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# 2024 CSR report



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# Key figures



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1600

Employees  
in 2025

54%

Women in 2025

350

New hires in 2024  
(fixed-term and permanent)

86/100

Gender equality  
index – France

3,92%

Employees with  
disabilities – France

123

Hires under the age  
of 25 in 2024

25

Nationalities represented  
within Ayming

184 M€

Group revenue  
in 2024

-9,6 %

GHG emissions reduction  
vs 2023 GHG emissions  
(France)

1<sup>st</sup>

Group carbon footprint  
completed in 2023



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# Key indicators of our CSR approach

A collective and inspiring initiative that fosters active collaboration among Aymers to act together and contribute jointly to our progress.

A collaborative management approach

A short-, medium-, and long-term vision

Tracking our progress based on **2 main indicators**:

## CO<sub>2</sub> emissions per Aymer

2023  
4,7  
tCO<sub>2</sub> eq

2024  
*Data  
collection in  
progress*

## Engagement rate of Aymers

2024  
3,3/4



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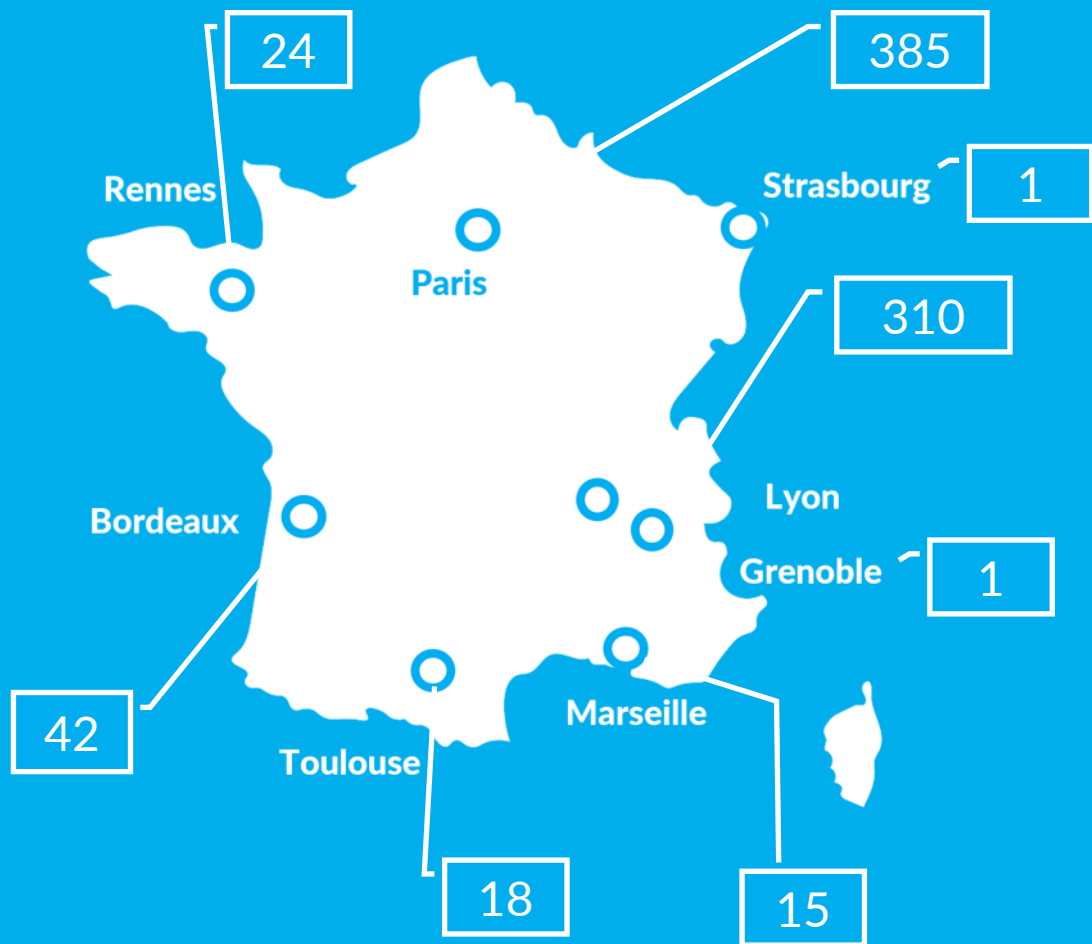
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# Ayming in the world



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796  
Aymers

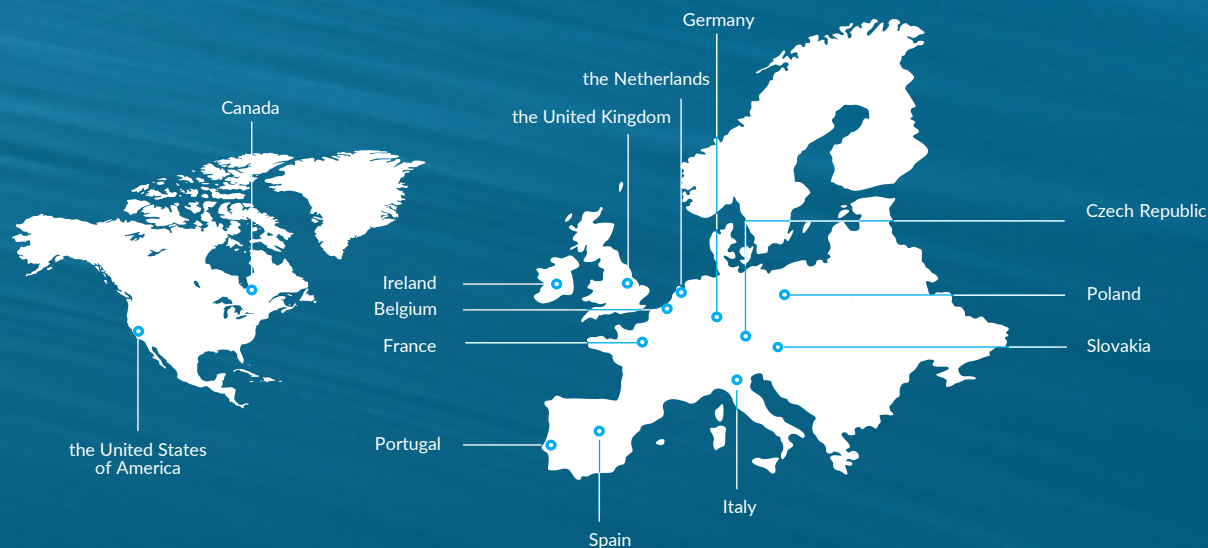


A **global** presence, with

1 482  
Employees

located in

14  
countries





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# Our governance



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## Group Executive Committee



**Hervé Amar**  
President of Ayming  
Group



**Denis Blanc**  
General Manager of  
Ayming Group



**Marie-Alice Thierry  
Portmann**  
Group Human Resources  
Director in Charge of Business  
Initiatives



**Martin Hook**  
Strategic Development  
Director



**Jean-Francois Gross**  
Finance, Procurement,  
Legal, and Transformation  
Director



**Giuditta Villa**  
Corporate & Business  
Communications Director



**Xavier Boetsch**  
Financial Director

## France Management Committee



**Denis BLANC**  
General Manager of  
Ayming Group



**Fabien MATHIEU**  
Tax and Innovation  
Performance (FIP) Director



**Olivier MEYNARD**  
Managed Services  
Director



**Murielle HABRARD**  
Human Resources  
Director

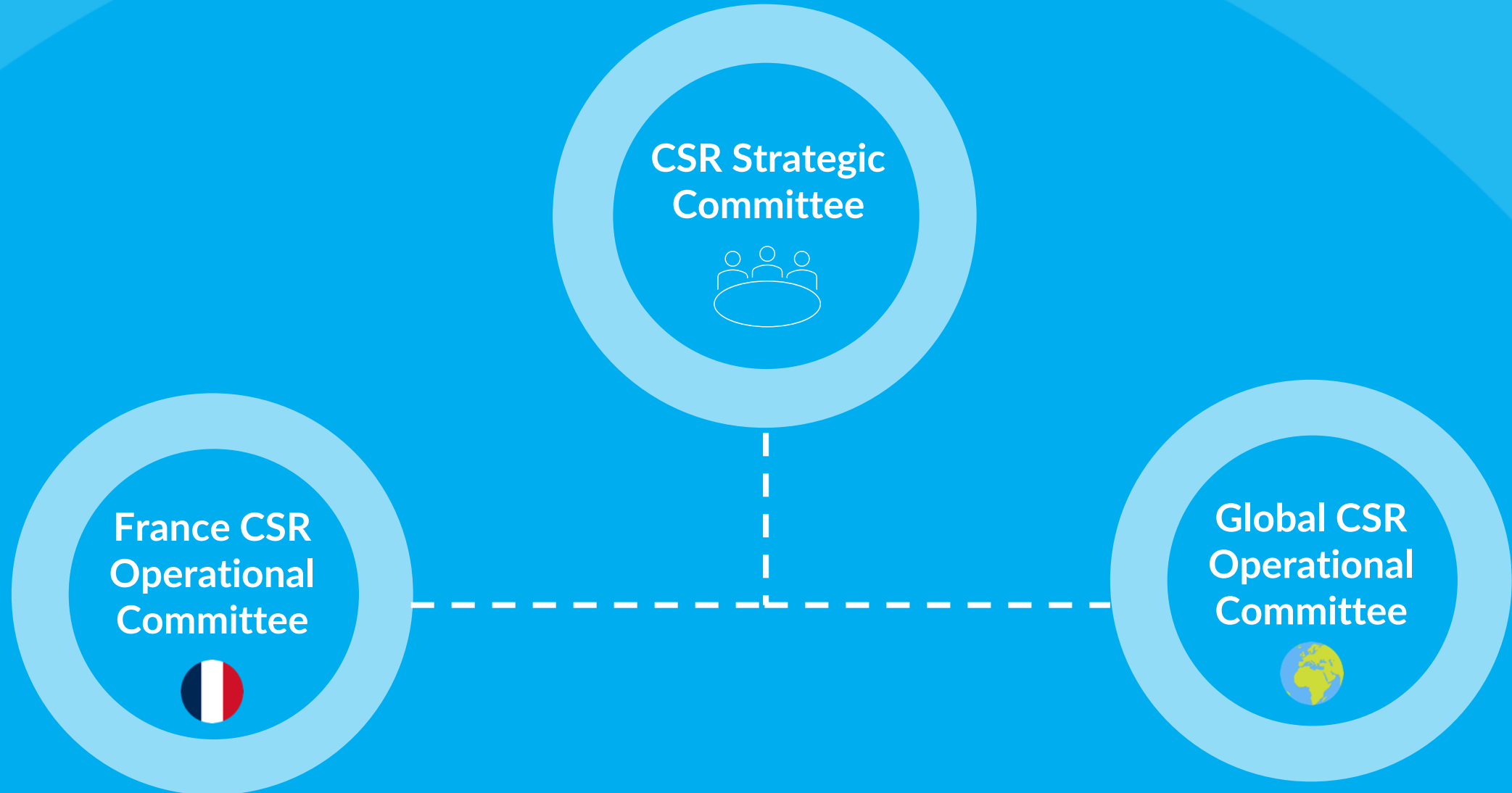


**Vincent ARNOULD**  
Finance Director



**Julien PIERREPONT**  
Sales and Marketing  
Director

# Gouvernance RSE chez Ayming



# CSR Strategic Committee



**Giuditta Villa**  
CSR Group



**Denis Blanc**  
CSR Sponsor  
Executive Committee Member



**Murielle HABRARD**  
CSR France & Group

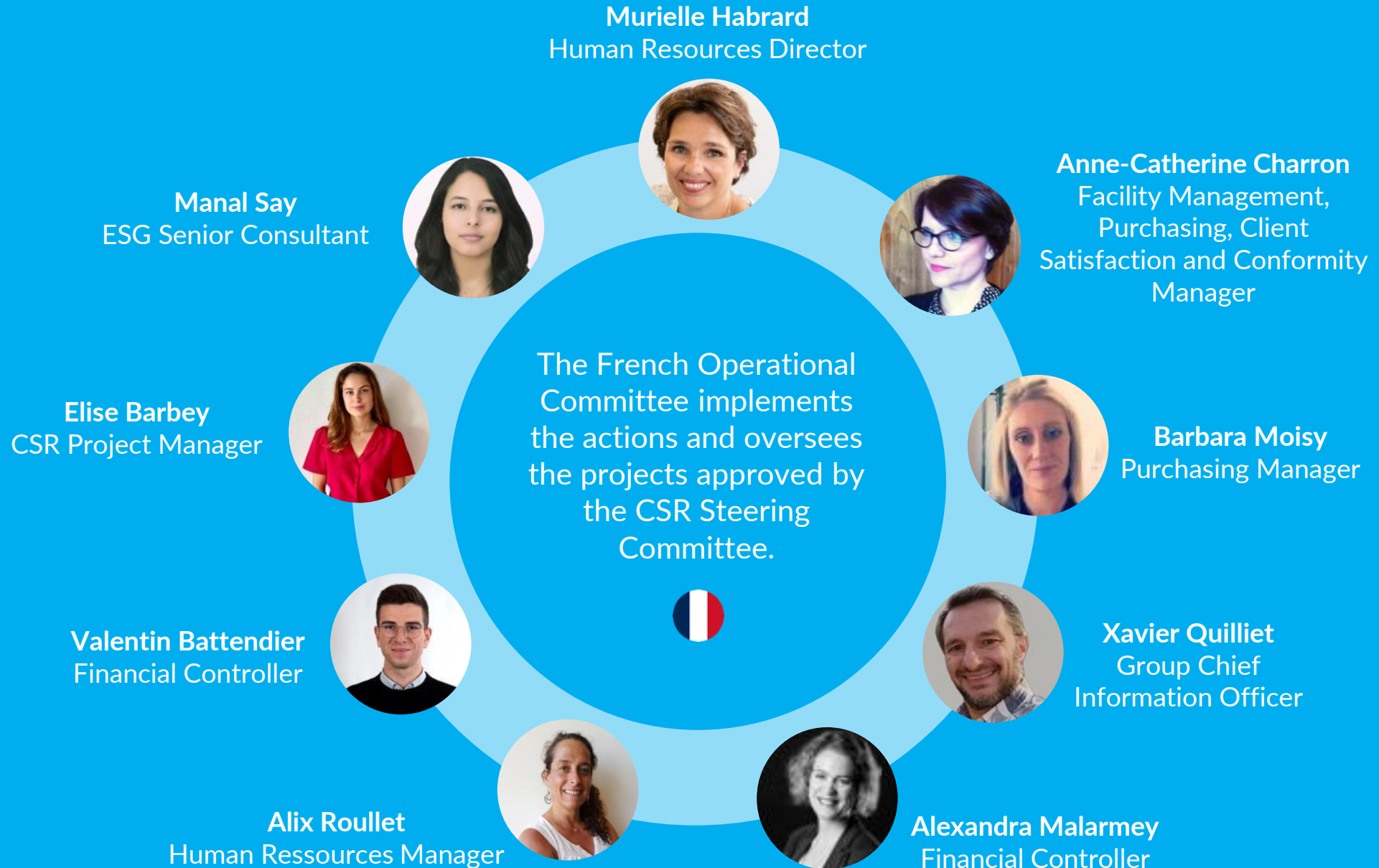
Defines the strategic directions and makes key decisions on CSR policy at Group level.

Oversees, in coordination with the CSR Operational Committees, the implementation of CSR actions and projects across all Group entities.

Ensures regular communication of decisions and key CSR indicator results to shareholders and the Executive Committee.

Ensures clear and consistent communication of CSR commitments to all employees and stakeholders across the Group.

# French CSR Operational Committee



# Global CSR Operational Committee

The Global Operational Committee implements the actions and oversees the projects approved by the CSR Strategic Committee for all 12 Ayming entities :



**Giuditta Villa**  
Corporate & Business  
Communications Director



**Elise Barbey**  
CSR project Manager



**Manal Say**  
ESG Senior Consultant



**Murielle Habrard**  
Human Resources  
Director



**Mark Smith**  
Country Manager



**Ramis Assaf**  
Human Resources  
Director Spain



**Martina Romano**  
CSR Consultant



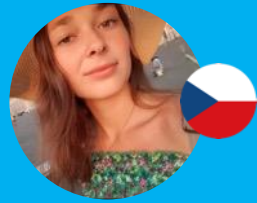
**Dina Saleh**  
Consultant



**Victoria Figus**  
Office Manager



**Simon Gillard**  
Manager



**Lucie Večerková**  
Consultant



**Lauren Fortner**  
Research & Development  
Manager



**Linda Kubinová**  
Administrative Manager



**Stéphanie Mandelings**  
Administrative Manager



**Mateusz Łapiński**  
Marketing Manager



**Anne Rasper**  
Executive Assistant



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# Our values, our CSR policy



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# Our values, our CSR policy

# 4

Our Values

Our CSR  
Policy

The Evolution  
of Our CSR  
Approach

Our  
Objectives

UN Global  
Compact  
Membership

Our  
Certifications  
and  
Assessments

Our  
Qualifications

CSR Events



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# Our values



## TEAM SPIRIT

Our way of collaborating

We support each other by sharing our knowledge and ideas, and by combining our complementary skills to achieve the best possible outcomes



## CRÉATIVITÉ

Innovation method

We conduct research and analysis by leveraging our entrepreneurial mindset, industry knowledge, and original thinking to solve problems.



## OPEN-MINDEDNESS

Our communication method

We are attentive and value every point of view without prejudice or assumption. We encourage dialogue by sharing facts with our colleagues and clients in a clear and open manner.



## PRAGMATISM

Our way of acting

We are results-oriented for our clients, designing practical solutions based on our experience and expertise and not on theory, applicable to businesses.



## PASSION

Our mindset

We are committed and enthusiastic; we work in a positive and friendly environment, and we are only satisfied once meaningful results have been achieved.



## INTÉGRITÉ

Our Business Relationships

We respect our counterparts and build relationships based on honesty and trust, while observing the highest ethical standards in our business transactions.



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# Our CSR policy

We prioritize reducing our negative impacts before considering any offsetting, with the ambitious goal of balancing profitability and environmental preservation

## Act Positively on Our Impacts

### Directly

associated with our professional activities

### Indirectly

by empowering our employees to act responsibly and mindfully

# Our CSR policy ambition structured around 3 pillars:



Governance &  
Economy



Climate  
& Environment



Social

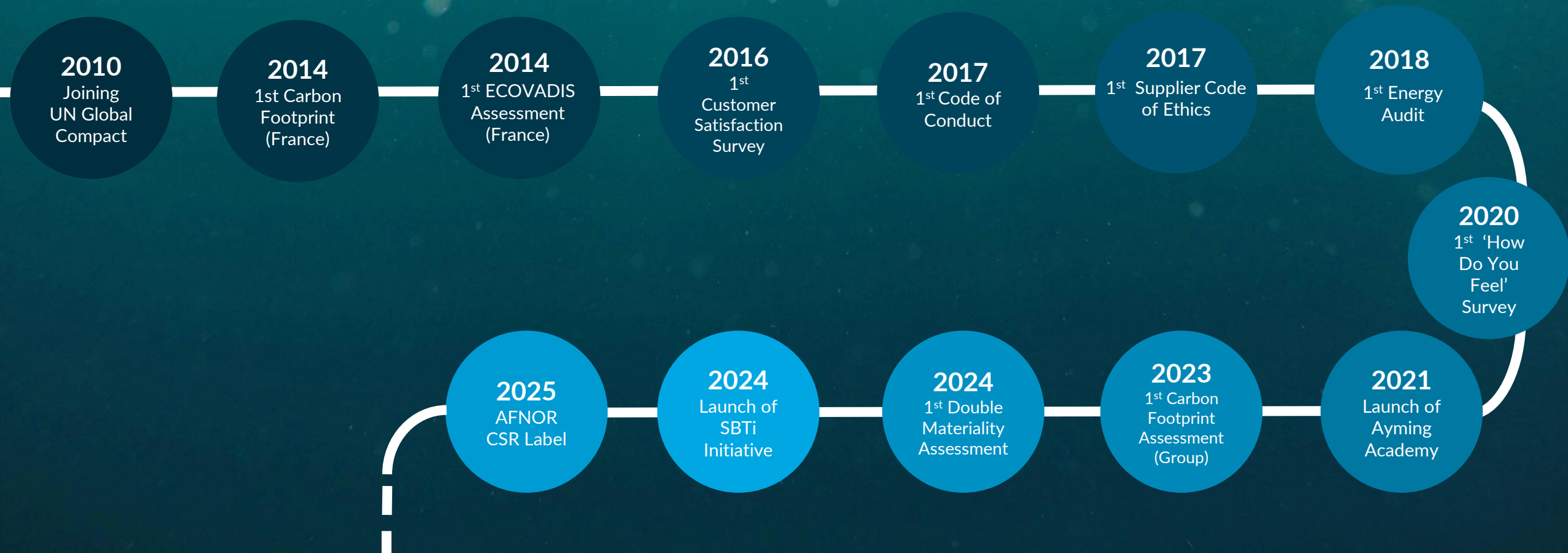


# A few key dates



At Ayming, we've been committed to CSR for years.

Since 2010, our CSR approach has progressed step by step, driven by a constant commitment to responsible action. Over the years, our initiatives have become more structured, and our commitment has grown stronger.





## Objectives 2026 :

Structure an **international CSR approach** around a global coordination and management process.

Produce our first white paper report in line with CSRD directive requirements.

Obtain new certifications, including the “Engagé RSE” label awarded by AFNOR, to highlight our commitments.

**Maintain our commitments, strengthen awareness among our Aymers, and actively continue reducing our impacts.**

# Joining the United Nations Global Compact

Ayming contributes to the 17 United Nations Sustainable Development Goals (SDGs) through its activities.

Since 2010, this contribution has been formally integrated into our commitment to the United Nations Global Compact.

Each year, Ayming publishes a Communication on Progress (COP) report.



**OBJECTIFS**  **DE DÉVELOPPEMENT DURABLE**



# Our Assessments and Certifications



Ayming's activities are regularly certified, assessed, and recognized.



Ayming's commitment to CSR is reflected in its EcoVadis certification. In 2024, Ayming achieved an overall score of 59/100, an improvement from 53/100 in 2023, paving the way for the company to receive the Bronze Medal.



At the beginning of 2025, Ayming was awarded the Gold Medal by CyberVadis in recognition of its commitments and performance in cybersecurity.

# Assessments and certifications of Ayming entities



ISO 9001



ISO 27001



ISO 27001



Great Place to  
Work 2025



Great Place to  
Work 2022



Great Place to  
Work 2023



Great Place to  
Work 2024



Qualiopi



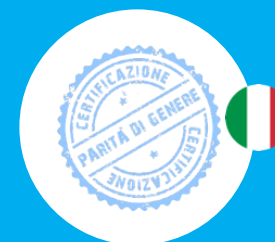
Consult in France  
membership



ACI membership



Alcanzia certificate



UNI/PdR 125:2022  
Gender Equality



ISO 14001



SYNCOST  
membership



Mogul Great Employee  
Benefits 2025



Società  
Benefit



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# Our qualifications

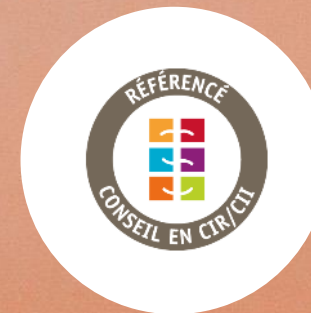
## Ayming is certified by OPQCM

The Professional Office for the Qualification of Management Consulting Firms (OPQCM) is a key reference for professionals, clients, and public authorities in France. This qualification is mandatory for consulting firms that provide legal services as an ancillary activity.



## Ayming is listed as a consulting provider for R&D and Innovation Tax Credits (CIR-CII)

This system, managed by the French Business Mediator and developed with consulting firms in Research Tax Credit (CIR) and Innovation Tax Credit (CII) as well as client companies, helps to optimize the functioning of the innovation ecosystem. For innovative companies, it is a mark of trust in the ability of consulting firms to maintain a mutually responsible contractual relationship.



# Thematic events



## CSR Webinars

Each year, we organize two group-wide webinars to keep all employees informed about the evolution of our CSR policy and the progress made toward our objectives.

55% participation rate in the February 2025 webinar



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# Thematic events

to raise awareness and strengthen Aymers' commitment to CSR

Ayming supports Aymers on CSR topics around two main ambitions: Training and Raising Awareness. We organize events throughout the year with the goal of reaching 55% of group employees by 2025.

Each year, events are created to support this ambition, aligned with key dates that have a strong impact for Ayming. In 2024, we organized:

EUROPEAN  
SUSTAINABLE  
MOBILITY WEEK

DISABILITY  
EMPLOYEMENT  
WEEK

QUALITY OF  
WORK LIFE  
WEEK

Announced well in advance and organized with various specialized external partners (associations, local businesses, recognized experts, etc.), these weeks dedicated to topics important to Ayming allow all employees to discover – often in a fun, collaborative, and educational way – sustainability issues from various perspectives.



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Our expertise, our  
people, our services



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Our expertise,  
our people, our  
services

5



Our  
Expertise

Our  
Intellectual  
and Human  
Capital



# Our expertise

## Human Ressources

- Occupational Risk Management
- Payroll Support
- Employee Experience and Engagement
- HR Development and Training

8 490

Clients across all sectors and company sizes

260

Experts: occupational risk management consultants, payroll and HRIS consultants, prevention specialists, occupational psychologists, physicians...



275 M€

Annual savings generated for our clients

## Innovation and Tax

- Direct funding: innovation and investment grants and subsidies
- Innovation strategy and management
- Indirect funding: R&D tax credit (CIR), innovation tax credit (CII), young innovative company status (JEI), CiCo, IP BOX
- Local taxation, urban planning taxation, turnover and value-added taxation, environmental taxation, energy taxation, VAT

200

Experts: PhDs in science, engineers, and graduates from top schools

60

Experts: tax specialists, surveyors, quantity surveyors, chartered accountants, engineers

+1500

Clients from all industries and of all company sizes

1 250 M€

Fundings secured each year to support your innovation efforts

125 M€

Savings generated annually for our clients



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# Our Digital Solutions



acciline<sup>+</sup>

Occupational Health & Safety Platform



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DRIVE

Real-time SaaS Platform for Managing R&D Tax Credits (CIR)



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MAP

SaaS solution, comprehensive and tailored, for managing property portfolios and controlling taxes



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RECOVER

Unique platform for monitoring and managing social security daily allowances (IJSS)



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IP SECURE

Collaborative platform for securing intangible assets using blockchain technology



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ACADEMY

Online training platform offering personalized learning paths



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EXPRESS

Solution to accelerate SME R&D tax credit claims



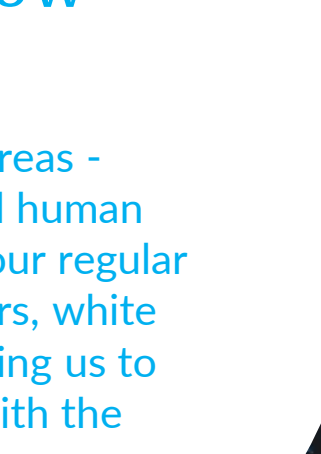
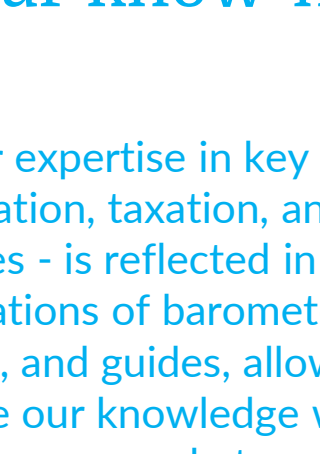
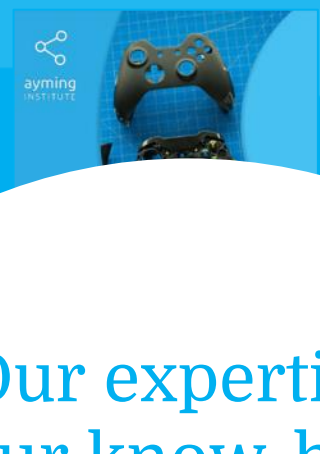
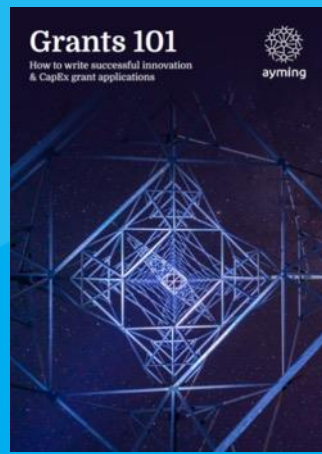
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COLLECT

Data collection solution for non-financial reporting, aligned with ESG and CSRD requirements



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PROXIMITY

Personalized support combining human expertise and digital tools



Our expertise,  
Our know-how

Our expertise in key areas -  
innovation, taxation, and human  
resources - is reflected in our regular  
publications of barometers, white  
papers, and guides, allowing us to  
share our knowledge with the  
market.

1600

Employees in 2025

54%

women

46%

men

Average age:

38,8 yrs

Average length of service :

6,26 yrs

3%

Apprentices in France

2%

Interns in France  
(vs 1% in 2023)



## Our intellectual and human capital

301

Permanent hires  
(vs. 214 in 2023)

49

Fixed-term hires  
(vs. 28 in 2023)

24%

new hires under the  
age of 25

33%

of women at the  
highest management  
level

352

Departures

23%

Turnover rate





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# 6

## Governance & economy



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# Governance & economy

# 6



Our ambitions

Ethics

Responsible  
purchasing

Anti-corruption

Integrity and  
transparency

Information  
systems  
security

# Our ambitions

1

Measure and manage  
Ayming Group's  
performance transparently  
and responsibly

2

Anchor and highlight our  
responsibility towards  
public policies and our  
clients

3

Transform our practices and  
support our clients in their  
innovation initiatives, while  
promoting sustainable  
solutions within a shared  
progress approach.

4

Be exemplary in business  
conduct and ensure  
compliance with  
professional ethics across  
our entire value chain

5

Raise Aymers' awareness of  
current best ethical  
practices

6

Require all strategic  
suppliers to sign our Ethics  
Charter



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# Ethics

Anchor and highlight our responsibility towards public policies and our clients.



## Reference Documents

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

## Ethics in the Daily Work of Aymers



Raising awareness among all Aymers of best ethical practices (labour standards and social responsibility, environmental compliance and performance, ethical and business integrity requirements)



Specific module within the Ayming Academy learning paths, to be completed by every employee



## Supplier Engagement



Signature of the Supplier Ethics Charter by all strategic suppliers and service providers (Human Rights and Labour Rights, Environmental Protection, Anti-Corruption)



One of the criteria for selecting new service providers

## 2027 Objective :



100% of Aymers made aware of current best ethical practices



75% of our strategic suppliers have signed our charter



# Responsible purchasing

Be exemplary in business conduct and ensure compliance with professional ethics across our entire value chain.

Steer our purchasing policy towards the circular economy, local economy, and responsible purchasing.

## 2027 Objectives

2027 Objective:  
Commitment from 100% of  
our strategic suppliers to  
reducing their carbon  
footprint

Create an  
international CSR  
supplier database

Develop our  
purchasing policy  
based on six key  
principles

Engage our top 50  
suppliers to  
provide us with  
their carbon  
footprint annually

Integration of the Code of  
Conduct into our Purchasing  
Policy

Raising awareness among our  
purchasing requesters about  
the importance of CSR in  
supplier selection

2035 Objective: Commitment  
from 100% of our suppliers to  
a sustainable development  
approach.



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# Anti-corruption

The Ayming Group is committed to promoting ethical behavior and actively combating all forms of corruption.



**Specifically, the group implements measures to combat corruption, including:**



Precautions for selecting a supplier or subcontractor and defining the scope of their assigned tasks



Formalization of the contracting process



Fair remuneration of suppliers and subcontractors



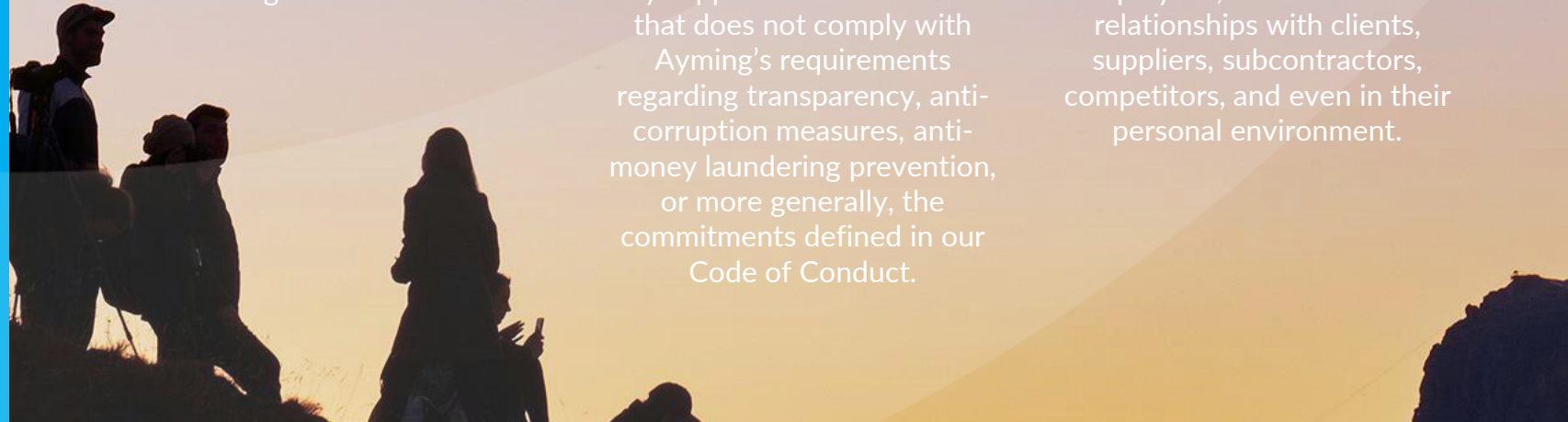
Control mechanism throughout the contract



Prohibition to contract with any supplier or subcontractor that does not comply with Ayming's requirements regarding transparency, anti-corruption measures, anti-money laundering prevention, or more generally, the commitments defined in our Code of Conduct.



Behavioral principles for employees, whether in their relationships with clients, suppliers, subcontractors, competitors, and even in their personal environment.



Reference Documents :

- Ayming Code of Conduct



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## Integrity and transparency

In all its activities, the Ayming Group is committed to and raises awareness among its employees to rigorously and non-negotiably follow the business code of conduct based on our core values: integrity, honesty, exemplary conduct, and impartiality.



Policies and procedures detail the implementation of the principles of integrity and transparency.



They aim, through thorough employee information and training, to prevent any risk of fraud and corruption, as well as the risk of granting any support or entering into a purchase agreement with a company having questionable practices or management.



Furthermore, our commitment to the United Nations Global Compact leads us to require each of our suppliers and subcontractors to comply with the following principles, which are prerequisites for any collaboration with our group:

- Human Rights and Labour Law
- Environmental Protection
- Anti-Corruption

Reference Documents :

Ayming Ethics Charter  
Supplier Ethics Charter  
Code of Conduct

Whistleblower procedure at Ayming

UN Global Compact Membership Letter and Annual Communication on Progress (COP)



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## Information Systems Security

Information Systems Security (ISS) is a major priority for Ayming and a key focus area for the Executive Management.



Information Systems Security management is strengthened every year in order to:



Meet our clients' strong expectations to protect their confidential and personal data.



Ensure compliance with laws and regulations related to data security.



Ensure the availability and reliability of our digital solutions for our clients.



Anticipate cyber risks by applying the recommendations of the relevant national authorities.



Maintain the security level of our information system.



Protect our employees' data.

To meet these stringent requirements, Ayming has implemented systems, procedures, and operations that ensure IT security and data protection for all stakeholders, based on three fundamental principles:

- CONFIDENTIALITY
- INTEGRITY
- AVAILABILITY

Reference Documents :

- Information Systems Security Policy
- IT Resources Usage Charter



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# Climate & environment



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# Climate & environment

# 7

Our ambitions

2023  
Carbon  
footprint  
report

Decarbonization  
trajectory 2022-  
2035

Our double  
materiality  
analysis

Deployment of  
eco-friendly  
practices

Our mobility

Employee  
awareness and  
engagement

Our local actions  
for a global  
commitment



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# Our ambitions

1

Achieve net-zero emissions and carbon neutrality goal by 2035

2

Conduct an annual carbon footprint assessment to update the climate action plan and aim for alignment with SBTi standards

3

Reduce annually the emissions rate per Aymer, as well as the carbon intensity of our activities.

4

Support our Aymers, clients, and partners through change so they can reduce their own GHG emissions and integrate sustainable development challenges.

5

Steer our purchasing policy towards the circular economy, local economy, and responsible procurement.

6

Travel only when necessary or value-added, in accordance with the responsible travel policy.

7

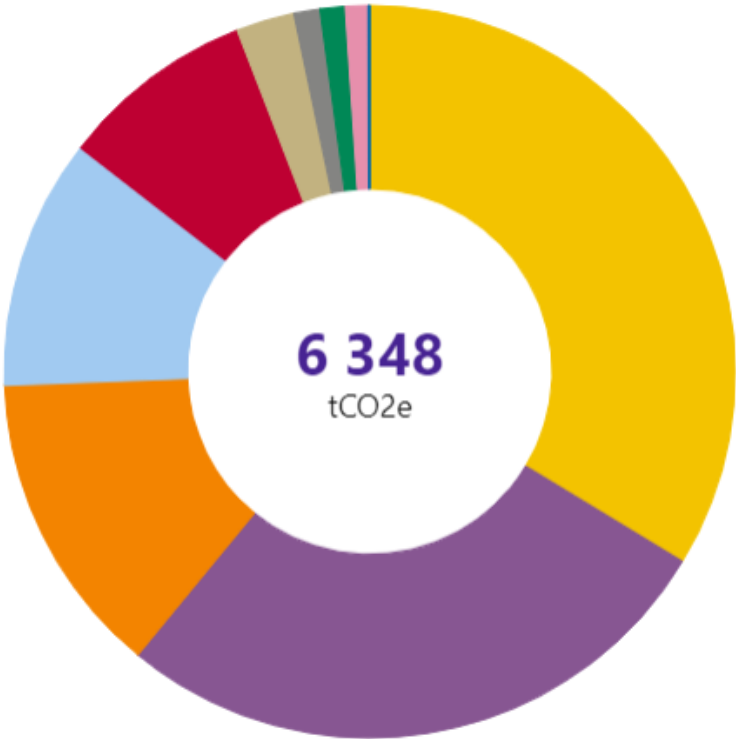
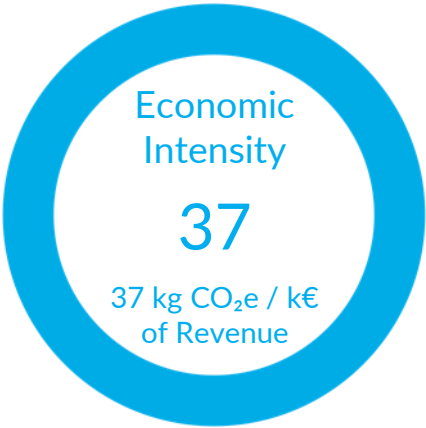
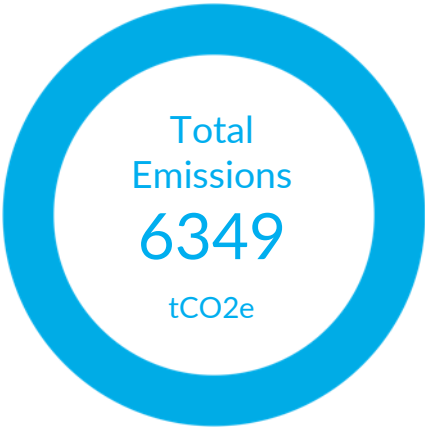
Raise awareness among Aymers about climate challenges and encourage the adoption of eco-responsible practices.



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2023

First international  
carbon footprint  
assessment of Ayming  
Group.



FRANCE	59,7%	3 790,4 tCO <sub>2</sub> e
SPAIN	9,1%	579,7 tCO <sub>2</sub> e
BELGIUM	5,5%	349,3 tCO <sub>2</sub> e
GERMANY	5%	316,6 tCO <sub>2</sub> e
CANADA	3,5%	225,3 tCO <sub>2</sub> e
ITALY	3,3%	210,4 tCO <sub>2</sub> e
POLAND	3,1%	196,1 tCO <sub>2</sub> e
PORTUGAL	3%	191,2 tCO <sub>2</sub> e
UK	2,5%	160,9 tCO <sub>2</sub> e
USA	2,4%	154,1 tCO <sub>2</sub> e
CZECH REPUBLIC	1,8%	113,8 tCO <sub>2</sub> e
SLOVAKIA	1%	60,7 tCO <sub>2</sub> e



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By conducting an annual carbon footprint assessment, the Ayming Group commits to monitoring key indicators by implementing an effective and regularly updated reduction policy



# Carbon footprint

2023



2024



TOTAL EMISSIONS



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The main components of Ayming Group’s carbon footprint in 2023:



2,138 tonnes of CO<sub>2</sub>eq, representing 33.7% of our emissions, come from service purchases



16,248,157 km traveled during our business trips and commuting, accounting for 1,737 tonnes of CO<sub>2</sub>eq



702 tonnes of CO<sub>2</sub>eq from our equipment, services, and digital usage



855 tonnes of CO<sub>2</sub>eq from meals and accommodation during business trips.



Ayming Group’s carbon footprint in 2023: 6,349 tCO<sub>2</sub>eq



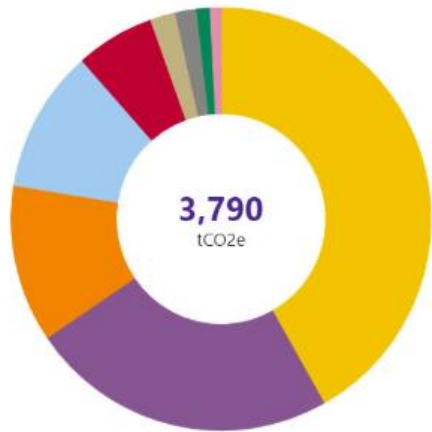
Carbon footprint per employee: 4.7 tCO<sub>2</sub>eq / Aymer



Carbon intensity: 37 kg CO<sub>2</sub>e / k€ of revenue



# 5th carbon footprint for Ayming France (2023)



<div></div> Purchase of services	41.8%	1,585.9 tCO2e
<div></div> Trips	23.7%	897.8 tCO2e
<div></div> IT	12%	456.5 tCO2e
<div></div> Meals and accommodation	10.9%	414.3 tCO2e
<div></div> Premises	6.1%	230.1 tCO2e
<div></div> Subcontracting	1.9%	73.6 tCO2e
<div></div> Equipment	1.6%	62.3 tCO2e
<div></div> Remote work	1%	38.4 tCO2e
<div></div> Small supply purchase	0.8%	31.4 tCO2e



A reduction of our carbon impact in line with our ambitions

Economic intensity  
**39**  
kg CO<sub>2</sub>e / k€ revenue

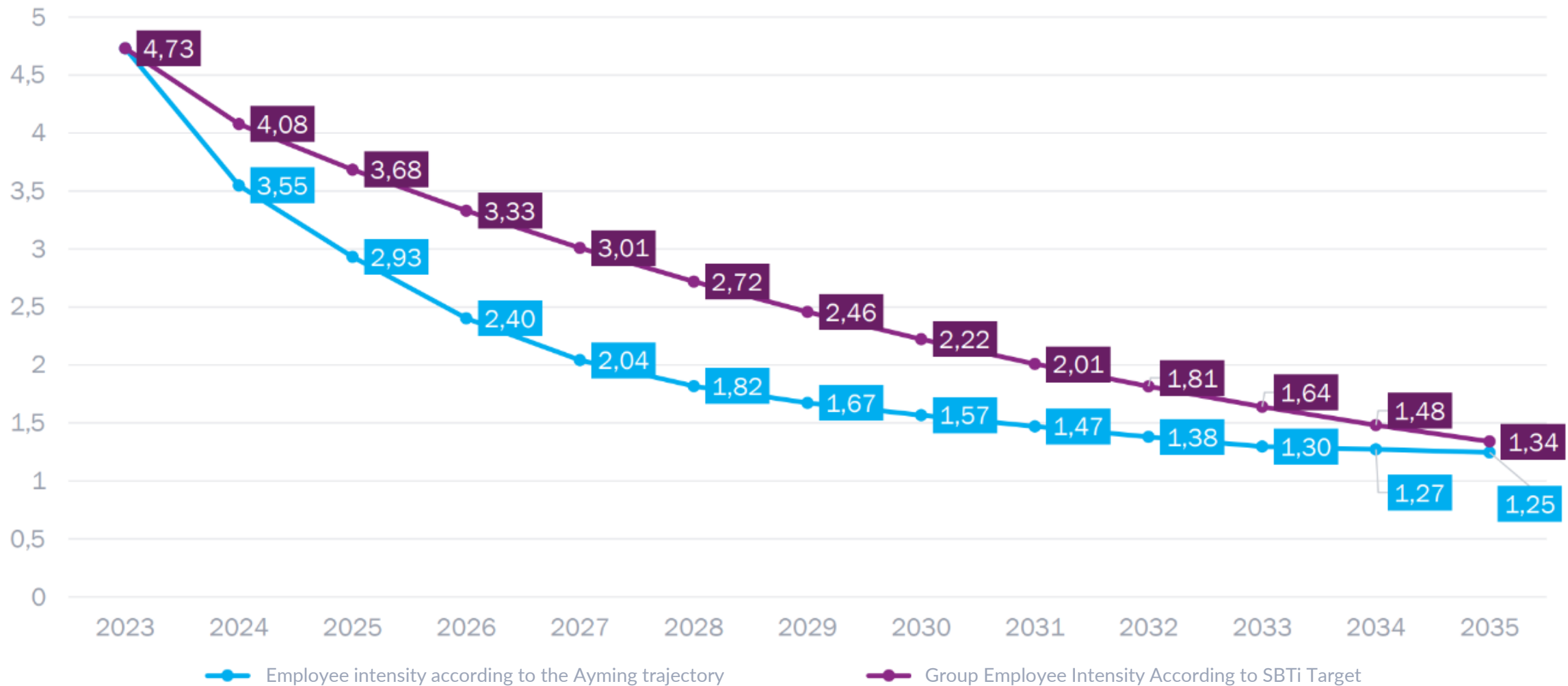
Employee intensity  
**5,2**  
tCO<sub>2</sub>e / employee

Total Emissions  
**3790**  
tCO<sub>2</sub>e

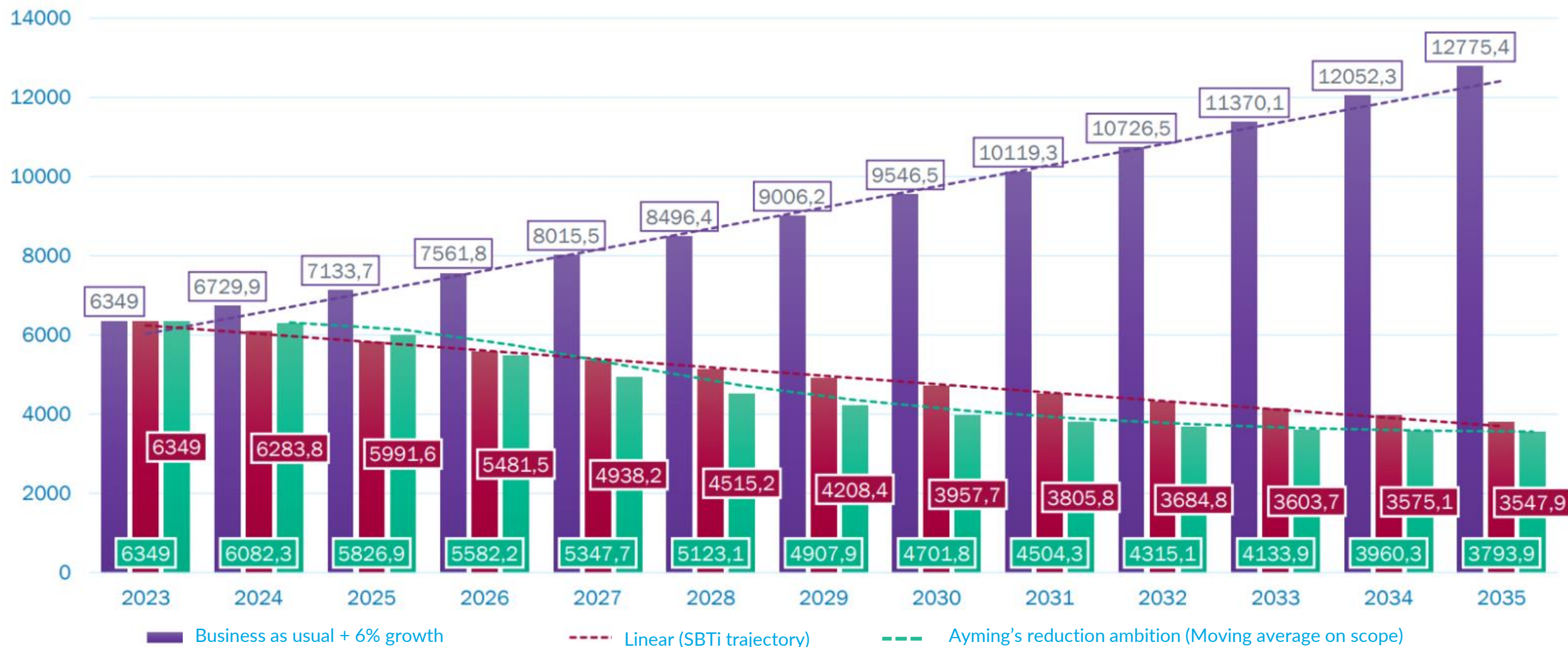
Year	Total Emissions tCO <sub>2</sub> e	Economic intensity kg CO <sub>2</sub> e / k€ revenue	Employee intensity tCO <sub>2</sub> e / employee
2018	5322	60	6,25
2021	4229	47	6,11
2022	4190	45	5,9
2023	3790	39	5,2

# Our carbon intensity trajectory

## tCO<sub>2</sub>e / employee 2023-2035



# Our group's overall carbon intensity trajectory 2023-2035





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## Our double materiality analysis

At Ayming, we integrate double materiality as a strategic analysis lever



As part of our alignment with the CSRD directive and in preparation for the publication of our first white paper in 2026, we are adopting a structured approach to double materiality



This approach serves as a key tool to guide our actions, prioritize the most significant issues, and steer our CSR strategy with ambition and coherence.



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## Deployment of eco-friendly actions

Use resources responsibly and without wasting them. Act consciously, by reducing all possible negative impacts.



Ayming has committed to the path of sustainability, by raising employee awareness of simple yet meaningful actions and behaviors.



Implementation of waste sorting systems at all Ayming sites, in partnership with specialized providers: ELISE in Lyon and TRICYCLE in Levallois, along with employee awareness initiatives.



Responsible paper management: best printing practices (avoidance, double-sided printing, black and white); recycling paper for reuse as drafts.



Installation of filtered water fountains directly connected to the water supply network.



Responsible digital practices: implementation of best practices.



Raising employee awareness of their individual responsibility; personal carbon footprints assessed as part of the company's overall carbon footprint calculation.

Reference Documents :

- Sobriety plan
- Eco-actions guide



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# Our mobility

Since travel is one of the major impacts of our activity, Ayming has implemented measures to reduce it or make it less carbon-intensive.



A travel policy that aligns with market standards while promoting ethical, responsible, and accountable practices

## Our commuting practices:



Promoting public transportation, carpooling, and sustainable mobility (including the implementation of the Sustainable Mobility Allowance – IKV).



Transitioning our company car fleet toward electric and hybrid vehicles.



Installation of electric vehicle charging stations in the office garages in Lyon and Levallois.



To reduce the environmental footprint of daily commuting, all Ayming entities have adopted an appropriate remote work policy.



Some Ayming entities go even further by offering ambitious initiatives such as bike incentives, easier access to electric bicycles, or partnerships with soft mobility services.



In 2024, our employees cycled over 959 km for their commutes between home and work.

# Decarbonization actions implemented in France

## 2023 company vehicle fleet

- 142 combustion engine vehicles
- 2 electric vehicles
- 9 car allowances



+ 44 % car allowances

## 2024 company vehicle fleet

- 120 combustion engine vehicles
- 4 electric vehicles
- 16 car allowances



-18% combustion engine vehicles



+100% electric vehicles



Some countries, such as the United States, the United Kingdom, and Canada, do not have a company vehicle fleet.



Other countries, such as Belgium, Spain, Portugal, and Slovakia, have now integrated hybrid vehicles to ensure a global transition of our company car fleets.

## Evolution of the company vehicle fleet





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## Our travel policy

We track our CO<sub>2</sub> emissions in collaboration with our travel agency.



Travel only when  
it is useful or  
necessary.



Give priority to  
train travel.



Except for very  
long trips, choose  
Economy class  
for flights and  
2nd class for train  
travel.



Rent compact  
cars.



Travel allowance  
tailored to  
circumstances  
and needs.

Raise awareness and  
train employees on  
environmental issues.



Employee ownership of Ayming's climate ambitions is key to our  
decarbonization journey.

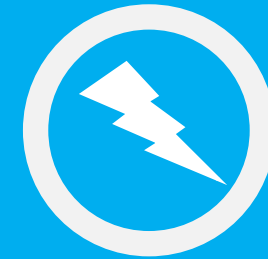


Get trained and commit to sustainable transformation  
Integrate environmental issues into your role  
Have and understand the tools to manage a transformation project



### Climate School

Ayming offers all employees access to  
over 150 optional modules related to  
sustainability topics through The  
Climate School.



### Climate Fresk

A powerful awareness-raising tool on  
climate issues and the responsible use  
of digital tools (battery management,  
emails, applications, video  
conferencing, etc.).



# Our local actions for a global commitment

The examples presented here, while not exhaustive, reflect some of the practical steps taken by Ayming teams to help address environmental challenges in their local contexts.



Public space  
clean-up day



Tree seeds  
gifted to clients  
in 2024 to  
promote  
reforestation



Support for the  
purchase of  
sustainable aviation  
fuel with Air  
France: -13 t CO<sub>2</sub>  
in 2024



Building  
temperatures  
optimized using AI



"Commute to  
Work" photo  
contest to promote  
soft mobility



Reusable dishware  
to reduce single-use  
waste



Vegetarian and  
vegan options  
systematically  
offered



Reusable water  
bottles provided to  
reduce single-use  
plastic bottles



Carbon emissions  
tracking (travel &  
digital) with TravelPerk  
and Karma Metrix



Springtime  
landscaping with  
gardening  
workshops



Extending the  
lifespan of  
company laptops  
and raising  
employer  
awareness



Sorting bins installed,  
including one for food  
waste, with usage  
instructions



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# 8

## Social



[CLICK HERE TO RETURN TO THE MAIN MENU](#)



Social

Our ambitions

Quality of  
life and  
working  
conditions

Gender  
equality

"High Five"  
program

Training

Butterfly  
program

Absenteeism

Compensation  
Policy

Disability



# Our ambitions

1

Focusing our efforts on fostering well-being, personal development, and employee engagement. This well-being and engagement are regularly assessed through our “How Are You Feeling?” surveys, enabling continuous monitoring and action planning.

2

Establishing a professional environment where every employee benefits from fairness in recruitment, training, potential development, and career progression, with a firm commitment against all forms of discrimination or inequality, while actively promoting cultural, ethnic, and social diversity.

3

Expanding each employee’s skills, potential, and employability by promoting the development of a personalized career path through the Ayming Academy, and enabling everyone to learn at their own pace and according to their specific needs.

4

Strengthen Ayming’s engagement with external communities beyond the company.



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## Quality of life and working conditions

Quality of life at work is a key factor in enhancing both individual and collective well-being, contributing to the company's overall and sustainable performance, as well as to client satisfaction.

### Reference Documents :

- Agreement on the management of jobs and career paths (Talent Agreement)
- Company-wide collective agreement on working conditions
- Collective agreement on quality of life at work
- Collective agreement on our new way of working: remote and on-site work
- Company-wide collective agreement on the right to disconnect
- Prevention of psychosocial risks
- Prevention of harassment and sexist behavior
- Social policy



## 7 dimensions of quality of life at work at Ayming:

○  
Equality and Ethics

○  
Work Relationship

○  
Occupational Health

○  
Work Content

○  
Individualization and Flexibility

○  
Employability

○  
Value Creation



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# Remote Work

The Parties are committed to a balanced model that combines remote work with a strong team dynamic, recognizing the need for attentive and open management to avoid any misalignment between collective goals and individual engagement.



Reference Documents :

- Collective agreement on our new way of working: remote and on-site work

## A new balance between professional and personal life

To meet the aspirations of Aymers, Ayming introduced a new remote work policy in 2021. This innovative organizational model balances flexibility, responsibility, and individualization.

Key highlights include :



At the office, to accommodate varying levels of attendance: open-space flex-office with designated quiet zones for individual focus.



Annual flat-rate allowance for remote work



Remote work available to all from the time of hiring, to be arranged according to individual needs

In 2024, remote work was offered to 100% of our Aymers.

Objectives:



Meet the dual objective of enhancing company performance and improving employees' quality of life.



Fulfill Ayming's commitments to social and environmental responsibility.



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## Aymers' well-being and engagement

To be a citizen-driven, human-centered, and responsible company, where economic performance and social impact go hand in hand.



## Internal satisfaction:

In addition to local surveys conducted within each entity, the Ayming Group has implemented the “How Are You Feeling?” survey to regularly assess the level of engagement and well-being of Aymers at group level.

This survey measures a range of indicators related to HR, well-being, job satisfaction, health, performance, and organization, as well as questions linked to the Group’s development strategy. Based on the results, tailored action plans are established for each Business Line, Country, and Corporate Department.

## Conviviality:

Regularly organized moments of sharing: breakfasts, after-works, team-building activities, and meetings with external speakers.

Team conviviality budget.€150 per employee in 2024 (in France).

Conduct two anonymous “How Do You Feel” satisfaction surveys per year to measure the well-being and satisfaction of Aymers.



# Examples of local initiatives that help strengthen team cohesion and quality of work life:



Participation in the Carrera de las Empresas, an iconic race in Madrid that brings together employees from various companies for a team-building initiative focused on sports, team cohesion, and workplace well-being.



On International Women's Rights Day, colleagues exchange small symbolic gestures, fostering mutual recognition and enhancing team spirit and conviviality.



To celebrate inclusion and cultural diversity, a collaborative meal is organized each quarter, where everyone brings a traditional dish from their country, encouraging exchange, discovery, and togetherness.



In Italy, Ayming has implemented an additional local quarterly survey, "Ayming Life", to monitor the social climate and improve quality of work life

# Gender Equality

At Ayming, performance has always been at the heart of our DNA, and we firmly believe that professional gender equality is a key driver of that performance.

In France, for example, our company calculates the professional gender equality index every year, in accordance with current regulations.

2024 Index  
**86 / 100**



# 2024 Gender Equality Index:



Gender pay gap: 31/40



Gap in individual raise rates: 20/20



Gap in promotion rates: 15/15



Percentage of employees who  
received a raise upon returning from  
maternity leave: 15/15



Number of employees from the  
underrepresented gender among the  
10 highest salaries: 5/10

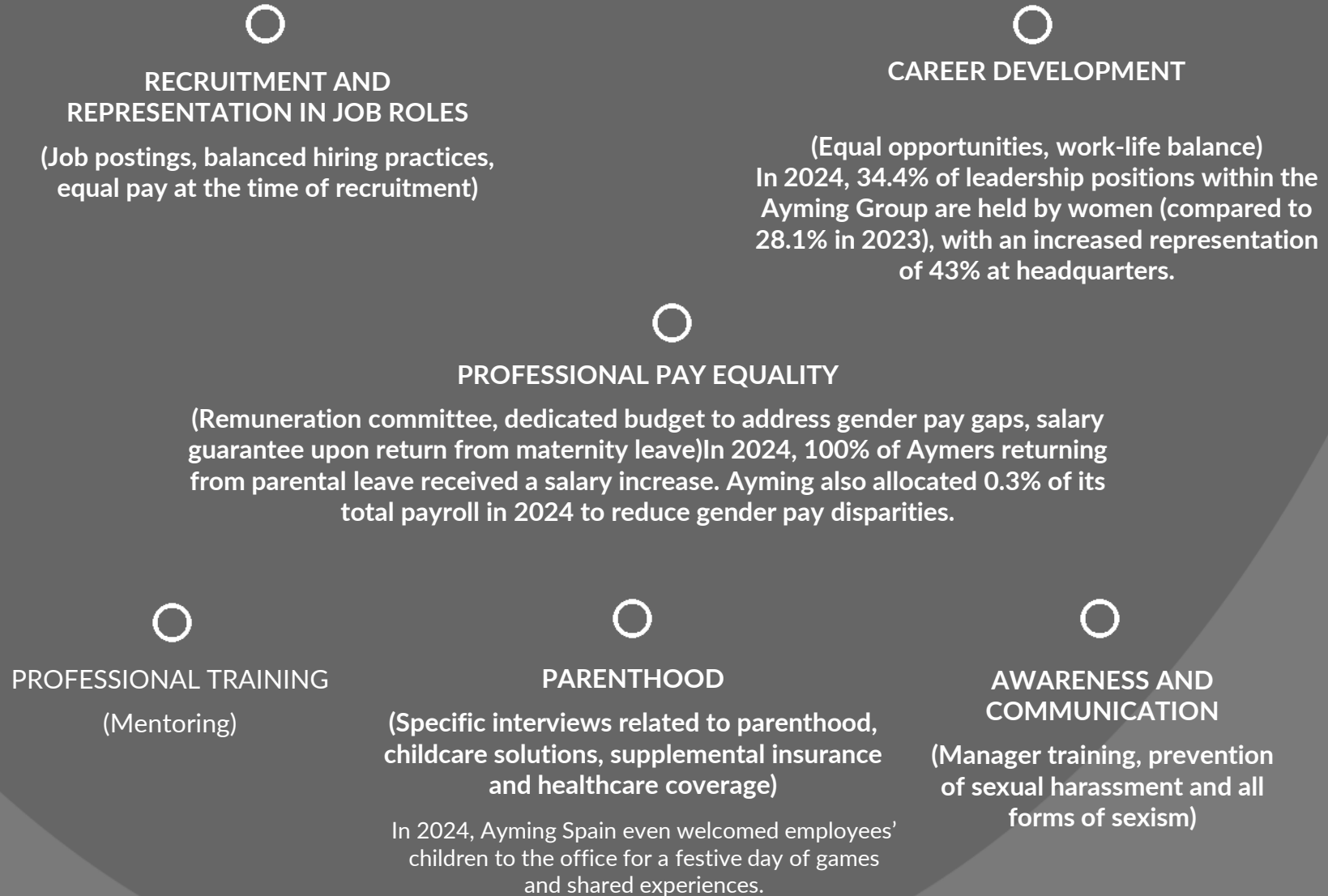


## Gender equality

Foster an inclusive work environment that offers every Aymer equal opportunities in hiring, development, and career advancement.



The implementation of the gender equality policy is carried out through several measures grouped into six main areas:



### Reference Documents :

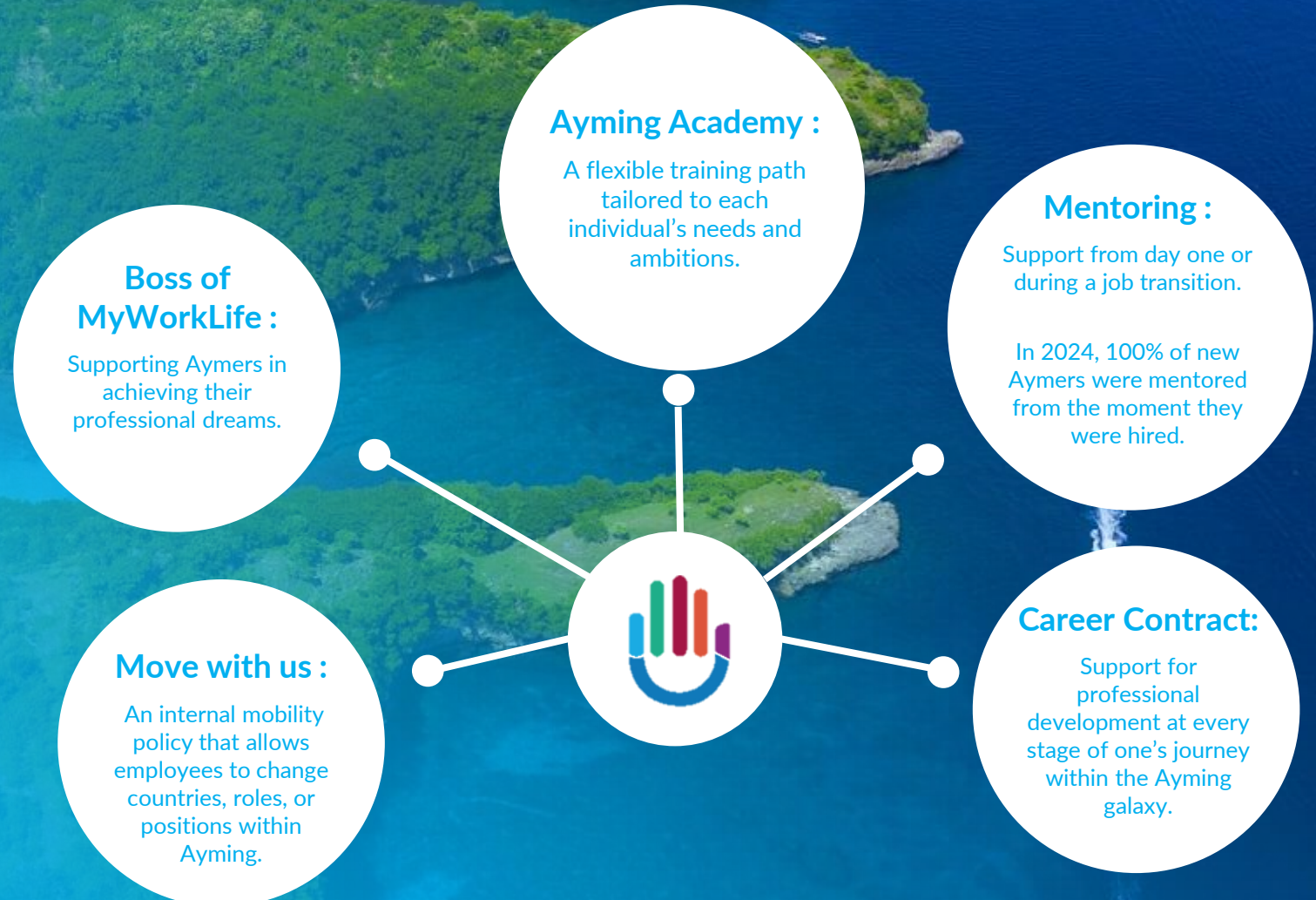
- Agreement on professional gender equality
- Parenthood charter

# Training, career development, mobility, entrepreneurship... Ayming supports its people!

We have created 5 programs to support and see our Aymers thrive throughout their professional journey:

## "High Five" program

Giving our Aymers the opportunity to build their own career path based on their role, level of expertise, and career aspirations.





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## Training

Build your own career path based on your role, level of expertise, and career goals within our Ayming Academy.



## Train and raise awareness

Our Ayming Academy platform supports skill development and career progression through technical training and personalized coaching.

At the same time, our goal for the coming years is to strengthen the CSR culture within Ayming by raising employee awareness of social and environmental issues.

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



52% of Aymers received training on diversity, discrimination, and workplace harassment in 2024.



63% of employees completed at least one training course in 2024.



88% satisfaction rate in 2024 (compared to 81% in 2023)



In 2025, challenges based on various CSR-related themes are being organized to further raise employee awareness and engagement.

Reference Documents:

- Talent Agreement – Professional Passport



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## Our Commitment to Youth

Build a pipeline for future hires and enhance youth employability.



Ayming is committed to creating more opportunities for young talent by strengthening its recruitment efforts and continuously developing its partnerships with schools and universities through its **Butterfly program**.



Strengthening partnerships with schools



Number of young people under 25 hired in 2024:



Create a community of apprentices and reach 5% of the workforce in apprenticeship positions by 2035.



123

young people hired in 2024 (compared to 85 in 2023)



4,10%

Apprenticeship rate in 2024:



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# Experienced Professionals & End of Career

Promote experience in the workplace and recognize the valuable role of senior employees at Ayming.



Ayming values experienced profiles and is committed to increasing their share within the workforce each year through its Butterfly program.



Increased attention and dedicated follow-up for employees over the age of 50.



Dedicated interviews, situation assessments, and tailored evaluations.



Training and support on various end-of-career options, helping employees prepare for retirement.



Possible adjustments to working conditions



Skills development for these profiles



Intergenerational cooperation based on mentoring

Reference Documents:

- Talent Agreement
- HR Policy: Supporting transition to retirement



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## Compensation policy

Enhance Aymers' purchasing power, involve them in the company's value-sharing, and recognize them individually in their career development.



## Share value, recognize and empower our employees.



Increase purchasing power while minimizing social and tax impacts (maximize employees' take-home pay).



A compensation system based on employee performance (fixed and variable pay).



Flexible and individualized bonus.



Profit-sharing bonus.



A percentage of the payroll is allocated to salary increases.\*



Remote work allowance.



Vacation bonus.

### Reference Documents:

- Agreements related to the mandatory annual negotiations
- Annual Pay Plans

*\*With a flexible and customizable bonus.*



## Health & Safety

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



The physical and mental health, as well as the safety of our employees, are at the heart of how we operate.



Safety-focused training included in the Ayming Academy programs.



Annual program for the prevention of occupational risks and improvement of working conditions, outlining planned actions for the prevention of psychosocial risks and enhancement of workplace conditions.



Assessment of occupational risks through the DUERP (Single Document for the Evaluation of Professional Risks).



Security incident management procedure clearly communicated to employees.



Information systems security policy, IT resources usage charter, GDPR compliance, and training for all employees.



Mandatory health insurance and provident scheme; supplementary health coverage offered.

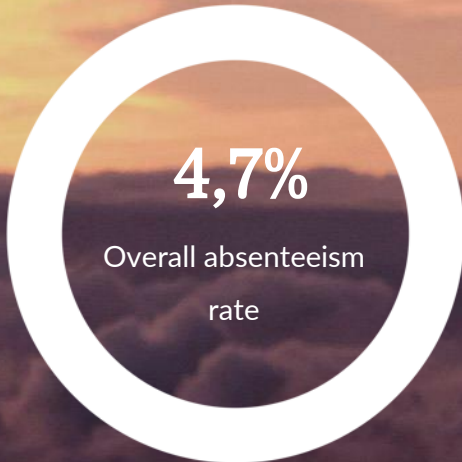
### Reference Documents:

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

# Absenteeism



The absenteeism rate is a warning sign regarding employees' health and a potential indicator of their disengagement.



## Policies, measures, and actions to prevent absenteeism:

○  
Psychological support unit

○  
Reimbursement of alternative medicine treatments through our health insurance plan

○  
“How do you Feel ?” surveys

○  
Calls to the psychological support unit available.

○  
Training sessions, webinars, and workshops focused on Quality of Work Life, health, and safety.





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## Disability

Create a supportive environment for growth and develop the employability of employees with disabilities.



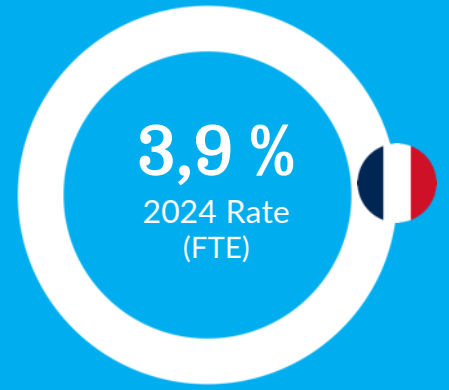
- Reference Documents:
- Ayming Disability Initiative
  - Talent Agreement
  - Annual program for the prevention of occupational risks and improvement of working conditions

Objective: Promote the inclusion of employees with disabilities through careful recruitment, sustainable integration, and an adapted work environment.

○  
Implementation of the Disability Policy

○  
Regular organization of the Disability Employment Week, raising awareness among all Ayming employees on disability-related issues.

○  
Training of Aymers through the Ayming Academy, thanks to the module focused on diversity and inclusion.



○  
Since 2023, Ayming France has established a partnership with the association l'ADAPT, enabling the placement of two interns with disabilities.

○  
In 2024, Ayming France allocated 2% of its professional tax to the organization Auxelia to support the professional integration of people with disabilities.

○  
In 2024, Ayming Spain supports the professional inclusion of young people with intellectual disabilities by funding a job training program developed by the Prodis Foundation.



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# Solidarity and civic initiatives

Ayming employees' solidarity commitments reflect our dedication to supporting local initiatives with social or environmental impact. We aim to continue these actions by recognizing and valuing our engaged employees, encouraging them to share their experiences and inspire their colleagues.

We have carried out numerous initiatives but here are a few from 2024:



Toy drive for the Fundación Pequeño Deseo, benefiting seriously ill children.



A day dedicated to community gardening at a local secondary school.



Pro bono tax study provided to Open Dance Project, in support of local associations.



Skills-based sponsorship benefiting Actions Santé Femmes and Restos du Cœur.



Donation of refurbished computers in Germany to support digital inclusion for young people.



Hosting of the association Proximité to mentor young people facing academic or social difficulties.



Hosting IESEG students with UNICEF to discuss education in Uganda.



At Christmas, Ayming Poland supported the Gajusz Foundation for seriously ill children.



In 2024, Ayming Italy supported the fight against cancer through the Pink Parade and an awareness campaign.



Ayming Helps 2024: participation in the maintenance of a daycare center for underprivileged children.



In 2024, donations were collected for the association Ajuda de Mãe, supporting mothers and children



Volunteers from Ayming UK served breakfasts at the Whitechapel Mission.





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**FURTHER TOGETHER**

