ESGANNUAL REPORT/ SUSTAINABILITY REPORT 2023





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OUR STORY

Founded in 2006, Aurexia is a business management consulting firm, committed to helping financial services clients achieve substantial, lasting organisational transformations.

With consultants based in 6 different countries, we believe we can bring unparalleled value and expertise to our clients globally. We support our clients to take on challenges involving restructuring their operating models and reshaping operations and processes within an increasingly restrictive regulatory framework. In the mean time, since 2020, we have strategically embraced regionalization within the Grand Ouest region. By establishing a stronger foothold locally, we've honed our understanding of regional markets and client preferences. This approach enables us to deliver more personalized and targeted advisory services, forging deeper connections.

Aurexia's commitment to the economic and social sustainability of its customers and employees, as well as its dedication to contributing to the ecological transition, further highlights its comprehensive approach to consulting, ensuring that organizational transformations are not only effective but also environmentally and socially responsible.

Aurexia

FOREWORD

Our ethical charter, the embodiment of our core values, our Code of Conduct, and our anticorruption principles are indispensable elements of our CSR policy. We entrust each employee with the profound responsibility of upholding these principles and values, which lie at the heart of our commitment to environmental preservation, unity, and success with our clients.

All Aurexia group teams collectively ensure a conducive work environment, promote work-life balance, and foster the professional development of each individual. We have achieved several favourable social outcomes, including a gender equality among our total number of employees, the implementation of career training programmes for skills enhancement, a mentoring programme for consultants, and the establishment of a telecommuting charter allowing for 2 remote workdays per week, along with organizing seminars and team meetings to foster social cohesion.

Aurexia is committed to aligning his actions with the UN Sustainable Development Goals (SDGs) to address pressing global challenges. In light of those challenges posed by climate change, particularly the increase in greenhouse gases, the rising costs of raw materials and energy, and the questioning of the viability of the Paris Agreement's trajectory limiting global warming to +2 degrees, we recognize the need to adopt a more ambitious and long-term approach. With this in mind, we plan to work collectively in 2023 and 2024 on severals areas to remain at the forefront of the fight against climate change: internal awareness campaigns, analysis of scenarios and practices, internal carbon footprint assessment, continued R&D in ESG, implementation of compensation measures and striving for net-zero emissions, continuing the regionalisation of our activities, optimising professional travel routes and reducing our digital footprint.



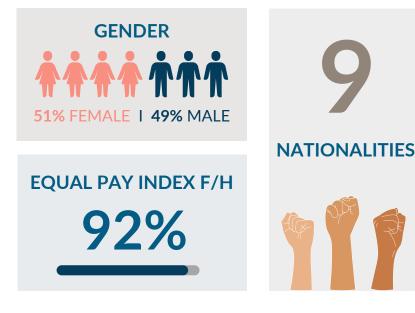
AUREXIA KEY FIGURES'

OUR GROUP



OUR COLLABORATORS

+130 EMPLOYEES







OUR LABELS

Dedicated to R&D and market intelligence, our labels allow us to share our insights and leading initiatives to our clients and stakeholders.

Aurexia Institute

Our regulatory and market analysis experts produce, through AUREXIA INSTITUTE, regulatory impact studies and analysis on key trends related to Banking and Insurance. Among them we have our 'Regulatory watch' reports covering all our offices and shared with our clients and prospects.



Within AUREXIA FINLAB, we continue to further develop our capabilities in digital transformation and provide digital insights to our clients. We analyse fintechs ecosystem and how it can add value to clients' projects.



AUREXIA SUSTAINABLE is dedicated to sustainable finance matters; we analyse the integration of ESG criteria within our client's business and help them achieve their sustainable objectives. We also work internally on our ESG approach through our CSR setup.



AUREXIA OPERATIONAL EXCELLENCE covers topics related to process optimisation and transformation programme.



OUR CORE VALUES

As an international company, we set high standards of our performance and ethical behaviours. Our 6 core values indicate how we promote respect, teamwork and professionalism within our organization.

RESPECT

Between juniors and seniors, men and women, regardless of nationalities.



TEAM SPIRIT

Acknowledging that we have a stronger impact as a team.



KNOWLEDGE SHARING

Collaborate and share learnings with all team members, to bring out the best in each other.



QUALITY

professional and technical excellence to our clients, viewing each project as a chance to cultivate lasting

We

relationships.

prioritize delivering

BUSINESS EXPERTISE

We broaden our skills and experiences through the work we do and continue to forge this strong business culture within the firm.





INNOVATION

By continually improving our abilities, we create the opportunity to bring the latest digital insights to our client.





OUR CSR APPROACH

Aurexia is committed to the economic and social sustainability of its customers and employees, while contributing to the ecological transition. Our CSR initiatives are all grouped under 'AUREXIA SOCIAL' heading.



In 2023, the existing CSR framework at Aurexia underwent structural enhancements, notably through alignment with the UN Sustainable Development Goals. We have selected six goals that faithfully reflect our DNA and CSR ambitions.

A team of collaborators rallied around various initiatives. Some actively worked to enrich our corpus of CSR policies and procedures, while others continued previous years' actions: challenges involving all employees, aimed at making donations to associations.

The year 2023 also marked the completion of our first Carbon Footprint assessment (France scope). The results obtained are more than encouraging, as they have substantiated our efforts: a 50% reduction in greenhouse gas emissions between 2018 and 2022.

Employee awareness-raising actions on CSR issues took various forms: ethics and code of conduct training sessions, posters promoting energy-saving practices, Zero Waste workshops.

2023 ended on the best possible note with the Silver Ecovadis medal obtained in December. This is an opportune moment to thank all the employees who contributed to achieving our CSR objectives. While not an end in itself, this Ecovadis distinction is a recognition and sets the stage for 2024 with a positive energy. New initiatives will emerge, notably around female leadership with the launch of the "Aurexia au féminin" Platform.



Colombe N'zoré Partner in charge of Aurexia Sustainable



We have chosen 6 united nations sustainable development goals (SDGs) to support and structure all our CSR actions into 4 commitments.



Aurexia implements a robust growth strategy, seamlessly incorporating the complexities of corporate social responsibility and demonstrating unwavering dedication to its entire spectrum of stakeholders: customers, employees, investors, suppliers, subcontractors. This commitment extends to respecting diverse cultures and safeguarding the environment across all countries where Aurexia operates. To earn the trust of its partners and drive positive change, Aurexia anchors itself in six fundamental values: Respect, Team Spirit, Knowledge sharing, Business Expertise, Quality and creativity. By emphasizing the behaviours and skills that embody these values, Aurexia ensures their pervasive integration within stakeholders thanks to its four commitments.



Engaging for the development and well-being of our collaborators



BUSINESS & SOCIAL GATHERINGS

We host two types of monthly gatherings: the 'Meet-Up' and 'Practices.'

The Meet-Up' is designed to share internal and business updates across all Aurexia entities. These meetings bring together all employees of the same office, including those on assignments throughout the month who do not have other opportunities to exchange with their colleagues. After a quick presentation everyone is invited to share food and drinks during a convivial time to keep the social link alive.

The second one, the 'Practices' are organized within each business line to communicate on updates and detailed strategies for each specialisation. These sessions also provide a great opportunity to connect with one another and help develop communication within the business line.



At Aurexia, every employee benefits from the support of a mentor to guide them through their professional journey. The primary responsibility of the mentor is to assist the mentee in adapting to the new company and clarifying expectations for the upcoming months. Exchange sessions are organized throughout the year to enrich skills development, achieve goals, and share best practices within the firm. Additionally, the mentor plays a key role in preparing for the annual review. After the review, the mentee and mentor collaborate to refine detailed objectives and construct a roadmap for future development.

FIGHTING HARASSMENT & SEXISM

To foster an optimal work environment for our employees and actively address issues of sexism and harassment, Aurexia has established a representative which received a special training in order to efficiently raising awareness and taking proactive measures against harassment and sexism in the workplace. Additionally, we have introduced a new training session in 2023 which focused on what is a proper behaviour in the work environment, called 'Ethics and Code of Conduct'.

Looking ahead to 2024, we are introducing a session specifically dedicated to raise awareness against 'ordinary sexism'.





ENGAGING DIFFERENTLY workplace

Our priority is to maintain a strong sense of belonging and trust among our colleagues. We achieve this by organising various enjoyable events for our employees and creating social media challenges through our internal platform, Workplace. In 2023, we hosted many events, including restaurants, outdoors activities, sports events, and buggy rides. In parallel we had 20 challenges through which employees could upload their success onto our internal social/business media platform. These live and online gatherings offer plenty of opportunities for our team to connect. Finally, our team in Nantes had the opportunity to participate in the long-distance race organised by the Odysea association to support breast cancer research and fight against this disease.

DEVELOPING INDIVIDUAL & COLLECTIVE **KNOWLEDGE**

Several training certifications are accessible to our employees. These certification trainings help us to develop tailored skills and knowledge within our teams. Additionally, each employee has the opportunity to improve their skills and knowledge through Training Tuesdays, a one-hour presentation covering various subjects, including methodologies, specific topics, and professions. The goal is to provide comprehensive learning opportunities that contribute to the continuous development and growth of every employee within the organisation.





STRUCTURING A SAFE & PLEASANT WORKING ENVIRONMENT

In our commitment to transparency and the open sharing of crucial information with our teams, we diligently update our critical policies. Among these, our 'General Corporate Social Responsibility Policy' aims to enhance the communication of Aurexia's CSR initiative's guiding principles and governance structure. This comprehensive policy encompasses vital aspects and is further detailed through the following policies:

- Salary compensation
- Recruitment and Evaluation policy and training
- Career Charter and Development Ladder
- Telecommuting Charter (remote work)
- Responsible Purchasing Charter
- Environmental Policy
- Code of Conduct
- Data Protection and Cybersecurity Policy

Aurexia MANAC

- Ethics and Anti-Corruption Policy
- Health and Safety Policy
- Parental Leave Policy
- Risk and Business Continuity Policy
- Human Rights Policy





Through its Manager Academy, Aurexia aims to ensure that every employee reaching a management position has mastered its fundamentals, especially in terms of human management and mentoring.

At Aurexia, being a manager is not merely a position with a grade and a salary but a conviction that for a firm to grow, it should accompany its less experienced staff in the development of their hard skills and soft skills.



ADVANTAGES GIVEN TO ALL EMPLOYEES

Employees are offered great advantages by being given access to a dedicated platform which offers great opportunities and sales. Thanks to our partner, Kadeos, each employee can have access goods and activities with preferred prices throughout the year.



CHRISTMAS GIFTS & CELEBRATION



At Aurexia, Christmas is a time of joy and gathering. On the 13th of December we welcomed employees and their families for a special afternoon where activities are organised in the presence of Santa Claus. On top of this celebration, we offer to every employee with a validated permanent contract a gift certificate to help putting gifts under their tree.



By a clear remuneration policy, we affirm our dedication to fair employment practices. All our employees have access to all the details of our remuneration policies. By doing so, we wish to prove we value and reward our employees transparently and equitably, regardless of gender, age or nationality.



In order to ensure fair remuneration between men and women, Aurexia calculates its 'Equal Pay Index' annually. This indicator is based on four main criteria: gender pay gap, disparity in individual raises, return from maternity leave, and the top 10 salaries. In total, Aurexia achieved a score of 92/100, with the ambition to enhance women's representation in managerial positions by 2024, aiming for exact parity.



Continuing our growth in a responsible and ethical manner



ECOVADIS CERTIFICATION : SILVER MEDAL OBTAINED

In 2023, Aurexia achieved the Ecovadis Silver medal, marking a significant advancement from the bronze medal attained in 2022. EcoVadis evaluates companies across various CSR criteria, including environmental, social, ethical, as well as supply chain practices. By attaining this recognition, we proudly demonstrated that we are part of the top 15% of companies in terms of CSR initiatives and we are vigilant to continuously follow and improve our commitments towards our sustainability strategy.





ENVIRONMENTAL INITIATIVES

Our office has established recycling thanks to the organisation 'Les Joyeux Recycleurs', we have started recycling, stopped using disposable cutlery and glasses for lunch or events, our coffee machines use coffee beans and not capsules, etc.. In 2023 we recycled 169kg of paper, 13kg of paper cups, 26kg of plastic bottles, 201kg of coffee grounds and 157kg of glass.

During the European Sustainable Development Week in October 2023, Aurexia organised a Zero Waste Workshop, featuring two main activities:

- Crafting eco-friendly candles and lipsticks.
- Producing responsible Multi-purpose Spray and Tawashi, a traditional Japanese eco-friendly alternative to disposable synthetic sponges, typically made from recycled materials.

This project, supported by EcoActitude, contributed to the restoration of forest ecosystems by planting a tree in Peru, aiding in CO2 sequestration, establishing animal habitats, and promoting oxygen generation.



DONATING TO CHARITIES THROUGH AUREXIA SOCIAL TOKEN (AST)

Challenges involving all employees are organised to raise awareness among employees about Aurexia's CSR objectives while helping, financially and operationally, selected charities. The key principles are:

- Each Aurexia Social challenge is based on one of the six selected Sustainable Development Goals as presented by the UN.

- Each participating employee is awarded one or more ASTs (Aurexia Social Tokens).

- At the end of the year, ASTs are converted into euros and distributed. Each token's winner can then select the charity they wish to benefit from this great opportunity. For 2023 the selected charities were:

- La cravate solidaire (photo)
- Plastic Odyssey (photo)
- Handicap International (photo)

This initiative has been expanded to all our offices, notably, the Singapore and Hong Kong offices have organised 25 events throughout 2023, adding 3505 social tokens to our results.



La cravate Solidaire

BUSINESS CONTINUITY PLAN MANAGEMENT

Through our Business Continuity Plan (BCP), we ensure the sustainability of our social and environmental initiatives even in times of disruption. We implemented a responsible corporate governance that will safeguard our employees' and stakeholders' well-being. It will help us mitigate risks and reinforcing our dedication to ethical and sustainable operations.





DATA PROTECTION & INFORMATION SECURITY POLICY



Our Data Protection and Information Security Policy is crucial for ensuring the safeguarding of our clients' and stakeholders' data. aligning with our ethical business practices. By ensuring the privacy and information, security of Aurexia not only complies with legal standards but also fosters trust with clients,

demonstrating a commitment to responsible data management. This policy contributes to the firm's overall CSR goals by prioritising the protection of sensitive information, minimising risks, and promoting transparency in its operations.



By prioritizing cybersecurity, Aurexia not only safeguards its operations against potential threats but also showcases a commitment to ethical business practices and client trust. This policy aligns with CSR goals by minimizing the risk of data breaches, fostering a secure business environment, and contributing to the overall resilience and sustainability of the firm's operations.

IMPLEMENTATION OF AN EMPLOYEE SHARE OWNERSHIP PLAN



The implementation of an Employee Share Ownership Plan (ESOP) at Aurexia is a strategic move that aligns seamlessly with the firm's CSR commitments. By extending share ownership beyond the partner level to all top management, Aurexia promotes a culture of inclusivity and employee engagement, emphasizing a shared commitment to the company's success. This initiative not only aligns with principles of fair employment but also nurtures a sense of ownership and responsibility among all employees, contributing to a positive workplace culture. In addition to financial benefits, the ESOP reinforces Aurexia's dedication to social responsibility by creating a more equitable and participative environment for all employees.



Co-building a better future with our customers



A DEDICATED SUSTAINABLE FINANCE R&D TEAM

Aurexia has a strong and collaborative team dedicated to sustainability matters. Thanks to this team, we can bring unprecedented value and expertise on ESG subjects to our clients globally. The 'Aurexia Sustainable' team closely observes the latest developments, trends, and evolving standards and regulations in sustainable finance, assessing impacts across Asset and Wealth Management, CIB, Retail Banking, Insurance, Asset Servicing, Finance, Risk, and Data.

Through our constant watch, we identify key challenges faced by financial institutions. All publications resulting from this work benefit our clients. Our papers, available on our website, are easily accessible in our knowledge base, while events are also regularly communicated to our employees.





DIVERSIFICATION OF ESG EXPERTISE OFFERINGS

In 2023, Aurexia's service offerings were enriched with new ESG expertise:

- Implementing CSR in the company.
- CSR management, an offer created by our sustainable label and Finlab.
- CSRD extra-financial reporting according to European Sustainability Reporting Standards.

These new areas of expertise complement those already developed since 2020:

- Sustainable business strategy
- ESG regulations implementation (SFDR, Taxonomy, MIF2/IDD suitability enhancements)
- Main stakes around ESG data/scoring and relevant solutions



THE CLIMATE STRESS TESTS



The Climate Stress Test study conducted by Aurexia, starting in 2021 and reported in March 2023 through an event with our clients, aimed to address the impact of various regulatory exercises on the banking climate aspect.

To achieve this analysis, we met and interviewed most of the banks that participated in the ACPR's exercise held between 2020 and 2021, as well as the banks that took part in the EBA 2022 stress tests. The objective was to explore the challenges of these climate exercises, the governance established for these aspects, and the future regulatory impact in terms of Risk-Weighted Assets (RWA) for banks subjected to conventional stress tests to help our clients apprehend those subjects.



our expertises through a variety of research and development studies. In 2023 :Our 'Regulatory Watch' publications offer our

readers a comprehensive understanding of current and emerging regulations.

Aurexia Institute is our primary platform for nurturing

- Six of the numerous studies conducted in 2023 were dedicated to sustainable finance and were shared through LinkedIn and our website on our 'Insights' page. The subjects were:
 - 'Intégration de la durabilité dans le conseil en investissement' (translated into English as 'Integration of sustainability into investment consulting ')
 - 'Integration of sustainability into investment consulting '
 - 'Addressing ESG risks '
 - 'Synthèse SPOT AMF Juin 2023 engagements extra financiers ESG ' (translated in english by 'Sustainable Synthesis SPOT AMF June 2023 - ESG Non-Financial Commitments')
 - 'Sustainable & FinLab Driving ESG Strategy with Data '
 - 'Sustainable Sustainable reporting: CSRD'
 - 'Sustainable CSR and sustainabiliy reporting: our holistic and comprehensive approach'



MARKET & INTELLIGENCE



SPEAKING UP IN ESG EVENTS

Those research and development studies led by Aurexia Institute helped us to have a real added value when adressing ESG subjects during our two 2023 events we participated in:

SUSTAINABLE FINANCE

How Banks and Fintechs are Shaping Green Finance in Asia?



A strategic gathering moderated by Aurexia for one of our clients, to address related high-stakes subjects in our current economic environment.

MANAGEMENT AND DIVERSITY

Senior in Companies : Challenges & Solutions moderated by Aurexia.



We partnered with some of our key clients and gathered more than 30 participants to exchange on 6 major topics:

- Age, Experience, and Seniority
- Skills and Expertise Security
- Valuing Differences
- Individualized HR Support
- Individual and Collective Impact
- Motivation and Enjoyment at Work





The Luxembourg office of Aurexia is proud to be a member of the ABBL (Association des Banques & Banquiers Luxembourgeois), the largest professional association in the financial sector. In 2023, Aurexia's Luxembourg office conducted a study in collaboration with the ABBL on the integration of sustainability-related regulations into investment advice and portfolio management services. This study,

resulting from our membership with the ABBL and our active participation in the working groups on Sustainable Finance, will be published during February 1, 2024.



Ensuring a positive societal footprint throughout our value chain



ENVIRONMENTAL POLICY



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The policy applies to all employees of Aurexia, in all subsidiaries both directly and indirectly held, in France and abroad. Its purpose is to outline the requirements (including processes, systems, and controls) enabling Aurexia to:

- Implement all its environmental commitments and related initiatives.
- Comply with current laws and regulations applicable in this area.
- Reduce its ecological footprint.
- Set goals to improve our environmental performance.

To reduce its carbon footprint and strengthen its commitment to sustainability, Aurexia ensures that all its suppliers include social or environmental clauses in their contracts. The inclusion of these clauses promotes ethical practices, sustainability, and responsible conduct throughout the supply chain, aligning the company with its commitment to corporate social responsibility.

| Percentage of targeted suppliers who have signed the Supplier Code of Conduct | 100% |
|---|------|
| Percentage of targeted suppliers with contracts containing clauses on environmental, labor, and human rights requirements. | 100% |

INCLUSION OF ENVIRONMENTAL, WORK ETHICS CLAUSES IN CONTRACTS WITH SUPPLIERS



ENGAGING EMPLOYEES IN CSR INITIATIVES



In an effort to involve its employees in corporate and social responsibility initiatives, Aurexia has introduced a new partnership with 'Vendredi'. This platform for citizen engagement enables companies to mobilise their employees in intermission periods to work for charities that need support in developing their actions, increasing their impact and efficiency, enhancing their visibility, or providing training to their teams on specific issues.

Aurexia has implemented training programme dedicated to ESG issues in order to deepen employees' knowledge in those essential problematics.

Among them, four training sessions have been organised around client support services:

- Sustainability main concepts and current stakes
- Overview of ESG oriented regulations
- Initiation to sustainable products (green bonds, sustainability-linked bonds)
- Addressing ESG Risks within financial industry

Additionally, three training sessions have been organised around Aurexia corporate social responsibility subjects:

- Ethics and Code of conduct
- Information, privacy and security
- Fighting corruption and fraud

Furthermore, we offer the opportunity to our consultant to get certified on sustainable finance through the AMF (Autorités des Marchés Financiers). In 2023, three new employees benefited from this opportunity.

OFFERING TRAINING & CERTIFICATIONS TO EMPLOYEES ON ESG SUBJECTS

DES MARCHÉS FINANCIERS

MF

AUTORITÉ



CARBON FOOTPRINT ASSESSMENT

In 2023, the initiative progressed with the completion of a carbon footprint assessment to identify and quantify our primary sources of emissions. This has enabled us to develop a manageable plan of action for sustainable reduction.

Key figures example :

- 50% reduction in GHG emissions between 2018 and 2022
- 42% reduction in employee intensity between 2018 and 2022 in France

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RAISING AWARENESS AMONG EMPLOYEES & CLIENTS ABOUT CSR ISSUES

Through its various channels of communication, Aurexia regularly communicates on corporate and social responsibility issues. You can find Aurexia's communications through our newsletters, events, webinars, and at Aurexia.com/insights.

COLLABORATION WITH EDUCATIONAL INSTITUTIONS $ESSEC \rightarrow ESCP$

To attract top-tier talents, we organise events tailored for enthusiastic students from top French business schools' (ESSEC, ESCP) which provide them with an immersive environment to engage with real professional world's challenges. Through interactive sessions, we help participants to tackle actual industry issues and, by doing so, to gain real-life experience. By fostering an environment of problem-solving and innovation, these events also allow Aurexia to identify the most promising future collaborators among participating students.

BUSINESS SCHOOL



EXTRA-FINANCIAL PERFORMANCE INDICATORS

| OBJECTIVES | INDICATORS (IN FRANCE) | | 2023 |
|---|---|---|---------------------------------------|
| | Gender Equality | Percentage of women Percentage of women in Aurexia's governance | 51% 16% |
| Diversity & Equal Opportunities | Measures taken in favor of the employment and integration of people with disabilities | Percentage of employees with disabilities | 1% |
| | Implementation of a policy to combat discrimination | Number of nationalities | 9 |
| | Percentage of employees over 55 years old | | 0% in France 1% Worldwide |
| Hiring | Percentage of permanent contracts (excludin Total cooptation referrals Total recruitments (worldwide) | ng interns and apprentices) | 100% 25% 51 |
| Employee attendance | Absenteeism rate Number of maternity leaves Number of paternity leaves | 3% 1 3 | |
| Health & Safety | Number of workplace or commuting accider Number of days of incapacity related to a wo Frequency rate of work accidents with leave | 0 0 0 | |
| Training | Percentage of employees who have attended Average number of training hours per emplo Number of externally conducted training see | 75% 46h 1 | |
| Social Impact of Company Activities | Number of offices Number of associations benefiting from Auro | 7 3 | |
| Environmental impact | Aurexia's Carbon Footprint: (in metric tons of CO2e) | Scope 1 Scope 2 Scope 3 | 0 0,9 56,11 |
| | Carbon Intensity per FTE at Aurexia (metric t Management of recycled waste in our offices (by Les Joyeux Recycleurs) in kg | cons of CO2) Pape Cups Bottles Coffee grounds Glasses | 0,59 169 13 26 201 157 |







www.aurexia.com