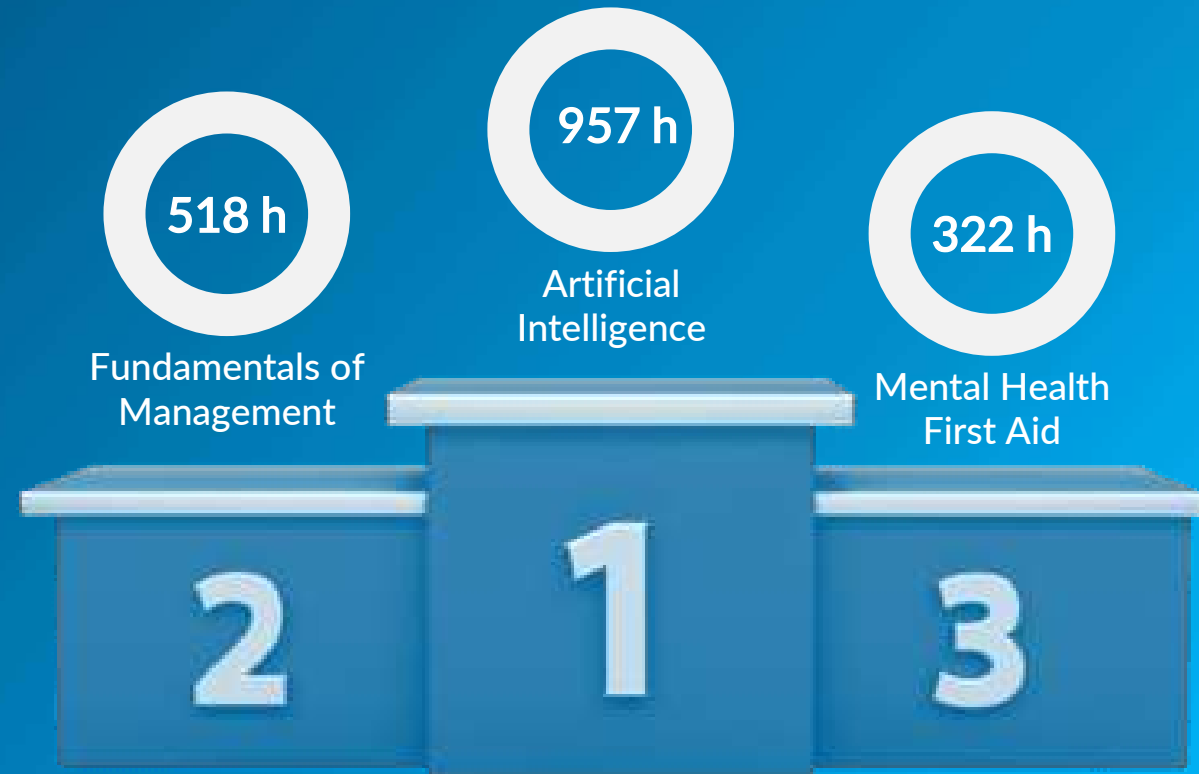


Reference documents:

- Talent Agreement - Professional Passport

Training and awareness

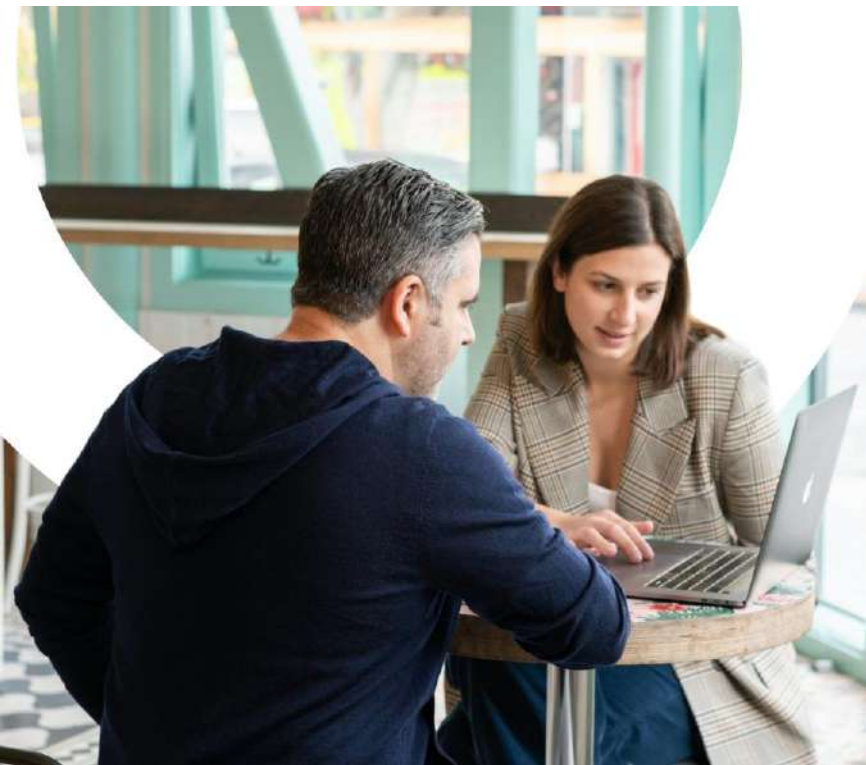
Top 3 training courses



Engaging in sustainable transformation (278 hours)
Effective and adaptive decision-making (245 hours)

Awareness and training on CSR issues

We help employees better understand social and environmental challenges, empowering them to take action both individually and collectively.



Mobilize the Aymers around key CSR events

From September to December 2025, Ayming deployed a Group-wide CSR action calendar to raise awareness of key topics including sustainable development, health, disability and inclusion. The programme combined webinars, internal challenges, training content and solidarity initiatives to make CSR topics more concrete, accessible and engaging for all Aymers.

The programme helped to:

- mobilize teams around awareness campaigns such as Pink October, Movember and the European Disability Employment Week
- encourage collective engagement through CSR challenges linked to charitable causes selected by winning employees
- recognize the most impactful initiatives during a CSR Awards ceremony.



Butterfly Program

Early Careers

Build a strong pipeline of future talent while enhancing the employability of young professionals.

Ayming strengthens its partnerships with schools and universities to attract, develop and support emerging talent through the Butterfly Program.

- Strengthen partnerships with schools and universities
- Build and support a community of interns and work-study students



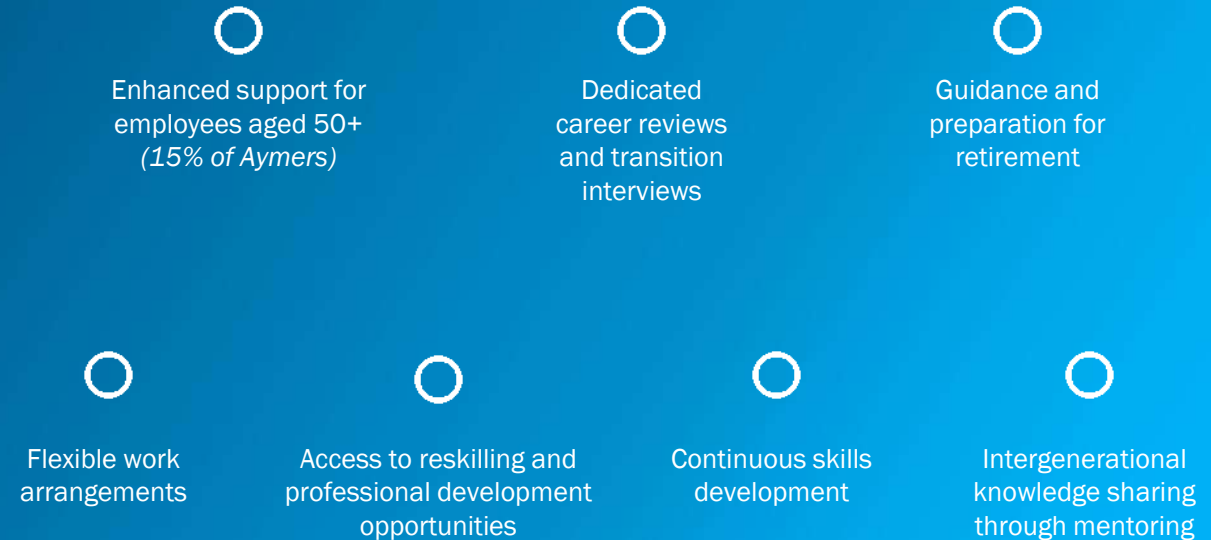
Reference documents:

- Talent Agreement - Professional Passport

Experienced Talent & Late-Career Support

Recognizing experience and supporting employees at every stage of their professional journey.

Ayming values experienced professionals and supports their long-term career development through dedicated initiatives under the Butterfly Program.



Reference documents:

- Talent Agreement
- HR Policy: Support for the transition to the end of career

Health and Safety

Work by minimizing risks, protecting health and ensuring the safety of our employees

The physical and mental health, as well as the safety of our employees are at the heart of our operations:

- Dedicated safety training in the Ayming Academy
- Annual program for the prevention of occupational risks and the improvement of working conditions, presenting the planned actions in terms of prevention of psychosocial risks and improvement of working conditions
- In 2025, an assessment of occupational risks was carried out in Belgium, France, Poland, Italy, Spain, UK, Portugal
- Security incident management procedure explained to employees
- Information systems security policy, Charter for the use of IT resources, GDPR compliance, training for all employees
- Compulsory mutual insurance and life insurance; supplementary health insurance plan offered



Reference documents:

- Company collective agreement relating to quality of life at work
- Annual program for the prevention of occupational risks and the improvement of working conditions
- Prevention of psychosocial risks
- Prevention of harassment and sexist behavior

Disability

Create a favorable climate for evolution and develop the employability of employees with disabilities.

Objective: to promote the inclusion of employees with disabilities through attentive recruitment, sustainable integration, and an adapted work environment.

- Implementation of the Disability Policy
- Recurring organization of the Employment Week for People with Disabilities, raising awareness among all Ayming employees on issues related to the topic
- Formation of Aymers as part of the Ayming Academy, thanks to the "building block" on diversity and inclusion
- In 2025, Ayming France will reverse 10% of its professional tax to LADAPT and Auxilia, two associations committed to the integration and support of people with disabilities.
- In 2025, Ayming Spain continues its support for the professional inclusion of young people with intellectual disabilities, by funding an employment training program developed by the Prodis Foundation.



Reference documents:

- Ayming Disability Approach
- Talents Agreement
- Annual program for the prevention of occupational risks and the improvement of working conditions

Quality of Life and Working Conditions Week

- High Five webinar series
- OMIND Mental Health Conference (106 participants)
- Disability Conference with Mathilde Cabanis (7 participants)
- Work-Life Balance & Sleep Conference (51 participants)
- 37 employees attended seated massage sessions
- 12 employees participated in group wellness classes

European Disability Employment Week

- Webinar « Dys Disorders in Adults »
- Webinar: Dys Disorders in Adults
- Webinar: How to Better Support Caregivers
- Webinar: Talking About It Is Already Taking Action
- Two new digital learning modules:

"Together, let's build an inclusive workplace for everyone"
Raising awareness of discrimination and inclusion.

"Best practices for building an inclusive workplace"
Preventing discrimination in recruitment for recruiters and managers.



Reference documents:

- Company collective agreement relating to quality of life at work
- Annual program for the prevention of occupational risks and the improvement of working conditions
- Prevention of psychosocial risks
- Prevention of harassment and sexist behavior
- Ayming Disability Approach

"Taking care of yourself and others"



Compensation & Benefits

Our compensation policy is designed to enhance employees' purchasing power, share the value created by the company and recognize individual performance and career progression.



- Reference documents:
- Agreements relating to the compulsory annual negotiation
 - PayPlans annual

Sharing value by rewarding our people

An overview of the benefits provided through Ayming's compensation and benefits policy.



The Happily platform provides reimbursement for medical expenses, leisure activities, children's education costs and a wide range of employee benefits.



100% employer-funded health insurance, long-term disability and critical illness coverage.



Additional paid leave and supplementary pension savings.



Employee profit-sharing plan



A dedicated annual budget supports employee salary increases.



Individual performance bonuses, variable compensation and a teleworking allowance.

Absenteeism

Absenteeism can be an indicator of employee health and well-being, and may also signal risks of disengagement.



Policies, measures and actions to avoid absences:

- Psychological support services
- Reimbursement of alternative medicine expenses through the health insurance plan
- Continued deployment of the “How Are You Feeling?” surveys
- Access to psychological support when needed Training sessions, webinars and workshops on quality of life at work, health and safety

4.9%
Overall absenteeism rate

3.2%
2025 Absenteeism rate
due to sickness

1.7%
Absenteeism due to family-
related and other causes

Some figures in 2025

98%

Employees report being satisfied with their relationship with their manager

30 - 50 years

60% of Aymers are between 30 and 50 years old.

20%

20% of new hires are under 25.

6.5 years

Average employee tenure

54% - 46%

of women

of men

33%

Women at the executive leadership level



Our local actions for a global commitment

Our employees' social and community engagement reflects Ayming's commitment to creating a positive local impact. By recognizing and promoting these initiatives, we encourage employees to share their experiences and inspire others across the Group. Below are examples of local initiatives carried out in 2025.



Partnership with Wellhub to promote employees' physical and mental well-being.



Charity campaign supporting children's education and equal opportunities.



Recognized among the Top Employee Benefits programs in 2025 for its attractive and engaging HR policy.



Employee engagement through solidarity initiatives such as Odyssée, Lend Me Your Wings and Proxity.



Health, sports and sustainable mobility initiatives supporting employee well-being.



Psychological support services for employees facing personal or professional challenges.



Supporting innovative start-ups through a responsible innovation programme.



Measures to preserve pay equity following parental leave.



Promoting women in STEM through an employee interview campaign.



Initiatives promoting social inclusion and supporting employees returning from maternity leave.



Participation in the Poland Business Run to support people with illnesses and disabilities.



Annual inclusion and diversity training for all employees.





ayming

PLUS ENSEMBLE

