



SUSTAINABILITY STATEMENT



EXTRACT FROM THE UNIVERSAL
REGISTRATION DOCUMENT

2025



4. 2025 SUSTAINABILITY STATEMENT

4.1 GENERAL INFORMATION [ESRS 2]	63	4.4 INFORMATION ON BUSINESS CONDUCT	120
4.1.1 Methodology note	63	4.4.1 Impacts, risks and opportunities associated with business conduct [ESRS G1]	120
4.1.2 Sustainability governance	64	4.4.2 Business conduct [ESRS G1]	120
4.1.3 Presentation of Aubay's activities and strategy	68	4.5 INFORMATION ON OUR SECTORAL SUSTAINABILITY CHALLENGES	123
4.1.4 Significant impacts, risks and opportunities and their connection with the business model and strategy	73	4.5.1 Impacts, risks and opportunities related to our sustainability issues in each sector	123
4.1.5 Impact, risk and opportunity management and double materiality assessment	80	4.5.2 Innovation	123
4.1.6 Policies and action plans to manage material sustainability challenges	82	4.5.3 Sponsorship	124
4.2 ENVIRONMENTAL INFORMATION	84	4.5.4 Cybersecurity	127
4.2.1 European taxonomy	84	4.6 SUSTAINABILITY INFORMATION CERTIFICATION REPORT	128
4.2.2 Climate change [ESRS E1]	88	4.7 APPENDICES	131
4.2.3 Circular economy [ESRS E5]	97	4.7.1 Tables relating to the European Taxonomy Regulation	131
4.3 SOCIAL INFORMATION	100	4.7.2 Correspondence tables	131
4.3.1 Own workforce [ESRS S1]	100	4.7.3 Cross-reference summary table	#REF
4.3.2 Workers in the value chain [ESRS S2]	112	4.7.4 Estimate summary table	#REF
4.3.3 Consumers and end users [ESRS S4]	114		

4.1. GENERAL INFORMATION [ESRS 2]

4.1.1. Methodology note

4.1.1.1. General basis for preparation of the sustainability statement

The Sustainability Statement has been drawn up in accordance with the European Corporate Sustainability Reporting Directive (CSRD) - Directive (EU) 2022/2464 of the European Parliament and of the Council - and its transposition into French law by Order No. 2023-1142. This statement incorporates the requirements of the European Corporate Sustainability Reporting Directive (CSRD) and applies the European Sustainability Reporting Standard (ESRS).

All the indicators are calculated for the period from 1 January to 31 December 2025.

There were no changes in the preparation or presentation of sustainability information between 2024 and 2025.

All the data points presented have been assessed as material according to our double materiality assessment (DMA). Please refer to section 4.1.5.1 *Methodology of the double materiality analysis* for information on the limits of the scope of our DMA and the methodology applied. All data relating to greenhouse gases (scopes 1, 2 and 3) have been calculated using the Greenhouse Gas Protocol methodology.

We have not made use of the option allowing us to omit particular information relating to intellectual property, know-how or the results of innovation.

The qualitative and quantitative indicators come from the sites and local entities, collected using the tools of the departments concerned (Management Control, HR Department, Corporate Services, Finance Department) and consolidated by the Group CSR Department.

A CSR reporting protocol sets out Aubay's non-financial reporting process and constitutes a reference document for all those involved in CSR reporting. It ensures the reliability, comparability and traceability of data by describing all CSR indicators and the methodologies associated with their collection, calculation, consolidation and verification.

Estimates can be established. Where applicable, the estimation methods will be detailed in each dedicated paragraph and a summary of the estimates established is provided in the appendix in section 4.7.4 *Estimate summary table*. We re-evaluate our use of estimates each year to ensure that we are as close as possible to actual data.

The data may comprise a degree of uncertainty inherent to current scientific or economic knowledge and to the quality of the external data used. Prospective information is naturally subject to risks and uncertainties, as it refers to events and circumstances that may or may not occur in the future.

The data is consolidated using the same principles as those used for financial reporting. The consolidated CSR data therefore includes all Aubay subsidiaries: France, Belgium, Luxembourg, UK, Italy, Spain and Portugal.

Note that in France, Aubay acquired Solutec in 2025. Solutec operates in France only. It has 1,401 employees and made revenue of €111 million in 2025.

Solutec data has not been incorporated into this Sustainability Statement. As the acquisition took place in the middle of the financial year, the information available does not cover a full year. In addition, Solutec previously carried out CSR reporting on a voluntary basis without being subject to the same regulatory requirements, and according to a separate timetable and standards. The gap analysis highlighted that it was impossible within six months to harmonise and improve the reliability of all data in order to ensure a compliant and consistent integration with the Group's reporting scope. Thus, when the term "Group" is used in the Sustainability Statement, it de facto excludes Solutec. Insofar as it is a French company operating in the same business sector, the double materiality matrix is not expected to be significantly impacted at 31 December 2026.

The Sustainability Statement incorporates challenges specific to Aubay's upstream and downstream value chain, which are described in detail in section 4.1.3.2. *Value chain, interests and stakeholder perspectives*.

Aubay is also subject to European Regulation 2020/852 of 18 June 2020 (known as the "Green Taxonomy" Regulation) and delegated acts (EU) 2021/2139 and (EU) 2021/2178. Details of this regulation can be found in section 4.2.1 *European taxonomy*.

In accordance with the phased-in disclosure requirements given in Appendix C of ESRS 1, Aubay uses the following transitional measure: omission of the expected financial effects of material physical and transition risks and potential climate-related opportunities. This measure will be implemented according to the timetable provided by the ESRS.

The Group has endeavoured to apply the normative requirements laid down by the ESRS and the European Taxonomy, as applicable at the time the sustainability statement was drawn up, on the basis of the information available at that time.

In this context, on the basis of market practices and recommendations and better knowledge of these new regulatory and normative provisions, the Group may review certain reporting and communication practices in future versions of its sustainability statement. Any such changes will be explained and justified with full transparency in future sustainability statements. The Group is committed to continuous improvement in this reporting and communication exercise.

4.1.1.2. Disclosures in relation to specific circumstances

The workforces published in the sustainability statement may differ from the workforce published in other parts of the report, namely because it includes subcontractors. In addition, departures as at 31 December of year N are excluded from the sustainability reporting whereas they are included in the financial reporting.

In 2025, several actions were taken to improve the data points for which there had been limits in terms of scope or interpretation during the previous reporting:

- E1-SBM-3: A decarbonisation plan has been published and is the first step in the development of the transition plan as outlined in section 4.2.2 *Climate Change*.
- S1-14_02 (Frequency rate): In accordance with CSRD requirements, the Group has calculated its frequency rate for workplace accidents with or without days of leave.
- S1-16 DP 97 (Ratio of the total annual remuneration of the highest paid person to the median total annual remuneration of all employees and the gender pay gap): For this calculation, the Group took into account the

annual remuneration based on the month of December, which therefore does not take into account potential changes in remuneration during the year. The theoretical hours worked included in the calculation of the pay gap between women and men are estimated theoretical hours. In addition, the Spanish subsidiary was included in the calculation this year.

- S1-13_83 (Training and skills development indicators): The Group included the UK subsidiary in the calculation of the average number of hours of training per employee and per gender. This data is integrated directly into the France data.
- E1-6 (Greenhouse gas emissions): Emissions related to outsourcing and consultant activities on client sites have been calculated, and the Group communicates this in the Sustainability Statement. However, these data are based on approximate estimation methodologies. Action will be taken to refine the calculation of these data in the coming financial years.

4.1.2. Sustainability governance

4.1.2.1. Functions, roles and responsibilities of governance [GOV1, GOV2]

Aubay's management team (Board of Directors, Deputy CEOs, Associate Directors of foreign subsidiaries) is made up of 15 people. Aubay's governance structure is described in detail in section 2.2 *Governance - Organisation and operation*. The CSR skills of Board members and the training/awareness courses attended in 2025 are also detailed in section 2.2. *Governance - Organisation and operation*.

Our approach to sustainability and our commitment to social responsibility are an integral part of our Group strategy. They allow us to better address the non-financial challenges we face and to identify new opportunities.

Ultimate responsibility for all matters relating to sustainability lies with Group Management. This is the highest body representing Aubay's commitment to corporate social responsibility.

In order to support Management with its decision-making, a team dedicated to CSR within the Group is responsible for coordinating Aubay's national approaches and initiatives and for improving its overall CSR performance.

Each subsidiary appoints a manager with the role of CSR Reporting Officer. This role may be dedicated (as in Spain), or associated with another function, such as Quality (Portugal), Finance (Italy) or Branch Management (Belux, UK). There were eight of these intermediaries at Group level in 2025. Within each subsidiary, they work with the contributors in charge of dedicated subjects (HR, general services, accounting, etc.). They are responsible for ensuring compliance with the protocols for reporting, data collection and reporting consolidated data for the subsidiary level to the Group.

In addition, each department assumes responsibility for sustainability within the scope of its functions, with the aim of integrating sustainability matters throughout the Group.

Since 2021, two CSR Committees have been set up to steer and deploy Aubay's CSR policy:

- A Strategic CSR Committee with the General Management/representatives of the Board of Directors, which meets quarterly;
- An Operational CSR Committee, with the business line and subsidiary correspondents, which meets twice a year.

In addition, a specialised CSR Committee of the Board of Directors was created on 28 January 2026. It will meet at least four times a year, in accordance with the schedule of the Strategic CSR Committee and the Operational CSR Committee.

At the date of its establishment, the following directors were members of this CSR Committee:

- Clara Audry, Committee Chair;
- Christian Aubert;
- H el ene Van Heems;
- Patrice Ferrari.

The role of this Committee is to guide and monitor all of the Group's sustainability initiatives.

The Strategic CSR Committee meets quarterly, chaired by the Head of CSR.

Strategic CSR Committee	
Objectives	Composition
<ul style="list-style-type: none"> ➤ Define Aubay Group's overall CSR strategy and action plan; ➤ Set the sustainability objectives at Group level in respect of environmental, social, governance criteria; ➤ Monitor the implementation of the CSR roadmap and indicators; ➤ Present the feedback from the statutory auditors and the non-financial rating agencies; ➤ Validate CSR communications; ➤ Keep the Board of Directors informed; ➤ Monitor and manage impacts, risks and opportunities; ➤ Ensure compliance with environmental regulations. 	<ul style="list-style-type: none"> ➤ The Group CSR team; ➤ The CEO (the lead member within the Board); ➤ The Deputy CEO in charge of legal affairs (lead member within the Board); ➤ The Deputy CEO in charge of financial affairs; ➤ The CEO France.

Discussions at the Strategic CSR Committee meetings in 2025 focused on sustainability-related subjects, such as:

- CSR regulatory watch;
- Monitoring of the evolution of CSR indicators and the rollout of the CSR roadmap in the subsidiaries;
- Validation of Group policies, particularly on travel;
- Update of the Carbon Footprint and validation of the decarbonisation plan;
- Review of the results of the non-financial ratings;
- Review of the conclusions of the 2024 CSR reporting campaign.

The Operational CSR Committee meets twice a year, chaired by the Group CSR manager.

Operational CSR Committee	
Objectives	Composition
<ul style="list-style-type: none"> ➤ Review the annual reporting and the conclusions of the audit carried out by the statutory auditors, prepare the next reporting campaign; ➤ Share the results obtained from non-financial rating agencies; ➤ Roll out the CSR roadmap; ➤ Monitor the national regulatory constraints specific to each subsidiary; ➤ Share CSR communication materials; ➤ Present CSR initiatives in subsidiaries and share best practices; ➤ Identify client expectations in relation to CSR issues. 	<ul style="list-style-type: none"> ➤ The Group CSR team; ➤ The CSR officers of the Aubay subsidiaries; ➤ For France: the HRD, the General Services team, the head of the Request Unit, the Head of Legal, the CISO, the Quality Manager, the Head of Information Systems and the Head of Communication.

In 2025, in addition to the operational CSR Committees, bi-annual bilateral meetings were set up to monitor the deployment of the CSR roadmap within the subsidiaries. In addition, a workshop on CSR reporting was held in autumn 2025 with all the subsidiaries to go over the collection and audit process, clarify the data pathways and ensure a good understanding of the indicators, in particular by providing clarifications on the related methodologies.

The Audit and Remuneration Committees also play a role in sustainability governance. For example, the Audit Committee has validated our double materiality assessment, while the Remuneration Committee is involved in the allocation of variable remuneration based on CSR criteria. In addition, the Board of Directors contributes to developing and overseeing the Group's CSR policy through its representatives that attend the Strategic CSR Committee.

Aubay's management have surrounded themselves with an in-house team and external consultants who are experts in sustainability challenges, and are now monitoring the work being done while keeping abreast of technical and regulatory developments. Depending on the impacts, risks and opportunities identified, Aubay ensures that suitable experts are involved.

The CSR skills and expertise of our governance bodies are directly associated with the material impacts, risks and opportunities of our business:

- **Identification of risks and opportunities:** Thanks to their expertise, our managers are able to identify and assess the environmental and social risks that could affect our business. They are also able to identify sustainability opportunities that can generate long-term value.
- **Integration into the business strategy:** Sustainability impacts, risks and opportunities are integrated into our overall strategy. Our governance bodies ensure that sustainability initiatives are aligned with the company's strategic objectives, guaranteeing a coherent and effective approach.
- **Monitoring and evaluation:** We have put in place monitoring and evaluation mechanisms to measure the effectiveness of our sustainability actions. These enable us to adjust our strategies according to the results obtained and changes in the external environment.

The CSR skills of Board members and the training/awareness courses they attended in 2025 are also detailed in the Training/ experience paragraph in section 2.2 *Governance - Organisation and operation*.

Indicators - Governance	2025 value	2024 value	Change
Share of women among board members [ESRS 2-GOV1]	33%	33%	-
Share of independent board members [ESRS 2-GOV1]	33%	33%	-

The presence of the independent directors Clara Audry and H el ene Van Heems on the Board means that the proportion of women and of independent directors on the Board is 2/6.

4.1.2.2. Organisation of human resource management

With regard to the company's human capital, the HR departments of each subsidiary are responsible for numerous initiatives:

- Recruitment and retention of employees;
- Developing talents;
- Health and safety of staff;
- Training;
- Employees with a disability and equal opportunities measures.

4.1.2.3. Integration of sustainability-related performance in incentive remuneration [GOV 3]

The executive directors are allocated a variable annual bonus based on the achievement of CSR performance criteria.

Up to €25k:

The Board of Directors selected two indicators to define the main performance targets on which the variable remuneration of executive corporate officers is based in terms of CSR in 2025:

- Decarbonisation: Continued commitment to the SBTi: €12.5k
- Equality: The acquisition of €12.5k was conditional on the following criteria being met in 2025:
 - Maintain the proportion of women in management positions above 30%
 - Maintain the proportion of women in executive positions above 30%

Up to €10k:

The Board of Directors set the following conditions for the acquisition of an "outperformance" bonus:

- At least 80% of relevant employees¹ to have completed anti-corruption training in 2025 (€5k).
- 30% reduction in electricity consumption and 65% reduction in paper consumption by 2025 compared to 2018 (€5k).

These criteria are detailed in Section 2.3.1 *Remuneration paid/awarded in 2025*.

Indicators - Remuneration	2025 value	2024 value	Change
Proportion of variable remuneration dependent on sustainability targets and/or impacts [ESRS 2 - GOV3]	25%	25%	-

It should be noted that the Board will assess the performance achieved by the Company with regard to the quantitative commitments entered into with the SBTi, which are essentially on a "trend" basis. The commitments made to the SBTi are based on final achievement rather than a paced performance, and therefore may not be linear. This

assessment must be made on a "normalised" performance, i.e. restated for exceptional impacts likely to affect the annual measurement (in particular, relocations that according to the SBTi method are not "smoothed"). It is therefore assessed that the measured trend converges towards the final objective.

4.1.2.4. Due diligence practices [GOV 4]

In order to provide a clear understanding of our due diligence practices, below is a cross-reference table detailing how and where our sustainability statement reports on the implementation of the main aspects and stages of this process.

Aspects of the due diligence process	Paragraph in sustainability statement
Integrating due diligence into governance, strategy and the business model	4.3.2.2 Policies relating to workers in the value chain
Collaborate with relevant stakeholders at all stages of due diligence	4.3.2.3 Interactions with workers in the value chain
Identifying and assessing negative impacts	4.3.2.3 Interactions with workers in the value chain
Take measures to remedy these negative impacts	4.3.2.2 Policies relating to workers in the value chain
Monitor and communicate the effectiveness of these efforts	4.3.2.4 Action plan for workers in the value chain

1 The relevant employees are those who are involved in commercial activities and may therefore be subject to risks of corruption.

4.1.2.5. Risk management and internal controls [GOV 5]

Sustainability risks are covered in the same way as financial risks. The risk management and internal control processes and systems relating to sustainability information include annual audits to verify compliance with sustainability standards and applicable regulations. Ongoing monitoring mechanisms to ensure the integrity and reliability of sustainability data are also in place. These systems are designed to quickly identify anomalies and enable immediate corrective action to be taken.

At each reporting level, an analytical review is carried out and significant differences ($\pm 10\%$) between the data for year N and year N-1 must be justified. Several consistency checks are also undertaken. Discussions on the findings observed are also organised at the close of the reporting period, to prepare the work of the external auditors.

The main business risks identified, mapped in section 3.2 *Risk factors*, include environmental, social and governance (ESG) risks, which are considered with the same attention as operational risks. The risk assessment method adopted is based on a qualitative and quantitative analysis, including a risk prioritisation matrix. This method enables the most critical risks to be identified and dealt with as a priority.

To mitigate these risks, Aubay has put in place strategies such as reducing carbon emissions, improving working conditions and promoting diversity and inclusion. Specific internal controls in line with current ISO standards are also in place to monitor and manage these risks.

The Audit Committee conducts a detailed review of risk factors and their materiality, including non-financial risks, at least once a year in collaboration with the various parties concerned within the Company. The conclusions of the risk and internal control assessments are periodically communicated to the administrative, management and supervisory bodies through dedicated meetings.

Aubay incorporates the conclusions of its risk assessment and internal controls into its internal functions and processes, adjusting its policies and procedures accordingly. This includes updating operational protocols and providing ongoing training for employees on best practice in sustainability. For example, all employees are made aware of CSR during their induction session. In addition, a CSR e-learning programme was rolled out to all Aubay France employees in 2025.

4.1.3. Presentation of Aubay's activities and strategy

4.1.3.1. Business model and strategy

Aubay was founded 28 years ago based on values that have been embodied in our day-to-day work ever since: expertise, frugality, proximity, flexibility and entrepreneurial spirit. Drawing on this foundation, we listen carefully to our stakeholders, always on the lookout for ways to better achieve our aspirations for a sustainable and responsible world.

Aubay's strategy and business model are detailed in the introduction to this document.

Section 1 *Presentation of Aubay* details the Group's activities, market and strategy.

Our approach to sustainability and our commitment to social responsibility are an integral part of our Group strategy. They allow us to better address the non-financial challenges we face and to identify new opportunities.






A long-standing approach aligned with the Sustainable Development Goals (SDGs)

From joining the Global Compact...

Aubay has been a signatory to the United Nations Global Compact since 2004. As part of this, Aubay committed to implement 10 universal principles relating to respecting human rights, international labour standards, protecting the environment, and combating and preventing corruption, and to communicate annually on the progress made.

...to the 17 United Nations Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) adopted in 2015 by the United Nations are an action plan for peace, humanity, the planet and prosperity. They aim to transform our societies by eradicating poverty and ensuring a just transition to sustainability by 2030. Aubay's CSR commitments are in line with these goals.

		COMMITMENTS	ACHIEVEMENTS	
	2008	Measure the consumption of natural resources	<ul style="list-style-type: none"> Monitor water, electricity, paper consumption; distances travelled by employees Improve the energy efficiency (electricity consumed in relation to surface area) of our premises 	ENVIRONMENT
	2016	Recycle waste	<ul style="list-style-type: none"> Sort and recycle waste, particularly WEEE (Waste Electrical and Electronic Equipment) Raise awareness with all staff 	
	2010	Reduce the consumption of natural resources	<ul style="list-style-type: none"> Promote sustainable mobility and reduce the number of trips we make Reduce our energy and paper consumption Reduce our GHG emissions by 43% between 2019 and 2025 	
	2015	Environmental certification	<ul style="list-style-type: none"> ISO 14001 certification acquired in France, Spain, Italy and Portugal 	
	2022	Work for Sustainable IT	<ul style="list-style-type: none"> Optimise digital services by favouring environmental preservation, social equity and economic efficiency 	
	2011	Anti-stress measures	<ul style="list-style-type: none"> Provide employees with a counselling unit Communication advice and one-to-one sessions 	
	2018	Well-being in the workplace	<ul style="list-style-type: none"> Skills tracking Adapt travel conditions 	
	2021	Adopt remote working	<ul style="list-style-type: none"> Establish remote working as an integral part of Aubay's organisation over the long term 	
	2007	E-learning training courses	<ul style="list-style-type: none"> Train staff to deliver excellent service et and anticipate needs 	
	2009	Support disabilities	<ul style="list-style-type: none"> Recruit and retain people with disabilities and raise awareness among all employees 	
	2019	Signature of the Diversity Charter	<ul style="list-style-type: none"> Increase commitment to diversity and promote equal opportunities and diversity in all its components Increase the proportion of women at all levels of the organisation 	

	COMMITMENTS	ACHIEVEMENTS	
	2017 Sustainable Development Goals	<ul style="list-style-type: none"> Monitor CSR actions aligned with these goals Aubay has made commitments to 8 of the 17 SDGs in the Global Compact since it became a member in 2004 	SOCIETAL
	2020 Skill-based sponsorship	<ul style="list-style-type: none"> Make the expertise of our talents available to partner associations 	
	2014 Ethical management of suppliers	<ul style="list-style-type: none"> List suppliers in line with the Inter-Company Relations Charter Conduct supplier audits to guarantee that CSR objectives are taken into account 	ETHICS
	2012 Anti-corruption measures	<ul style="list-style-type: none"> Put in place measures to eradicate all forms of corruption Code of Conduct covering: <ul style="list-style-type: none"> - gifts and invitations - patronage, sponsorship - rules for public officials 	
2013 Respect for privacy	<ul style="list-style-type: none"> Personal data protection measures Appointment of a DPO in 2018 to guarantee that GDPR provisions are met 		
			

Our CSR roadmap

The Aubay Group's CSR roadmap was defined in 2021. As part of an ongoing improvement process, this roadmap was revised in 2023, to ensure effective management of our CSR strategy.

In light of the urgent need to tackle climate change, reducing our environmental impact is the first priority on our roadmap. Aubay is committed to increasing the proportion of renewable energy in its electricity consumption and to continuing to optimise its consumption of both electricity and paper.

To deliver excellent service and as a responsible employer, Aubay is committed to attracting and retaining the best talents. Furthermore, the diversity of our teams is an exceptional asset that stimulates creativity and boosts our performance, which is why Aubay is committed to creating a work environment that promotes equality for all.

Finally, Aubay is an ethical and socially responsible company. This commitment is reflected in our involvement in sponsorship activities and in training our employees in anti-corruption and the GDPR.

These commitments are reflected in the objectives described in the table below.

Commitments	Objectives
Reduce our environmental impact	<ul style="list-style-type: none"> → Reduce scope 1 and 2 GHG emissions by 50% by 2032 (base 2022, in tCO₂e) → Reduce scope 3 GHG emissions by 58% by 2032 (base 2022, in tCO₂e/€m AV) → Supply 60% of the Group's sites with renewable electricity in 2025
Be a responsible employer	<ul style="list-style-type: none"> → Maintain the proportion of women in management positions above 30% by 2026 → Maintain the proportion of women in executive positions (senior management bodies) above 30% by 2026 → Reach a 3.5% employment rate for people with disabilities in France in 2025 → Continue with our training initiatives
Corporate citizenship and ethical practices	<ul style="list-style-type: none"> → Maintain at a minimum of 80% the number of employees in sensitive positions¹ that have completed anti-corruption training → Increase the proportion of employees who have completed training on the GDPR → Continue increasing donations associated with sponsorships

Our CSR roadmap is an essential steering tool for setting an ambitious trajectory, monitoring our progress, complying with regulatory requirements and meeting our commitments in terms of sustainable development. As several targets expire at the end of 2025, this roadmap will be revised in early 2026. This review will be consistent with the material issues identified for Aubay and the expectations of its stakeholders.













Given the sector in which Aubay operates, its environmental impact cannot be considered without mentioning the subject of sustainable IT, an approach to improve the social, economic and environmental impact of the digital sphere. In particular, eco-

design involves reducing a digital service's environmental impact across its entire life cycle.

The main challenges ahead for Aubay are the rapid growth in demand for digital services and the need to reduce its environmental footprint. To meet this challenge, we will take stronger action in favour of more responsible digital technology, in close collaboration with our clients who, like us, are committed to sustainable practices. At the same time, the accelerated growth of artificial intelligence has led us to further develop our support capabilities, in order to help our clients exploit these technologies with confidence, while controlling their social, environmental, ethical and regulatory implications.

¹ "Sensitive" employees are those who are involved in commercial activities and may therefore be subject to risks of corruption.

Recognition of non-financial performance

	CSR recognitions		2025	2024	Scope	
CROSS-FUNCTIONAL	 Ecovadis Business Sustainability Ratings		81/100		74/100	Group
	 Ethifinance ESG ratings		77/100	71/100	Group	
	ISO 9001	ISO	ISO 9001 quality management system certification	ISO 9001 quality management system certification	France, Spain, Italy and Portugal	
	ISO 20000-1		ISO 20000-1 service management system certification	ISO 20000-1 service management system certification	Italy, Spain	
	ISO 15504		ISO 15504 (SPICE - Software Process Improvement and Capability Determination) certification	ISO 15504 (SPICE - Software Process Improvement and Capability Determination) certification	Spain	
ETHICS	ISO 37001	ISO	ISO 37001 anti-bribery management system certification	ISO 37001 anti-bribery management system certification	Italy	
ENVIRONMENT	ISO 14001	ISO	ISO 14001 environmental management system certification	ISO 14001 environmental management system certification	France, Spain, Italy and Portugal	
	ISO 14064-1		ISO 14064 greenhouse gas emissions management certification	ISO 14064 greenhouse gas emissions management certification	Italy	
	CDP Climate		B	B-	Group	
	Sustainable IT label		Candidate for Level 2	Level 1	France	
SOCIAL	ISO 45001	ISO	ISO 45001 occupational health and safety management system certification	ISO 45001 occupational health and safety management system certification	Spain, Italy	
	ISO 30415		ISO 30415 human resources management certification (diversity and inclusion)	ISO 30415 human resources management certification (diversity and inclusion)	Italy	
	NP 4552		NP 4552 certification of management system for reconciling professional, family and personal life	-	Portugal	
	Happy Trainees		Choose My Company Happy Trainees accreditation (4.22/5)	Choose My Company Happy Trainees accreditation (4.11/5)	France	
	Humpact		3/5.	4/5.	Group	
	SA 8000		International standard for social accountability	International standard for social accountability	Italy	
CYBERSECURITY	ISO 27001	ISO	ISO 27001 information security management system certification	ISO 27001 information security management system certification	France, Spain, Italy and Portugal	
	ISO 22301		ISO 22301 business continuity management system certification	ISO 22301 business continuity management system certification	Italy	
	BitSight		750/1000 780/1000	640/1000 630/1000	Group France	
	Cybervadis		Platinum971/1000	939/1000	France	

With a Gold label obtained in 2025, Aubay is rated 81/100 by Ecovadis and ranked in the top 5% of companies assessed overall and in the top 1% in the category "Computer programming and Services".

Aubay is also rated by Ethifinance ESG Ratings and obtained a score of 77/100 in 2025. In addition, to ensure a consistent comparison of ESG scores over time, Ethifinance recalculated the score history by applying its new rating framework.

Aubay France was also awarded the Happy Trainees 2025 label as a good company in which to do a traineeship (category: company hosting between 50 and 99 trainees) with a score of 4.22/5.

In 2025, Aubay obtained a job score of 3 out of 5 stars from the non-financial rating agency Humpact. The decrease in the score is due to the decrease in the "Job creation" category. As the level of workforce in France accounts for one-third of the final score, the decrease recorded in this category had a significant impact on the overall score.

Aubay has also been responding to the CDP's climate change questionnaire for the past three years. The CDP is a non-profit charitable organisation that assesses the environmental impact of companies. In 2025, Aubay's climate action was recognised with a B rating, an improvement from 2024.

4.1.3.2. Value chain, interests and stakeholder perspectives [SBM 2]

4.1.3.2.1. Value chain

Aubay positions itself as a partner in the digital transformation of its clients with a clear and deliberate offering in both business and technological consulting as well as in the entire life cycle of applications. Aubay is in turn a supplier of innovations, an accelerator of IT industrialisation, a supplier of know-how, an Agile coach, a designer of digital solutions and a supplier of skills and expertise.

- Upstream, our value chain relies on suppliers contributing to the implementation of our consulting, development and application industrialisation services.
- Downstream, we support European key account clients in the design, development and operation of their information systems. To achieve this, Aubay has developed expertise in eight areas of excellence covering all IT system professions. We have the ability to work to different modes of delivery and to make commitments according to the context of each client in order to achieve greater efficiency. Our areas of excellence and our methods of intervention are detailed in the introductory part of this document.

Our business model, our resources and capital and our value creation are all described in detail in the introductory part of this document.

4.1.3.2.2. Stakeholders

Aubay's stakeholders are shown in the diagram below:



Aubay interacts with its key stakeholders at different stages, as described in the table below. Their views were incorporated into Aubay's double materiality matrix produced in 2024, on the basis of which we determined the material sustainability challenges facing the company.

Our clients

Since its creation, Aubay has chosen to work exclusively for key account clients (clients representing a significant business volume). Today, the company boasts a unique range of listings with these key accounts, as well as very strong positions with each of them. This remarkable forging of commercial relationships has gone hand-in-hand with opportunities in terms of know-how, which now make it possible for us to offer a wide range of innovative products and services.

Our employees

In the current economic context, the human factor is crucial. This is why Aubay makes a particular effort to attract the best engineers and offer them fulfilling and innovative projects, and also ensures personal and effective follow up of consultants. The aim is to offer each employee a place to progress in a human and friendly atmosphere, now a hallmark of Aubay's approach.

Our subcontractors

Subcontractors represent approximately 11% of the total workforce. They benefit from prestigious references obtained by Aubay from its clients who are major IT service providers. In line with ISO 9001 requirements, we pay particular attention to managing the quality of our suppliers' services.

Our suppliers

Top-tier suppliers that are strategic for Aubay are closely monitored: operators, IT hardware suppliers, equipment maintenance providers. They are evaluated through a questionnaire that reviews all CSR requirements, in particular respect for human rights and the environment.

Our shareholders







Aubay is approximately 43.67% owned by its founding managers (and their families) and 56.30% owned by the "public". In return, these stakeholders benefit from the investments made by Aubay since its creation in terms of transparency and capital legislation.

Civil society and public authorities

Aubay contributes to the proper distribution of its economic results, particularly by hiring locally while paying the taxes corresponding to its activities. Aubay complies with the regulations and directives issued by public and local authorities. Moreover, Aubay participates in numerous bodies and groups for the sharing of knowledge/experience that represent employers' organisations (Medef, Numeum, Middenext) and listed companies (Euronext, Autorité des marchés financiers), and in conjunction with NGOs (Global Compact, Planet Tech'Care, Institute for Sustainable IT, Mécénat Chirurgie Cardiaque, Institut Curie, etc.).

Aubay attaches particular importance to dialogue with its stakeholders. The feedback and concerns expressed during these discussions are systematically analysed. We use this information to adjust our strategies and operations to satisfy the expectations and needs of our stakeholders more effectively.








This ongoing dialogue allows us to reinforce our commitment to transparency and accountability, while fostering constructive and lasting collaboration.

Stakeholders	Means and frequency of dialogue	Stakeholders' expectations	Impacts on operations, the business model and strategy
 Employees	<ul style="list-style-type: none"> CSE (Social and Economic Committee) consultations (at least once a year) Surveys (on an ad-hoc basis) Intranet (continuous) Emails and internal magazines (monthly) 	<ul style="list-style-type: none"> Job security Remuneration Skills development Well-being in the workplace 	<ul style="list-style-type: none"> Employee motivation Talent retention Productivity
 Clients	<ul style="list-style-type: none"> Bilateral meetings (according to specific needs) Contracts (according to the terms defined in each contract) 	<ul style="list-style-type: none"> Service quality Innovation 	<ul style="list-style-type: none"> Reputation Loyalty Revenue growth
 Subcontractors	<ul style="list-style-type: none"> Bilateral meetings (according to specific needs) Contracts (according to the terms defined in each contract) Surveys (on an ad-hoc basis) 	<ul style="list-style-type: none"> Compliance with payment terms Commitment fulfilment 	<ul style="list-style-type: none"> Service continuity Costs Flexibility
 Suppliers	<ul style="list-style-type: none"> Bilateral meetings (according to specific needs) Contracts (according to the terms defined in each contract) Surveys (on an ad-hoc basis) 	<ul style="list-style-type: none"> Compliance with payment terms Clarity and transparency 	<ul style="list-style-type: none"> Supplies Costs Product quality
 Shareholders	<ul style="list-style-type: none"> Annual General Meeting (at least once a year) 	<ul style="list-style-type: none"> Profitability Dividends Sustainable growth 	<ul style="list-style-type: none"> Financial strategy Investment decisions
 Civil society and public authorities	<ul style="list-style-type: none"> Support for associations (annual) 	<ul style="list-style-type: none"> Regulatory compliance Environmental and social impact 	<ul style="list-style-type: none"> Regulatory compliance Public image Corporate responsibilities

4.1.4. Significant impacts, risks and opportunities and their connection with the business model and strategy

Environment

ESRS	Theme	IRO	Type	Time horizon	Value chain	Description and impact on business model and strategy
Energy		Development of renewable energies at Aubay sites and in the supply chain	Positive impact	Current	Own operations	Supplying Aubay's sites with renewable electricity and installing on-site renewable energy production systems help to develop the production of green energy, thereby reducing greenhouse gas emissions and helping to combat climate change.
		Excessive electricity consumption	Negative impact	Current	The entire value chain	Over-consumption of electricity caused by poorly insulated buildings contributes to climate change through the increase in greenhouse gases emitted during electricity generation. Across the value chain, there is also a challenge regarding the energy consumption of data centres, which currently account for between 2% and 3% of global electricity consumption (according to the IEA).
		Development of renewable energies through installations at Aubay sites	Opportunity	Medium term	Own operations	Installing renewable energy production systems (e.g. solar panels) could help improve our ESG ratings and anticipate regulatory changes (e.g. carbon tax).
		Rise in fossil fuel energy costs	Risk	Short-term	Own operations	Dependence on fossil fuels and their gradual scarcity are likely to lead to a significant rise in the cost of energy from these sources. As fossil fuel reserves dwindle, extracting them becomes more expensive. This situation, combined with growing global energy demand, is pushing up prices.
		Failure to comply with energy management regulations (e.g. tertiary sector decree, energy audits, BEGES)	Risk	Short-term	Own operations	Failure to comply with energy regulations is a risk that can result in financial penalties.
EI Climate change	Climate change mitigation	Carbon offsetting by investing in projects such as reforestation or carbon capture and storage	Positive impact	Current	Upstream	The funding of projects to offset some of the greenhouse gas emissions generated by a company's activities helps to combat climate change. Investment in carbon offsetting initiatives supports environmental projects that reduce global emissions, such as reforestation and carbon capture and storage.
		Carbon footprint calculation, including greenhouse gas emissions associated with employee travel	Negative impact	Current	The entire value chain	Aubay's activities generate greenhouse gas emissions (carbon footprint calculation). It is employee travel that generates the majority of our greenhouse gas emissions, therefore representing our top emission item.
		Adaptation of IT systems to align with ESG regulations	Opportunity	Medium term	Downstream	ESG regulations require increased data collection, similar to that required for financial reporting. To manage this data effectively, more robust IT systems are needed. These systems need to be capable of processing large quantities of data from a variety of sources, and of ensuring its accuracy and traceability.
Adaptation to climate change		Optimisation of the environmental impact of Aubay's clients' digital services through eco-design practices	Positive impact	Medium term	Downstream	The environmental impact of digital services can be reduced by adopting good eco-design practices.
		Optimising the environmental impact of Aubay's digital services through eco-design practices	Positive impact	Medium term	Own operations	The environmental impact of digital services can be reduced by adopting good eco-design practices.
		Development of IT for Green (digital solutions for tackling climate challenges)	Opportunity	Long term	Own operations and downstream	The development of IT for Green offers digital solutions to meet the challenges of climate change.
		Systematic inclusion of CSR criteria in tenders	Opportunity	Short-term	Downstream	By systematically including CSR criteria in calls for tender, companies can promote their CSR policies and performance.
		Energy supply disruptions due to environmental or geopolitical factors that could affect the continuity of operations (e.g. data centres)	Risk	Short term	Upstream	Geopolitical crises and natural disasters can lead to energy supply difficulties or power cuts, impacting the operation of IT systems.

ESRS	Theme	IRO	Type	Time horizon	Value chain	Description and impact on business model and strategy
E5 Circular economy	Waste production	Management of IT assets and production of WEEE	Negative impact	Current	 The entire value chain	<p>The manufacture of IT equipment consumes natural resources and energy, generating GHG emissions. The extraction of metals in particular consumes fresh water and pollutes the soil and air.</p> <p>The treatment of waste electrical and electronic equipment is also an environmental issue, as substances left in landfill sites can seep into the soil and groundwater, contaminating the surrounding environment. In addition, electronic devices contain valuable materials that can be recovered and reused, such as gold, silver and copper.</p>
		Production of waste from office activities (paper, cardboard, cans, etc.)	Negative impact	Current	 Own operations	<p>During their working hours, office workers produce various types of waste such as paper, cardboard, cans, bio-waste, etc. The production of this waste contributes to the saturation of landfill sites and the contamination of soil and groundwater. Recyclable materials such as paper, plastic, glass and metal are lost, requiring the extraction of new raw materials, a costly and energy-intensive process. Organic waste in landfill sites produces methane, a much more potent greenhouse gas than CO₂ which makes global warming worse.</p>
		Failure to comply with regulations on waste production (e.g. 5-stream decree, AGECE law)	Risk	Short-term	 Own operations	<p>Failure to comply with waste regulations is a risk that can result in financial penalties.</p>
	Reputational damage resulting from poor waste management (e.g. loss of investor or client confidence)	Risk	Medium term	 Own operations	<p>Waste management practices that are considered inefficient and irresponsible risk damaging Aubay's brand image with clients, leading to a loss of revenue.</p>	
	Incoming resources including use of resources	Use of reconditioned equipment	Opportunity	Medium term	 Upstream and own operations	<p>The use of reconditioned equipment helps to reduce the environmental impact of equipment, by reducing the quantity of raw materials needed to manufacture it. By reusing existing components, the extraction of new natural resources is limited, which reduces the environmental impact associated with the extraction, transport and processing of these raw materials. In addition, reconditioning extends the life of equipment, which reduces the amount of electronic waste. The purchase costs of reconditioned equipment are generally lower than those of new equipment.</p>
		The shortage of rare-earth elements could lead to geopolitical issues and difficulties in supplying digital products	Risk	Short-term	 Upstream and own operations	<p>Geopolitical crises can lead to difficulties in the supply of digital products, impacting on the productivity of employees who will not be properly equipped, and leading to a loss of revenue.</p>
Increase in the volume of terminals/WEEE, leading to a depletion of natural resources/raw materials, resulting in higher hardware purchase costs		Risk	Long term	 Upstream	<p>The increase in the volume of terminals and WEEE could lead to the depletion of natural resources and raw materials, resulting in higher purchase costs for IT equipment.</p>	

Social

ESRS	Theme	IRO	Type	Time horizon	Value chain	Description and impact on business model and strategy
S1 Own workforce	Working conditions	Employee career development	Positive impact	Current	Own operations	Offering career development opportunities enables employees to develop their skills and strengthens their commitment.
		Employment stability	Positive impact	Current	Own operations	Prioritising open-ended contracts ensures job stability for employees and considerably reduces job insecurity.
		Working flexibility	Positive impact	Current	Own operations	Flexible working arrangements improve work/life balance and contribute to employee commitment. For consultants, remote working is tailored to the requirements of each client.
		Attracting employees and generating employee loyalty	Positive impact	Current	Own operations	Aubay's HR policy, which focuses on local management, personalised support for each employee and employee development, helps to attract and retain staff.
		Improving quality of working life	Positive impact	Current	Own operations	Good quality of working life is a factor in employee well-being and promotes professional fulfilment.
		Prevention of psychosocial risks	Positive impact	Current	Own operations	The prevention of psychosocial risks is part of the general obligation to protect workers' physical and mental health.
		Maintaining constructive social dialogue	Positive impact	Current	Own operations	Maintaining social dialogue enables conflicts to be resolved quickly, and improves communication and transparency with employees. It also increases employee satisfaction and motivation, while improving the company's overall performance.
		Changes in the way work is organised (e.g. remote working)	Opportunity	Medium term	Own operations	Changing ways of working offer a number of opportunities: reducing costs (rent, utilities), attracting and retaining talent, reducing greenhouse gas emissions and increasing productivity.
		Increased productivity and employee loyalty associated with well-being at work	Opportunity	Medium term	Own operations and downstream	Well-being at work (work/life balance, Social and Economic Committee (CSE) benefits, QWL) helps to increase employee productivity and build loyalty. By investing in the well-being of their employees, companies can not only improve employee satisfaction, but also generate a higher bottom line.
		Talent shortage (scarcity of technical skills)	Risk	Short-term	Own operations and downstream	The shortage of expert profiles with well-developed technical skills may be due to the rapid evolution of technologies, insufficient training, increased competition and the migration of talent. This makes recruitment more difficult for companies, especially for emerging technologies such as artificial intelligence and cybersecurity. As a result, salaries are rising and recruitment times are getting longer.
		Damage to the employer brand due to poor HR practices (e.g. Glassdoor ratings)	Risk	Long-term	Own operations	Bad HR practices, relayed by employees on rating platforms such as Glassdoor, can damage the employer brand. Such negative evaluations affect the company's image and complicate recruitment by deterring potential candidates.

ESRS Theme	IRO	Type	Time horizon	Value chain	Description and impact on business model and strategy
S1 Own workforce Equal treatment and equal opportunities for all	Inclusion of disabled individuals	Positive impact	Current	Own operations	Aubay is committed to supporting the employment and professional insertion of disabled individuals. The diversity of our teams is an exceptional asset that stimulates creativity and boosts our performance.
	Professional equality and support for parenthood	Positive impact	Current	Own operations	Gender equality in the workplace promotes a better work-life balance and also contributes to the overall well-being of employees.
	Employee skills development	Positive impact	Current	Own operations	Training employees allows them to develop their skills. It is a way of building loyalty and boosting competitiveness.
	Discrimination in the workplace	Negative impact	Medium term	Own operations	Discrimination at work can seriously affect the mental and physical health of employees, leading to a significant drop in their satisfaction and commitment, as well as an increase in staff turnover.
	New skills on the job market (e.g. expertise in AI/machine learning, cloud, data management)	Opportunity	Medium term	Own operations and downstream	New IT skills on the job market, such as expertise in artificial intelligence, machine learning, cloud and data management, offer considerable opportunities for businesses. By investing in talent capable of constantly learning and adapting to technological change, digital services companies can not only remain competitive but also innovate and position themselves as leaders in their sector.
	Failure to comply with diversity regulations (e.g. Copé-Zimmermann, Pénicaud index, OETH)	Risk	Short-term	Own operations	Failure to comply with diversity regulations represents a risk that could result in financial penalties.

ESRS Theme	IRO	Type	Time horizon	Value chain	Description and impact on business model and strategy
S2 Workers in the value chain Other employment rights	Partnerships with suppliers bound by CSR commitments	Positive impact	Current	Upstream	The selection of suppliers systematically includes CSR criteria, in particular to ensure respect for human rights. This means that we assess each supplier not only on quality and cost, but also on their ethical and social commitment. By choosing responsible suppliers, we ensure safe and fair working conditions, avoid abusive practices and promote sustainable and ethical business practices.
	Working with local suppliers	Positive impact	Current	Upstream	Selecting local suppliers for the maintenance of premises and on-site events encourages local economic development and reduces the carbon footprint associated with transport.
	Human rights violation by subcontractors	Negative impact	Medium term	Downstream	Some companies in the IT sector may not respect employment law, which can lead to difficult working conditions for their employees. For example, excessive working hours without adequate compensation or the absence of clear employment contracts. Such practices can lead to high levels of stress, burnout and reduced job satisfaction, affecting employees' mental and physical health.
	Human rights violation by suppliers	Negative impact	Medium term	Upstream	Certain human rights violations may occur in the IT equipment manufacturing sector, due to the processes used to extract rare metals and the methods used to manufacture equipment. The extraction of rare metals, such as cobalt and lithium, often required for electronic components, can involve dangerous and inhumane working conditions, including child labour, poor pay and excessive working hours. In addition, in manufacturing plants, workers may be exposed to unhealthy working environments, with risks to their health and safety, and without access to adequate protection.

ESRS	Theme	IRO	Type	Time horizon	Value chain	Description and impact on business model and strategy
S4 Consumers and end users	Social inclusion of consumers and/or end users	Improving the inclusivity of digital services for Aubay's clients through accessibility practices	Positive impact	Short-term	Downstream	Adopting digital accessibility best practices is essential to ensure that everyone, including people with disabilities, can access digital services.
		Improving the inclusivity of Aubay's digital services through accessibility practices	Positive impact	Current	Own operations	Adopting digital accessibility best practices is essential to ensure that everyone, including people with disabilities, can access digital services.
		Performance of client IT systems	Positive impact	Current	Downstream	The service quality provided by Aubay helps to strengthen clients' IT systems and make them more efficient.
		Increasing productivity through the use of AI tools/new technologies	Opportunity	Short-term	Own operations and downstream	The use of AI tools and new technologies can increase employee productivity and efficiency. By integrating artificial intelligence solutions, businesses can automate repetitive tasks, rapidly analyse large quantities of data and provide valuable insights. This frees up employees' time, allowing them to concentrate on higher value-added tasks and improve their overall performance.
		Failure to comply with regulations on digital inclusion (RGAA - French General Framework for Improving Accessibility)	Risk	Short-term	Own operations	Failure to comply with the regulations on digital accessibility could result in financial penalties.
		Reputational damage due to inadequate service quality	Risk	Medium term	Own operations and downstream	A quality policy that is seen as ineffective and irresponsible risks damaging the brand's image with clients, leading to a loss of revenue.
		Delays in projects with a commitment to results, leading to financial penalties	Risk	Medium term	Own operations and downstream	A drop in service quality leading to drift on projects with a commitment to results may give rise to financial penalties.
	Impact of information	Support services for compliance (GDPR)	Positive impact	Current	Downstream	Through the services it provides, Aubay contributes to the overall strengthening of personal data protection for its clients.
		Leak/disclosure of personal data held by Aubay	Negative impact	Short-term	The entire value chain	The leakage or disclosure of personal data held by Aubay may expose the data of employees, suppliers, subcontractors and clients to unauthorised persons who may use it for commercial or unethical purposes.
		Leak/disclosure of personal data held by our clients and accessible by our employees in the course of providing services	Negative impact	Short-term	Downstream	Leak or disclosure of sensitive data held by our clients (mainly in the banking/insurance sector) may expose this data to unauthorised persons who may use it for commercial or unethical purposes.
		Ability to ensure compliance with the GDPR (particularly in comparison with smaller players)	Opportunity	Short-term	Own operations and downstream	The increased importance of GDPR criteria in calls for tender, used to promote a company with a robust GDPR approach.
		Failure to comply with personal data management regulations (GDPR)	Risk	Short-term	Own operations	Failure to comply with the regulations governing the management of personal data may result in financial penalties.
		Reputational damage resulting from incidents involving personal data (loss of market share)	Risk	Medium term	Own operations and downstream	A personal data management policy that is considered ineffective and irresponsible risks damaging the brand's image with clients, leading to a loss of revenue.

Governance

ESRS	Theme	IRO	Type	Time horizon	Value chain	Description and impact on business model and strategy
G1 Business conduct	Company culture	Governance operations (e.g. creation of specialised committees, etc.)	Positive impact	Current	Own operations	Functional governance ensures that the company operates fairly by integrating the interests of each stakeholder, thereby guaranteeing balanced and responsible management.
		Integrating CSR into governance practices	Positive impact	Current	Own operations	Incorporating CSR into governance practices enables a company to take account of societal challenges in its operations, by ensuring that its decisions and actions comply with ethical, environmental and social criteria. This reinforces a company's responsibility towards its stakeholders and contributes to sustainability.
		Failure to comply with regulations on non-financial reporting (e.g. NFPS, CSRD)	Risk	Short-term	Own operations	Failure to comply with non-financial reporting regulations could result in financial penalties.
	Corruption	Corruption in business relations	Negative impact	Long term	The entire value chain	Corruption affects the integrity of business relationships and devalues the work of employees.
		Failure to comply with regulations on ethical practices (e.g. Sapin II)	Risk	Short-term	The entire value chain	Failure to comply with regulations on ethical practices is a risk that may result in financial penalties.
		Reputational damage resulting from a lack of ethics in business relations (e.g. loss of investor or client confidence)	Risk	Short-term	The entire value chain	A lack of ethics in business relations risks damaging the brand's image with clients, leading to a loss of revenue. When business practices do not comply with ethical standards, this can lead to a loss of confidence among investors and clients.
	Whistleblowers	Whistleblower protection	Positive impact	Current	The entire value chain	Protecting whistleblowers helps to gain the trust of employees and prevent potential crises.

Sector-based

ESRS	Theme		IRO	Type	Time horizon	Value chain	Description and impact on business model and strategy
	Sector-based						
Sector-based	Sponsorship		Skill-based sponsorship	Positive impact	Current	Own operations	The skill-based sponsorship scheme enables Aubay to contribute to socially useful projects and help associations, while at the same time making the most of the skills of employees who are temporarily unavailable.
			Innovation Unit projects and work	Positive impact	Current	Own operations	Aubay's Innovation projects are helping to develop sustainable solutions that can promote social inclusion (frugal AI, accessibility for blind people, translation of French sign language, serious game to raise awareness of disability).
	Cybersecurity		Strengthening cybersecurity at our clients' sites (services)	Positive impact	Current	Downstream	Through the services it provides, Aubay helps to strengthen its clients' IT systems.
			Compliance checks on suppliers and subcontractors (reviews)	Positive impact	Current	Upstream and downstream	Compliance checks on suppliers and subcontractors, via regular reviews, provide stakeholders with a guarantee of cybersecurity in the value chain.
			Occurrence of cybersecurity incidents	Negative impact	Short-term	Own operations and downstream	A cybersecurity incident can lead to a partial or complete shutdown of activity, resulting in delays to client projects.
			Emergence of innovative subjects (e.g. data, AI)	Opportunity	Short-term	Own operations and downstream	The digitalisation of society is increasing the volume of data as we use more and more connected devices and online services. This generates an enormous amount of data. This explosion of data brings to the fore topics such as data management and analysis, and the use of artificial intelligence (AI) to exploit this data.
			New regulations leading to new client needs (e.g.: DORA, NIS2)	Opportunity	Medium-term	Own operations and downstream	New cybersecurity regulations, such as the NIS 2 directive and the DORA regulation, are placing greater demands on businesses in terms of security and risk management. These changes create opportunities for Aubay to develop cybersecurity solutions to meet these new client needs.
			Production stoppage due to a cybersecurity incident resulting in a loss of revenue	Risk	Short-term	Own operations and downstream	A cybersecurity incident can lead to partial or complete business interruption, resulting in a loss of revenue.
			Reputational damage resulting from cybersecurity incidents (e.g. potential blacklisting by a client)	Risk	Medium term	Own operations and downstream	A cybersecurity policy that is seen as ineffective and irresponsible risks damaging the brand's image with clients, leading to a loss of revenue.
			Geopolitical instability impacting cybersecurity/ production capacity	Risk	Short-term	The entire value chain	Geopolitical conflicts can lead to cybersecurity incidents that can impact production capacity. A cybersecurity incident can lead to partial or complete business interruption, resulting in a loss of revenue.

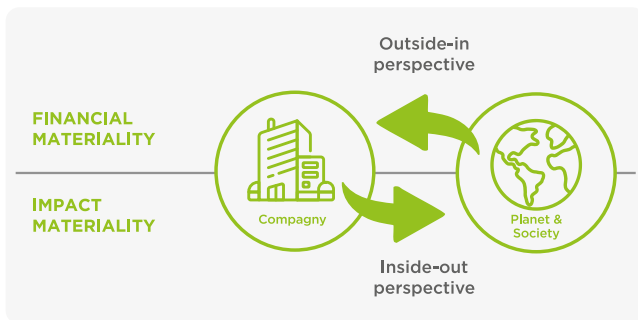
4.1.5. Impact, risk and opportunity management and double materiality assessment

4.1.5.1. Methodology of the double materiality analysis [IRO 1]

Double materiality or double importance is a central concept in the European Sustainability Reporting Standards (ESRS). It involves two dimensions: importance from an impact point of view and importance from a financial point of view.

A sustainability matter is **financially material** if it has, or can reasonably be expected to have, a significant financial impact on the business.

A sustainability matter is **important from an impact point of view** when it relates to the company's actual or potential positive or negative impact on people or the environment in the short, medium or long term. The impacts include those associated with the Company's own activities and its upstream and downstream value chain, including through its products and services, as well as its business relationships.



Critical review of challenges already identified as material for Aubay and benchmarking of ESG challenges identified by competitors and in external reports

We began by compiling a list of potential material challenges for Aubay, based on the following elements:

- ESG challenges included in the Aubay materiality matrix and in our business risk mapping
- ESG challenges identified by our main peers
- ESG issues emerging from studies on the major trends ahead for the digital sector
- ESG challenges corresponding to AR 16 of ESRS 1

In addition, we carried out a study in 2023 on the risks and opportunities associated with climate change for Aubay's business model, which fed into the list of challenges. This has enabled us to take account of the links between our impacts and dependencies, and the risks and opportunities that may arise from them. The results of this study are detailed in section 4.2.2.1 *Impacts, risks and opportunities associated with climate change*.

This list of challenges was reviewed and validated by General Management, before being submitted to stakeholders for consultation.

Consulting stakeholders

We consulted our priority stakeholders (employees, subcontractors, investors, clients) to assess the level of importance they attached to the challenges identified. The results of the consultation were used to draw up a list of the most important challenges, validated by General Management.

Organisation of workshops to identify the IRO associated with each challenge and assess their impact and financial materiality

Several workshops were held with the company's key departments to identify and rate the impacts, risks and opportunities (IRO) associated with sustainability challenges. Each workshop was introduced by a methodological point and the regulatory context, so that the participants could understand what was at stake in this exercise.

Each sustainability challenge identified was linked to a thematic ESRS, as well as to the sub-theme and sub-subtheme of the associated ESRS. Please note:

- IRO are gross IRO, i.e. before taking into account any action or policy implemented by Aubay to reduce them.
- The IRO may concern Aubay's operations and/or its value chain (upstream or downstream). Aubay's value chain is defined in detail in section 4.1.3.2 *Value chain, interests and stakeholder perspectives*.

For both impact and financial materiality, the time frame criterion is defined as follows:

- Short-term: 1 year
- Medium-term: 2 to 5 years
- Long-term: 5 years or more

Impact materiality	Financial materiality
<ul style="list-style-type: none"> The impact materiality rating includes the following criteria as required by AR 10: time frame, segment of the value chain affected, scale, scope, irremediability and probability. According to ESRS 1 - AR 11, each of these three characteristics (scale, scope and irremediability) can contribute to the severity of a negative impact. In the case of a potential negative impact on human rights, the severity of the impact outweighs its probability. The severity rating has been multiplied by 2 in the formula for impacts on human rights. The negative impact rating takes into account the irremediability criterion, unlike the positive impact rating. The potential impact rating takes into account the time frame, unlike the actual impact rating. 	<ul style="list-style-type: none"> The rating of financial risks and opportunities includes the following criteria as required by AR 15: the time frame, the segment of the value chain affected, the scale of the financial impact and the probability. It was decided to use net profit for accounting purposes as the criterion for determining the scale.

A materiality score taking into account the different rating criteria was given for each Impact, Risk and Opportunity. A sustainability challenge comprises a number of associated Impacts, Risks and Opportunities. The highest IRO score is associated with the sustainability challenge.

Aubay then set itself a materiality threshold of 1.5, which corresponds to the sustainability challenges it considers important.

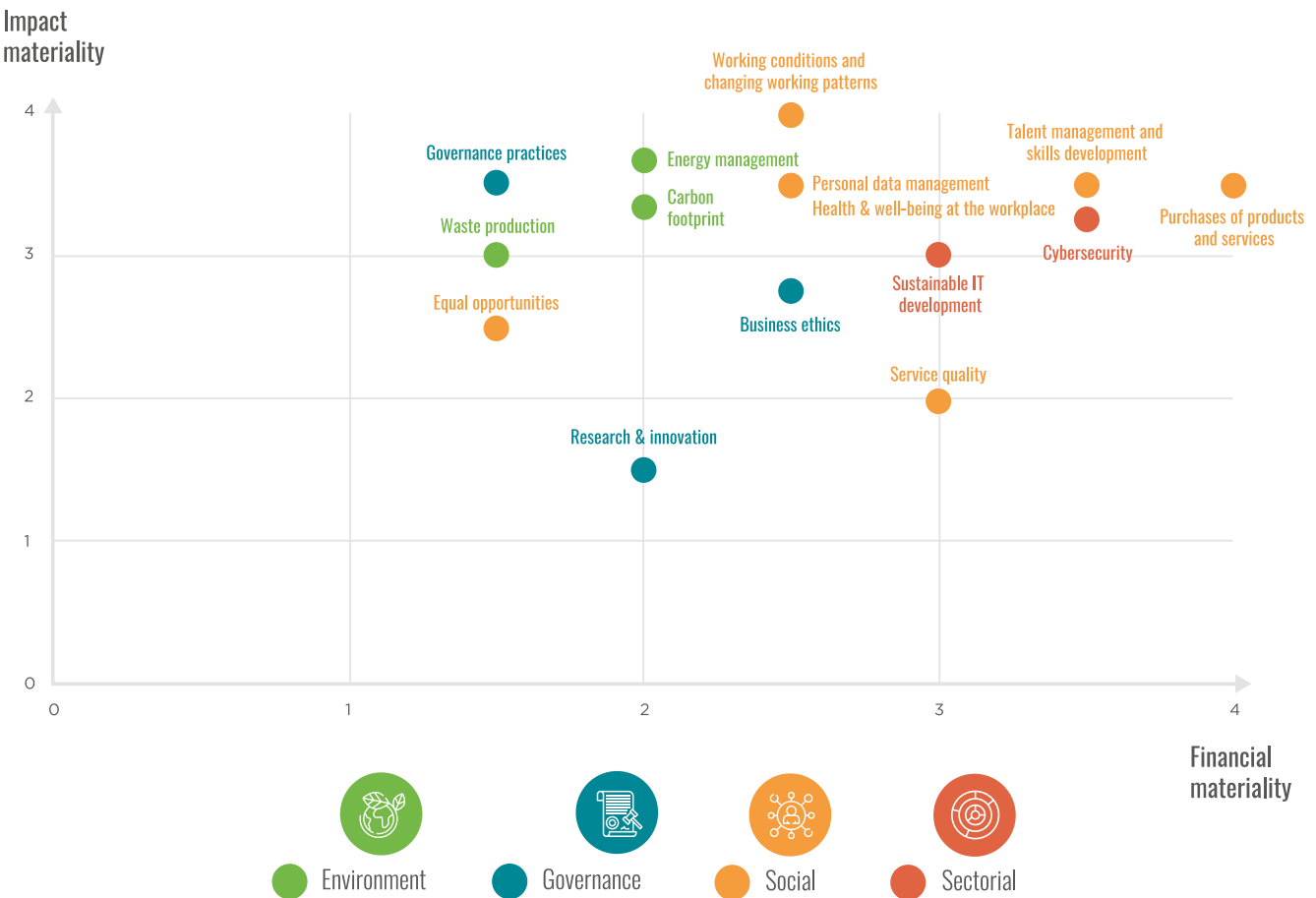
The project to bring the CSR report into line with CSRD requirements is being led by Aubay's CSR department.

However, several departments are involved throughout the project: General Management, Legal and Finance, Human Resources, Sales, General Services, Quality and Safety, IT Systems, Communications, etc. Moreover, the double materiality analysis took into account Aubay's different activities and geographical locations.

The double materiality matrix is validated by the Strategic CSR Committee and the Audit Committee. Following a consistency review and the harmonisation of the ratings, General Management approved the rating of all IRO.

4.1.5.2. Double materiality matrix

The result of the double materiality assessment of the most material sustainability challenges for Aubay is shown below:



Unless there is a significant change, this double materiality matrix and the associated IRO will be updated every three years. Any changes to the process will also be described.

4.1.6. Policies and action plans to manage material sustainability challenges

Aubay's CSR commitments take the form of specific policies for each sustainability issue, described in the table below.

ESRS	Sustainability challenges	IRO	Policies and action plan	Section	Indicator	Target	2025 results	Trend
E1	Energy management	Excessive electricity consumption	<ul style="list-style-type: none"> Energy management policy and environmental management system (ISO 14001) Replacement of equipment (HVAC, lighting) and actions to work towards better energy efficiency Energy audits Renewable electricity supply 	4.2.2.4.1	Share of sites supplied with renewable electricity	60% in 2025	94%	Increase
		Development of renewable energies at Aubay sites and in the supply chain			Reduction in electricity consumption	-30% in 2025 (vs 2018)	-30%	Improvement
E1	Carbon footprint	Carbon offsetting Carbon footprint calculation Adaptation of IT systems to align with ESG regulations Development of IT for Green	<ul style="list-style-type: none"> Decarbonisation plan Promoting sustainable mobility Tracking of greenhouse gas emissions for scopes 1, 2 and 3 (Carbon Footprint Calculation) Sustainable IT Approach 	4.2.2.3	Greenhouse gas emissions	-50% in 2032 for scopes 1 and 2 (vs 2022) -58% for scope 3 in 2032 (vs 2022)	Scopes 1+2: -47% (vs 2022) Scope 3: -35% (vs 2022)	Decrease
E5	Waste production	Management of IT assets and production of WEEE Production of waste from office activities Increasing the volume of terminals Failure to comply with regulations on waste production Reputational damage caused by poor waste management	<ul style="list-style-type: none"> Waste management policy and environmental management system (ISO 14001) Tracking and optimisation of resource consumption (paper, water) Sorting and recovery of waste, including WEEE Extending the service life of IT equipment 	4.2.3.3	Reduction of paper consumption	-65% in 2025 (vs 2018)	-77%	Improvement
S1	Equal opportunities	Discrimination in the workplace Inclusion of disabled individuals	<ul style="list-style-type: none"> Equal opportunities policy Mission Handicap (disability programme) 	4.3.1.3.4 4.3.1.8	Share of women in management positions	>30% by 2026	35%	Increase
		Professional equality and support for parenthood Failure to comply with diversity regulations			Employment rate for disabled individuals	3.5% in 2025 in France	3.7% in France	Increase
S1	Working conditions and changing working patterns	Employee career development Employment stability Working flexibility Changes in work modes	<ul style="list-style-type: none"> Talent management strategy Recruitment policy Intern policy 	4.3.1.3	Share of permanent contracts	-	85%	Stable
S1	Talent management and skills development	Employee skills development Attracting employees and generating employee loyalty Talent shortage Damage to the employer brand due to poor HR practices New skills on the job market	<ul style="list-style-type: none"> Training policy Loyalty and retention policy Strengthening our employer brand 	4.3.1.7	Number of employees trained	Continue with our training initiatives	4,408	Increase
S1	Occupational health and safety	Improving quality of working life Prevention of psychosocial risks Increased productivity and employee loyalty associated with well-being at work	<ul style="list-style-type: none"> Quality of Work Life (QWL) policy Occupational Health and Safety (OHS) monitoring 	4.3.1.5	Frequency rate (for all accidents resulting in leave from work)	-	1.20	Increase
S2	Purchases of products and services	Partnerships with suppliers with CSR commitments Human rights violation by subcontractors Human rights violation by suppliers Working with local suppliers Shortage of rare-earth elements Energy supply disruptions Use of reconditioned equipment Failure to comply with regulations on responsible purchasing	<ul style="list-style-type: none"> Responsible procurement policy Choice of certified IT hardware Responsible Purchasing Charter and CSR assessment of subcontractors and suppliers 	4.2.3.3.4 and 4.3.2	Green IT score for the IT equipment in France	-	66/100	Increase

ESRS	Sustainability challenges	IRO	Policies and action plan	Section	Indicator	Target	2025 results	Trend
S4	Personal data management	Leak/disclosure of personal data held by Aubay Leak/disclosure of personal data held by our clients and accessible by our employees in the course of providing services Failure to comply with personal data management regulations (GDPR) Ability to ensure compliance with the GDPR Reputational damage resulting from incidents involving personal data Support services for compliance (GDPR)	<ul style="list-style-type: none"> GDPR policy Information security management system (ISO 27001) 	4.3.3.2	Share of employees that have completed GDPR training	Increase the level of compliance with the GDPR	54% ¹	-
S4	Quality of service	Performance of client IT systems Reputational damage due to inadequate service quality Delays in projects with a commitment to results, leading to financial penalties Increase in productivity through the use of AI tools/new technologies	<ul style="list-style-type: none"> Quality policy Quality, safety and environmental controls 	4.3.3.3	Proportion of ISO 9001-certified sites	-	70%	Stable
G1	Governance practices	Governance operations Integrating CSR into governance practices Failure to comply with regulations on non-financial reporting	<ul style="list-style-type: none"> Selection of Board members according to their skills Presence of independent directors on the Board of Directors Constitution of Specialist Committees (audit, remuneration, CSR) 	4.1.2	Share of independent directors	-	33%	Stable
G1	Business ethics	Whistleblower protection Corruption in business relations Failure to comply with regulations on ethical practices Reputational damage resulting from a lack of ethics in business relations	<ul style="list-style-type: none"> Anti-corruption policy and Code of Conduct Whistleblowing procedure Establishment of an Ethics Committee 	4.4.2.1	Share of relevant employees that have completed anti-corruption training	≥80%	96%	Stable
G1	Research and innovation	Innovation Unit projects and work Emergence of innovative topics	<ul style="list-style-type: none"> Activities of the Innovation Unit 	4.5.2	Number of hours spent on innovation projects	-	716,642 h	Increase
G1	Cybersecurity	Occurrence of cybersecurity incidents Strengthening of cybersecurity at our clients' sites Compliance checks on suppliers and subcontractors Production stoppage due to a cybersecurity incident causing a loss of revenue Reputational damage resulting from cybersecurity incidents New regulations leading to new client needs Geopolitical instability impacting cybersecurity	<ul style="list-style-type: none"> Cybersecurity policy Security management system (ISO 27001) 	4.5.4	Proportion of ISO 27001-certified sites	-	60%	Stable
E1, S4, G1	Sustainable IT development	Optimising the environmental impact of Aubay's clients' digital services through eco-design practices Optimising the environmental impact of Aubay's digital services through eco-design practices Improving the inclusivity of digital services for Aubay's clients through accessibility practices Improving the inclusivity of Aubay's digital services through accessibility practices Sponsorship of skills Systematic inclusion of CSR criteria in tenders Failure to comply with regulations on digital inclusion	<ul style="list-style-type: none"> Sustainable IT approach Commitment to sponsorships and skill-based sponsorship system to support projects that offer social value 	4.5.3.3	Sponsorship donations	Continue increasing fundraising and donations associated with sponsorships	€1.4m	Decrease

General Management is responsible for implementing CSR policies, as explained in section 4.1.2.1 *Operation, roles and responsibilities of governance*. When drawing up policies, the interests of all potentially affected stakeholders are taken into account. Depending on the nature of these stakeholders, policies are disseminated via the most appropriate media (website, intranet, head office).

¹ The methodology has been updated to include only employees trained in the last two years. As a result, the data presented this year are not directly comparable with historical data.

4.2. ENVIRONMENTAL INFORMATION

4.2.1. European taxonomy

Launched by the European Commission in 2018, the Green Taxonomy aims to define the list of activities with the lowest greenhouse gas emissions, harmonising the criteria at the European Union (EU) level for determining whether an economic activity is environmentally sustainable.

The overall objective of the Taxonomy is to reduce the EU's greenhouse gas emissions by 50% by 2030 and to achieve carbon neutrality by 2050, by accelerating the focus of investment on companies that contribute to achieving the Green Deal targets.

Identification of the alignment of an activity involves a step to check its eligibility. An activity is considered "eligible" if it is listed in the delegated acts (2021/2139, 2022/1214, 2023/2485, 2023/2486) specifying the application of the Taxonomy regulation.

To be sustainable according to the classification system defined by EU Regulation 2020/852 of 18 June 2020 and to be considered "aligned", an economic activity must be eligible (description in the delegated regulations), contribute substantially to at least one environmental objective (by meeting a certain number of criteria defined in the regulation), do no significant harm (DNSH) to the other five while complying with the minimum guarantees.

The six environmental objectives of the Taxonomy are: 1) climate change mitigation (CCM); 2) climate change adaptation (CCA); 3) sustainable use and protection of water and marine resources (WTR); 4) transition to a circular economy, waste prevention and recycling (CE); 5) pollution prevention and control (PPC); 6) protection of healthy ecosystems (BIO).

The indicators concerned by the regulation are revenue, capital expenditure and operating expenditure. They are to be expressed as a percentage of eligibility and alignment with the Taxonomy.

Therefore, once the overall compliance of Aubay's activities with the Taxonomy categories were analysed and the activities classified as 'eligible' and 'aligned'; the 2025 revenue, capital expenditure and operating expenditure associated with these activities, as well as their relative importance to Aubay's total activity, were calculated.

It should be noted that Aubay has no activities related to nuclear energy or fossil gas, as detailed in the table below:

Line	Activities linked to nuclear energy	
1.	The company engages in, finances or is exposed to the research, development, demonstration and deployment of innovative installations for producing electricity from nuclear processes with a minimum of waste from the fuel cycle.	NO
2.	The company engages in, finances or is exposed to the construction and safe operation of new nuclear power or process heat production facilities, including for district heating or industrial processes such as hydrogen production, including their safety upgrades, using the best available technology.	NO
3.	The company engages in, finances or is exposed to the safe operation of existing nuclear installations for the production of electricity or process heat, in particular for district heating purposes or for industrial processes such as the production of hydrogen, using nuclear energy, including their safety upgrades.	NO
Activities linked to fossil gas		
4.	The company engages in, finances or is exposed to the construction or operation of facilities for the production of electricity from gaseous fossil fuels.	NO
5.	The company engages in, finances or is exposed to the construction, refurbishment and operation of combined heat/cooling and electricity production facilities using gaseous fossil fuels.	NO
6.	The company engages in, finances or is exposed to the construction, refurbishment or operation of heat production facilities that produce heat/cooling from gaseous fossil fuels.	NO

4.2.1.1. Revenue eligibility and alignment

Aubay is a digital services company (DSC) that provides intellectual services to its clients related to their IT systems. Aubay's activities are service-based, with application services as its core business. Aubay does not offer hosting services to its clients and does not have its own data centres.

For the climate change adaptation (CCA) objective, Aubay's activities fall under NACE Code 62.0 "Programming, consultancy and other computer activities" and NAF code 6202A "Computer systems and software consultancy", and they may correspond to category 8.2 "Computer programming, consultancy and related

activities" of the Taxonomy regulation. This category is only eligible under the climate change adaptation objective and is not considered "enabling". As a result, by adopting this restrictive reading of the regulation in 2025, no part of Aubay's revenue in respect of this activity is considered eligible for the Taxonomy.

For the climate change mitigation objective (CCM), no Aubay income has been identified as eligible in 2025. Consequently, for the 2025 financial year, the proportion of revenue eligible for or aligned with Taxonomy amounts to 0% of the total revenue.

Economic activities	Code(s)	Total 2025 revenue (in €k)	Proportion of 2025 revenue	Substantial contribution criteria					Criteria for absence of significant prejudice					Minimum guarantees	Proportion of revenue aligned or eligible for the taxonomy, 2024	Category (enabling activity)	Category (transitional activity)	
				Climate change mitigation	Adaptation to climate change	Aquatic and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Adaptation to climate change	Aquatic and marine resources	Circular economy					Pollution
A. TAXONOMY-ELIGIBLE ACTIVITIES																		
A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (ALIGNED WITH THE TAXONOMY)																		
Data-driven solutions for GHG emission reductions	CCM/8.2	0.0	0.0%													0.0%		
A.2. ACTIVITIES THAT ARE TAXONOMY-ELIGIBLE BUT NOT ENVIRONMENTALLY SUSTAINABLE (NOT TAXONOMY-ALIGNED)																		
Data-driven solutions for GHG emission reductions	CCM/8.2	0.0	0.0%	E	N/EL	N/EL	N/EL	N/EL	N/EL							0.0%	E	
Total (A.1+A.2)		0.0	0.0%													0.0%		
B. ACTIVITIES THAT ARE NOT TAXONOMY-ELIGIBLE																		
Revenue from activities not eligible for the taxonomy (B)		601,600 ¹	100%															
Total (A+B)		601,600	100%															

	Proportion of revenue/Total revenue	
	Alignment by target	Eligibility by target
CCM	-	-
CCA	-	-
WTR	-	-
CE	-	-
PPC	-	-
BIO	-	-

CCM: Climate change mitigation; CCA: Climate change adaptation; WTR: Protection of aquatic and marine resources; CE: Transition to a circular economy; PPC: Pollution prevention and control; BIO: Protection and restoration of biodiversity and ecosystems

4.2.1.2. Eligibility and alignment of capital and operating expenditure

Aubay's expenditure has been analysed to identify individual expenditure that is potentially eligible for the Taxonomy. In particular, it is expenditure associated with buildings 7.7 (CCA/CCM) and staff transport 6.5 (CCA/CCM) that was reviewed in the light of the Taxonomy criteria.

In 2025, 22.9% of capital expenditure was eligible for the Taxonomy. Please note: the capital expenditures considered in the calculation of this ratio includes tangible fixed assets, leasehold rights of use, licences and software and other intangible assets.

Of this eligible part, expenditure considered potentially aligned corresponds to expenditure associated with transport, in particular expenditure on the rental of hybrid or electric vehicles, but also expenditure associated with the acquisition and ownership of buildings.

Today, the information collected does not permit verification that all the criteria defined in the European Taxonomy Regulation are met. This is because our vehicle suppliers are unable to provide us with all the information required to meet the criteria of no significant detriment to the pollution objective (PPC). We do, however, track an indicator corresponding to the proportion of low-carbon vehicles in Aubay's vehicle fleet. Therefore, in 2025, 55% of the Aubay Group's fleet will be made up of hybrid or

electric vehicles (compared to 43% in 2024). As for its buildings, Aubay rents its offices at all its sites. An initial analysis of vulnerability to climate risks has been conducted, as well as some energy audits. The main mechanisms for mitigating and adapting to climate change are controlled by the property managers, because any work on the building envelope (wall insulation, double glazing) is under the responsibility of the landlords.

For operating expenditure, the expenses analysed relate to research and development costs, building renovation costs, short-term rent, maintenance, upkeep and repair of assets and any other expenses associated with the routine maintenance of assets. Due to the market practices adopted and following an analysis of the materiality of these expenses, Aubay has decided to take advantage of the materiality exemption for this indicator. Effectively, the expenditure retained was less than 1% of total operating expenditure in 2025 and was therefore considered insignificant.

The eligibility and alignment ratios obtained may change upwards or downwards in the coming years. These variations may result from differences in the nature of the investment, but also from any additional clarifications provided by the EU on the regulatory texts or from exchanges with industry peers to harmonise the interpretation of these texts.

¹ See 6.1.2 Consolidated income statements

4. 2025 SUSTAINABILITY STATEMENT

ENVIRONMENTAL INFORMATION

Economic activities	Code(s)	Total 2025 CapEx (in €k)	Share of total 2025 CapEx	Substantial contribution criteria						Criteria for absence of significant prejudice						Minimum guarantees	Proportion of CapEx aligned or eligible for the taxonomy, 2024	Category (enabling activity)	Category (transitional activity)
				Climate change mitigation	Adaptation to climate change	Aquatic and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Adaptation to climate change	Aquatic and marine resources	Circular economy	Pollution	Biodiversity and ecosystems				
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (ALIGNED WITH THE TAXONOMY)																			
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	CCM/CCA 6.5	0.0	0.0%													0.0%			
7.7 Acquisition and ownership of buildings	CCM/CCA 7.7	0.0	0.0%													0.0%			
A.2. ACTIVITIES THAT ARE TAXONOMY-ELIGIBLE BUT NOT ENVIRONMENTALLY SUSTAINABLE (NOT TAXONOMY ALIGNED)																			
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	CCM/CCA 6.5	1,054	1.0%	E	EL	N/EL	N/EL	N/EL	N/EL							20.3%			
7.7 Acquisition and ownership of buildings	CCM/CCA 7.7	22,756	21.9%	E	EL	N/EL	N/EL	N/EL	N/EL							37.8%			
Total (A.1+A.2)		23,810	22.9%													58.1%			
B. ACTIVITIES THAT ARE NOT TAXONOMY-ELIGIBLE																			
CapEx from activities not eligible for the taxonomy (B)		80,144	78.1%																
Total (A+B)		103,954¹	100%																

Share of investment expenditure / Total investment expenditure

	Alignment by target	Eligibility by target
CCM	-	22.9%
CCA	-	22.9%
WTR	-	-
CE	-	-
PPC	-	-
BIO	-	-

CCM: Climate change mitigation; CCA: Climate change adaptation; WTR: Protection of aquatic and marine resources; CE: Transition to a circular economy; PPC: Pollution prevention and control; BIO: Protection and restoration of biodiversity and ecosystems

¹ See 6.3 Appendix notes: Note 9 – Statement of fixed assets

Economic activities	Code(s)	Total 2025 OpEx (in €k)	Share of total 2025 OpEx	Substantial contribution criteria					Criteria for absence of significant prejudice					Minimum guarantees	Proportion of OpEx aligned with or eligible for the Taxonomy, 2024	Category (enabling activity)	Category (transitional activity)
				Climate change mitigation	Adaptation to climate change	Aquatic and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Adaptation to climate change	Aquatic and marine resources	Circular economy				
A. TAXONOMY-ELIGIBLE ACTIVITIES																	
A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (ALIGNED WITH THE TAXONOMY)																	
		0.0	0.0%											0.0%			
A.2. ACTIVITIES THAT ARE TAXONOMY-ELIGIBLE BUT NOT ENVIRONMENTALLY SUSTAINABLE (NOT TAXONOMY-ALIGNED)																	
		0.0	0.0%											0.0%			
Total (A.1+A.2)		0.0	0.0%											0.0%			
B. ACTIVITIES THAT ARE NOT TAXONOMY-ELIGIBLE																	
OpEx from activities not eligible for the taxonomy (B)		533,124 ¹	100%														
Total (A+B)		533,124	100%														

	Share of operating expenditure / Total operating expenditure	
	Alignment by target	Eligibility by target
CCM	-	-
CCA	-	-
WTR	-	-
CE	-	-
PPC	-	-
BIO	-	-

CCM: Climate change mitigation; CCA: Climate change adaptation; WTR: Protection of aquatic and marine resources; CE: Transition to a circular economy; PPC: Pollution prevention and control; BIO: Protection and restoration of biodiversity and ecosystems

Aubay has not yet set a target figure for aligning its economic activities (revenue, CapEx, OpEx) with the criteria set out in Commission Delegated Regulation (EU) 2021/2139.

1 See 6.1.2 Consolidated income statements

4.2.2. Climate change [ESRS E1]

4.2.2.1. Impacts, risks and opportunities associated with climate change

4.2.2.1.1. Analysis of climate scenarios

In 2023, the Aubay Group received assistance from a specialist external energy/climate consulting firm to conduct a study on the risks and opportunities associated with climate change for Aubay’s business model.

The analysis process included the following stages:

→ Analysis of Aubay’s activities and production of a full Carbon Footprint Assessment

→ Overall qualitative analysis: identification of a list of risks and opportunities for Aubay, qualification of risks and opportunities during a workshop and definition of a shortlist of risks and opportunities

→ Detailed quantitative analysis of the risks and opportunities of the shortlist: multiple interviews to help with quantification

The entire study was based on the IPCC’s climate projections, in particular RCP 8.5 (the most pessimistic scenario) and RCP 2.6 (the most optimistic scenario).

The RCP 8.5 scenario represents a future in which greenhouse gas emissions continue to rise sharply throughout the 21st century. This scenario is often referred to as “business as usual”, as it assumes no additional climate policies. The main features of this scenario include:

- Radiative forcing: +8.5 W/m² by 2100.
- Global temperature: Increase in global average temperature of 4°C or more compared with pre-industrial levels.

In this study, in view of Aubay’s activities, the following climatic hazards were considered:

Extreme weather events	Chronic weather hazards
<ul style="list-style-type: none"> ● Drought, heatwaves ● Flooding ● Extreme weather events (hurricanes, tornadoes, heavy rainfall) 	<ul style="list-style-type: none"> ● Temperature increase ● Rising sea levels

For Aubay, physical risks such as chronic and extreme climatic hazards have low impacts and probabilities of occurrence and have not been identified as material.

As far as extreme weather risks are concerned, Aubay’s business is not heavily dependent on buildings. All our activities take place in major cities, which are better protected against power cuts. It should be noted that only our Barcelona office is located in a coastal area, which limits our exposure to flood risks. In addition, our water consumption is restricted to our office activities, including use for sanitary facilities and the maintenance of premises (0.6 m³/m² in 2025 for Aubay Group), thereby reducing our vulnerability to water shortages.

As far as chronic climatic risks are concerned, our office business is relatively well protected thanks to the air conditioning on our premises, which means that we can maintain comfortable working conditions even in periods of extreme heat.

- Consequences: Significant rise in sea levels, more frequent and intense extreme weather events, severe impact on ecosystems and biodiversity.

The RCP 2.6 scenario envisages a future in which ambitious measures are taken to reduce greenhouse gas emissions. This scenario assumes that emissions peak rapidly, then fall sharply to near-zero levels by the end of the century. The main features of this scenario include:

- Radiative forcing: +2.6 W/m² by 2100.
- Global temperature: A limit to the increase in global average temperature to around 1.5°C to 2°C above pre-industrial levels.
- Consequences: Reduced risk of extreme weather events, less severe impacts on ecosystems and biodiversity, moderate rise in sea levels.

Several time frames were considered: short term (up to 2 years), medium term (3 to 6 years) and long term (more than 7 years). The assessment took into account the likelihood and scale of all risks and opportunities, as well as the geographical location of Aubay’s sites.

Internal control and risk management at Aubay is supervised by General Management, and, in particular, of the Finance and Legal Departments. Climate-related risks and opportunities are included in the same process. In addition, the analysis of risks and opportunities is presented to the CSR Strategic Committee.

To assess the impact of its activities on climate change, Aubay has been calculating its greenhouse gas emissions, known as its carbon footprint assessment, in accordance with the GHG Protocol since 2021. The carbon footprint assessment methodology makes it possible to identify all the sources of emissions associated with a company’s activities and to prioritise them precisely. Once established, the aim of the carbon footprint assessment is to guide the actions to prioritise to achieve a lower carbon footprint and help in the fight against climate change.

As part of the study of risks and opportunities, an analysis of transition risks was also carried out. For Aubay, the risks of transition are directly associated with the future challenges of energy management.

The results of this study have enriched our work on double materiality. The material impacts, risks and opportunities for Aubay associated with climate change have been identified, and their significance assessed using this approach. The methodology adopted is described in detail in section 4.1.5.1 *Methodology for the double materiality assessment*. The tables below show all the material IRO for Aubay linked to climate change.

Energy

IRO	Type
Development of renewable energies at Aubay sites and in the supply chain	Positive impact
Excessive electricity consumption	Negative impact
Development of renewable energies through installations at Aubay sites	Opportunity
Rising fossil fuel energy costs	Market transition risk
Failure to comply with energy management regulations (e.g. tertiary sector decree, energy audits, BEGES)	Political and legal transition risk

Climate change mitigation

IRO	Type
Carbon offsetting by investing in projects such as reforestation or carbon capture and storage	Positive impact
Carbon footprint calculation, including greenhouse gas emissions associated with employee travel	Negative impact
Adapting IT systems to align with ESG regulations	Opportunity

Adaptation to climate change

IRO	Type
Optimisation of the environmental impact of Aubay's clients' digital services through eco-design practices	Positive impact
Optimisation of the environmental impact of Aubay's digital services through eco-design practices	Positive impact
Energy supply disruptions due to environmental or geopolitical factors that could affect the continuity of operations (e.g. data centres)	Political and legal transition risk Extreme climate risk
Development of IT for Green (digital solutions for tackling climate challenges)	Opportunity
Systematic inclusion of CSR criteria in tenders	Opportunity

4.2.2.1.2. Financial impacts associated with impacts, risks and opportunities

Without the development of renewable energies, dependence on fossil fuels and their gradual scarcity could lead to a significant rise in energy costs. As fossil fuel reserves dwindle, extracting them becomes more expensive. This situation, combined with growing global energy demand, is pushing up prices. For this reason, the rising cost of energy from fossil fuels is a short-term market transition risk, although the financial impact for Aubay is low (0-2% of net income).

Geopolitical crises and natural disasters can lead to energy supply difficulties or power cuts, impacting the operation of IT systems. This short-term climate and transition risk has an extreme financial impact, as it would affect our entire business (more than 10% of net income).

Failure to comply with energy regulations may result in financial penalties. This short-term transition risk has a moderate financial impact (2 to 5% of net income) for Aubay.

4.2.2.2. Governance and management of climate change issues

Climate change issues are monitored as described in section 4.1.2 *Sustainability governance* and managed by the CSR department, which works with a group of internal departments to roll out climate policies.

In addition, the process of developing Aubay's climate transition plan takes place in several key stages. In 2025, formalisation work was carried out to quantify the GHG emissions of decarbonisation levers and define the carbon trajectory. These elements have enriched our decarbonisation plan, which is a first step in the construction of our transition plan:

1. Co-construction and validation: the plan has been developed in collaboration with the relevant departments and subsidiaries to ensure its feasibility and alignment with business line operational realities.
2. Validation at General Management level: the General Management reviewed the plan to ensure its consistency with the Company's overall strategy.
3. Implementation: with the support of the CSR team, the various departments applied their personalised roadmaps, enabling the integration of sustainability in all of Aubay's business lines and scope.

Depending on the subject, progress on action plans is monitored on a monthly, quarterly, half-yearly or annual basis:

- Monthly: with General Services in each country
- Quarterly: Strategic CSR Committee
- Half-yearly: Operational CSR Committee
- Annual: Annual carbon footprint assessment

The General Management and the Board of Directors are regularly informed of the progress of actions to optimise the Company's impact on the climate and to seize the opportunities associated with the transition.

Climate issues are integrated into the Company's management incentive systems. The Board of Directors has opted to pursue its commitments under the SBTi as an indicator to define the key performance objectives that determine the variable remuneration of the executive corporate officers. These elements are described in detail in section 4.1.2.3 *Integration of sustainability-related performance in incentive schemes*.

4.2.2.3. Decarbonisation plan for climate change mitigation [E1-1, E1-2]

The IT sector is currently responsible for almost 4% of global greenhouse gas emissions. (source: ADEME, French Environment and Energy Management Agency).

In this context, Aubay is committed to taking action to reduce its contribution to climate change and help build a more sustainable, low-carbon world. As a digital services company, Aubay can take action on the impact of its offices, its supply chain, its employees' travel and the services it offers to its clients.

Our decarbonisation plan is incorporated into the construction of our climate transition plan and sets out our objectives, strategy and actions to achieve these ambitions. The Group CSR team, supported by the CSR Committees, is responsible for overseeing and implementing the plan, as well as communicating with stakeholders.

As part of this plan, we have set GHG emission reduction targets, as detailed in section 4.2.2.3.1 *Targets and results relating to climate change*. To achieve these objectives, we are implementing an action plan to reduce our carbon impact in all our subsidiaries. These actions are detailed in section 4.2.2.4 *Climate change action plan*.

4.2.2.3.1. Climate change targets [E1-4]

Our decarbonisation trajectory has been validated by the Science-Based Targets initiative (SBTi) and is broken down into the following reduction targets:

- Reduce our scopes 1 and 2 emissions by 50% by 2032 (in tCO₂e, base 2022)
- Reduce our scope 3 emissions by 58% by 2032 (in tCO₂e/€ AV, base 2022)

It should be noted that Scope 2 targets relate to emissions calculated using the market-based method.

These targets were determined with the support of a specialist energy/climate consultancy and using the SBTi tools. An intensity target has been set for scope 3 to take account of changes in revenue.

Aubay also relies on the CDP to put its decarbonisation trajectory into perspective in relation to other companies in its sector. The CDP provides a structured and transparent framework for comparing companies' climate ambitions.

The SBTi has classified Aubay's scopes 1 and 2 objectives as being in line with limiting global warming to 1.5°C.

The decarbonisation plan is supported by General Management and is fully integrated into the CSR roadmap. It forms part of a business model transformation approach: digital efficiency, sustainable mobility, responsible purchasing.

As part of our CSR roadmap, therefore, we have set the following objectives:

- Supply 100% of the Group's sites with renewable electricity by 2030
- Reduce our electricity consumption by 30% in 2025 (base 2018, in kWh/m²)
- Reduce our paper consumption by 65% in 2025 (base 2018, in number of A4 sheets/employee)

4.2.2.3.2. Carbon trajectory

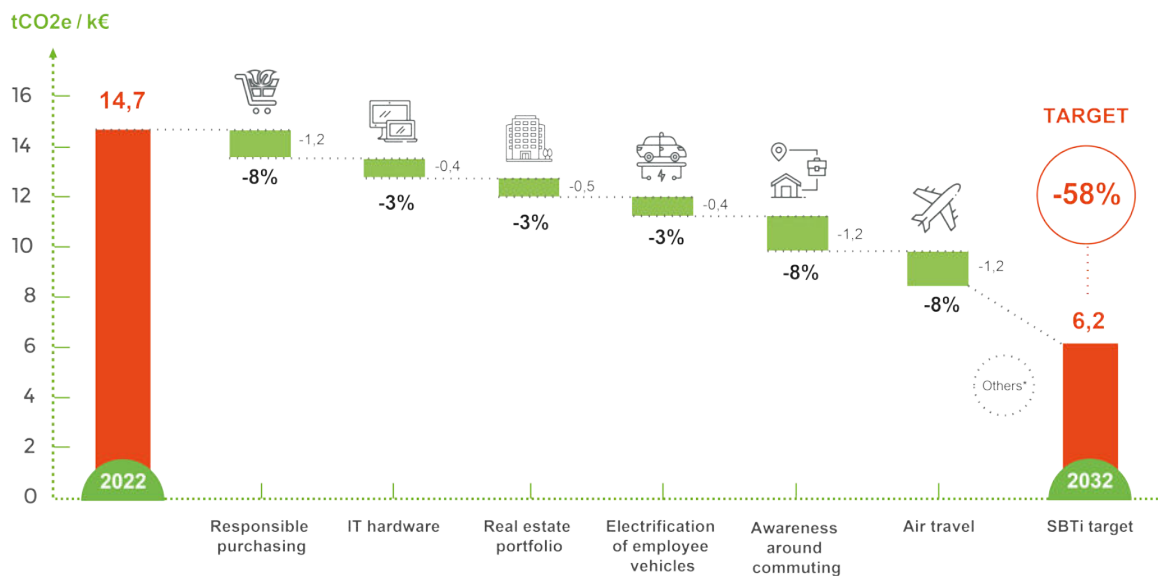
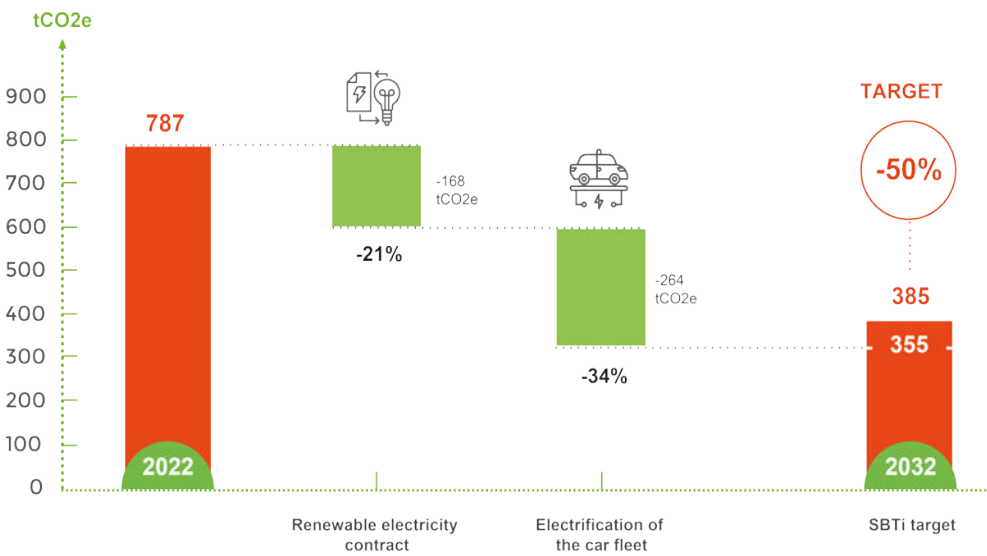
Aubay's carbon trajectory includes a gradual reduction in emissions until 2032, with targets by subsidiary and by emissions category. The trajectory data are expressed in tCO₂e and carbon intensity (tCO₂e/€m). A carbon trajectory tool is used to monitor results, adapt assumptions and manage the achievement of the objectives.

The indicators are updated in the carbon trajectory tool to measure the impact of actions and adjust the trajectory if necessary. Some examples of indicators are shown opposite: litres of fuel consumed, expenditure (€k) on services, number of PCs and smartphones purchased (refurbished or not), distances travelled by plane (km), etc.

4.2.2.3.3. Reduction levers and resources

In order to achieve its decarbonisation targets, Aubay has identified decarbonisation levers for each major carbon emission category. The main decarbonisation levers identified are as follows:

- Energy efficiency and renewable energies (scopes 1 and 2)
- Sustainable mobility (scopes 1 and 3)
- Sustainable IT (scopes 2 and 3)
- Responsible purchasing (scope 3)
- Property portfolio (scope 3)



*Reduction already achieved between 2022 and 2024 + other marginal actions

The actions behind each of these levers are described in detail in section 4.2.2.4 *Climate change action plan [E1-4]*.

Performance indicators are also in place to monitor progress. These indicators include the reduction of GHG emissions, the increase in energy efficiency and the share of renewable energy in our total energy consumption. Our progress is publicly communicated in our Sustainability Statement, to reassure our stakeholders of our transparency and ongoing commitment. These elements are detailed in section 4.2.2.5 *Results relating to climate change*.

At present, the actions set out in the transition plan are financed from the budgets of the departments responsible for implementing them. Climate transition is a cross-

functional concept at Aubay, involving different players and projects, which means that the budget has to be shared out. However, we will continue to coordinate our efforts to maximise the impact of these investments.

By obtaining ISO 14064-1 certification, Aubay Spain and Aubay Italy are demonstrating their commitment to reducing their carbon footprint and promoting sustainability. Furthermore, 55% of Aubay sites are ISO 14001-certified for their environmental management systems in 2025.

Note that Aubay is excluded from the Paris Agreement benchmark indices.

4.2.2.4. Climate change action plan [E1-4]

4.2.2.4.1. Actions to promote energy efficiency

At present, our energy consumption results primarily from our office activities and is used for the following purposes: heating, lighting, ventilation, air conditioning and office automation.

In 2025, Aubay continued with its efforts to promote energy efficiency. These include:

- temperature control in offices;
- adjustment of server room cooling temperatures;
- automatic programming and suspension of air conditioning/heating systems;
- systematic installation of motion detection systems to automatically switch lighting on and off;
- continued LED relamping;
- lower hot water tanks' temperatures;
- systematic installation of more energy-efficient equipment when new equipment is installed.

In 2024, energy audits were carried out at several Aubay sites, notably in France.

Summary of energy audit recommendations for the Aubay Ile-de-France and Nantes sites:

Recommendation	Investment (€ excl. tax)	Expected GHG reduction/year (tCO2e)
Relamping and installation of dimmers and presence detectors in the offices	160,380	0.64
Installation of photovoltaic roof panels	157,900	3.41
Installation of thermostatic valves on radiators	1,300	0.2
Insulation of domestic hot water networks	1,610	0.12

However, as Aubay leases all its sites, certain recommendations are not applicable, in particular work on the building envelope (wall insulation, double glazing).

As part of the planned relocations in France in 2026, particularly following the acquisition of Solutec, energy efficiency will be an essential criterion when choosing new sites.

4.2.2.4.2. More virtuous travel for employees

Given the specific nature of its consulting activity, Aubay is particularly mindful of monitoring the distances travelled by its employees, distinguishing between business travel and commuting.

In order to reduce the impact of employee travel to client premises, when several assignments may concern the same consultant, proximity to their home is one of the selection criteria used.

To promote sustainable mobility, guidelines for reducing the environmental impact of business travel have been shared across all subsidiaries. The good practices detailed recommend giving priority to public transport and soft mobility, adopting methods for using a vehicle in a less impactful way and only taking a plane as a last resort.

Furthermore, as part of the vehicle fleet renewal, hybrid and electric vehicles are systematically prioritised.

In order to optimise our energy consumption, employees are responsible for energy management at all our sites. In certain subsidiaries, electricity consumption has also been reinforced through the installation of control software.

To perpetuate habits of sustainable use of resources, we raise the awareness of our teams of individual reduction of energy consumption and the adoption of more responsible daily gestures through various communication materials: CSR sheets, posts on social media, posters, nudges, and webinars.

Aubay Group also aims to increase the share of renewable electricity in its electricity consumption. In 2025, all Aubay France sites switched to renewable electricity, increasing the percentage of Aubay sites powered by renewable electricity to 94%.

Aubay is also looking into the possibility of installing on-site renewable electricity generation systems. By producing its own energy, a company becomes less dependent on fluctuations in market energy prices and can ensure continuity of operations even in the event of supply disruptions.

Dependence on fossil fuels and their gradual scarcity are likely to lead to a significant rise in the cost of energy from these sources. As fossil fuel reserves dwindle, extracting them becomes more expensive. This situation, combined with growing global energy demand, is pushing up prices. Geopolitical crises and natural disasters can lead to energy supply difficulties or power cuts, impacting the operation of IT systems. The use of renewable energies also makes it possible to anticipate the tightening of certain regulations, such as the coming into force of the carbon tax.

Aubay keeps a close eye on regulatory developments, particularly in the areas of energy and climate change, by means of an environmental watch carried out using a range of tools.

To encourage the use of soft modes of transport, Aubay France offers its employees access to kilometre-based bicycle allowances and has set up a bicycle shelter at its head offices. Sockets for recharging electric vehicles have also been installed in the car park, to facilitate and encourage employee use of hybrid or electric models. In 2025, the Sustainable Mobility Package (Forfait Mobilité Durable - FMD) scheme came into force in France. This involves the employer covering the costs incurred by employees using sustainable mobility solutions such as bicycles (including electric bicycles), carpooling, public transport excluding subscriptions or shared mobility services.

In Belgium, the mobility budget, which enables employees to choose more sustainable transport solutions tailored to their needs, is also being promoted among employees.

In 2025, Aubay Italy created a *mobility manager* position to structure and strengthen its sustainable mobility strategy. This function contributes significantly to the company's approach to reducing its environmental footprint.

Lastly, the continued use of remote working in all subsidiaries is also helping to optimise staff commuting and reduce our carbon footprint.

4.2.2.4.3. More responsible purchasing

Aubay's CSR requirements for subcontractors and suppliers are formally set out in our Responsible Purchasing Charter, as detailed in section 4.3.2.2 *Policies relating to workers in the value chain [S2-1]*

In concrete terms, we are also implementing several actions to reduce the carbon footprint of our purchases:

- **More responsible goodies purchases.** Over the past number of years, we have carefully selected the goodies we order, whether for the Welcome Packs that we distribute to new employees, or for distribution as part of the school or recruitment forums. We pay close attention to the origin of our promotional objects and favour French or European productions. A service provider provides us with an environmental performance report to monitor our impact and carbon footprint for these purchases.





- **Committed partners for our internal events.** Where possible, for our internal events in France, we favour service providers committed to a more responsible and inclusive food offering, in particular by favouring alternative and vegetarian menus and through collaborations with social bodies like sheltered workshops (Établissement et Service d'Aide par le Travail - ESAT).

To refine the calculation of our carbon footprint, we are also working on collecting the carbon intensity of our suppliers.

Our responsible purchasing policy is linked to the actions we implement in favour of the circular economy, in particular to reduce the consumption of resources as detailed in section 4.2.3.3.2 *Reducing the consumption of natural resources.*

4.2.2.4.4. Actions to reduce the environmental impact of our fixed assets

Aubay is committed to responsible management of IT equipment through a number of initiatives:

 Reduction of hardware requirements	 Reuse of equipment	 Extending the service life and refurbishing of IT equipment	 Responsible purchasing and end-of-life management
<ul style="list-style-type: none"> ● Removal of landline telephones ● Complete virtualisation of infrastructures ● Allocation of small equipment such as bags and mice on request only, to avoid over-consumption and guarantee their use by employees 	<ul style="list-style-type: none"> ● Rental of printers ● Internal reuse of equipment ● Purchase of refurbished equipment 	<ul style="list-style-type: none"> ● Extension of PC lifespan from 3 to 5 years ● Raising employee awareness of equipment maintenance ● Reuse of spare parts ● Tips for optimising performance and usage ● Lengthening of guarantee cover 	<ul style="list-style-type: none"> ● CSR assessment of suppliers ● Integration of environmental criteria in the choice of equipment: EPEAT, TCO Certified ● End of life: recycling of WEEE by our specialised service provider, or by donating to associations for reuse

In addition, as part of the planned relocations in France, eco-designed furniture will be preferred and furniture that will no longer be used will be sent for recycling.

4.2.2.4.5. Working towards a more sustainable IT

Since signing the Planet Tech/Care manifesto in September 2021, Aubay has committed to measuring and reducing the environmental impact of its services, as well as raising awareness of these crucial challenges among all its stakeholders.

Since 2022, Aubay has been a signatory to the Sustainable IT Charter supported by the Institut du Numérique Responsable (INR - Sustainable IT Institute). INR is a "think-and-do tank" created in 2018 that brings together companies and organisations around the experimentation and promotion of good practices for a more regenerative, inclusive and ethical use of digital technology.

Aubay was awarded the NR (Numérique Responsable) Sustainable IT level 1 label in early 2023 for its sustainable IT approach. This label recognises the quality of our engagement and serves to encourage us in our work towards building a sustainable digital model. The Sustainable IT label is based on a reference system developed by INR in partnership with the French Ministry of Ecological and Solidarity Transition, ADEME (French Environment and Energy Management Agency) and the WWF. This framework has been built around 5 axes: strategy and governance, support for the NR strategy, digital service life cycles, extension of the NR approach, DSC products and services.

In 2025, Aubay initiated the level 2 labelling process and its approach was audited in November 2025, with an expected result in H1 2026.

A core Sustainable IT team at Aubay France is in charge of steering and actively monitoring the various projects, which enables Aubay to make continuous progress in the inclusion digital technology in its activities.

For a services company like Aubay, training its staff is essential to deliver excellent service and develop individual skills. We want our employees to be able to support our clients in their present and future challenges, an ambition that currently includes their ability to offer simpler digital solutions. This is why Aubay continued to roll out a cycle of training courses on Sustainable IT in France in 2025, divided into three parts: a module on raising awareness of the impacts of digital technology and the responsible design approach, a module on eco-design, and a module on digital accessibility. Since September 2022, almost 300 Aubay employees have completed a Sustainable IT training module.

Aubay is also committed to raising awareness among all its employees of the environmental consequences of digital use to guide them towards moderation in their daily digital practices. As part of the Sustainable IT training program we offer at Aubay, the open-access MOOC developed by the Institut du Numérique Responsable (INR: Sustainable IT Institute) is systematically distributed to all new employees. Raising awareness is also achieved through regular communications using a variety of media: CSR fact sheets, webinars, Digital Collages, quizzes, posters, etc.

Aubay also seeks to support its clients in their ecological and environmental transition, by offering them digital solutions adapted to their needs, to reduce the environmental impact of their digital practices. As part of this, several developers take part in the annual EcoCode challenge, the aim of which is to identify best practices in code eco-design, Aubay being a partner of this initiative. Eco-design is an approach that aims to reduce negative environmental impacts throughout the lifecycle of a digital service.

In 2025, a set of documents (referred to as the "Sustainable IT Kit") for the project teams was drawn up to help them deploy a responsible digital approach. The kit includes the following:

- the training courses offered to employees,
- best practices to be followed by employee profiles (project manager, developer, BA, etc.) and according to the 2 axes: eco-design and accessibility,
- an analysis grid of the project's responsible digital objectives,
- a client feedback form,
- a project feedback channel,
- and user manuals on the recommended tools (EcoIndex, Fruggr, Audit RGAA - French General Framework for Improving Accessibility).

This kit can be deployed within projects with the help of a "Sustainable IT Contact", who is an expert in eco-design and accessibility topics, and in collaboration with the CSR team to report to it on the scale of the project (responsible digital score targeted, score achieved, carbon footprint of the service, etc.).

To help its clients reduce their environmental impact, Aubay also provides IT for Green services. IT for Green refers to the use of information technology to optimise the environmental impact. This includes developing solutions to monitor and reduce GHG emissions, optimise the use of natural resources and improve energy management. As part of the Innovation Unit's activities, several of the projects described in section 4.5.2 *Innovation* are IT for Green solutions.

In early 2025, a hackathon on the subject of Sustainable IT was also organised. This event involved the pooling of Aubay's talents and teams to come up with digital applications or services that promote more sustainable consumption, and encourage and enable users to minimise their ecological footprint.

Aubay Group, which supports the digital transformation and industrialisation of its clients' IT systems, can also help them to adapt in response to new ESG requirements. ESG regulations require increased data collection, similar to that required for financial reporting. To manage this data effectively, more robust IT systems are needed, since these systems must be capable of processing large quantities of data from a variety of sources, and ensuring its accuracy and traceability.

Lastly, Aubay's Sustainable IT and CSR approach enables it to meet the growing CSR requirements of its clients, which are expressed through increasingly strict and significant CSR criteria in calls for tender.

4.2.2.5. Targets and results relating to climate change [E1-5, E1-6]

Aubay monitors several indicators to measure the environmental impact of its activities, particularly at its sites, but also regarding employee travel:

Indicators - Energy consumption and electricity mix	2025 value	2024 value	Change
Electrical energy efficiency (in kWh/m ²)	56	59	-5%
Electricity consumption from fossil fuels (in kWh) [E1-5]	11,644	48,561	-76%
Electricity consumption from nuclear sources (in kWh) [E1-5]	217,031	435,471	-50%
Electricity consumption from renewable sources (in kWh) [E1-5]	592,134	410,100	44%
Share of sites supplied with renewable electricity	94%	65%	45%
Gas consumption per surface area (in kWh GCV/m ²)	2	4	-55%

In 2025, the Group's electricity consumption showed a decrease of 8%. In parallel, the Group pursued its policy of optimising occupied office space. These joint actions led to a further decline in the electricity efficiency ratio (based on the surface area at the end of the year). In addition, at the end of 2025, nearly all of the Aubay Group's sites were supplied with renewable electricity.

Calculation rules:

Electricity consumption corresponds to the quantities of electricity recorded based on invoicing (estimated data).

An estimation method based on available monthly consumption was used in cases where entities were unable to collect accurate information.

In the case of bimonthly invoicing where consumption may straddle two years, the consumption is divided into 2 equal parts.

The breakdown of electricity consumption by source (fossil, nuclear, renewable) is done in terms of both a location-based and market-based approach, according to the information available.

Indicators - Travel	2025 value	2024 value	Change
Distances travelled by car for business travel per employee (in km/employee)	191	177	8%
Distances travelled by air for business travel per employee (in km/employee)	3,258	2,869	14%
Distances travelled by train for business travel per employee (in km/employee)	1,299	1,195	9%
Distances travelled by car for commuting per employee (in km/employee)	1,274	1,425	-11%
Distances travelled by public transport for commuting per employee (in km/employee)	2,705	2,379	14%
Share of distance travelled by public transport for commuting	68%	63%	9%
Share of electric or hybrid vehicles in the car fleet	55%	43%	28%

Between 2024 and 2025, the increase in distances travelled was due to employees returning to site and more business travel. It should be noted that employees favour public transport for commuting, and this is encouraged by the various measures implemented in the countries to promote sustainable mobility (e.g. the introduction of the sustainable mobility package in France).

Calculation rules:	Business travel
<p>Commuting</p> <p>Concerning travel by car and public transport:</p> <ul style="list-style-type: none"> For employees on assignment, journeys are tracked using management tools that collect information on addresses (home and place of assignment) and modes of transport or using surveys. For staff that remain in-house, the distances travelled are calculated based on a survey conducted on a representative sample of employees. <p>The estimation methods that can be applied are as follows:</p> <ul style="list-style-type: none"> Any employee for whom data is missing is given an average daily mileage. If data is not available for all staff, a survey of a representative sample of employees can be carried out to estimate the distances travelled by all employees. Given the widespread adoption of remote working, the measured remote working rate should be applied to all theoretical travel calculations. 	<p>Concerning travel by car:</p> <ul style="list-style-type: none"> For personal vehicles that receive mileage allowances, the distances travelled are tracked by accounting. For owned or leased vehicles, the distances travelled are tracked by accounting or the lease manager. In Belgium and Luxembourg, precise monitoring is also possible via fuel card statements. Distances driven privately and for commuting, if a distinction cannot be made. In Belgium and Luxembourg, they are capped at 10,000 km per employee per year. Travel by taxi is estimated to be negligible, except for Portugal, where car travel with a driver is included in business travel. <p>Concerning air and rail travel:</p> <ul style="list-style-type: none"> The distances travelled by air and rail for business travel are based on invoiced data from travel agencies and, where applicable, calculated based on any additional tickets purchased.

To assess its greenhouse gas emissions, Aubay calculated the carbon footprint of the entire Group for Scope 1 (direct emissions), Scope 2 (indirect emissions) and Scope 3 (other indirect emissions). This provided a complete overview of Aubay Group's greenhouse gas emissions for 2025. The results obtained are detailed below.

The carbon footprint assessment methodology identifies all sources of emissions associated with a company's activities and prioritises them precisely. Once established, the aim of the carbon footprint assessment is to guide the actions to be prioritised to achieve a lower carbon footprint and help in the fight against climate change.

Indicators - GHG emissions [E1-6]	2025 value	2024 value	Change
Scope 1			
Scope 1 GHG emissions (in tCO ₂ e)	403	413	-2%
Scope 2			
Location-based Scope 2 GHG emissions (in tCO ₂ e)	108	111	-3%
Market-based Scope 2 GHG emissions (in tCO ₂ e)	14	29	-52%
Scope 3			
Location-based Scope 3 GHG emissions (in tCO ₂ e)	5,312	6,392	-17%
Market-based Scope 3 GHG emissions (in tCO ₂ e)	5,292	6,375	-17%
▶ 3-1 Purchased products & services	1,928	2,553	-24%
▶ 3-2 Fixed assets	570	538	6%
▶ 3-3 Emissions from fuels and energy (not included in scope 1 or scope 2, location-based method)	125	137	-9%
▶ 3-3 Emissions from fuels and energy (not included in scope 1 or scope 2, market-based method)	105	120	-13%
▶ 3-5 Waste generated	23	28	-18%
▶ 3-6 Business travel	352	634	-44%
▶ 3-7 Employee commuting	2,243	2,502	-10%
Scopes 1, 2 and 3			
Total location-based GHG emissions (in tCO ₂ e)	5,823	6,915	-16%
Total market-based GHG emissions (in tCO ₂ e)	5,709	6,817	-16%
GHG intensity			
Total GHG emissions (location-based) by net revenue (in kgCO ₂ e/€k)	10.6	12.8	-17%
Total GHG emissions (market-based) by net revenue (in kgCO ₂ e/€k)	10.4	12.6	-18%

Calculation rules:

Our Carbon Footprint Assessment has been calculated in accordance with the methodology defined by the GHG Protocol Corporate Standard.

Scope 1 and Scope 2

Scope 1 covers all of Aubay's direct GHG emissions. These are emissions from sources owned or controlled by the company.

Scope 2 covers all of Aubay's indirect GHG emissions from energy consumption.

- Energy consumption: Energy data was collected on the basis of consumption in kWh.
- Non-energy consumption: Data relating to air conditioning was collected from refrigerant refills at the facilities.
- Fuel consumption: This is the fuel consumption (in litres) of the vehicles in the fleet.

Scope 3

Scope 3 applies to all data not included in the previous 2 scopes. It covers several types of activity.

Upstream activities:

- Fixed assets: This is an inventory of all fixed assets (buildings, car parks, IT equipment, vehicles and furniture). Furniture has been accounted for using financial amounts.
- Purchases of goods and services: These are expenses incurred by Aubay. The data is taken from the accounts.
- Meals: This is the number of Tickets Restaurant® meal vouchers granted to employees.

Downstream activities:

- Commuting: The input data comes from the reporting files for each subsidiary.

- Business travel: This covers all business travel excluding the car fleet (hire cars, staff cars, taxis, trains, planes).
- Waste: Data by waste type is based on reporting by waste stream provided by waste managers.

Scope 3 GHG emissions are not yet calculated using primary data obtained from suppliers or other partners in the value chain. To calculate Scope 3 GHG emissions, the activity data described above is multiplied by the corresponding emission factors, taken from ADEME's Base Carbone v23.4 (database of the French Environment and Energy Management Agency) or Ekodev's internal database.

In addition, in 2025, Aubay also assessed indirect emissions related to subcontracting, estimated at between 1,500 tCO₂e and 2,000 tCO₂e. However, this estimate is approximate as it is based on an extrapolation of Aubay's Carbon Footprint and on the assumption that our subcontractors' activities have similar emission profiles to ours. In concrete terms, the impact of subcontracting was calculated by applying a ratio of greenhouse gas emissions per person, based on the consolidated data of the various subsidiaries. This level of precision remains limited, as the majority of our subcontractors are small structures or self-employed workers who do not currently have a sufficient level of maturity to produce their own emissions reports.

The greenhouse gas emissions associated with the activities of consultants working at client sites have not been included in the carbon footprint shown above. Their assessment is based on a highly estimated methodology based on average ratios of energy consumption, waste production and IT equipment use. For information, these emissions are estimated at between 800 tCO₂e and 900 tCO₂e for 2025. In addition, Aubay's leverage in relation to these emissions is limited, as any reduction depends mainly on the policies and measures implemented by the clients at their own sites.

The Group has not developed any GHG absorption and mitigation projects financed by carbon credits (E1-7) or internal carbon pricing (E1-8), so the disclosure requirements relating to these subjects are not applicable to Aubay.

4.2.3. Circular economy [ESRS E5]

4.2.3.1. Impacts, risks and opportunities associated with the circular economy

As described above, Aubay has carried out a double materiality assessment which has enabled it to identify its impacts, risks and opportunities associated with the use of resources and the circular economy, particularly with regard to incoming resources, outgoing resources and waste. There have been no specific consultations with the affected communities to identify these IRO.

The tables below show all the IRO linked to the circular economy for Aubay.

Incoming resources including use of resources

IRO	Type
Use of reconditioned equipment	Opportunity
Shortage of rare-earth elements could lead to geopolitical issues and difficulties in supplying digital products	Risk
Increase in the volume of terminals/WEEE, leading to a depletion of natural resources/raw materials, resulting in higher hardware purchase costs	Risk

Waste production

IRO	Type
Management of IT assets and production of WEEE	Negative impact
Production of waste from office activities (paper, cardboard, cans, etc.)	Negative impact
Failure to comply with regulations on waste production (e.g. 5-stream decree, AGEC law)	Risk
Reputational damage resulting from poor waste management (e.g. loss of investor or client confidence)	Risk

As a digital services company, Aubay's business model does not require the direct extraction or use of raw materials or natural resources. This is why the IRO identified relate exclusively to the generation of waste as part of office activities and to the end-of-life management of our IT equipment.

4.2.3.2. Circular economy policies [E5-1]

Aubay's waste management challenges relate to IT equipment and office waste.

Efficient management of this waste helps to optimise our consumption of natural resources. In addition, Aubay is working towards a more responsible digital future by reducing the environmental impact of its IT assets.

Aubay is committed to promoting a culture of responsible consumption by applying the three "R"s:

- **Reduce:** Aubay implements measures to reduce waste production at source, in particular to reduce paper consumption. As far as IT equipment is concerned, Aubay's main concern is to ensure that it is economical and has a long service life. Lastly, Aubay raises its employees' awareness of eco-actions on a daily basis to encourage them to reduce their individual impact.

- **Reuse:** Aubay encourages and promotes the re-use of equipment and materials, and works with partners to recover resources that are not re-used.
- **Recycle:** Aubay is committed to sorting and recycling waste. Each Aubay subsidiary has selective sorting systems for office waste and waste electrical and electronic equipment (WEEE). This waste is collected and processed specifically to maximise recycling.

4.2.3.3. Circular economy action plan [E5-5, E5-6]

4.2.3.3.1. Recycling our office waste

As a service company, our activity mainly generates waste from office life. This waste is divided into several distinct streams, including:

- mixed inert waste,
- drink cans,
- plastic,
- cardboard,
- paper,
- glass,
- batteries,
- bulbs,
- bio-waste (introduced in France at the beginning of 2024, in accordance with the law against wasteful consumption).

Each of these streams is covered by selective sorting at all Aubay sites, maximising recycling.

4.2.3.3.2. Reducing the consumption of natural resources

As part of our CSR roadmap, we are committed to reducing our paper consumption. In France, for example, a secure printing system has been set up, while in Italy, quotas have been set using a token system allowing employees to print a set number of sheets each month.

In 2025, we also continued to monitor our water consumption. Awareness-raising measures have been implemented to encourage employees to adopt more water-efficient behaviour.

Due to the nature of its activities, Aubay does not release any hazardous substances into the aquatic, terrestrial or atmospheric environments.

Lastly, Aubay also attaches great importance to passing on knowledge to employees about climate change and the surrounding challenges. Through various awareness-raising initiatives, formalised in a CSR communication plan, Aubay seeks to mobilise its employees and encourage them to adopt more sustainable behaviour. Communications are provided through a variety of materials (CSR factsheets, posts on social media, posters, nudges, etc.)

4.2.3.3.3. Commitment to re-use

Our commitment goes beyond reducing office waste, as we contribute to social causes by getting our employees involved in joint collection initiatives:



- Since 2015, Aubay has organised an annual clothes collection drive for the La Cravate Solidaire charity. The charity offers this clothing to students or people in professional reintegration. The clothes are selected by an image consultant to help dress the candidates for interviews. The association also prepares them for job interviews. In this way, Aubay is helping to promote professional integration and the circular economy through its own area of activity. In 2025, Aubay handed over 149 kg of work clothes to the association.



- Aubay also collects glasses for the humanitarian association Médico Lions Clubs de France. This association recovers glasses in very good condition for

redistribution through ophthalmic missions in developing countries and all those that are not reusable are sent for metal and plastic recycling. All types of glasses are included (sunglasses, spectacles, children's glasses) as well as lenses and cases, whether they are in good condition or damaged.

- Aubay Italy has contributed to several community projects in partnership with environmental associations. For example, thanks to the participation of Aubay Italy, 1000 kg of waste was collected from beaches, parks and roads by the Plastic Pull network of associations.
- Aubay Portugal donated more than 30 used computers to Agrupamento de Escolas da Póvoa de Santa Iria as part of a drive to improve students' access to technological tools.

4.2.3.3.4. Footprint of Aubay's IT assets

At Aubay, we are aware that the way we manage our infrastructure and data internally serves as a lever for reducing our digital environmental footprint.

Waste electrical and electronic equipment (WEEE) is subject to specific collection and treatment. Above all, Aubay aims for the simplicity and longevity of equipment, which is why in 2023, the renewal period for our laptops was extended from 3 to 5 years. Aubay also ensures that equipment that has reached the end of its useful life and can no longer be used by employees is recycled. As such, WEEE collections took place in 2025 at volumes that were lower than those recorded for 2024. Also in 2025, Aubay put in place a procedure in France for the donation of equipment to associations. Each computer is fully cleaned and refurbished by our teams so that it can have a second life by being offered to associations.

In 2023 in France, we updated the methodology for calculating our Green IT score, which enables us to assess the proportion of our IT assets that comply with environmental criteria defined within the framework of recognised labels. This score reflects our responsible purchasing policy for IT equipment and our desire to move towards a more sustainable IT system. Currently, 97% of our laptops are certified, with an average score of 66/100. We have thus informed our IT hardware suppliers of our wish to favour sustainable, responsible equipment.

Additionally, when they arrive, new employees are made aware of the importance of looking after equipment to extend its life.

In France, we continue to consolidate and modernise our server rooms with our service providers, promoting migration to hyper-convergence solutions, helping us to reduce the environmental impact associated with storing our data. Note that this concerns only Aubay data as Aubay does not host data for its clients.

4.2.3.3.5. Financial impacts associated with impacts, risks and opportunities

A shortage of rare-earth elements may lead to geopolitical issues and difficulties in supplying digital products. This short-term risk has a major financial impact (5 to 10% of net income) for Aubay because it affects the productivity of our employees.

The increase in the volume of terminals and WEEE worldwide is gradually leading to the depletion of natural resources, resulting in higher purchase costs for IT equipment. In relation to net income, this financial risk has a low financial impact (0 to 2% of net income) on Aubay over the long term (more than 5 years).

Thanks to the implementation of a regulatory monitoring tool, the financial impact of the risk of non-compliance with

regulations is considered low, as is the risk of reputational damage associated with a lack of waste management.

Moreover, the use of reconditioned equipment helps to reduce the environmental impact of our hardware by reducing the quantity of raw materials needed to manufacture it. By reusing existing components, the extraction of new natural resources is reduced, as is the environmental impact associated with the extraction, transport and processing of these raw materials. In addition, reconditioning extends the life of equipment, reducing the amount of electronic waste. In addition, the acquisition costs of reconditioned equipment are generally lower than those of new equipment.

For details of the criteria taken into account for financial materiality, please refer to section 4.1.5.1 *Methodology of the double materiality analysis*.



4.2.3.4. Targets and results relating to circular economy [E5-5]

As part of its CSR roadmap, Aubay has committed to reducing its paper consumption by 65% by 2025 compared with 2018. By 2025, this consumption will have fallen to an average of 67 sheets of A4 paper per employee per year (compared with 291 in 2018), thus meeting the reduction target set.

In 2025, the total quantity of waste produced at Aubay Group level was 36 tonnes, 25% of which was recycled.

Indicators - Waste [E5-5]	2025 value	2024 value	Change
Total amount of waste generated (in tonnes)	36	48	-25%
Total amount of non-hazardous waste generated (in tonnes)	33	44	-25%
Total amount of hazardous waste generated (in tonnes)	3	3.6	-20%

Below is a breakdown of the volumes of hazardous and non-hazardous waste produced by Aubay Group in 2025, by treatment method:

		NON-HAZARDOUS WASTE	HAZARDOUS WASTE
 Waste diverted from disposal (in kg)	Waste prepared for reuse	0	0
	Recycled waste	6,188	2,908
	Waste directed to other recovery operations	0	0
 Waste directed to disposal (in kg)	Incinerated waste	20,792	0
	Landfilled waste	6,026	0
	Waste disposed to other disposal operations	0	0

Calculation rules:

The volumes of waste reported are taken from the reports provided by the service providers responsible for waste management (waste register, waste tracking sheets).

The only waste that can be classified as hazardous waste in the context of Aubay's activities is waste electrical and electronic equipment (WEEE).

The estimation methods applied are as follows:

- For mixed inert waste, no reporting is provided by the local authorities responsible for collecting this waste. Waste volumes have therefore been estimated on the basis of a ratio of 3.1 kg/m², which corresponds to the average amount of waste for an office building (source: Observatoire de l'Immobilier Durable)

- The breakdown of non-recycled waste by treatment method is also based on average ratios: around 30% of non-recycled waste is sent to landfill while 70% is incinerated, according to the French Ministry for Ecological Transition.
- For recyclable waste: for sites that do not have a reporting system despite the presence of a waste sorting system (Portugal, Brussels, Namur, UK), the data has been extrapolated from Aubay France data based on the volume of waste produced per fraction per square metre.

4.3. SOCIAL INFORMATION

4.3.1. Own workforce [ESRS S1]

4.3.1.1. Policies relating to own workforce [S1-1]

4.3.1.1.1. Respect for human rights

Aubay operates within an exclusively European environment, where national legislation is based on respect for human rights.

Aubay respects fundamental rights by respecting the ban on forced labour and child labour, by helping to combat discrimination, by promoting diversity and inclusion, and by the freedom of expression of its trade union organisations.

Aubay refers to voluntary principles and standards of responsible behaviour relating to human rights, in particular:

- the ILO Declaration on Fundamental Principles and Rights at Work;
- the OECD Guidelines for Multinational Enterprises;
- the United Nations guiding principles on business and human rights;
- the Global Compact principles on human rights and employment standards.

All the measures designed to remedy and/or enable the remedy of impacts on human rights will be detailed throughout this section.

Aubay Italy is SA 8000 certified, demonstrating its commitment to ethical and responsible working practices. The criteria of this standard include the prohibition of child labour, respect for trade union rights, non-discrimination and safety at work.

4.3.1.1.2. Our global approach

Aubay's talent management strategy is based on three pillars: recruiting the best talent, offering personalised support throughout the employee's career and offering motivating career development opportunities.

The quality of relations between management and employees is challenged in the "war for talent" that characterises the current economic environment. Aubay targets engineers and in general people from higher education institutions involved in the implementation of the digital transformation for companies. The profile of these actors is in high demand in the market. Recruitment difficulties, resulting in lower staffing levels, would pose a risk to new services that could not be provided.

Similarly, a high turnover of staff would not allow for the proper functioning of ongoing services.

It is therefore essential not only to recruit qualified talent but also to retain it. One of the fundamental characteristics of Aubay is that it offers each employee the opportunity to develop in a human and friendly atmosphere.

4.3.1.2. Impacts, risks and opportunities associated with own workforce

As described above, Aubay carried out a double materiality assessment to identify the impacts, risks and opportunities associated with its workforce.

The tables below show all IRO linked to Aubay's workforce.

Working conditions

IRO	Type
Employee career development	Positive impact
Employment stability	Positive impact
Working flexibility	Positive impact
Attracting employees and generating employee loyalty	Positive impact
Improving quality of working life	Positive impact
Prevention of psychosocial risks	Positive impact
Changes in the way work is organised (e.g. remote working)	Opportunity
Increased productivity and employee loyalty associated with well-being at work	Opportunity
Talent shortage (scarcity of technical skills)	Risk
Damage to the employer brand due to poor HR practices (e.g. Glassdoor ratings)	Risk

Equal treatment and equal opportunities for all

IRO	Type
Inclusion of disabled individuals	Positive impact
Professional equality and support for parenthood	Positive impact
Employee skills development	Positive impact
Discrimination in the workplace	Negative impact
New skills on the job market (e.g. expertise in AI/machine learning, cloud, data management)	Opportunity
Failure to comply with diversity regulations (e.g. Copé-Zimmermann, Pénicaud index, OETH)	Risk

4.3.1.3. Attracting and retaining employees [S1-6, S1-9]**4.3.1.3.1. Recruiting talents**

Aubay Group recruited 1,651 employees in 2025 and aims to continue its growth by recruiting more new talents in 2026.

However, the Group continues to face stiff competition for talent.

The development of ties with major engineering schools and the hiring of interns and work-study students are key elements of its recruitment strategy.

Aubay has a dedicated team of recruitment professionals specialised in each of its businesses.

To attract future talents, the recruitment strategy focus on three aspects:

- sourcing via recruitment platforms: on most of these platforms, Aubay has company pages to promote its employer brand and ensure it portrays a harmonised image across all recruitment platforms;
- referrals: Aubay encourages its employees to introduce the company to their friends and family and thus encourage them to join its teams;
- recruitment events: Aubay organises or participates in recruitment events, combining opportunities for exchange and networking. The objective is to present the company to candidates seeking opportunities, with the aim of attracting the best profiles, in line with its recruitment needs.

Local job offers

Aubay's IT activity is mainly centralised in the most dynamic economic areas. Aubay in France therefore operates from locations in Île-de-France, Bordeaux, Lyon and Nantes. For each of these locations, recruitment is local. This policy is the same for every geographical location in which Aubay's European subsidiaries are located:

- Italy: Rome, Milan, Turin, Bologna, Padova, Naples, Reggio Calabria, Acireale;
- Spain: Madrid, Barcelona, Valladolid;
- Portugal: Lisbon, Porto;
- Belgium and Luxembourg: Brussels, Belgrade, Luxembourg.

A strengthened internship policy

Aubay has strengthened its human resources development strategy partly by focusing on the recruitment of interns, mainly in their fourth or fifth year of higher education, who are considered full-fledged employees in their own right and benefit from supervision and monitoring of work, well-being at work and training.

The internship policy has been considerably strengthened over the last few years, in particular with the creation of the post of Campus Manager in 2011 to support the recruitment and monitoring of interns. Also, each year, Aubay establishes partnerships with higher education institutions, whereby its employees, often former students of these establishments, share their experience and information on their profession, and:

- assist students in preparing for work placement interviews;
- present Aubay and our projects at conferences.

Thanks to its partnerships with prestigious engineering schools, Aubay participated in around thirty student forums in 2025.

SCHOOL	FORUM DATE	SCHOOL	FORUM DATE
 CESI ÉCOLE D'INGÉNIEURS	17 April	 IÉSEG SCHOOL OF MANAGEMENT	30 January
 centralelille	16 October	 IMT Nord Europe Ecole Mines Telecom IMT-Université de Lille	18 November
 ECE ÉCOLE D'INGÉNIEURS ENGINEERING SCHOOL	16 October	 INSA INSTITUT NATIONAL DES SCIENCES APPLIQUÉES LYON	16 October
 efrei PARIS PANTHÉON ASSAS UNIVERSITÉ	15 May (work-study) & 20 November	 isep École d'ingénieurs du numérique	10 April (work-study) & 18 and 19 October
 ENSEA	14 October	 INP Clermont Auvergne Isima	20 November
 INP Bordeaux Enseirb-matmecca	16 October	 MIAGE RESEAU DES MIAGE DE FRANCE	13 May
 INP Ensimag	6 November	 OMNES EDUCATION	12 February
 EPITA	25 September	 POLYTECH SORBONNE	4 November
 esiea ÉCOLE SUPÉRIEURE D'INGÉNIEURS	29 and 30 May & 14 October	 DEVINCI EDUCATION	27 March
 ESIEE PARIS	6 November	 utc UNIVERSITÉ DE TOURNAI	16 October
 ESILV	16 October	 utt UNIVERSITÉ DE TROYES	7 October
 eseo INNOVATION MAKES SENSE	9 October		
 ESSCA	1 to 3 April (work-study)		

In 2025, Aubay continued its policy of welcoming trainees, to offer them their first professional experience and thus create a recruitment pool.

4.3.1.3.2. Talent retention

Aubay employs profiles that are in high demand in a constantly growing market. The loyalty and retention of talent is therefore a major challenge which has led the company to build a policy based around three strategic priorities:

- the development of a managerial culture & local management;
- personalised follow-up of each employee;
- employee development.

Quality and local management

In a constantly changing environment, the role of the manager is more decisive than ever.

Aubay has put in place a programme to support its managers and develop a managerial culture based on positive feedback, which can serve as a real driver of performance for the company.

Furthermore, a majority of Aubay managers have worked as consultants and are, therefore, aware of the challenges and expectations of consultants. During the recruitment process, particular attention is paid to the development capacity and potential of each consultant recruited so that they can be offered the career path most appropriate to their profile and expectations.

Personalised career guidance

New employees start with onboarding sessions on the first morning followed by personalised support by the manager or business engineer, with regular follow-up meetings adapted to the needs of the consultant and the nature of the assignment.

Aubay's decision to work exclusively for major clients enables it to offer its employees a wide range of assignments on innovative and ambitious projects in a variety of sectors.

Aubay also pays close attention to its employees' ability to progress and is committed to offering them genuine career development opportunities. A consultant can start his or her career at Aubay in one profession and move on to another role or sector of activity.

In France, the "My interviews" ("Mes entretiens") application is used to monitor and support the professional projects of each employee. It offers a single platform on which employees can find all mechanisms for monitoring their career path: professional interview, annual interview, interviews related to long-term inter-contracts and interviews organised following a return from a long illness. These interviews are conducted out by managers.

Employee recognition and development

Aubay promotes its employees through different initiatives such as video portraits, their testimonials on social networks and in our internal magazines.

In addition, Aubay offers its inter-contract employees the opportunity to carry out IT projects in general interest

associations. Sponsorship missions are extremely diverse (Artificial intelligence, design and development of websites and mobile apps, running IT workshops, design of marketing plans, writing technical specifications, project management, data analysis, GDPR audits etc.). For further information, see section 4.5.3 *Sponsorship*.

4.3.1.3.3. Characteristics of Aubay's workforce

At Aubay, the workforce is made up of company employees on permanent or temporary contracts. There are no unguaranteed hours worked within the organisation.

In Portugal, the indicators include data from subcontractors recruited in Latin America, who are taken into account for CSR reporting purposes as employees on permanent or fixed-term contracts to reflect more accurately the subsidiary's CSR performance.

In Spain, the workforce in Mexico and freelancers working internally for Aubay are excluded from social reporting.

Note also that the "Undeclared" and "Other" categories do not exist in the HR software used by Aubay: only the "Women" and "Men" categories are therefore reported.

Indicators - Workforce	2025 value	2024 value	Change
Total workforce [S1-6]	6,555	6,221	5%
Number of women [S1-6]	1,829	1,715	7%
Number of men [S1-6]	4,726	4,506	5%

Indicators - Breakdown by type of contract and recruitment	2025 value	2024 value	Change
Workforce on permanent contracts [S1-6]	5,555	5,333	4%
Number of women on permanent contracts [S1-6]	1,674	1,575	6%
Number of men on permanent contracts [S1-6]	3,881	3,758	3%
Workforce on fixed-term contracts [S1-6]	1,000	888	13%
Number of women on fixed-term contracts [S1-6]	155	140	11%
Number of men on fixed-term contracts [S1-6]	845	748	13%
Staff entries (hiring) [S1-6]	1,651	1,522	8%
Staff leaves (departures) [S1-6]	1,407	1,824	-23%
Employee turnover [S1-6]	19%	25%	-24%

Indicators - Breakdown by age group	2025 value	2024 value	Change
Number of employees aged strictly under 30 [S1-9]	1,220	1,227	-1%
Number of employees aged between 30 and 50 [S1-9]	4,133	3,885	6%
Number of employees aged 51 or over [S1-9]	1,202	1,104	9%
Number of interns from higher-education institutions	137	121	13%
Number of student-apprentices	21	65	-68%

Indicators - Breakdown by country (2025)	Group	France	Italy	Spain	Portugal	Belux	UK
Total workforce [S1-6]	6,555	2,502	1,550	1,036	1,304	118	45
Workforce on permanent contracts [S1-6]	5,555	2,468	1,502	1,034	402	117	32
Workforce on fixed-term contracts [S1-6]	1,000	34	48	2	902	1	13

In 2025, staff turnover came to 19% on average, down significantly on the previous year.

Aubay has been operating for many years in a buoyant market that is growing in all the countries in which it operates. This growth generates tension in the market for the highly qualified staff it employs.

In 2025, our clients maintained a high level of requirement in terms of consultant expertise, which limited access to assignments for beginner profiles. In this context, the use of internships and work-study programmes was restricted, explaining the stabilisation at a lower level of the number of interns and work-study participants compared to previous years.

The less favourable economic environment is contributing to an easing of the consultant employment market. The shortage situation observed in previous years is easing, leading to a decrease in turnover. Departures at the initiative of the employee are less frequent, which favours greater stability in the workforce.

In this context, the Group is pursuing a targeted and prudent recruitment policy, ensuring that the profiles recruited are closely aligned with the real needs of the market. This involves matching available skills with client requirements, while limiting the risks associated with cyclical changes.

Calculation rules:

All data is extracted from the payroll software and is calculated based on headcount.

Trainees and subcontractors are excluded from the indicators.

Employees whose employment contract ends on 31/12 of year N are included in the workforce. Exits will be reported during the next reporting exercise (for year N+1).

Employees for whom the employment contract starts on 31/12 of year N are included in the workforce. These entries are recorded in the current (year N) reporting.

4.3.1.3.4. Women at Aubay





According to INSEE (French institute of statistical and economic studies), just under a quarter (24%) of jobs in IT professions are held by women.

The proportion of women in the Group continues to grow. In 2025, the percentage of women in senior management was 36% while the proportion of women managers was 35% and the proportion of women in the workforce was 28%.

In France, the percentage of women in senior management was 47% and the percentage of women managers was 33%, while the proportion of women in the workforce was 33%.

These figures demonstrate the potential for the promotion of women at Aubay. In addition to the advantages offered by the IT sector (a fast-growing sector offering a wide variety of jobs and career opportunities, both in France and internationally), Aubay offers women engineers and consultants the chance to pursue a career full of opportunities and challenges!

To help increase the number of women in the digital sector, Aubay France has formed a partnership with the "Capital Filles" association. This association was created in 2012 at the initiative of Orange, in collaboration with the French Ministries of Education and Higher Education, and works for equal opportunities and the emancipation of young girls from modest backgrounds. The aim is to promote gender equality and diversity in careers by running group workshops in secondary schools and mentoring young girls in their final year of secondary school and in their first year of higher education.

Indicators - Equality		2025 value	2024 value	Change
	Share of women in senior management [S1-9]	36%	38%	-5%
	Share of men in senior management [S1-9]	64%	62%	3%
	Share of women in management positions [S1-9]	35%	34%	1%
	Share of men in management positions [S1-9]	65%	66%	-1%

The proportion of women with managerial responsibilities at Group level remained stable. These results are in line with the objectives of our roadmap.

Calculation rules:
Any person whose duties include supervising and evaluating at least one employee (excluding trainees and work-study participants) or a team, and/or who is responsible for managing a department or an operational site, and/or who is a member of a company management body (executive board, management committee) is considered to have a senior management position.

4.3.1.4. Social dialogue [S1-2, S1-3, S1-8]

4.3.1.4.1. Organisation of internal control

Social dialogue involves stakeholders such as company management, employee representatives (trade unions and elected employees), employees and, potentially, external institutions (labour inspectorate, etc.).

There are many different structures for social dialogue within the Company:

- The Social and Economic Committee (CSE);
- Working committees set up by the CSE;
- Meetings with trade unions;
- Formal or informal meetings with employees, either collectively or individually.

Social dialogue can take several forms:

→ Information and consultation

Employers are obliged to inform and consult employee representatives on certain important decisions, such as company strategy and working conditions. In addition to CSR awareness-raising campaigns for employees, environmental information is shared with the Works Council on an annual basis.

→ Collective bargaining

This involves discussions between management and trade unions with a view to concluding collective agreements.

Trade union meetings are held as and when required, at least once a year as part of the mandatory annual negotiations. The Human Resources Director has operational responsibility for ensuring that interaction with the unions takes place.

The main role of the Social and Economic Committee (CSE) is to represent the interests of employees. Made up of elected employees, it ensures that the company operates in accordance with the law. The role of the CSE is to facilitate dialogue between employees and the employer on all matters relating to the company. Aubay France's CSE is made up of 23 full members, 21 alternates, the Human Resources Department (DRH) and union representatives. These interactions take place at the central level of the company. Employees have access to the minutes on the CSE website and to the collective agreements on the Aubay intranet.

→ Surveys

When a dispute or an issue is raised by one of the stakeholders, investigations can be initiated and carried out either internally or by external parties, in accordance with the whistleblowing procedure, which specifies the persons authorised to hear the stakeholders.

In order to guarantee an even higher level of confidentiality and anonymity for whistleblowers, Aubay set up the IntegrityLog tool in 2022, an outsourced tool for anonymous whistleblowing. This outsourcing further guarantees the confidentiality of any alert.

In addition, an Ethics Committee was set up in 2017 to deal with alerts. It receives and studies all alerts before taking the necessary decisions and measures. Following the outsourcing of the whistleblowing tool, this Committee is informed when a whistleblowing report is submitted via the IntegrityLog outsourced tool and handles the course of action. This Committee reports at least once a year to the Audit Committee.

In addition to the whistleblowing procedure introduced in 2017, in 2024 the company introduced a procedure enabling all employees to report any incident relating to sexual or psychological harassment or gender-based harassment.

Anyone who has witnessed or been victim of such incidents can report them via the various channels explained in the reporting procedure. Reports can be made by any means (email, interview, verbally, etc.) to the appropriate points of contact (human resources, harassment leads, staff representatives or occupational health).

An investigation is launched if the information reported appears to constitute wrongdoing.

4.3.1.4.2. Company agreements

The agreements signed are a source of social synergy. They are outlined for France. In 2025, three agreements were concluded:

- Amendment to the profit-sharing agreement providing for a matching contribution of 5% to the profit-sharing reserve and encouraging employees to invest in the Aubay employee mutual fund with a systematic matching contribution of 20% of the amounts invested. This agreement reflects the company's desire to involve employees more closely in the company's results and development.
- NAO agreement establishing the sustainable mobility package (FMD) scheme, which encourages the use of environmentally friendly modes of transport. This concrete initiative illustrates the level of commitment to CSR.
- In addition, an agreement on the management of jobs and career paths (GEPP) was signed as part of the process of developing employees' skills and employability, with a specific focus on supporting and promoting the career paths of senior employees, in order to promote the transfer of skills and the sustainability of know-how within the company.

The protocol sets out:

- ◆ A victim and witness complaints system;
- ◆ A victim support system to ensure that the facts are taken into account;
- ◆ The course of action to be taken following the reporting.

As part of its psychosocial risk prevention policy, Aubay France has trained all its managers in the prevention of sexist behaviour and sexual and psychological harassment. All new recruits to the company are made aware of these issues and of the existence of the whistleblowing procedure.

These collective agreements are available to all employees on the intranet.

In Spain, the Equality Plan 2022-2026 was signed in agreement with 100% of the union representatives to promote equal opportunities, increase the number of women in the technical field and improve work-life balance.

In 2023, Aubay France signed an open-ended quality of work life (QWL) and professional equality agreement. A number of initiatives have been launched as part of this agreement, focusing on issues such as remote working, pay and well-being at work (e.g. the option to take children into school on their first day back, an allowance for remote working equipment, rearranged working hours for pregnant women).

The working conditions of our employees are improved by our social policies, helping to engender loyalty and on an ancillary basis also benefiting the economic performance of the company. As part of the social dialogue process, all employees in France have access to trade union communications and the minutes of the CSE on the Aubay intranet.

Indicators - Social dialogue	2025 value	2024 value	Change
Share of employees covered by collective agreements [S1-8]	79%	78%	0.4%
Number of collective agreements signed during the year	7	15	-53%
Share of employees covered by workers representatives [S1-8]	79%	79%	0.4%

It should be noted that in Portugal and the UK, in 2025, there was no trade union organisation representing employees and no applicable collective agreements. In Luxembourg, employees have staff representatives but not a collective agreement. The decrease in the number of collective agreements in 2025 is due to the high number in 2024 and the restructuring in Italy that year; the 2025 figure is thus back at a level comparable to that of 2023.

4.3.1.4.3. Preventing and managing reorganisation

Preventing reorganisations that could lead to the loss of staff, which it is fundamental and strategic to increase in order to drive the company's development, is first and foremost about ensuring that staff have the skills that match the needs of the market in which Aubay operates, both during recruitment and throughout their career within the company. This means prioritising the recruitment of experienced consultants when the market demands it and, therefore, limiting the hiring of juniors when necessary.

When exceptional circumstances like client site closures or major changes in client demand lead to reorganisations within Aubay, which only operates in Europe in countries

where these processes are highly standardised, the Group undertakes to:

- comply strictly with local regulations, all of which involve employee representatives in defining the conditions of departure of the employees concerned;
- where required by regulation, define the best possible support to minimise the impact of the plan, particularly for the most vulnerable employees (women and young people in particular).

Since full employment is a fact of life in Aubay's profession, it is extremely rare for qualified IT employees to remain permanently unemployed following their departure, whatever the cause.

4.3.1.5. Employee well-being [S1-11, S1-14, S1-15]

4.3.1.5.1. Health and safety

Given the sector in which Aubay operates, its activities involve few risky situations in terms of workplace accidents. Efforts are primarily focused on well-being at work.

Every employee recruited has the benefit of an occupational health check-up. In addition, the company updates its assessment of occupational risks every year. This document lists and assesses the risks present in the company and the results of the assessment of the health and safety risks to which employees may be exposed.

Aubay Spain is ISO 45001-certified. This standard specifies the requirements for an occupational health and safety management system.

Deployment of a listening and advice unit

For several years, Aubay France has provided its employees with a "Crisis, Advice and Support unit", which offers psychological support by a consultant with a diploma in occupational psychology. It aims to support employees throughout their career at Aubay, and improve their well-being at work by offering a place to discuss personal and professional difficulties.

This unit intervenes in three areas:

- assistance in the preparation of client presentations, annual interviews and also work on positioning in the team;
- support in balancing work and home life and related repercussions;
- management of the inter-contract period: helping to maintain the link with the professional sphere.

Aubay also provides employees with an outsourced psychological assistance service through its partner "Tout Apprendre", which can be accessed 24/7 on the CSE website.

In Spain, a similar scheme was set up in 2023 with the EAP (employee assistance plan) project - a telephone advice service for all staff.

In Portugal, a quarterly "AubayTIsfaction" survey is sent to employees to measure their level of satisfaction and identify areas for improvement, with the aim of retaining talent. In 2025, 98% of employees recommended Aubay Portugal with an average satisfaction score of 4.2/5.

In Italy, Aubay now provides podcasts and webinars via the KnowAndBe Live platform, led by specialist instructors. These sessions allow employees to learn meditation, stress management and emotional awareness techniques that they can integrate into their daily lives to improve mental health. Aubay Italy also puts the mental health of its employees front and centre by offering two free sessions of psychological support per employee, who then have the option to continue the journey via the Edenred platform.

Promotion of physical activity and sport

The practice of sport contributes to well-being and health. In France, through a partnership with the CSE (social and economic committee), employees can take part in weekly sports sessions which take place simultaneously in person and by video conference. Supervised by a certified instructor, there are Pilates and cardio training sessions accessible to all. The works' council also offers employees special prices at sports centres.

As part of its commitment to raising awareness around disability, Aubay organises a table tennis tournament once a year. Employees also regularly get involved by taking part in local running events supported by the CSE and Aubay. In Italy, Aubay became the main sponsor of CUS Milano Rugby, affirming its commitment to the local community and the integration of young people. In 2025, a team of Aubay Italy employees also took part in the "Pink Parade" charity race for cancer research and gender equality.

Finally, the possibility for employees to benefit from kilometre-based bicycle allowances encourages them to engage in daily physical activity.

In 2025, Aubay France rolled out the sustainable mobility package (FMD) to encourage the use of eco-friendly modes of transport. This initiative reflects the level of commitment to CSR, while meeting the expectations of employees who want to reduce their environmental impact. The FMD not only contributes to improving quality of life at work but also reinforces Aubay's image as a modern and responsible employer, offering attractive benefits that are in line with current societal challenges.

Indicators - Health and safety	2025 value	2024 value	Change
Frequency rate (all accidents resulting in leave from work)	1.20	0.65	85%
Frequency rate (workplace accidents with or without days off) [S1-14]	0.26	-	-
Absenteeism rate	3.59%	2.98%	21%
Severity rate	0.029	0.026	11%
Number of days lost due to an accident during commuting or work	332	316	5%
Number of workplace or commuting accidents resulting in time off work	14	8	75%
Number of workplace accidents with or without days off [S1-14]	3	-	-
Number of cases of occupational diseases [S1-14]	0	0	-
Number of deaths due to work-related injuries and occupational diseases [S1-14]	0	0	-

Between 2024 and 2025, the number of workplace and commuting accidents increased from 8 to 14. This increase is linked to an increase in business travel, since the majority of days lost in 2025 came from commuting or road accidents, which accounted for 9 of the 14 accidents recorded. No occupational illnesses were recorded within the Group in 2025.

Calculation rules:

The following reasons for absence are included in the calculation of the indicator: sickness and days of absence due to workplace or commuting accidents.

Only days of absence between 01/01/N and 31/12/N are counted, to avoid double counting in the event of an absence straddling two years.

Any accident that occurs suddenly as a result of or in the course of work and which is officially recorded is counted as an accident at work. Accidents that occur on the employee's usual route between home and work are counted as commuting accidents.

Accidents pending acceptance by the local social security system are not included.

Only accidents resulting in at least one day of absence from work are counted. In 2025, a new indicator was introduced to comply with the requirements of the CSRD: this is the number of workplace accidents with or without days off. The associated frequency rate was calculated and added to the reporting.

A relapse should not be counted as a new accident. The indicators cover employees present during the period, including those who left during the year.

4.3.1.5.2. Work-life balance

In 2023, Aubay France signed an agreement on the quality of work life (QWL) and professional equality.

Aubay believes that the quality of work life and working conditions are factors in the development of individual and collective employee well-being, serving the company's overall sustainable performance,

The agreement covers issues such as parenthood, professional equality, work-life balance and the prevention of psychosocial risks (disconnection, management of harassment reports, etc.).

For example, Aubay has introduced additional days of leave to allow parents to care for a child in hospital. Similarly, Aubay allows its employees to adapt their working hours so that they can be with their children on the first day of

school. Additionally, Aubay contributes to the cost of childcare for young children by issuing CESU vouchers. Finally, managers are encouraged to plan meetings around their teams' normal working hours, in order to promote a work-life balance.

This approach demonstrates Aubay's commitment to creating an inclusive, ethical and respectful working environment, where every individual can achieve their full potential, regardless of gender, family responsibilities or any other discriminatory consideration.

By treating these aspects seriously and with rigour, Aubay is reaffirming its commitment to promoting a corporate culture based on fairness, respect and human dignity, essential values that are at the heart of its sustainability strategy and long-term vision.

Indicators - Work-life balance	2025 value	2024 value	Change
Share of employees entitled to family-related leave [S1-15]	100%	100%	-

Aubay has been awarded the Happy Trainees label for nine years now

Each year, at the end of their internship, students express their views on the quality of their experience in the Happy Trainees survey. Six dimensions are analysed: career development, work environment, management, motivation, pride and fun/pleasure. In 2025, Aubay achieved a score of 4.22/5.

4.3.1.5.3. Social protection

All Aubay France employees are covered by a social protection scheme that includes healthcare costs and pension scheme insurance. Through the Aubay scheme, employees are covered for healthcare costs over and above those reimbursed by the French social security system, thereby reducing their out-of-pocket expenses to a minimum.

In addition, Aubay's pension scheme protects its employees against the financial consequences of life accidents, whether this involves a temporary interruption or permanent cessation of activity due to illness, disability or death.

The scheme remains open to anyone whose employment contract is suspended due to parental leave or sabbatical

leave, provided they pay the appropriate contribution. Similarly, employees who retire can continue to benefit from the same health and pension scheme cover as employees.

In France, employees who have been made redundant receive unemployment benefit from France Travail, provided they meet the relevant legal conditions. They also benefit from the Aubay health and pension scheme free of charge for up to one year.

All employees of Aubay France, Spain, Portugal, Italy, Belux and the UK are covered by a health and safety management system.

Indicators - Social protection	2025 value	2024 value	Change
Share of employees covered by a health and safety management system [S1-14]	100%	100%	-

4.3.1.6. Equal pay [S1-10, S1-16]

4.3.1.6.1. Remuneration policy

In France, Aubay scored 89/100 in the gender equality index in 2025.

The index is calculated based on five indicators, for which we obtained the following results:

- Gender pay gap 39/40
- Gender pay increase gap 20/20
- Gender promotion gap 15/15

- Percentage of employees receiving an increase after returning from maternity leave 15/15
- Number of employees of the under-represented gender among the ten highest paid individuals 0/10

As part of the 2023 agreement on quality of work life and professional equality, Aubay has undertaken to ensure that salaries and job classifications are defined solely on the basis of skills, qualifications, duties, responsibilities entrusted, diplomas and experience.

Indicators - Remuneration	2025 value	2024 value	Change
Gender gap pay [S1-16]	10.4%	11.7%	-11%
Ratio of total annual remuneration of the highest paid person to the median total annual remuneration of all employees [S1-16]	6.1	5.2	17%

The gender pay gap at Aubay is lower than the EU average (source: Eurostat) and showed an improvement between 2024 and 2025.

While it increased between 2024 and 2025, the ratio of difference between the total annual remuneration of the highest paid employee and the median total annual remuneration of all employees is low, particularly given Aubay's size and sector of activity.

Calculation rules:

All the information is extracted from the payroll software and processed automatically.

At the Aubay Group level, earnings are calculated on the basis of a weighted average of subsidiary data.

The indicators were calculated in accordance with the formulas defined in the ESRS.

However, due to the complexity in calculating these indicators, estimation methods were necessary:

- The annual remuneration levels calculated for the indicators are based on the month of December and therefore do not take into account potential changes in remuneration during the year.
- The theoretical hours worked included in the calculation of the pay gap between women and men are estimated theoretical hours.

4.3.1.6.2. Adequate wages

All Aubay subsidiaries respect the principle of a decent wage, ensuring that each employee receives at least the legal wage set by the legislation in force in each country. This policy guarantees not only compliance with legal standards, but also fair and decent working conditions for all employees, regardless of their geographical location.

Each subsidiary undertakes to carry out an annual review of developments in national and European legislation relating to the living wage and to take any corrective measures that may be necessary.

In France, the sector of activity in which the company operates stipulates standard minimum wages (SMC) which must be respected for each category of employee according to their classification. Aubay France applies the wage scale set out in the national collective agreement for technical design offices, engineering consultancies and advisory firms (Syntec).

4.3.1.6.3. Employee savings

Aubay encourages its employees to save for personal projects or for retirement.

To this end, Aubay contributes 35% of unused rest days to the PERECO (collective retirement savings plan). In

addition, all employees with more than three months' seniority benefit from profit-sharing, which is paid out every year based on Aubay's earnings. In 2025, an amendment introduced a systematic top-up of 20% of the amounts invested in the Aubay fund.

4.3.1.7. Employee training and skills development [S1-13]

For Aubay, developing the skills of its employees is a real performance lever, enabling us to provide our clients with excellent service and offer them the latest technological advances.

This is why we pay particular attention to the training needs of our employees. Our objective is to maintain their employability but, above all, to encourage the acquisition of new qualifications/skills and adaptation to technological developments.

In addition to our desire to offer the best skills to our clients, training is also a tool for retaining our employees amid a shortage of resources in a tight market. In recent years, we have developed and expanded our in-house training programmes, which allows us to train a larger number of employees while still having the capacity to tailor training to individual needs. However, we also use external organisations for any training for which we do not have the skills in-house and have established a long-standing partnership based on trust to offer our employees the best training on the market. To facilitate access to the training offer, the Talentsoft tool was rolled out in 2023 in France. It allows each employee to consult the catalogue of training courses on offer and to express their needs directly on the platform. This e-learning approach makes training more accessible and increases our employees' ability to play an active role in developing their professional skills.

Aubay's training policy covers all of its employees and is designed to help our clients meet the challenges they face, namely:

- adapting their model and transforming their organisation to take advantage of new digital advances, and reducing traditional IT costs to free up financial resources for investment in digital transformation;
- anticipating innovation: Aubay's consultants, who work with key accounts, understand the challenges of their sectors and can help them with technological changes. To do this, they rely on the skills of our engineers, experts and project officers, who offer and deploy creative solutions tailored to their economic and strategic challenges.

In 2025, Aubay expanded its programme to offer more in-house training and thus benefit as many employees as possible:

- DATA offering, involving training on Spark/Scala in practical mode, Kafka and the Hadoop Ecosystem;
- AGILE offer, involving training according to profession with support in obtaining certification: Scrum Master, Product Owner, Safe Agilist and DevOps as well as training in tools such as JIRA;
- ModernApps offering, for which we offer training in TERRAFORM, ANSIBLE, DOCKER/KUBERNETES, DEVOPS TOOLS;
- Cloud/DevOps offering, for which we are aiming for AWS certification. We offer introductory modules on AWS, Cloud and DevOps to best prepare for certification;
- JAVA, Angular, React JS, Spring, etc. for which practical modules are monitored by our developers.

In 2025, Aubay France and Aubay Spain launched an ambitious programme around artificial intelligence, to raise employee awareness of the challenges, opportunities and best practices of AI. The programme promotes the adoption of AI tools in day-to-day activities, development of the digital skills of the teams and the creation of a culture of innovation centred on the responsible and strategic use of artificial intelligence.

We also continued our training in innovative technologies such as Automation & RPA (via Blue Prism), Systems, Security/Networking, Virtualisation, Cybersecurity, MAINFRAME retraining, Testing and JAVA via partner organisations or state-of-the-art e-learning platforms. As companies are increasingly interested in the responsible digital approach, we introduced a number of awareness-raising initiatives in 2022 to offer this new skill to our clients.

Indicators - Training	2025 value	2024 value	Change
Total number of training hours	79,943	87,739	-9%
Training expenditure (as % of total payroll)	0.56%	0.67%	-16%
Number of employees trained	4,408	4,239	4%
Number of certifications obtained	262	223	17%

The decrease in the total number of training hours between 2024 and 2025 was mainly due to decreases in Portugal and Italy, directly linked to changes in the language training approach. The replacement of courses provided by external trainers and the priority given to the use of the goFLUENT platform reduced costs, but also led to a decline in participation.

Calculation rules:

The training indicators cover both face-to-face and remote learning.

Only training provided during year N is counted. If the training straddles two years, only the hours between 01/01/N and 31/12/N must be counted.

Training expenditure includes external costs (including teaching costs, ancillary costs) and trainee salaries over the training period.

Finally, the UK scope was included in the France data in 2025.

4.3.1.8. Combating discrimination and offering equal opportunities [S1-12]

4.3.1.8.1. Diversity policy

Aubay works to combat discrimination and has been committed to the employment and professional integration of people with disabilities for over 10 years.

Aubay signed the Diversity Charter in September 2019 and is committed, over and above its legal and judicial requirements, to developing inclusive management that respects individual differences.

In France, more than 27% of our employees are of foreign nationality, and we have no fewer than 56 nationalities in our workforce. In Belux and Portugal, the nationalities represented are also monitored to ensure diversity and non-discrimination in hiring.

Aubay Italy has demonstrated its commitment to diversity and inclusion within its organisation by obtaining ISO 30,415 certification. This certification attests that the subsidiary complies with strict standards in terms of human resources management, promoting a fair and respectful working environment. An Equal Opportunities, Diversity and Inclusion Committee meets annually.

Aubay France has implemented an active policy to prevent harassment with training for all its management and new employees joining the company. Our recruitment staff also receive regular training in discrimination-free recruitment.

4.3.1.8.2. Aubay Care: "Mission Handicap" at Aubay France

Aubay has been pursuing an equal opportunities policy for many years, with the Aubay Care programme in particular. This policy centres on recruitment, job retention (adaptation of workstations), training, communication and the use of the disability-friendly sector. In order to change the way people look at disability, Aubay sponsors disabled athletes and organises internal events at which these athletes take part.

Boosting recruitment

Aubay's priority is to recruit more disabled workers. To achieve this objective, the "Mission Handicap" disability programme participates in general recruitment fairs and in fairs dedicated to workers with disabilities. All newly recruited employees with disabilities benefit from personalised support and workstation adjustments when their situation so requires.

Supporting employees with disabilities

Aubay assists its employees in compiling their case for recognition of the status of disabled worker (RQTH). In 2025, over 80 employees benefited from this support, with RQTH recognition obtained or renewed for some. Employees are monitored by the Aubay Care consultant, with whom half-yearly interviews are conducted. A specific training budget allows employees to benefit from training directly associated with their disability. Ergonomic studies are carried out to optimise the layout of workstations. In addition, RQTH status entitles the employee to three days' paid leave per year to deal with relevant administrative procedures, for medical appointments associated with the disability, or to help with a disabled child or spouse. Exceptional financial support is also provided when they obtain or renew their status.

Inform and raise awareness

Events and communication actions are regularly organised. Interviews and videos about disability are published on the YouTube channel Aubay TV. We consider this to be long-term work that will show results over time. Every two months or so, employees receive a special disability-focused newsletter.

Over the past number of years, two athletes have received sponsorship and in 2024 we followed their progress throughout the Paralympic Games.

Aubay also sponsors the Italian paralympic water polo championship.

In Portugal, Aubay sponsored paralympic athlete Nuno Vitorino, the founder of the Portuguese association of adapted surfing.

As part of European Disability Employment Week (EDEW), Aubay Care organised an interactive workshop on the daily lives of caregivers and people with invisible disabilities.

Aubay continues to engage in this area through its use of the protected and adapted sector. Internally, many services are entrusted each year to establishments offering professional support for disabled individuals (Etablissements et Services d'Aide par le Travail - ESAT) or disability-friendly companies) (EA - Entreprises Adaptées): dematerialisation of personnel files, paper collection, reprography, envelope filling and catering.

Indicators - Equal opportunities	2025 value	2024 value	Change
Share of employees with a disability [S1-12]	2.5%	2.3%	6%
Share of employees with a disability in France [S1-12]	3.7%	3.3%	14%

4.3.1.9. Incidents, complaints and severe human rights impacts

An internal whistleblowing procedure has been in place since 2017 for the reporting of information on cases of corruption while preserving the confidentiality of the identity of the whistleblower. Employees are informed that whistleblowers will not be subject to any retaliation.

In order to guarantee an even higher level of confidentiality and anonymity for whistleblowers, Aubay set up the IntegrityLog tool in 2022, an outsourced tool for anonymous whistleblowing.

The tool also covers other areas, allowing for the reporting of HR incidents (discrimination, health and safety at work, etc.).

In 2023, a specific whistleblowing procedure was written and posted on the intranet to inform employees how they can report (as a victim or witness) inappropriate behaviour and trigger a whistleblowing procedure, and the various contacts that can be used.

The person alerted must pass on the alert to the harassment officers and to the Human Resources Department. The company will take all necessary measures to protect employees who report inappropriate acts.

If it is clearly shown that the situation does not constitute moral harassment, sexual harassment or gender-based harassment, the Human Resources Department will meet with the reporter to inform them that an in-depth

investigation will not be carried out, and the reasons for this decision will be explained. However, measures may be taken to ease tensions and find solutions to resolve the dispute. If it is clear that the situation constitutes moral harassment, sexual harassment or gender-based harassment, an investigation will be launched.

Following the investigation, the Human Resources Department decides on all the measures to be taken and ensures that they are implemented, such as:

- Measures required to put an end to the behaviour or facts reported;
- Prevention/awareness-raising/training measures for management and/or team members;
- Disciplinary action, which may go as far as dismissal of the person responsible for the inappropriate behaviour.

In addition, an Ethics Committee was set up in 2017 to deal with alerts. The composition of the Ethics Committee is detailed in section 4.4.2.2 *Prevention and detection of corruption*. It receives and studies all alerts before taking the necessary decisions and measures. Following the outsourcing of the tool for launching alerts, this Committee is informed as soon as an alert is launched via this outsourced tool and deals with the follow-up. This Committee reports at least once a year to the Audit Committee.

Indicators - Working conditions	2025 value	2024 value	Change
Number of serious human rights incidents affecting the company's workforce [S1-17]	0	0	-
Amount of fines, penalties and compensation resulting from serious human rights incidents [S1-17]	€0	€0	-
Number of incidents of discrimination, including harassment, reported [S1-17]	5	9	-44%
Amount of fines, penalties and compensation for damages resulting from incidents of discrimination and work-related complaints [S1-17]	€0	€0	-

4.3.2. Workers in the value chain [ESRS S2]

4.3.2.1. Impacts, risks and opportunities associated with the value chain

As described above, Aubay carried out a double materiality assessment which identified the impacts, risks and opportunities associated with the workers in its value chain.

For Aubay, the workers in the value chain are the people employed by the following organisations:

- ▶ Suppliers: For its internal needs (IT, general services), Aubay uses suppliers of products and services.
- ▶ Subcontractors: Aubay may occasionally be required to seek specific expertise through subcontracting, particularly when it does not have the internal resources required by its end clients.

The tables below show all the IRO linked to workers in the Aubay value chain.

Other employment rights

IRO	Type
Partnerships with suppliers with CSR commitments	Positive impact
Working with local suppliers	Positive impact
Human rights violation by subcontractors	Negative impact
Human rights violation by suppliers	Negative impact

4.3.2.2. Policies relating to workers in the value chain [S2-1]

As a signatory to the United Nations Global Compact, Aubay adheres to the fundamental principles of human rights and international labour standards. Aubay is committed to upholding these principles for everyone working in its upstream and downstream value chain.

4.3.2.2.1. Supplier policy

At Aubay, suppliers are classified according to their scope: strategic and routine. Only suppliers of strategic importance are closely monitored: operators, suppliers of IT hardware and equipment maintenance.

These suppliers are evaluated through a questionnaire that reviews all of Aubay's CSR requirements, particularly respect for human rights, business ethics and the environment.

4.3.2.2.2. Subcontracting policy

Among Aubay's strong differentiators, proximity to its clients is a priority. In particular, Aubay does not carry out any offshore activities that would rely on a reduction in labour costs through subcontracting. Overall, 11% of Aubay's labour for its client contracts in 2025 was through subcontractors.

In order to ensure that subcontractor relations align with a sustainable and responsible approach, Aubay has defined a purchasing policy which sets out the principles of collaboration with service providers.

In France, this policy is implemented by a dedicated "Request" unit. The "Request" unit was created as part of Aubay's commitment to the Global Compact to conduct a responsible procurement policy.

Aubay references its subcontractors based on several checks and analyses:

- in accordance with due diligence obligations, a systematic and compulsory verification is carried out when entering into a relationship with a subcontractor to ensure that it complies with its legal obligations (URSAFF, tax, Kbis, DPAE, etc.), without which Aubay will refuse to subcontract;
- a monthly verification of the subcontractor's continued compliance with these obligations;
- for partner companies, establishment of a framework agreement, and response to a CSR questionnaire.

Subcontractors are selected and evaluated in full transparency, according to quantitative and qualitative criteria.

The "Request" unit monitors around 40 companies selected as subcontracting partners. As such, they benefit from a privileged position when it comes to assignment proposals that Aubay receives from its clients.

To ensure the financial health of subcontractors, our supplier framework contract includes an item on how service providers can avoid becoming economically dependent.

Reviews are carried out to monitor the actions implemented by subcontractors in order to comply with Aubay's quality, safety and CSR requirements.

4.3.2.2.3. Our Responsible Purchasing Charter

Aubay's CSR requirements have been formally set out for our subcontractors and suppliers in our Responsible Purchasing Charter.

This Charter was updated in 2024 and has been incorporated into all our subcontracting contracts in France since 2025.

It describes the requirements to which Aubay's partners must conform in terms of social responsibility (respect for human rights, working conditions), responsibility and integrity in the conduct of business and environmental responsibility, in the context of their collaboration with Aubay.

The supplier or service provider undertakes to promote the Charter principles and apply them to its own employees in order to guarantee the same requirements. This Charter will be rolled out more widely to our subsidiaries in 2025.

Aubay's Responsible Purchasing Charter ensures that its subcontractors and suppliers comply with:

- The Universal Declaration of Human Rights;
- The fundamental conventions of the International Labour Organisation on freedom of association, the right to organise and collective bargaining, forced labour, equal pay, discrimination, minimum age and forced labour;
- The Aubay Anti-Bribery Code of Conduct, available on our website;
- The ten principles of the Global Compact.

4.3.2.3. Interactions with workers in the value chain [S2-2, S2-3, S2-4]

4.3.2.3.1. Management of subcontracting activity

Today, Aubay interacts with its subcontractors in several ways and at various stages of the business relationship:

- **Referencing**

The referencing of subcontractors encompasses a number of activities that are essential to ensuring sustainable and effective management of our relationships with our partners. First, the enrichment of our subcontractor base by identifying and integrating new potential subcontractors. Then, the negotiation of framework contracts, which enables us to manage and retain subcontractors. The initial referencing process includes the signing of the Responsible Purchasing Charter and completion of the CSR questionnaire. The renewal of framework contracts is also a key stage, as is the monitoring of partners, which takes the form of regular joint business follow-up meetings. Finally, assessments are carried out twice a year and periodic reviews are carried out to ensure that subcontractors comply with Aubay's quality, safety and CSR requirements.

- **Use of subcontracting**

The request for subcontracting comes from a Business Unit (BU), after which the Request unit sends out the request for proposals (RFP) to the relevant subcontractors selected. Once the subcontractors' proposals have been received, they are analysed. Checking the subcontractor compliance is a crucial step before choosing the most appropriate subcontractor. Assessment interviews are carried out with the proposed resources. Once the decision has been taken by the client, it is notified to the tendering subcontractors.

- **Contract processing**

Once the commercial and contractual negotiations have been finalised, a contract is drafted by the Legal Department and submitted to General Management for signature.

- **Monitoring service performance**

Regular monitoring of the service guarantees an effective and lasting collaboration. Meetings with the sales department can be scheduled according to the subcontractor's requirements. Recurrent information security awareness campaigns are organised to maintain a high level of vigilance. Incident management is also crucial, with a procedure for escalating incidents to the subcontractor and joint handling with the sales department and the subcontractor. The end of the service is managed in a structured way, including a new information security awareness session one month before the end of the mission, the return of Aubay and client assets, and notification of the end of the subcontractor's contract. An end-of-assignment report is drawn up with the sales representative, and the directory of subcontractors is updated.

4.3.2.4. Action plan for workers in the value chain [S2-4]

4.3.2.4.1. Partnerships with local suppliers committed to CSR

Aubay promotes the development of business relationships in the local ecosystem. This approach contributes to job creation for people with disabilities or those who are excluded from employment (EA, ESAT, integration companies), and helps to reduce the carbon footprint of our purchases, as described in 4.2.2.4.3 *More responsible purchasing*.

Currently, many internal services in France are now entrusted to establishments offering professional support for disabled individuals (ESAT - Etablissements et Services d'Aide par le Travail) or disability-friendly companies (EA - Entreprises Adaptées), particularly for the creation of the onboarding booklet, photocopying, envelope filling, catering, and the recycling of IT hardware with Loxy.

4.3.2.3.2. Relations with our suppliers

Our suppliers meet a number of essential internal needs such as: management of green spaces, cleaning, plumbing services, energy supply, locksmiths, coffee machines and sweets, receptionists, fountains, air conditioning, physical and fire security, remote surveillance, mail, inverters, and the vehicle fleet.

When a need arises, the first step is to contact our usual service providers and obtain quotes. The bids are then negotiated and put out to tender, with an in-depth analysis of the content and a comparison of the bids. The approval of General Management is required for the quotes received. Once the agreement has been obtained, the action is carried out and the agreement is sent to the service providers. The order is then triggered and tracked through to completion. Suppliers must also send us a duly completed CSR questionnaire to assess their level of non-financial maturity. The score resulting from this assessment is then a criterion in its own right in the selection process and has an impact on the selection of the service provider. After verification, invoice approval is triggered to finalise the process.

4.3.2.3.3. Procedures for repairing incidences and channels put in places [S2-3]

In 2022, Aubay introduced an outsourced and anonymous whistleblowing tool that all employees, suppliers, clients and business partners of Aubay Group's businesses can use.

The platform is managed by an independent service provider and its aim is to enable reporting or requests for support or advice in the event of fraud, harassment in the workplace, corruption practices, conflicts of interest, or any other behaviour which does not comply with Aubay's values, its Responsible Purchasing Charter and its Code of Ethics. The availability of this channel is mentioned in our framework contracts.

In addition, to deal with any alerts, an Ethics Committee was set up in 2017. It receives and studies all alerts before taking the necessary decisions and measures. Following the outsourcing of the tool for launching alerts, this Committee is informed as soon as an alert is launched via this outsourced tool and deals with the follow-up. This Committee reports at least once a year to the Audit Committee. It should be noted that for 2025, the Ethics Committee stated that it only received two alerts at the Aubay Group level, which were subsequently dropped.

Furthermore, our partner subcontractors are reviewed in relation to their practices in terms of the three ISO standards — ISO 9001, ISO 27001 and ISO 14001 — and their compliance with the GDPR. These reviews target resource management activities, which are a priority for Aubay. These reviews are an opportunity for subcontractors to raise any concerns they may have.

Aubay France has also signed off on a partnership with two companies from the adapted sector (Entreprises du Secteur Adapté - companies employing at least 55% disabled workers), ATIMIC and Innov&Co, for the provision of external services entrusted to Aubay by its clients. Whether in response to a call for tenders or to reinforce our Service Centre-based activities located at our Delivery Centre in Boulogne Billancourt, we seek the opportunity to onboard disability-friendly sector profiles either for named roles set out in the description of services, or by diverting an operational activity and opening up the opportunity to use a disability-friendly sector player.

In addition, we have numerous initiatives for people undergoing retraining:

- "Mainframe" reconversion: As part of this programme, Aubay offers a six-month professional training contract and a permanent contract (the two contracts start at the same time). During the professionalisation period, resources undergo 210 hours of training on mainframe development. At the end of this period, they enter one of our service centres or perform a Technical Assistance service at a client's premises.

- "Java" reconversion: This retraining programme is part of a "POEI" subsidised training scheme. It is open to job seekers over the age of 26 registered with France Travail, people receiving the RSA (Revenu de Solidarité Active) social income supplement or the ASS (Allocation de Solidarité Spécifique) social income allowance. Selected candidates undergo a 400-hour training course at the end of which Aubay undertakes to recruit them on a permanent contract.

In 2026, we want to continue building and strengthening these partnerships.

4.3.2.4.2. Commitment to human rights

As explained in section 4.3.2.2. *Policies relating to workers in the value chain*, Aubay has updated its Responsible Purchasing Charter. This new version reinforces our commitment to respecting human rights.

Aubay rolled out this Charter to all its subsidiaries in 2025.

Indicators - Subcontracting	2025 value	2024 value	Change
Share of freelancers among subcontractors	62.3%	61.5%	1%
Share of employees of subcontracting companies among subcontractors	37.7%	38.5%	-2%

The subcontracting indicators remained stable between 2024 and 2025.

Calculation rules: In France, freelancers are independent subcontractors with self-employed status (excluding employees of subsidiaries and workers receiving a flat-rate remuneration).

4.3.3. Consumers and end users [ESRS S4]

4.3.3.1. Impacts, risks and opportunities for consumers and end users

The tables below list the impacts, risks and opportunities associated with consumers and end-users, identified by Aubay and deemed material during the double materiality assessment (DMA) :

Social inclusion of consumers and/or end users

IRO	Type
Improving the inclusivity of digital services for Aubay's clients through accessibility practices	Positive impact
Improving the inclusivity of Aubay's digital services through accessibility practices	Positive impact
Performance of client IT systems	Positive impact
Increasing productivity through the use of AI tools/new technologies	Opportunity
Failure to comply with regulations on digital inclusion (RGAA - French General Framework for Improving Accessibility)	Risk
Reputational damage due to inadequate service quality	Risk
Projects with a commitment to results, leading to financial penalties	Risk

Impact of information

IRO	Type
Support services for compliance (GDPR)	Positive impact
Leak/disclosure of personal data held by Aubay	Negative impact
Leak/disclosure of personal data held by our clients and accessible by our employees in the course of providing services	Negative impact
Ability to ensure compliance with the GDPR (particularly in comparison with smaller players)	Opportunity
Failure to comply with personal data management regulations (GDPR)	Risk
Reputational damage resulting from incidents involving personal data (loss of market share)	Risk

Aubay's clients are its end users. As a pure player in application services, Aubay supports them in their digital transformation and the industrialisation of their IT systems. Aubay's clients and offering are described at the beginning of this document in sections 1.2 *Our market: majors clients* and 1.4 *Our offer: digital transformation and IT industrialisation*.

4.3.3.2. Personal data protection

It is important to note that Aubay only handles real client data in exceptional cases. Because of its business and positioning, Aubay is rarely entrusted with the handling of its clients' personal data and almost always uses anonymised or test data in its development work. Nevertheless, Aubay is responsible for the processing of its own personal data (in particular those relating to its workforce) and must therefore be irreproachable in its compliance with the obligations incumbent upon it in this respect.

In December 2012, Aubay had already appointed its IT Systems Hosting Manager as its Data Protection Correspondent (DPC):

- Aubay's DPC ensured
- that the Data Protection Act was followed;
- He reported his activities in an annual report to the data controller and the French national data protection commission, CNIL.

In 2013, Aubay made a commitment to the Global Compact to respect the privacy and rights of individuals whose data is processed by its IT system. In accordance with French law, Aubay applied the approach initiated by its DPC to all its establishments in France.

4.3.3.2.1. GDPR policy and appointment of a DPO

The entry into force of the General Data Protection Regulation (GDPR) on 25 May 2018 was therefore a continuation of Aubay's existing approach to the protection of personal data. Thus, as of 25 May 2018, Aubay's Head of Legal Affairs was appointed the Data Protection Officer (DPO). She ensures compliance in terms of:

- the rights of individuals regarding the processing of their data;
- the obligations incumbent on Aubay, firstly as a data controller, and secondly, as a subcontractor of its clients, under GDPR;
- more generally, the obligations incumbent on Aubay regarding the GDPR.

Aubay remains committed to respecting the privacy and protecting the rights of people whose personal and/or sensitive data is processed in its systems (employees, clients, third parties). The entry into force of the GDPR is a continuation of the actions carried out in France and in each of its subsidiaries. The legal harmonisation brought about in the European Union by the GDPR thus strengthens the effectiveness of the measures already in force in the Group. The GDPR and related obligations are implemented in a unified way across all the Group's companies, and half-yearly meetings with the DPOs of each of Aubay Group subsidiaries are conducted to monitor this joint approach under the supervision of Aubay France's DPO.

4.3.3.2.2. Implementation of personal data protection

Aubay has taken all useful measures to protect personal data, in particular:

- establishing procedures concerning the rights of individuals (right to information, collection of consent, right of opposition, access, rectification and deletion);
- keeping registers of processing operations involving personal data, both for processing carried out by Aubay and for those subcontracted by its clients in the context of services;
- tightening data access controls;
- privacy impact assessments in the event of a security incident;
- management of data retention periods, with deletion of data upon the legal deadlines;
- raising staff awareness of personal data protection;
- review of safety policies and supplier charters, including the scope of subcontractor audits.

Furthermore, as a digital services company, Aubay takes the main principles required by GDPR into account in its development cycle, starting with the design stage: Privacy by design, Privacy by default, retention duration, database encryption, anonymisation and pseudonymisation of data during testing. It should be noted that Aubay does not store its clients' personal data, nor does it provide them to third parties, for purposes other than those envisaged within the

4.3.3.2.3. Targets and results relating to personal data

All Aubay Group companies have launched a GDPR training policy for their staff. Making all employees aware of the protection of personal data is essential in order to strengthen the security of this data.

As part of its CSR roadmap and its commitment to ethical practices, Aubay's target is to continue to increase the

scope of the services entrusted to it by clients. Depending on the assignment, Aubay may also be called upon to assist certain clients with their GDPR compliance.

Aubay has reviewed its insurance policies by adjusting its risk coverage and taking out cyber insurance.

Aubay has therefore taken the GDPR into account within each of its European subsidiaries and is implementing a personal data protection policy that is uniform throughout the Group to guarantee the most uniform data protection possible for all its clients. To achieve this, in addition to employee training, the subsidiaries take practical measures to protect data, such as compiling registers and recording any new processing of personal data as it happens.

In the case of ISO 27001-certified subsidiaries (Spain, Portugal, Italy and France), these measures have naturally been incorporated into the various security management systems.

The processing registers of the subsidiaries evolve with the new software and applications implemented in the IT Systems of these entities.

Finally, it should be noted that each company in the Group has appointed its own DPO or outsourced this role and set up its own register of processing operations, and that the implementation of GDPR measures within the Group is carried out in a relatively uniform manner across the Group.

proportion of employees who are aware of the GDPR each year. At the end of 2025, 54% of Aubay employees at Group level were trained in GDPR. Only employees who have received training over the last two years are now included in the calculation of the rate, which cannot therefore be compared with the rates communicated historically.

4.3.3.3. Quality of service

4.3.3.3.1. Quality policy

Aubay's clients express increasingly precise demands on the performance of their information systems. These requirements include greater proximity and responsiveness in building digital services for their millions of clients.

From the outset, Aubay has relied on the quality of its services to ensure its long-term development. Each entity naturally wanted to back up this policy with ISO 9001 certification as soon as its level of development so allowed. Italy was certified in 2003, France in 2006, Spain in 2008 and Portugal in 2023.

The management systems set up for ISO 9001 were subsequently extended to include compliance with other standards:

Indicators - ISO certification (2025)	Group	France	Italy	Spain	Portugal	Belux	UK
Proportion of ISO 9001-certified sites	70%	100%	67%	100%	100%	0%	0%
Proportion of ISO 14001-certified sites	55%	100%	17%	100%	100%	0%	0%
Proportion of ISO 27001-certified sites	60%	100%	33%	100%	100%	0%	0%

Quality policy in France



Aubay France's quality management system has been ISO 9001-compliant since 2006. Aubay's teams are mobilised every day to offer quality services to their clients and parties interested in the deliverables produced as part of the services provided.

The Quality strategy areas defined by General Management France for the ISO 9001 2024-2026 certification cycle are as follows:

- Improve company performance;
- Retain interested parties;
- Improve image to attract talents and diversify clients.

4.3.3.3.2. Quality, safety and environmental controls

In France, quality, information security and compliance with environmental policy is monitored in accordance with the standards of the certification obtained by Aubay (ISO 9001, ISO 27001, ISO 14001). This certification has been extended to the Nantes business unit since 2022 and to the Bordeaux business unit since 2024.

Business line audits (process)

The processes are subject to an internal audit as part of the three-year certification cycle and an annual external audit conducted by the certification body. In 2025, as part of these internal audits, the Compliance, Quality, Safety, Environmental and Delivery processes were audited. The CSQE processes were audited by an external auditor.

The integrated management system (three ISO standards) centralises and pools indicators for each process, the audit findings and action plans, risks and interested parties.

As part of the aim to improve the company's performance, a project to simplify the Integrated Management System has been launched. The number of formally organised processes has been reduced to eight to better reflect the changes in Aubay's organisation in recent years, without changing the scope covered.

Delivery centres' audits

Since the beginning of the quality system (2006), the service centres have been the subject of detailed reviews, both in terms of software engineering expertise and service delivery.

Since 2018, normative requirements for information system security, as well as for the environment, have been added to the audits conducted by the internal teams. These teams are reinforced if necessary with technical resources from the IT Security Unit.

The planning of these audits is spread over the certification cycle (three years). In 2025, six audits were completed. Each audit gives rise to an action plan.

Clean desk audits

These controls, introduced in 2020, verify compliance with the principles of "clean desk and locked screen". They also assess the monitoring of the display of environmental instructions as well as compliance with the sorting and energy reduction instructions. They now include 12 checkpoints per room and are carried out on an entire building. A report of the findings is prepared together with an associated action plan. These checks are carried out at all our Paris sites and will be extended to regional branches as their workforce grows. In 2025, three clean desk controls were carried out.

Supplier reviews

Subcontractors are listed as partners for our service activities by Aubay's Request unit. They are reviewed in relation to their practices under three ISO standards and the applicable regulations: GDPR, DORA, etc.

This regulatory framework prompts us to further tighten our controls on the security of our IT system and our suppliers.

Documentary reviews

A review of the documented information on each process is carried out every year. It consists in verifying the relevance of the document to the activities of the process, the version of the document, the type of document and the level of confidentiality.

Account and access review

Account and identity reviews are carried out on a regular basis:

- quarterly reviews of privileged accounts;
- monthly identity and access review;
- half-yearly review of authorisations for internal applications.

Client audits

Every year, auditors appointed by our clients come to check that their service centres are compliant and meet the requirements and commitments set out in the standards and contracts.

4.3.3.3. Client satisfaction

By offering reliable, responsive and personalised services, Aubay contributes to the operational efficiency and information system improvement of its clients. The emergence of artificial intelligence is opening up new opportunities for Aubay. In fact, our consultants can now take advantage of AI to increase their productivity and help improve client satisfaction.

In France, client satisfaction is measured:

- Through information provided by the contractor management committees. The data collected is used by Aubay to identify trends, gaps and opportunities for improvement;
- Through an annual client satisfaction questionnaire for Aubay France. For 2025, the overall average is 4.51/5. The areas for improvement identified fed into our internal analyses and served as the basis for an action plan to improve our practices.

In Portugal, Aubay has a process in place for managers to interact with clients and provide feedback:

- Continuous monitoring: Managers maintain regular contact with clients to understand their needs and gather feedback.
- Immediate action: Measures have been implemented to address any concerns and improve services.
- A client satisfaction survey is conducted every year. The responses are analysed and actions are taken to improve client satisfaction.

4.3.3.4. Targets and results relating to quality of service

Client satisfaction is measured using a monthly indicator. For 2025, an average of:

- 31 projects were rated "very satisfactory";
- 55 projects were rated "satisfactory";
- 3 projects were rated "unsatisfactory".

For Aubay Portugal, the objective is to maintain or improve client satisfaction levels compared with the previous year. The overall satisfaction average for 2025 is very positive (4.4 out of 5), and is stable in relation to 2024 (4.4).

4.3.3.4. Digital accessibility

4.3.3.4.1. Commitments to digital accessibility

Today, it is essential and even vital for companies to offer digital experiences that can be used by anyone.

Digital accessibility refers to the ability of digital content and services to be used by all people, without discrimination, to enable them to understand, interact with and contribute to digital services.

Best practices in digital accessibility involve making digital content and services understandable and usable for people with disabilities.

Accessibility is part of a legal framework governed by laws and regulations imposing specific technical obligations. The most recent in France is decree no. 2019-768 of 24 July 2019 on the accessibility of online public communication services for people with disabilities.

In response to these laws, guidelines have been created to enable companies to comply with accessibility rules.

The French general framework for improving accessibility (Référentiel Général d'Amélioration de l'Accessibilité - RGAA) is a set of best practices for making digital tools accessible. For example, it includes guidelines on how to structure web pages, use contrasting colours, and offer text alternatives to multimedia content.

This decree applies both to Aubay and to its clients, who are paying increasing attention to compliance with this legislation.

At Aubay, in 2024 and 2025, we worked to improve the accessibility of our digital services, in particular the aubay.com website. An accessibility audit and a follow-up audit allowed for the identification of areas for improvement to make the site more accessible. We have also published our multi-year plan and our annual plan for compliance with the RGAA.

In accordance with the provisions of the RGAA and the legitimate expectations of users, a means of contact was put in place in France (dedicated email: accessibilite@aubay.com) to enable users with disabilities to report their difficulties. In order to respond to requests, the introduction of a specific assistance procedure will be looked at based on requests with all the departments involved. In the meantime, requests are handled by the CSR and Communications departments.

A dedicated Accessibility Monitoring Committee has been established and meets every two months.

4.3.3.4.2. Targets and results relating to digital accessibility

The partial compliance of our sites was validated following the last audit carried out in 2025 (61.19% for the aubay.com/blog site and 83.67% for the Data & Ai site).

Aubay has also used the Fruggr tool to assess the performance and impact of its website, particularly in terms of accessibility. At the end of September 2024, the aubay.com website achieved an accessibility sub-score of 93/100. Fruggr is a powerful tool used to improve the

In terms of accessibility training, the Communication team received training from one of our in-house experts. This resulted in the sales presentation template becoming accessible.

Accessibility awareness support for internal teams has also been introduced. A first session was held in October 2025 with the recruitment teams. Awareness campaigns are planned for the sales teams in 2026.

External communications were also made on social networks to promote accessibility initiatives.

In addition, to help our clients improve the accessibility of their services, we offer a joint accessibility audit platform for internal and external sites with one of our two partners in the sheltered employment sector. Our digital accessibility assistance and audit partner offer is a proactive approach that enables our clients to comply with growing legal requirements, by identifying existing accessibility barriers and benefiting from tailored recommendations. We enhance the user experience and promote a culture of accessibility that strengthens the social responsibility and image of our clients.

This offer has several components:

- Audit & compliance: Analysis according to the RGAA, WCAG and EN-301-549 and appropriate recommendations.
- Advice & ergonomic, graphic and technical deliverables to ensure optimum compliance.
- The responses we receive will enable us to take better account of our clients' needs and expectations.
- Support & training: tailored assistance and awareness-raising around the challenges of digital accessibility.

To speed up the development of our employees' skills regarding accessibility, Aubay France added a module dedicated to accessibility to its Sustainable IT training module in 2024.

In addition, one of the Innovation projects carried out in 2024 involved the use of AI to improve the accessibility of PDF files.

All our work on accessibility is an integral part of our overall Sustainable IT approach, described in section 4.2.2.4.5 *Working towards a more sustainable IT*.

sustainability and performance of websites. However, it should be noted that, in terms of accessibility, it primarily focuses on checking the application of the automatable rules of the RGAA (30% of the rules) and does not therefore replace a full accessibility audit.

Aubay's accessibility objectives are set out in our multi-annual accessibility plan, which is broken down into annual plans, both of which are publicly accessible.

4.4. INFORMATION ON BUSINESS CONDUCT

4.4.1. Impacts, risks and opportunities associated with business conduct [ESRS G1]

As described above, Aubay carried out a double materiality assessment which identified the impacts, risks and opportunities associated with conducting business.

The tables below show all the IRO relating to the conduct of Aubay's business.

Company culture

IRO	Type
Governance operations (e.g. creation of specialised committees, etc.)	Positive impact
Integrating CSR into governance practices	Positive impact
Failure to comply with regulations on non-financial reporting (NFRS, CSRD)	Risk

Corruption and bribes

IRO	Type
Corruption in business relations	Negative impact
Failure to comply with regulations on ethical practices (e.g. Sapin II)	Risk
Reputational damage resulting from a lack of ethics in business relations (e.g. loss of investor or client confidence)	Risk

Whistleblower protection

IRO	Type
Whistleblower protection	Positive impact

4.4.2. Business conduct [ESRS G1]

4.4.2.1. Company culture

The operation of Aubay's governance is described in section 2.1 *Governance - Organisation and operation*.

CSR is integrated into Aubay's governance practices and how sustainability governance is ensured is detailed in section 4.1.2 *Sustainability governance*.

4.4.2.2. Prevention and detection of corruption [G1-1, G1-2, G1-3, G1-4]

As of 2017 and the implementation of the provisions of the Sapin II law, Aubay's commitment to protecting against bribery has been reinforced. Since then, a Code of Conduct/Anti-corruption Policy has been appended to the internal regulations and applies to all employees.

In addition, an internal whistleblowing procedure had been put in place since 2017 to report any information on corruption incidents while preserving the confidentiality of the identity of the whistleblower. Employees are informed that whistleblowers will not be subject to any retaliation.

In order to guarantee an even higher level of confidentiality and anonymity for whistleblowers, Aubay introduced an outsourced tool for anonymous whistleblowing in 2022. This outsourcing further guarantees the confidentiality of any alert. The tool also covers other areas, allowing for the reporting of HR incidents (discrimination, health and safety at work, etc.).

In addition, to deal with any alerts, an Ethics Committee was set up in 2017. It receives and studies all alerts before taking the necessary decisions and measures.

Following the outsourcing of the tool for launching alerts, this committee is informed as soon as an alert is launched via this outsourced tool and deals with the follow-up. This Committee reports at least once a year to the Audit Committee.

It should be noted that for 2025, the Ethics Committee stated that it only received two alerts at the Aubay Group level, both of which were subsequently dropped. As of 31 December 2025, the Ethics Committee was made up of:

- Philippe Rabasse, Director and CEO;
- Vincent Gauthier, Director and Deputy CEO;
- David Fuks, Deputy CEO;
- any operational manager involved in the processing of an escalated alert.

Through the Ethics Committee, the Board of Directors is kept abreast of anti-corruption challenges at all times.

With regard to anti-corruption training for Aubay employees, training initiatives continued throughout 2025.

In France, a new Teams training initiative was launched, and all employees considered to be most at risk from corruption received additional training. The population at risk is made up of managers, sales people and buyers. All other employees were given access to awareness-raising modules through an e-learning tool and a questionnaire. Within the various Aubay subsidiaries, employee training was also continued.

It should also be noted that all employees of all Aubay subsidiaries have signed the Code of Conduct specific to each of these subsidiaries on joining their company and are therefore made aware of this issue as soon as they join Aubay.

It should also be noted that, following the example of the parent company Aubay SA, the Group's subsidiaries have also drawn up a risk map of their corruption risks.

With regard to Aubay's Italian subsidiary, in accordance with Italian legislation, it pursued extensive anti-corruption awareness-raising, extended to all its staff, through e-learning, which continued to be rolled out in 2025.

In Luxembourg, Aubay is authorised by the Commission de Surveillance du Secteur Financier, a public institution that supervises professionals and products in the Luxembourg financial sector. Furthermore, the PSF status obtained in Luxembourg obliges Aubay to train its staff on the issues of fraud, corruption and money laundering. AML training courses are organised every year.

Benefits of our anti-corruption commitment

We attach the utmost importance to doing the right thing for our stakeholders. Our Anti-Corruption Policy - Code of Conduct was updated in 2022.

In addition to detailing Aubay's anti-corruption policy, this code sets out Aubay's policy on gifts and entertainment to ensure ethical business behaviour and provides practical advice, case studies and links to other useful information. However, these documents may not answer all the questions that may arise and do not obviate the need to exercise one's own judgement and common sense. If in doubt as to what to do, we recommend that our employees seek information either from their manager or from the Ethics Officer.

Adherence to the Code of Conduct is a condition of employment for all employees. The Code is given to every employee who joins our Group and circulated to all employees as an appendix to the internal regulations. Every employee must read, understand and follow it. Employees are aware of the serious consequences that a breach of the Code of Conduct can have for our Group and for themselves. Insofar as any misbehaviour or non-compliance with the rules contained in the code is likely to cause serious damage to Aubay's image and financial loss, employees must be extremely vigilant in respecting the rules set out in the code.

The Aubay Group also ensures that its partners, both clients and suppliers, share the same values and are committed to the fight against corruption. Aubay's subcontractors therefore expressly undertake to comply with all anti-corruption measures.

Furthermore, Aubay does not engage in any lobbying activities and does not use an agency to engage in such activities.

Combating tax evasion

None of Aubay's executive corporate officers are a resident of a country that is considered a tax haven. There is no practice of remuneration via "management fees" to report. All remuneration paid to corporate officers is subject to the levies, charges and taxes applicable at the place of payment. Furthermore, Aubay provides intellectual services produced and taxed in the country of "consumption" for almost all of its revenue (almost no "exports"). As such:

- the taxes paid for the Group in France are indicated in note 4 *Tax expenses* in section 6.3 *Notes to the financial statements*;
- the consolidated financial statements presented in section 6.1.2 *Consolidated income statements* list the taxes and duties, thereby guaranteeing full transparency in relation to the taxation of profits;
- Aubay's digital services activity, which is carried out exclusively in Europe via local solutions and resources, is not likely to generate profits outside Europe and the Eurozone.

4.4.2.3. Proven cases of active or passive corruption

It should be noted that for 2025, the Ethics Committee stated that it only received two alerts at the Aubay Group level, both of which were subsequently dropped.

Indicators - Anti-corruption	2025 value	2024 value	Change
Number of employees trained in anti-corruption measures over the past two years [G1-3]	2,022	2,379	-15%
Total number of employees in "sensitive" positions trained in anti-corruption measures as at 31/12/2025 [G1-3]	256	262	-2%
Total number of employees in sensitive areas [G1-3]	267	276	-3%
Number of convictions for violation of anti-corruption and anti-bribery laws [G1-4]	0	0	-
Total amount of fines for violation of anti-corruption and anti-bribery laws [G1-4]	€0	€0	-

Within the Group, the share of employees working in sensitive fields trained in anti-corruption measures increased to 96% in 2025. It should be noted that only employees who have received training over the last two years are now included in the total number of employees trained, which explains the decline in this indicator between 2024 and 2025.

Calculation rules:

“Sensitive” employees are employees who are involved in commercial activities and may therefore be subject to risks of corruption.

4.4.2.4. Payment practices [G1-6]

Our policy on managing subcontractors and our supplier relationships are detailed in section 4.3.2.3 *Interactions with workers in the value chain*.

Standard payment terms are agreed with suppliers and subcontractors based on market practice and in compliance with local regulations.

Unless otherwise stipulated by law, the payment period begins on the date of receipt of the invoice. The contractual payment period is generally 45 days from the end of the month in France.

To prevent late payments, supplier invoices are sent to a dedicated email address, then handled daily by Accounting (control and verification, entry and integration into the IS, validation), with several payment campaigns per month.

In 2025, Aubay’s average payment time was 59 days, a sharp decrease in relation to 2024.

Indicators - Payment practices	2025 value	2024 value	Change
Average payment time [G1-6] (in days)	59	83	-29%
Number of legal proceedings currently outstanding for late payments [G1-6]	0	3	-100%

4.5. INFORMATION ON OUR SECTORAL SUSTAINABILITY CHALLENGES

4.5.1. Impacts, risks and opportunities related to our sustainability issues in each sector

The tables below list the impacts, risks and opportunities associated with its sectoral challenges, identified by Aubay and deemed material during the double materiality assessment (DMA):

Sector-based

IRO	Type
Skill-based sponsorship	Positive impact
Innovation Unit projects and work	Positive impact
Strengthening cybersecurity at our clients' sites (services)	Positive impact
Compliance checks on suppliers and subcontractors (reviews)	Positive impact
Occurrence of cybersecurity incidents	Negative impact
Emergence of innovative subjects (e.g. data, AI)	Opportunity
New regulations leading to new client needs DORA, NIS2	Opportunity
Production stoppage due to a cybersecurity incident resulting in a loss of revenue	Risk
Reputational damage resulting from cybersecurity incidents (e.g. potential blacklisting by a client)	Risk
Geopolitical instability impacting cybersecurity/production capacity	Risk

4.5.2. Innovation

Aubay has had an innovation unit in place for several years. Aubay Innov, made up of architects and experts, is a unit in charge of organising and conducting innovation work around the digital technologies of tomorrow.

The objective of this unit is to acquire the knowledge and know-how to build innovative and sustainable solutions adapted to the future needs of our clients. Our resources: ideation, incubation, production, in partnership with experts, crowdsourcing with labs, schools, etc.

Some examples of innovation projects in 2025

NR Sustainable IT projects

Change of internal infrastructure

Faced with increasingly densifying infrastructures, it is important to create and master the tools to manage and optimise them.

These levers make it possible to increase agility, quality and productivity, as well as security. In addition, as the standards regulating IT are becoming more complex, it is necessary to have methods for controlling the correct application of these standards.

Aubay explores DevOps tools, automation, continuous integration and continuous delivery issues, and team management methods to strengthen the DevOps culture.

Classification of documents by AI

Thanks to recent improvements in the field, artificial intelligence (AI) is able to work with increasingly complex document types. Texts, photos, data tables, as well as hybrid documents, are increasingly better managed.

Using these new solutions, Aubay is working to create tools to address large volume administrative document management and classification tasks, thereby reducing information loss, reducing errors and increasing processing capabilities.

NR Recognising corals through AI

In marine ecosystems, monitoring the state of coral reefs has become a major scientific issue, because their degradation under the combined effect of climate change and pollution requires measuring where, when and at what rate corals switch to bleaching and then mortality. To better understand and protect these reefs, the Science4Reefs Foundation and Aubay are developing AI tools that can identify corals from a photo and quantify their level of bleaching.

Aubay Musical Playlist - Music recommendation and generation

Music recommendation and automatic music generation systems are based on human physiological observations to achieve optimal user experiences. Several studies have shown that the pleasure felt by a music listener is based on prediction errors creating two emotional states, uncertainty and surprise. In this context, artificial intelligence is becoming increasingly important in the music industry. In 2025, Aubay sought to develop algorithms to generate a musical extract from images and based on emotions.

Data consistency

In an increasingly digital environment, companies in the financial sector, particularly bankers and insurers, are managing huge amounts of data. This data can be extremely varied: client information (names, addresses), contract files (life insurance, loans, etc.), but also sensitive information that must be handled with great rigour. The challenge is to ensure consistency, quality and reliability of data despite their fragmentation. To address this issue, Aubay is exploring solutions to centralise, harmonise and verify data quality within these multiple information systems.

Explainable Aubay Intelligence

The development of artificial intelligence leads us to question the decisions it makes and our ability to challenge and reflect on them. In order to integrate it into some challenging solutions, we need to be sure that it produces reliable results, especially if it has to make decisions autonomously. Its involvement may entail important responsibilities, involving human health, ethics and related social and economic consequences.

Our work focuses on developing solutions to enable the explainability of machine learning models, particularly in the areas of generative AI and weather forecasting.

Find Your Way

In France, nearly 1.7 million people suffer from visual disorders, 207,000 of whom are blind and 932,000 visually impaired. Despite the scale of this problem, assistance solutions for the visually impaired remain limited, not always allowing real autonomy. It is in this context that "Find Your Way" was developed: to improve the daily lives of blind and visually impaired people through cutting-edge technologies.

"Find Your Way" is a model based on artificial intelligence that allows users to move autonomously in complex or unknown environments. This is done by combining 3D environmental mapping and real-time obstacle detection technologies to provide accurate and responsive guidance. In addition, it uses visual question answering (VQA) and optical character recognition (OCR) tools to answer questions about the visual environment and read texts.

Rollback Learning

In a context in which artificial intelligence occupies a central place in many areas, the management of personal data has become a major issue. Rapid advances in the development of AI models have raised important concerns regarding the protection of privacy and the use of sensitive data. It is in this context that our research has focused on an innovative solution: machine dislearning.

Our research explores methods that allow artificial intelligence models to forget specific information without the need to completely retrain it. This approach, called machine dislearning, aims to address issues related to the protection of sensitive data while preserving the performance of AI models.

Speak With Your Hands

Our solution introduces artificial intelligence technologies to offer precise and dedicated translations of sign language. There are challenges when it comes to translating and visually identifying these signs. These challenges encompass the diversity of signs, the consideration of spatial context, the capture of expressiveness and movements, and the consideration of image and video quality. The goal is to create a solution that allows you to import videos and images or set up a webcam to obtain accurate translations of sign language using AI-based translation models.

Indicator - Innovation	2025 value	2024 value	Change
Number of hours spent on Innovation projects	716,642	663,948	8%

Since 2022, Aubay has been tracking the number of hours spent on innovation projects within the Group. This indicator amounts to 716,642 hours in 2025, including 232,887 hours in France, representing an increase since 2024, illustrating the momentum in our innovation work, particularly in Italy where this figure increased by 11%.

4.5.3. Sponsorship

Aubay has been involved for years with several associations in the field of health and professional reintegration. Aubay is also committed to skill-based sponsorship to make the expertise of its employees available to partner associations.

4.5.3.1. Skill-based sponsorship: six years of community commitment



Since March 2020, Aubay has been offering its employees the opportunity to carry out IT projects for non-profit organisations.

In 6 years, we have supported nearly 215 associations and carried out more than 680 missions, illustrating our commitment to community and the sharing of knowledge. Nearly 100 employees were involved in 2025.

The objectives of this initiative are to:

- enhance the skills of employees who are temporarily unassigned;
- help associations in need of technical resources;
- enrich Aubay's CSR approach with a skill-based sponsorship component.

A dedicated platform is available for listing available assignments. Employees apply via this platform for the assignments on offer.

Sponsorship assignments are extremely diverse (artificial intelligence, design and development of websites and mobile apps, running IT workshops, designing marketing plans, writing technical specifications, project management, data analysis, GDPR audits etc.).

Some of the assignments carried out in 2025



Missions for **La maison de la Cosm'éthique**

Support for the association in the redesign of its website, including:

- UX UI user journey
- Branding & visual identity
- Front and Back development
- Web hosting management.

Aubay's contribution has resulted in several missions over more than a year



Missions for **Restos du Cœur**

- Develop a centre management application and create an inventory tool for equipment (cold, logistics, etc.)
- Provide Level 1 technical support for in-centre volunteers
- Provide assistance with the use of the computer equipment (computers, printers, network, mobile phones)



Missions for **Science4Reefs, CNRS Foundation in French Polynesia**

Development of photo-based AI solutions to

- **Classify corals**
- **Quantify their bleaching rate**

The aim is to integrate the photo analysis carried out using AI into a responsive website so that any volunteer diver, whether a scientist or not, can contribute to the foundation's work and help to identify where corrective action should be prioritised. Anyone can take photos of corals, upload them to the website or app and immediately see the classification results and bleaching rates.



Missions for **Time2Start**, an incubator for entrepreneurs from working-class neighbourhoods.

- Coaching for the financial part of the business plan
- Draw up specifications for a recruitment platform

In 2025, 106 employees carried out 82 assignments for 41 different associations, including:



The initiative has been a real success among Aubay employees, with excellent feedback from partner associations and a genuine dynamic around sponsorship projects. Furthermore, we have been working with most of the associations since 2020.

4.5.3.2. Associative and cultural sponsorship

Mécénat Chirurgie Cardiaque (heart surgery association)



Over the past number of years, Aubay has supported the Mécénat Chirurgie Cardiaque association: sponsorship, participation in the annual golf awards and cultural events. These events are organised for the benefit of children with heart disease.

The aim is to enable children with serious heart disease from underprivileged countries to undergo surgery in France when impossible at home due to a lack of technical and financial resources. They are subsequently taken in by host families for eight weeks and then leave cured.

Curie Institute sponsorship



Aubay has been a partner of the Curie Institute to support the fight against breast cancer since 2019. In 2025, Aubay took part in the 7th Golf Open as part of this partnership.

Pen collection for the benefit of the Neurofibromatoses and Recklinghausen association



The collection of used pens from Aubay employees to enable them to be resold to a recycling company. This money is then donated to the association to fund research into neurofibromatoses (genetic diseases).

Our subsidiaries are also involved with associations.

- In 2025, Aubay Italy participated in the Liter of light project, installing 15 street lamps in Senegal for the benefit of 225 people, helping to increase security. Aubay Italy also supports the Plastic Pull project, as mentioned in section 4.2.3.3.3 Commitment to re-use. Aubay Italy also participates in the planting of trees through its contribution to the SILVA project, which aims to adopt sustainable forest management focused on the protection of local tree species in the Abruzzo region.
- In 2025, Aubay Spain again participated in the Todo Corazón AXA Solidarity Gala, a charity event that brought together more than 450 participants for the benefit of the Catalan Down Syndrome Foundation (FCSD). Aubay Spain also collaborated with an association in Valencia to provide concrete support to workers affected by storm Alice in 2025.
- In 2025, Aubay Portugal made financial contributions (donations and sponsorship) to external organisations as part of its community engagement activities. These included the sponsorship of the Técnico Fuel Cell project, an academic initiative led by students from the Instituto Superior Técnico (IST), University of Lisbon supporting research and innovation in the field of sustainable mobility and hydrogen fuel cell technologies, as well as a donation to Comunidade Vida e Paz, a Portuguese non-profit organisation that supports people living with homelessness and social exclusion.

Indicators - Sponsorships	2025 value	2024 value	Change
Sponsorship donations (in skills and in cash)	€1,478,457	€1,740,697	-15%
Number of employees on skill sponsorship missions in France	106	127	-17%
Number of partner associations in France	41	33	24%

In 2025, the number of sponsorship projects in France declined following the termination of a partnership with an association representing a large volume of assignments, which explains the decline in indicators at the Group level.

4.5.4. Cybersecurity

4.5.4.1. Information systems security

Information security and the protection of client data are two major priorities in the services provided by Aubay. A dedicated organisation, supported by programmes to modernise and secure our infrastructures, is in place to guarantee the confidentiality, integrity and availability of information, thereby ensuring the confidence and satisfaction of our clients.

These programmes and practices are governed by the Chief Information Security Officer (CISO) and are regularly audited by our clients. They are also certified by international certification bodies. For example, Aubay France has been ISO 27001 certified since 2018 and obtained the new ISO 27001:2023 certification in April 2025. In terms of internal assessment, Aubay carries out internal audits of its structures, service centres and suppliers every year. In order to verify the effectiveness and proper functioning of the controls in place, an ongoing programme of assessment and monitoring of compliance and operational defence processes is implemented. This program makes it possible to quickly identify and correct any discrepancies or vulnerabilities, thereby reducing the risk of cyberattacks or the occurrence of security incidents at our clients. In terms of operational resilience and business continuity, Aubay implements technical monitoring of its infrastructure and organises resilience and business continuity exercises. In 2025, Aubay France overhauled its BCP to move from a global approach to a resilience strategy by business line. This new cycle was validated through practical exercises including all service centres, with attack and interruption scenarios targeted according to the specific features of each service.

Aubay strengthens its employee awareness and training programme every year, in the knowledge that client data protection is a major challenge. A breach of this data can result in financial loss, reputational damage and legal sanctions. Aubay runs regular training programmes and awareness campaigns to ensure that every employee understands the importance of data security and knows how to react in the event of an attempted cyberattack.

In terms of compliance, Aubay implements strict measures to protect the data of its employees and clients. We also support our partners in complying with DORA and NIS2 standards, transforming these constraints into levers of resilience.

This vigilance extends to AI, which we treat as an emerging cyber risk, but also as a major opportunity for secure innovation. To anticipate these changes and geopolitical tensions, a monitoring unit (CISO, ISD, Legal) meets regularly. Its mission is to adjust our risk stance and identify market opportunities by aligning our strategic orientations with evolving threats and regulations.

The monitoring of our cyber stance is not only based on our internal teams: it is also carried out by third parties who assess our level of risk exposure and our maturity in terms of cybersecurity. In 2025, Aubay France obtained the *Platinum* CyberVadis label, positioning us among the most advanced companies in terms of cyber risk management. This robustness is confirmed by our cyber-ratings: with a BitSight score of 750 at the Group level and 780 for Aubay France, we demonstrate exemplary surveillance capacity and IT hygiene. These confidence indicators reflect our ongoing commitment to providing our clients with a secure and resilient environment.

4.5.4.2. Cyber crisis management

Concerned about its resilience to threats, Aubay implements emergency simulation exercises that are tailored to emerging risks and the expectations of its clients. These exercises, which involve every level of the company, are designed to test and improve its emergency response plan, particularly in the face of cyberattacks.

Aubay assesses its ability to respond to cyberattacks by organising cyber emergency response exercises. Continuing the strengthening momentum initiated in 2021, Aubay France conducted an in-depth cyber crisis exercise in November 2025. This involved testing, under real conditions, the alert chain and the coordination between management and the technical teams. This confirms our commitment to maintaining an agile operational set-up in the face of ever-changing threats.

4.6. SUSTAINABILITY INFORMATION CERTIFICATION REPORT

AUBAY's Sustainability Information Certification Report and Audit of Information Disclosure Requirements under Article 8 of Regulation (EU) 2020/852

Year ending 31 December 2025

To the Shareholders,

This report is issued in our capacity as one of the auditors of AUBAY. It covers the sustainability information and the information provided for in Article 8 of Regulation (EU) 2020/852, relating to the financial year ending 31 December 2025 and included in section 4. Sustainability Statement in the Group Management Report (hereinafter the "Sustainability Statement").

Our work, which relates to this information, was carried out in an evolving environment characterised by uncertainties regarding the interpretation of texts and the development of market practices.

Pursuant to Article L. 233-28-4 of the French Commercial Code, AUBAY is required to include the above information in a separate section of its management report.

This information provides an understanding of the impact of AUBAY's activity on sustainability issues, and how these issues influence the development of the Group's business, results and situation. Sustainability issues include environmental, social and corporate governance issues.

Pursuant to II of Article L. 821-54 of the aforementioned Code, our role is to carry out the work required to issue an opinion, expressing limited assurance, on the following:

- compliance with the requirements stemming from sustainability reporting standards adopted by the European Commission pursuant to Article 29b of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as modified by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for "European Sustainability Reporting Standards"), of the process implemented by AUBAY to define the information published, which includes where the entity is eligible, the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code;
- the compliance of the sustainability information included in the Sustainability Statement with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS; and
- compliance with the publication requirements set out in Article 8 of Regulation (EU) 2020/852.

This mission is performed in compliance with the ethical rules, including the independence and quality rules set out by the French Commercial Code.

It is also governed by the guidelines of the French audit regulatory body, Haute Autorité de l'Audit, on the certification of sustainability information and control of the publication requirements of the information provided for in Article 8 of Regulation (EU) 2020/852.

In the three separate parts of the report that follow, we present, for each of the areas covered by our assignment, the nature of the verifications that we carried out, the conclusions that we drew from these verifications and, in support of these conclusions, the matters that required our particular attention and the procedures that we performed in relation to these matters. We draw your attention to the fact that we are not drawing a conclusion on these items taken in isolation and that the procedures described should be considered in the overall context of the formation of the conclusions reached in each of the three areas of our assignment.

Finally, where we feel it necessary to draw your attention to one or more of the sustainability disclosures made by AUBAY in its Group management report, we have included a paragraph of comments.

The limits of our assignment

As the purpose of our assignment is to provide limited assurance, the nature (choice of audit techniques), extent (scope) and duration of the work are less than those required to provide reasonable assurance.

This assignment does not consist in guaranteeing the viability or the quality of AUBAY's management, including making an assessment, which would go beyond being compliant with the ESRS information requirements on the relevance of the choices made by AUBAY in terms of action plans, targets, policies, scenario analyses and transition plans.

In addition, with regard to forward-looking information, which is inherently uncertain, actual results will sometimes differ significantly from the forward-looking information presented in the Group's management report.

Our assignment does, however, allow us to express conclusions about the process used to define the sustainability information published, the information itself and the information published pursuant to Article 8 of Regulation (EU) 2020/852, with regard to the non-identification or, on the contrary, the identification of errors, omissions or inconsistencies of such significance that they would be likely to influence the decisions that readers of the information subject to our verifications might make.

The sustainability information and the information provided for in Article 8 of Regulation (EU) 2020/852 may be subject to inherent uncertainty because of incomplete scientific knowledge and due to the quality of external data used. Certain information presented in the Group management report is sensitive to methodological choices, assumptions and/or estimates used to prepare it.

Compliance with the ESRS requirements of the process implemented by AUBAY to determine the information published, which includes the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code

Type of checks carried out

Our work involved checking that:

- the process defined and implemented by AUBAY, including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code, enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability issues, and identify those material impacts, risks and opportunities that have led to the disclosure of sustainability information in the Sustainability Statement, and
- the information provided on this process also complies with the ESRS.

Conclusion of the verifications carried out

On the basis of the checks we have performed, we have not identified any material errors, omissions or inconsistencies concerning the compliance of the process implemented by AUBAY with the ESRS.

Elements that received special attention

Information on how the entity updates its Double Materiality Matrix (DMA) analysis and concludes that in absence of significant changes that occurred during the year, an update of the DMA process is carried out every three years. The information is mentioned in section 4.1.5 Management of impacts, risks and opportunities and double materiality analysis of the Sustainability Statement.

Based on our professional judgement, our work consisted in particular of:

- exercising our critical thinking on the documentation of the analyses carried out by the entity as well as on the approach implemented by the entity to identify the internal and external factors to be considered;
- assessing the appropriateness of the internal and external factors considered by the entity in light of our knowledge of the facts and circumstances specific to the entity;

Compliance of the sustainability information included in the Sustainability Statement with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

Type of checks carried out

Our work consisted in verifying the following, in accordance with legal and regulatory requirements, including the ESRS:

- the information supplied provides an understanding of how the sustainability information included in the Sustainability Statement is prepared and governed, including how value chain information is determined and what disclosure exemptions have been retained;
- the information is presented in a way that is easy to read and understand;
- the scope used by AUBAY for this information is appropriate; and
- on the basis of a selection, grounded in on our analysis of the risks of non-compliance of the information provided and the expectations of its users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of the users of this information.

Conclusion of the verifications carried out

Based on our review, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability Statement with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

Observation

Without casting any doubt on the aforementioned conclusion, we draw your attention to the information set out in the following paragraphs:

- 4.1.1.1. "General basis for preparing the Sustainability Statement", which specifies that the information is published for a limited scope,
- 4.1.1.2. "Information relating to special circumstances", which describes the approximate nature of scope 3 greenhouse gas emissions calculation methodologies relating to subcontracting.

Elements that received special attention

● **Information provided in accordance with environmental standards (ESRS E1 to E5)**

The information published on climate change (ESRS E1) is mentioned in section 4.2.2 Climate change [ESRS E1] of the Sustainability Statement.

We set out below the elements to which we have paid particular attention concerning the compliance of this information with the ESRS.

Our procedures included assessing the appropriateness of the information presented in the "Climate change [ESRS E1]" section of the Sustainability Statement and its overall consistency with our knowledge of the entity.

With regard to the information published on greenhouse gas emissions:

- We assessed the consistency of the scope considered for the assessment of the greenhouse gas emissions report with the scope of the consolidated financial statements and the upstream and downstream value chain;
- We read and understood the greenhouse gas emissions inventory protocol used by the entity to draw up its greenhouse gas emissions report, and we have assessed its application to a selection of emissions categories and sites, for Scope 1 and Scope 2;

- With regard to Scope 3 emissions, we assessed:
 - The justification for the inclusion and exclusion of the various categories and the transparency of the information provided in this regard,
 - The information gathering process,
- We assessed the appropriateness of the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge, and in the quality of the external data used;
- For directly measurable data (such as energy consumption), we reconciled on a sample basis the underlying data used to draw up the greenhouse gas emissions report with the supporting documents;
- We implemented analytical procedures;
- We verified the arithmetical accuracy of the calculations used to establish this information.

The information published in respect of the Group's workforce (ESRS S1) is given in section 4.3.1 Own workforce [ESRS S1] of the Sustainability Statement.

Our main work on this information involved:

- on the basis of interviews conducted with the management or people we deemed appropriate (human resources department, etc.):
 - reading and understanding the process for collecting and compiling qualitative and quantitative information for publication in the sustainability statement;
 - implementing procedures to verify the correct consolidation of these data;
 - assessing whether the description of the policies, actions and targets implemented by the entity cover the following areas: health and safety, quality of life at work, equal treatment and equal opportunities, training and skills development, job security, remuneration and social dialogue;

We also:

- examined the geographical scope of the information provided;
- assessed whether the methods and assumptions used by the Company to determine the information disclosed are appropriate in the light of ESRS S1;
- compared the information published with the items appearing in the consolidated financial statements, the entity's internal data relating to accounting, such as management statements, and any other publications relating to these subjects that we may have identified;
- compared, on a sample basis, the supporting documents with the corresponding information;
- verified the arithmetical accuracy of the calculations used to establish this information, after applying rounding rules when applicable.

Compliance with the publication requirements set out in Article 8 of Regulation (EU) 2020/852

Type of checks carried out

Our work consisted in verifying the process implemented by AUBAY to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

It also involved verifying the information published pursuant to Article 8 of Regulation (EU) 2020/852, which involved checking:

- compliance with the rules governing the presentation of this information to ensure that it is legible and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

Conclusion of the verifications carried out

Based on the checks we carried out, we have not identified any material errors, omissions or inconsistencies concerning compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Elements that received special attention

We determined that there were no such items to disclose in our report.

Paris-La Défense, 8 April 2026

The Auditors
Deloitte & Associés

Samuel Lucas
ESG Partner

4.7. APPENDICES

4.7.1. Tables relating to the European Taxonomy Regulation

These tables can be found in section 4.2.1 *European taxonomy*.

4.7.2. Correspondence tables

ESRS	Disclosures requirements	Reference in Aubay's sustainability statement	Page(s)
ESRS 2 Governance - The management team	BP-1: General basis for sustainability reporting	4.1.1.1 General basis for preparation of the sustainability statement	63
	BP-2: Disclosures in relation to specific circumstances	4.1.1.2 Disclosures in relation to specific circumstances	64
	GOV-1: Disclosures in relation to specific circumstances	4.1.1.2 Disclosures in relation to specific circumstances	64
	GOV-2: Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	4.1.2.1 Functions, roles and responsibilities of governance	64
	GOV-3: Integration of sustainability-related performance in incentive schemes	4.1.2.3 Integration of sustainability-related performance in incentive schemes	66
	GOV-4: Statement on sustainability due diligence	4.1.2.4 Due diligence practices	66
	GOV-5: Risk management and internal controls on sustainability reporting	4.1.2.5 Risk management and internal controls	67
	SBM-1: Strategy, business model and value chain	4.1.3.1 Business model and strategy	68
	SBM-2: Interests and views of stakeholders	4.1.3.2 Value chain, interests and stakeholder perspectives	71
	SBM-3: Material impacts, risks and opportunities and their interaction with the strategy and business model	4.1.4 Material impacts, risks and opportunities and their interaction with the business model and strategy	73
ESRS E1 Climate change	IRO-1: Description of the processes to identify and assess material impacts, risks and opportunities	4.1.5.1 Methodology of the double materiality analysis	80
	IRO-2: Disclosure requirements for ESRSs covered by the undertaking's sustainability statement	4.1.5 Impact, risk and opportunity management and double materiality assessment	80
	ESRS 2 GOV-3: Integration of sustainability-related performance in incentive schemes	4.1.2.3 Integration of sustainability-related performance in incentive schemes	66
	ESRS 2 IRO-1: Description of the processes to identify and assess material impacts, risks and opportunities associated with climate change	4.1.5.1 Methodology of the double materiality analysis	80
	ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model	4.2.2.1 Impacts, risks and opportunities associated with climate change	88
	E1-1: Transition plan for climate change mitigation	4.2.2.3 Transition plan for climate change mitigation	90
	E1-2: Policies related to climate change mitigation and adaptation	4.2.2.3 Transition plan for climate change mitigation	90
	E1-3: Actions and resources in relation to climate change policies Metrics and targets	4.2.2.4 Climate change action plan	92
	E1-4: Targets related to climate change mitigation and adaptation	4.2.2.4 Climate change action plan	92
	E1-5: Energy consumption and mix	4.2.2.5 Results related to climate change	93
E1-6: Gross Scopes 1, 2, 3 and total GHG emissions	4.2.2.5 Results related to climate change	94	
E1-7: GHG removals and GHG mitigation projects financed through carbon credits	N/A	-	
E1-8: Internal carbon pricing	N/A	-	
E1-9: Anticipated financial effects from physical risk	N/A	-	

ESRS	Disclosures requirements	Reference in Aubay's sustainability statement	Page(s)
ESRS E5 Resource use and circular economy	ESRS 2 IRO-1: Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	4.2.3.1 Impacts, risks and opportunities associated with the circular economy	97
	E5-1: Policies related to resource use and circular economy	4.2.3.2 Circular economy policies	97
	E5-2: Actions and resources related to resource use and circular economy	N/A	-
	E5-3: Targets related to resource use and circular economy	N/A	-
	E5-4: Resource inflows	N/A	-
	E5-5: Resource outflows	4.2.3.4 Targets and results relating to circular economy	99
	E5-6: Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	4.2.3.3 Circular economy action plan	97
	ESRS2 SBM-2: Interests and views of stakeholders	4.1.3.2 Value chain, interests and stakeholder perspectives	71
ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model	4.2.3.1 Impacts, risks and opportunities associated with the circular economy	97	
ESRS S1 Own workforce	S1-1: Policies related to own workforce	4.3.1.1 Policies relating to own workforce	100
	S1-2: Processes for engaging with own workers and workers' representatives about impacts	4.3.1.4 Social dialogue	104
	S1-3: Processes to remediate negative impacts and channels for own workers to raise concerns	4.3.1.4 Social dialogue	104
	S1-4: Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	4.3.1.4 Social dialogue	104
	S1-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.3.1.4 Social dialogue	104
	S1-6: Characteristics of the undertaking's employees	4.3.1.3.3 Characteristics of Aubay's workforce	103
	S1-7: Characteristics of non-employee workers in the undertaking's own workforce	N/A	-
	S1-8: Collective bargaining coverage and social dialogue	4.3.1.4.2 Company agreements	105
	S1-9: Diversity metrics	4.3.1.8 Combating discrimination and offering equal opportunities	109
	S1-10: Adequate wages	4.3.1.6.2 Adequate wages	108
	S1-11: Social protection	4.3.1.5.3 Social protection	107
	S1-12: Persons with disabilities	4.3.1.8.2 Aubay Care: "Mission Handicap" at Aubay France	110
	S1-13: Training and skills development metrics	4.3.1.7 Employee training and skills development	109
	S1-14: Health and safety metrics	4.3.1.5.1 Health and safety	106
	S1-15: Work-life balance metrics	4.3.1.5.2 Work-life balance	107
	S1-16: Remuneration metrics	4.3.1.6.1 Remuneration policy	108
	S1-17: Incidents, complaints and severe human rights impacts	4.3.1.9 Incidents, complaints and severe human rights impacts	110

ESRS	Disclosures requirements	Reference in Aubay's sustainability statement	Page(s)
ESRS S2 Workers in the value chain	ESRS2 SBM-2: Interests and views of stakeholders	4.1.3.2 Value chain, interests and stakeholder perspectives	71
	ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model	4.3.2.1 Impacts, risks and opportunities associated with the value chain	112
	S2-1: Policies related to value chain workers	4.3.2.2 Policies relating to workers in the value chain	112
	S2-2: Processes for engaging with value chain workers about impacts	4.3.2.3 Interactions with workers in the value chain	113
	S2-3: Processes to remediate negative impacts and channels for value chain workers to raise concerns	4.3.2.3.3 Procedures for repairing incidences and channels put in place	113
	S2-4: Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	4.3.2.4 Action plan for workers in the value chain	113
	S2-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.3.2.4 Action plan for workers in the value chain	113
	ESRS 2 SBM-2: Interests and views of stakeholders	4.3.3.1 Impacts, risks and opportunities for consumers and end users	114
	ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model	4.3.3.1 Impacts, risks and opportunities for consumers and end users	114
	ESRS S4 Consumers and end users		4.3.3.2 Personal data protection
S4-1: Policies related to consumers and end-users		4.3.3.3 Quality of service	117
		4.3.3.4 Digital accessibility	119
S4-2: Processes for engaging with consumers and end-users about impacts		4.3.3.3 Quality of service	117
S4-3: Processes to remediate negative impacts and channels for consumers and end-users to raise concerns		4.3.3.3.3 Client satisfaction	118
S4-4: Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end- users, and effectiveness of those actions		4.3.3.2 Personal data protection	115
		4.3.3.3 Quality of service	117
		4.3.3.4 Digital accessibility	119
S4-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities		4.3.3.2.3 Targets and results relating to personal data protection	118
		4.3.3.3.4 Targets and results relating to quality of service	118
	4.3.3.4.2 Targets and results relating to digital accessibility	116	
ESRS 2 GOV-1: The role of administrative, management and supervisory bodies	4.4.2 Business conduct	120	
ESRS 2 IRO-1: Description of the processes to identify and assess material impacts, risks and opportunities	4.4.1 Impacts, risks and opportunities associated with business conduct	120	
ESRS G1 Business conduct	G1-1: Corporate culture and business conduct policies	4.4.2.1 Corporate culture	120
	G1-2: Management of relationships with suppliers	4.3.2.2 Policies relating to workers in the value chain	112
	G1-3: Prevention and detection of corruption and bribery	4.4.2.2 Prevention and detection of corruption	120
	G1-4: Confirmed incidents of corruption or bribery	4.4.2.3 Proven cases of active or passive corruption	121
	G1-5: Political influence and lobbying activities	N/A	-
	G1-6: Payment practices	4.4.2.4 Payment practices	122

4.7.3. Cross-reference summary table

ESRS	Reference in Aubay's sustainability statement	Cross-references to other sections of the universal registration document	Page(s)
ESRS 2 Governance - The management team	4.1.2.1 Functions, roles and responsibilities of governance	2.2 Governance - Organisation and operation	25
	4.1.2.3 Integration of sustainability-related performance in incentive schemes	2.3.1 Remuneration paid to Board members in 2025	35
	4.1.2.5 Risk management and internal controls	3.2 Risk factors	54
	4.1.3.1 Business model and strategy	1. Presentation of Aubay	14
ESRS S4 Consumers and end users	4.3.3.1 Impacts, risks and opportunities for consumers and end users	1.2 Our market: major clients	18
		1.4 Our offer: digital transformation and IT industrialisation	19
ESRS G1 Business conduct	4.4.2.2 Prevention and detection of corruption	6.1.2 Consolidated income statements	146

4.7.4. Estimate summary table

Section of the sustainability statement	Indicators	Estimates
4.2.2.5 Targets and results relating to climate change	Electricity consumption [E1-5]	<p>An estimation method based on available monthly consumption has been used in cases where entities are unable to collect accurate information. In the case of a bi-monthly invoice for consumption straddling two years, the consumption is divided into two equal parts.</p> <p>The breakdown of electricity consumption by source (fossil, nuclear, renewable) is done in terms of both a location-based approach and a market-based approach, according to the information available.</p>
4.2.2.5 Targets and results relating to climate change	Commuting	Any employee for whom data is missing is given an average daily mileage. If data is not available for all staff, a survey of a representative sample of employees can be carried out to estimate the distances travelled by all employees. Given the widespread adoption of remote working, the measured remote working rate should be applied to all theoretical travel calculations.
4.2.2.5 Targets and results relating to climate change	GHG emissions [E1-6]	The assumptions used to produce the 2025 carbon footprint assessment are detailed in the appendix.
4.2.3.4 Targets and results relating to circular economy	Waste [E5-5]	<p>For mixed inert waste, no reporting is provided by the local authorities responsible for collecting this waste. Waste volumes have therefore been estimated on the basis of a ratio of 3.1 kg/m², which corresponds to the average amount of waste for an office building (source: Observatoire de l'Immobilier Durable) The breakdown of non-recycled waste by treatment method is also based on average ratios: around 30% of non-recycled waste is landfilled, while 70% is incinerated according to the French Ministry for Ecological Transition. For recyclable waste: for sites that do not have a reporting system despite the presence of a waste sorting system (Portugal, Brussels, Namur, UK), the data has been extrapolated from Aubay France data based on the volume of waste produced per fraction per square metre.</p>
4.3.1.6.1 Remuneration policy	Remuneration [S1-16]	<p>The annual remuneration calculated for the indicators is based on the month of December and therefore does not take into account potential changes in remuneration during the year.</p> <p>The theoretical hours worked used to calculate the pay gap between women and men are estimated theoretical hours.</p>