



EURAZEO

**Progress  
Report** 

2023

# ABOUT THIS REPORT

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The O+ Progress Report, named after Eurazeo’s sustainability strategy, is a voluntary report published each year since 2020. It highlights Eurazeo’s commitments, actions, and achievements in terms of ESG and impact, at both Group and portfolio level. The report serves as a tool to assist stakeholders, particularly Limited Partners and portfolio companies, in monitoring the implementation of Eurazeo’s sustainability strategy.

To offer a comprehensive picture, this report should be read in conjunction with Eurazeo’s Universal Registration Document (URD) and sustainability policies, available on [eurazeo.com](http://eurazeo.com).

Hereinafter, “Eurazeo” or the “Group” refers to Eurazeo and its affiliates – Eurazeo SE, Eurazeo Global Investor (EGI), Eurazeo Funds Management Luxembourg (EFML), Eurazeo North America, Eurazeo Infrastructure Partners (EIP), Eurazeo UK Limited, Kurma Partners – unless specified otherwise. The terms “portfolio companies”, “assets” and “financed companies” refer to investments made by Eurazeo.

Thank you for reading!

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# A WORD FROM THE CO-CEOs

William Kadouch-Chassaing and Christophe Bavière



“We achieved significant milestones in driving Eurazeo and its portfolio companies towards sustainable performance and growth, as well as in accelerating investments in companies that provide innovative solutions to global environmental and social challenges.”

**WILLIAM KADOUCH-CHASSAING**  
CO-CEO OF EURAZEO

**Once again this year, the deployment of our O+ strategy remained steadfast** as we redoubled our efforts across all fronts, determined to set a leading example while upholding the highest standards. We achieved significant milestones in driving the transformation of Eurazeo and its portfolio companies towards sustainable performance and growth, as well as in accelerating investments in companies that provide innovative solutions to global environmental and social challenges. Our efforts were once again recognized through international ratings. Noteworthy, the progression of our CDP rating to A in recognition of our performance on climate-related issues, positioning Eurazeo in the top 2% worldwide.

**Progress on the climate front has been substantial.** At the Group level, we successfully met our SBTi<sup>(1)</sup> decarbonization targets, reducing our Scope 1 and 2 emissions by 59% since 2017 alongside increasing our renewable electricity consumption to 96%. Concurrently, we bolstered our decarbonization efforts at the portfolio level, supporting companies in their SBTi journey. By the end of 2023, 30% of eligible companies had committed, with already 4% having validated targets, propelling us closer to our 2025 objective of 25%<sup>(2)</sup>.

**Group-wide gender diversity achievements include meeting three of our 2030 objectives**, with a mere 10% gap between men and women representation in our workforce, a 44% representation of women on the Supervisory Board, and a commendable gender equality index of 94/100. Furthermore, we have made good progress in feminizing our Management Committee (35% in 2023, vs. 25% in 2022<sup>(3)</sup>), senior leadership (32%, up 2pt since 2020) and investment teams (32%, up 5pt since 2019). At the portfolio level, companies demonstrate encouraging results, reinforcing our commitment to continue our efforts to accompany them in implementing more inclusive practices.

(1) Science Based Targets initiative (SBTi). (2) The Eurazeo commitment scope includes all eligible companies according to the criteria defined by SBTi, for available methodologies and investment activities, expressed as a percentage of capital invested as at December 31, 2023. (3) Formerly named the Partners Committee, which comprised 12 members of which 3 women.



“2023 was an exciting year for us in terms of impact investments. We were very pleased to see the growing interest of our clients for Eurazeo’s impact funds with three new closings, highlighting investors’ confidence in our capabilities to deliver profitable impact.”

**CHRISTOPHE BAVIÈRE**  
CO-CEO OF EURAZEO

**2023 was an exciting year for us in terms of impact investments, evidenced by €5.3bn in dedicated AUM** by the end of 2023, up 23% vs. 2022. We were very pleased to see the growing interest of our clients for Eurazeo’s impact funds with three new closings, highlighting investors’ confidence in our capabilities to deliver profitable impact. We were particularly active in terms of deployment, with c.15 deals completed during the year across all seven funds. Additionally, we strengthened our impact offering with the launch of two new funds across our debt and buyout investment activities, driven by increasing client demand.

**Engagement with stakeholders has remained a cornerstone of our sustainability agenda.** We have broadened our internal network of ESG delegates to 35 members, ensuring representation across all teams. Sustainability criteria are now integrated into the variable compensation schemes for Managing Directors, aligning with existing practices for Executive Board members, Managing Partners and investment team members of Article 9 funds<sup>(4)</sup>. Additionally, we continued to provide our employees, portfolio companies and Limited Partners with resources and material to raise their awareness and train them on sustainability issues, ensuring they are equipped to take action. Beyond our borders, we actively participated to industry events, initiatives and working groups, fostering dialogue, sharing best practices and enhancing knowledge-exchange with our peers and partners.

**As we look ahead to 2024, we are confident that together, with our community of clients and portfolio companies, our dedication to sustainability will continue to drive real and profitable impact.**

(4) For investment teams, sustainability forms part of the carried interest.



## POWERING A FAIR & JUST TRANSITION

Managing environmental, social, and governance (ESG) considerations and integrating them at the core of the business model is essential to ensure long-term resilience and performance. **ESG is fundamental and central to Eurazeo's strategic and operational decisions**, in the same way as financial aspects. This sets the Group apart, both in the minds of investors who entrust us with their capital and companies that entrust us with their growth ambitions.

Taking these issues into account helps to anticipate risks (fiduciary, regulatory, and reputational) and market trends, identify future-proof companies and assist them in adapting their business models to a more inclusive, low-carbon economy. At the same time, Eurazeo actively positions itself in the impact market by financing companies that provide innovative solutions to global environmental and social challenges. Consequently, **our portfolio is both resilient and high-performing**. This has been Eurazeo's core position for nearly 20 years, making the Group a pioneer and a recognized leader in ESG and impact.

The Group's O<sup>+</sup> sustainability strategy is structured around two flagship commitments: achieving carbon net neutrality (O) and promoting a more inclusive society (\*). It applies to the Group and all portfolio companies. By integrating the environmental and social dimensions in a balanced and cohesive manner, **O<sup>+</sup> allows Eurazeo to act as a driver towards a just transition**.

## HOW DOES THIS TRANSLATE IN PRACTICE?

### MOBILIZING CAPITAL TO DEVELOP SOLUTIONS

Eurazeo **finances companies** that, through their activities, products, or services, help mitigate and adapt to climate change, as well as improve social inclusion. The Group accelerates these investments by **creating impact return-first funds** with profitability profiles aligned with the highest standards in their asset classes.

At Group level

€5.3bn

AUM DEDICATED TO IMPACT<sup>(1)</sup>

At Group level

7

RETURN-FIRST IMPACT FUNDS

### MINIMIZING ENVIRONMENTAL IMPACT

Eurazeo's **decarbonization pathway** has been validated by the Science-Based Targets initiative (SBTi) and the Group **supports portfolio companies** in establishing and implementing their climate strategy. Beyond climate issues, Eurazeo is committed to aligning its activities with respect to all planetary boundaries, including those related to **biodiversity loss and water scarcity**.

At Group level

59%

REDUCTION IN SCOPE 1 & 2 EMISSIONS<sup>(3)</sup>

At portfolio level

30%

PORTFOLIO COMPANIES COMMITTED TO SBTi<sup>(4)</sup>

At Group level

96%

ACTIVE FUNDS DISCLOSED UNDER ARTICLE 8 OR 9<sup>(2)</sup>

At Group level

35

ESG DELEGATES ACROSS THE WORKFORCE

### MEETING THE HIGHEST SUSTAINABILITY STANDARDS

Eurazeo is regularly recognized for its commitments and steady progress in ESG and impact. The Group leverages **globally renowned frameworks and initiatives** to shape and implement its strategy and adopts a continuous improvement approach to its processes. Over the years, the Group has established **best-in-class practices** in terms of transparency and governance, among others.

At Group level

32%

SENIOR LEADERSHIP ROLES OCCUPIED BY WOMEN ACROSS THE WORKFORCE

At portfolio level

49%

WORKFORCE ACROSS PORTFOLIO COMPANIES MADE UP BY WOMEN

### MAXIMIZING SOCIAL IMPACT AND SOCIETAL CONTRIBUTION

Eurazeo has set **ambitious goals for gender parity** within its teams by 2030 and actively participates in initiatives aimed at promoting DEI<sup>(5)</sup> best practices. Additionally, the Group **supports portfolio companies** in adopting more inclusive and equitable practices. Beyond its scope of influence, Eurazeo leans into **philanthropic projects** focused on youth protection and education.

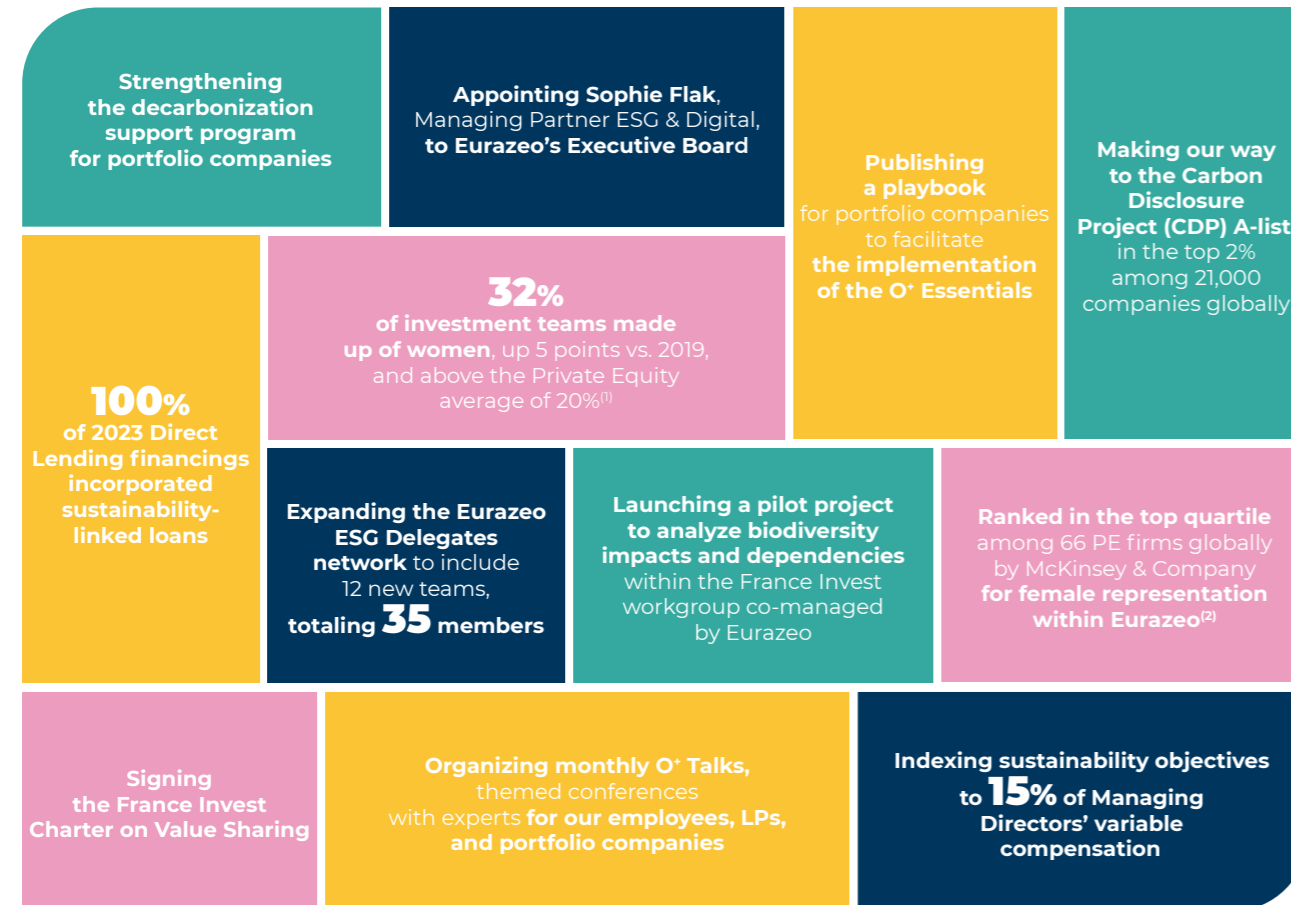
(1) Companies identified by Eurazeo as having activities, products, or services helping to bring about a low-carbon or more inclusive economy based on their valuations at December 31, 2023.  
(2) As per the Sustainable Finance Disclosure Regulation (SFDR). Funds being raised or in the investment phase (excluding Private Funds Group) at December 31, 2023.

(3) Between 2017 and 2023, in absolute terms. (4) Companies eligible according to the criteria and methodologies defined by the Science-Based Targets initiative (SBTi), having signed their SBTi commitment letter or having their objectives validated by SBTi, expressed in invested capital, at December 31, 2023. (5) Diversity, equity, and inclusion (DEI).

# 2023 HIGHLIGHTS

## KEY ACHIEVEMENTS

ENVIRONMENT SOCIAL GOVERNANCE ENGAGEMENT



(1) According to the 2022 BVCA/LEVEL 20 study. (2) Specifically in investment roles, investment leadership, and recruitment, as per the McKinsey & Company Report, 2023 State of Diversity in Global Private Markets.

## AWARDS

Eurazeo is grateful for receiving these awards, which bear witness to the ongoing dedication and hard work of all its employees. The Group's sustainability commitments are ambitious, and we remain determined to pursue our efforts.



### CLIMATE CHANGE CHAMPIONS AWARD EURAZEO

REAL DEALS FUTURE 40

This award recognizes players who exemplify the importance of incorporating sustainability and climate-related opportunities into their investment approaches or the services they provide.

### ESG INNOVATORS AWARD EURAZEO CAPITAL V

REAL DEALS FUTURE 40

This award showcases funds that are leading the way in transforming the industry's approach to sustainability.

### IJ INVESTOR AWARD 'NEWCOMER OF THE YEAR' ETIF

IJ GLOBAL

This award celebrates the best funds and M&A activity in the energy and infrastructure markets by recognizing companies, transactions and individuals who have contributed to the most exciting market developments of the year.

### "GRANDS PRIX DES TALENTS FÉMININS", PRIVATE DEBT EMMANUELLE TANGUY

FRANCE INVEST

This award recognizes female talents across the Private Equity industry, encouraging a movement toward its feminization.

### ESG ENGAGEMENT PRIZE SOPHIE FLAK

KPMG-EIM'S 100 DAYS AWARD

This award recognizes the quality of Eurazeo's ESG and impact strategy, which contributes to the positive transformation of the economy and the emergence of a fairer, more sustainable society.

### 20 TRAILBLAZING WOMEN OF PRIVATE EQUITY SOPHIE FLAK

PRIVATE EQUITY NEWS (PEN)

This award celebrates women who are acknowledged trailblazers in the Private Equity industry, actively shaping it towards more gender balance.

### 10 INDIVIDUALS SHAPING THE ECONOMY SOPHIE FLAK

NEW DEAL AND CAPITAL MAGAZINE

This award highlights Eurazeo's commitment to the environmental transition and social responsibility, and highest standards in this area.

## SUSTAINABILITY RATINGS

As a pioneer and leader in responsible investment, Eurazeo seeks to set an example as a company. The Group's ambitious commitments and steady progress in ESG and impact were once again acknowledged in 2023 by the leading international non-financial rating agencies (CDP, PRI, MSCI, Sustainalytics, Moody's), as evidenced by its strong and above-median industry ratings.



Improving to

**A RATING**

Greater than the industry average (B)

Eurazeo is among the top 2% of companies on the "A-list" out of 21,000 assessed globally. In 2023, Eurazeo has achieved an A rating from the Carbon Disclosure Project (CDP), thereby achieving the highest possible score and maintaining its position in the leadership category. This places Eurazeo ahead of the average for the financial services sector, which stands at B. This prestigious recognition highlights Eurazeo's unwavering commitment to environmental transparency and efforts against climate change, representing an improvement from the A- rating received the previous year.



Thibaud Delplancke, Analyst - ESG and Impact team.



**Policy Governance and Strategy**  
Direct – Fixed Income – Private Debt  
Direct – Private Equity  
Confidence building measures



Indirect – Private Equity

Greater than the module medians in each category

**MSCI**  
ESG RATINGS



Maintaining the

**AA RATING<sup>(1)</sup>**

CCC B BB BBB A AA AAA

Rated



McKinsey SUSTAINALYTICS

Maintaining

**LOW RISK**

Greater than the "Medium Risk" industry average

**Moody's**  
ESG Solutions

Improving to

**66/100<sup>(2)</sup>**

Greater than the industry average (34/100)

(1) The use by Eurazeo of any MSCI ESG research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Eurazeo by MSCI. MSCI services and data are the property of MSCI or its information providers and are provided "as-is" and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

(2) To date, Moody's ESG Solutions has not yet carried out Eurazeo's 2023 assessment.

## NON-FINANCIAL INDICES

Eurazeo stands out as the sole listed investment group included in five prominent families of non-financial indices: Ethibel, Euronext Vigeo, MSCI ESG & Climate Indexes, Stoxx ESG Leaders Indices, and FTSE4Good. This serves as a testament to the high sustainability standards met by the Group and underscores our strong ambitions and actions in this area.



SINCE 2016

- ✓ CAC® SBT 1.5° NEW 2023
- ✓ Vigeo Europe 120
- ✓ Vigeo Euro 120
- ✓ SBF Top 50 ESG EW
- ✓ CDP ENV FR Ex Oil & Gas EW
- ✓ CDP Environment France EW

Eurazeo is included in Euronext CAC® SBT 1.5°, the first climate-oriented index within the CAC family. In early 2023, in recognition of its commitment to the Science-Based Target initiative (SBTi), Eurazeo was incorporated in the newly created CAC SBT 1.5 Index, which tracks companies in the SBF 120 index whose Scope 1, 2, and 3 decarbonization targets have been validated by SBTi to align with the 1.5°C goal set in the Paris Agreement. Additionally, the index excludes companies engaged in controversial activities, tobacco production, controversial weapons manufacturing, thermal coal activities, or those deemed not to comply with the principles of the UN Global Compact.

(3) Non-exhaustive list. Data as of January 2024.



SINCE 2014

- ✓ Solactive Europe CSR



SINCE 2017

- ✓ Socially Responsible
- ✓ World Low Carbon Leaders
- ✓ World Climate Solutions Target
- ✓ World ESG Rating & Trend Leaders
- ✓ World Climate Change<sup>(3)</sup>



FTSE4Good

SINCE 2017

- ✓ Good Europe
- ✓ Good Developed



SINCE 2017

- ✓ Total Market Paris-Aligned
- ✓ Responsible SDG
- ✓ Ex Nuclear Power
- ✓ Global Climate Transition
- ✓ Global Climate Change<sup>(3)</sup>

# IMPACT, THE NEXT GROWTH WAVE IN OUR INDUSTRY

## MASSIVE INVESTMENT NEEDS

Our world faces a dual challenge to address both the legacy left by the 19<sup>th</sup>-century industrial revolution and its extensive use of coal and oil, and the mass consumption revolution of the 1960s, which treated natural resources as both limitless and expendable. **The imperative now is to move beyond the prevailing "take-make-dispose" linear production model** and transition towards a circular and regenerative economy.

Yet, **the transition to an economy operating within the Earth's environmental limits** – i.e. the planetary boundaries – **requires a profound transformation of the world economy** – e.g. climate change – demanding significant changes to the seven energy and land-use systems responsible for the world's emissions. They include power, industry, mobility, buildings, agriculture, forestry and other land use, and waste, and are estimated at \$3 to \$4.5 trillion by McKinsey.

## A GROWING SEGMENT DESPITE MARKET SLOWDOWN

The impact market, although relatively modest, has seen remarkable growth, increasing tenfold since 2007. Two-thirds of the \$322 billion has already been invested, highlighting the rapid deployment of impact investments, which leave a third as dry powder (\$113 billion). **Impact investing has proven to be the most resilient sector within private equity**, achieving 6% growth between 2021 and 2022 while total private equity transactions fell 24% over the same period.

Limited Partners (LPs) are increasingly interested in impact, with 85% looking to maintain or increase their allocations in this segment according to Rede Partners. In terms of sectors, **LPs' allocation plans for 2023 prioritized environment and health over Tech**. This growing appetite for impact funds is also evidenced by the 1,700 funds launched since 2019, primarily by major players in the field. Even though the impact market is still finding its feet with the trailblazers, it is no longer niche.



## DID YOU KNOW?

The term 'impact investing' was coined in 2007 by the Rockefeller Foundation and was initially defined as "using profit-seeking investment to generate social and environmental good." After the financial crash, the industry had to rebuild and impact investing emerged as a new approach to investing in meaningful, transformative products and services. Today, the term has become commonplace, although finding a consensus definition is far from straightforward.

## IMPACT DRIVES RETURN

In this dynamic landscape, we firmly believe that impact drives return. We are witnessing a paradigm shift where **the physical world demands adaptation on an unprecedented scale and requires innovative solutions**. Concurrently, emerging market trends give rise to future-proof companies inherently designed to address global challenges and generate positive impacts, which require financing.

**Our proven track record and longstanding relationships with ESG-savvy investors position us as a trusted partner in impact investing**. Since the launch of the first vintage of our Eurazeo Smart City Venture fund in 2016, our commitment has deepened. Today, €5.3 billion assets under management are dedicated to impact across both our generalist and return-first impact funds. **Having a range of impact strategies is a plus for fundraising** and opens the door to new LPs.

Firmly believing that impact is a source of resilience, growth, and performance, we see it as the next growth wave in our industry, and **integrated it into our strategic vision for 2024-2027**. Already in motion since 2023, we have joined forces with Société Générale to launch an innovative fund tackling the maritime industry decarbonization. Today, **we are proud to unveil our latest impact buyout fund: Eurazeo Planetary Boundaries Fund**. It represents the culmination of Eurazeo's expertise, and will focus on regenerative and circular economy models as well as solutions for environmental challenge transition and adaptation to help safeguard all planetary boundaries.



“ We are seeking what our clients want: profitable impact. Firmly believing that impact is a source of resilience, growth, and performance, we see it as the next growth wave in our industry. ”

**SOPHIE FLAK**  
MEMBER OF THE EXECUTIVE BOARD  
MANAGING PARTNER ESG & DIGITAL



## EURAZEO'S IMPACT FUND RANGE

Eurazeo offers a range of impact funds that focus on specific social or environmental themes. Building on its high standards in terms of sustainability and its successful track record in several asset classes, the Group aims to continue strengthening its impact fund range to meet growing demand from institutional and individual clients.

### DRIVING THE ENVIRONMENTAL TRANSITION

#### EURAZEO TRANSITION INFRASTRUCTURE FUND



- Accelerate the transition towards a low-carbon economy
- Real Assets – Infrastructure
- Article 9 (SFDR)
- Fund size at end-December 2023: €533M
- Contribution to SDGs:



#### EURAZEO SUSTAINABLE MARITIME INFRASTRUCTURE



- Support the decarbonization of the maritime industry
- Private Debt – Asset-based
- Article 9 (SFDR)
- Fund size at end-December 2023: €209M
- Contribution to SDGs:



#### EURAZEO SMART CITY VENTURE FUND II



- Accelerate the transition of cities towards more sustainable models
- Private Equity – Venture
- Article 8 (SFDR)
- Fund size at end-December 2023: €271M
- Contribution to SDGs<sup>(1)</sup>:



### DRIVING INNOVATION AND STRENGTHEN SOVEREIGNTY IN HEALTH

#### NOV SANTÉ ACTIONS NON COTÉES



- Strengthen the French and European health sovereignty
- Private Equity – Healthcare
- Article 9 (SFDR)
- Fund size at end-December 2023: €420M
- Contribution to SDGs:



#### KURMA DIAGNOSTICS II



- Finance diagnostics, patient monitoring and digital health innovation
- Private Equity – Healthcare
- Article 8 (SFDR)
- Fund size at end-December 2023: €83M
- Contribution to SDGs:



#### KURMA GROWTH OPPORTUNITIES FUND



- Supporting innovative companies from biotech to health tech
- Private Equity – Healthcare
- Article 8 (SFDR)
- Fund size at end-December 2023: €167M
- Contribution to SDGs:



#### KURMA BIOFUND III



- Finance new therapeutic solutions for diseases with high medical needs
- Private Equity – Healthcare
- Article 6 (SFDR)
- Fund size at end-December 2023: €128M
- Contribution to SDGs:



(1) For investments in impact-driven companies.

# A GLIMPSE INTO 2024

**LAURENT CHATELIN**  
Partner – Infrastructure  
Time to Change panel “The key investments needed to finance the energy transition”

**ARNAUD VINCENT**  
Managing Director – Healthcare  
MediNov Connection, panel “Medtech financing outlook”

**SOPHIE FLAK**  
Member of the Executive Board, Managing Partner – ESG & Digital  
Agir pour l’Egalité – Think & Do Tank hosted by Marie Claire, panel “CSRD, what new professional opportunities?”

**SOPHIE FLAK**  
Member of the Executive Board, Managing Partner – ESG & Digital  
JOUR E - BPI, roundtable discussion on “Climate Dividends”

**WILFRIED PISKULA**  
Partner – Buyout  
Impact Summit Europe, “A New Decade of Impact Ambition”

**ERWANN LE LIGNÉ**  
Partner – Buyout  
Funds for Change, ChangeNOW

**GUILLAUME BRANCO**  
Investment Director - Asset-based Finance  
Time to Change, panel “Decarbonizing ships and adapting ports: a focus on sea freight”

**SYLVAIN MAKAYA**  
Partner – Asset-based Finance  
Time to Change, panel “Financing the Green Industry: The Cornerstone of Reindustrialization”

**PIERRE DEVILLARD**  
Managing Director – Venture Smart City  
Time to Change, panel “Innovation: Can Tech Save the Climate?”

**LAURENT CHATELIN**  
Partner – Infrastructure  
Infrastructure Investor Global Summit, panel “Addressing Climate Change and Embracing Mitigation and Adaptation”

**IMPACT SUMMIT EUROPE**  
LEADING IMPACT INVESTING CONFERENCE FOR INSTITUTIONAL INVESTORS  
MEET ME AT IMPACT SUMMIT EUROPE  
A NEW DECADE OF IMPACT AMBITION  
INSTITUTIONAL CAPITAL SHAPING SUSTAINABLE & EQUITABLE FUTURE.  
Complimentary for Institutional Investors  
#ImpactSummitEurope

**THE ESMI X SAMSKIP TRANSACTION RECOGNIZED DEAL OF THE YEAR**  
Eurazeo Sustainable Maritime Infrastructure (ESMI)’s transaction with Samskip Group was awarded “Deal of the Year” by Marine Money (vessel leasing category), a prestigious distinction in the maritime sector.

**SOPHIE FLAK AMONG THE TWENTY MOST INFLUENTIAL LEADERS IN ESG**  
Sophie Flak, Member of the Executive Board and Managing Partner ESG & Digital, was named among the Twenty Most Influential Leaders in ESG according to Private Equity News.

# ACTING FOR CLIMATE & BEYOND

Global warming poses increased risks to health, food security, water supply, personal safety, and economic development. Ecosystem degradation, resource scarcity, and the proliferation of natural disasters have direct repercussions on business activities and their entire value chain. The Intergovernmental Panel on Climate Change (IPCC) synthesis report published in March 2023 underscores **the urgency of taking more ambitious measures** and shows that immediate action can still secure a sustainable and livable future for all. Recognizing the urgency of the situation, Eurazeo is actively committed to this effort, taking action primarily through the three levers detailed hereafter. Furthermore, **the Group is part of a global movement towards carbon net neutrality**, which it seeks to achieve by 2040 at the latest.

## LEVER #1

### INVESTING IN SOLUTIONS

**Financing companies that facilitate climate change mitigation and adaptation** through their activities, products, or services. Eurazeo seeks investment opportunities that significantly reduce or avoid greenhouse gas emissions.

€1.9bn

AUM DEDICATED TO IMPACT-ORIENTED CLIMATE SOLUTIONS

3

IMPACT FUNDS DEDICATED TO CLIMATE

## LEVER #2

### ACCOMPANYING TRANSITIONS

**Promoting decarbonization at Group and portfolio level** to meet the goals set out in the Paris Agreement. Eurazeo has set ambitious carbon reduction targets for itself and its portfolio companies, for 2025 and 2030, which have been approved by the Science-Based Targets initiative (SBTi).

59%

REDUCTION IN EURAZEO'S SCOPE 1 & 2 EMISSIONS (2017-2023)

30%

PORTFOLIO COMPANIES COMMITTED TO SBTi<sup>(1)</sup>

## LEVER #3

### EXTENDING OUR COMMITMENT

**Championing the safeguarding of planetary boundaries.**

To broaden its consideration of environmental challenges, Eurazeo is committed to analyzing the materiality of planetary boundaries for its portfolio companies and formalizing progress plans. A strategy is already in place for biodiversity.

1

IMPACT FUND DEDICATED TO PLANETARY BOUNDARIES


0.6%

PORTFOLIO COMPANIES NEGATIVELY AFFECTING BIODIVERSITY

(1) Result covers eligible Private Equity companies according to the eligibility criteria and is expressed as a percentage of capital invested. Data as of December 31, 2023.

# INVESTING IN A LOW-CARBON ECONOMY

Eurazeo finances companies that **contribute to climate change mitigation and adaptation** through their activities, products, or services. The Group seeks investment opportunities that significantly reduce or avoid greenhouse gas (GHG) emissions, in sectors such as sustainable mobility, agricultural transition, thermal insulation, circular economy, green hydrogen, etc. At end-2023, €1.9 billion of assets under management<sup>(1)</sup> were allocated to these investments, distributed across generalist and impact funds.



**€1.9bn**  
ASSETS UNDER MANAGEMENT  
**DEDICATED TO IMPACT-ORIENTED CLIMATE SOLUTIONS**

**GENERALIST FUNDS**

Sample of portfolio companies<sup>(2)</sup>



**IMPACT FUNDS DEDICATED TO CLIMATE**

- EURAZEO TRANSITION INFRASTRUCTURE FUND**  
Article 9 – SFDR
- EURAZEO SMART CITY VENTURE FUND II**  
Article 8 – SFDR
- EURAZEO SUSTAINABLE MARITIME INFRASTRUCTURE**  
Article 9 – SFDR




<sup>(1)</sup> Corresponds to companies identified by Eurazeo as having a business, products or services that help to bring about a low-carbon economy across all of Eurazeo's investment activities (Private Equity, Private Debt and Real Assets), calculated on the basis of their valuations at December 31, 2023. <sup>(2)</sup> Non exhaustive list, for illustration purposes as of December 31, 2023.

## EURAZEO SMART CITY VENTURE FUND II

### THESIS

Eurazeo Smart City Venture Fund II aims to **accelerate the transition of cities towards more sustainable models**. To achieve this ambition, the fund commits to investing mainly in high-growth technology companies with strong positive environmental impact, that is, those offering solutions to environmental problems with the ability to measure such impact. The fund favors investments in the following areas: energy and climate, mobility, buildings, logistics and circular economy, supply chain and industry 4.0.



**60%**  
GLOBAL CO<sub>2</sub> EMISSIONS GENERATED BY CITIES, WHICH CONSUME 78% OF THE WORLD'S ENERGY<sup>(2)</sup>

### 2023 ACTIVITY

In February 2023, the fund achieved its final closing above its initial target at €271M and invested in two impact-driven companies during the year.

**URBANCHAIN**



**Peer-to-peer renewable energy market and trading platform (HQ: UK)**

Investment date: May 2023  
Commitment: €5.8M

Urban Chain matches the generators of renewable energy with the consumers, allowing organizations and people to sell green electricity directly to one another. Through this marketplace, the company enables everyone to access affordable green energy while driving the net zero agenda forward.

**ALT MOBILITY**



**Electric fleet leasing logistics platform (HQ: India)**

Investment date: December 2023  
Commitment: €0.9 M

Alt Mobility helps urban logistics fleets to transition to electric mobility through leasing. Their solution combines leasing with insurance, roadside service, maintenance, charging and parking hubs for complete lifecycle management of electric fleets.

<sup>(2)</sup> Source: UN Habitat, International Conference on Climate Change and Cities, 2018.

## EURAZEO TRANSITION INFRASTRUCTURE FUND

### THESIS

Eurazeo Transition Infrastructure Fund serves to **accelerate the transition towards a low-carbon economy** by making sustainable investments in the energy and digital transition. Depending on the asset financed, the fund either monitors the actual volume of avoided emissions or seeks to support their decarbonization in line with the goals set out in the Paris Agreement. The fund also encourages its investments to align their activities with the European Taxonomy criteria.



# 85%

**EUROPEAN CO<sub>2</sub> EMISSIONS** GENERATED BY ENERGY, INDUSTRY, TRANSPORT, AND BUILDINGS<sup>(1)</sup>

### 2023 ACTIVITY

The fund surpassed its initial target size of €500 million, with total commitments reaching €533 million at end-2023, and continues its fundraising efforts in 2024. Additionally, it also demonstrated a strong pace of deployment with three new investments to reach a total of six investments since inception, including Electra, Ikaros Solar and Resource (2022).

#### ETIX EVERYWHERE



**Network of edge data centers (HQ: France)**

Investment date: February 2023  
Commitment: €44M

Eurazeo will help the company expand its network of edge data centers with a local footprint of sites near their customers, accompanying it in its decarbonization efforts.

#### TSE



**Photovoltaics and agrivoltaics expert (HQ: France)**

Investment date: April 2023  
Commitment: €70M

Eurazeo will support the company to develop large-scale photovoltaic and agrivoltaic projects, with the ambition of becoming a key player in the industry.

#### 2BSI



**Infrastructure waste management (HQ: France)**

Investment date: July 2023  
Commitment: €50M

Eurazeo will support the company's infrastructure waste recovery activities, accompanying its decarbonization efforts and the ambition of rising their contribution to a circular economy.

<sup>(1)</sup> Source: McKinsey (2020) and Eurostat (2019) reports.

# THE IMPORTANCE OF MEASURING AVOIDED EMISSIONS

### What are avoided emissions?

Avoided emissions are the **“positive” impact generated when preventing greenhouse gas (GHG) emissions from being released** by implementing solutions (e.g., products, services, technology, projects) that provide climate-related benefits in comparison to a reference scenario.

### Why it matters to Eurazeo

In addition to having set ambitious decarbonization targets that have been validated by the Science-Based Targets initiative (SBTi), **Eurazeo also finances companies that help to significantly reduce or avoid GHG emissions**, in sectors such as renewable energy, sustainable mobility, or the circular economy. Being able to accurately measure avoided emissions is key to accelerating the transition to a low-carbon economy. Eurazeo has already begun to record and audit the annual avoided emissions of several portfolio companies using robust methodologies established with the support of external experts.

### What's new?

In early 2024, Eurazeo started working with Climate Dividends, a non-profit set up to encourage investors to orient their funds towards climate solutions through "climate dividends", a non-financial indicator that standardizes the creation of climate value. **Driven by Eurazeo, two ETIF portfolio companies – TSE Energy and Ikaros Solar – have joined Climate Dividends.** This joint effort will lead to the establishment and validation by Climate Dividends' scientific committee of an open-source solar energy-specific methodology to assess avoided emissions, thus providing a reference for other companies within the sector.



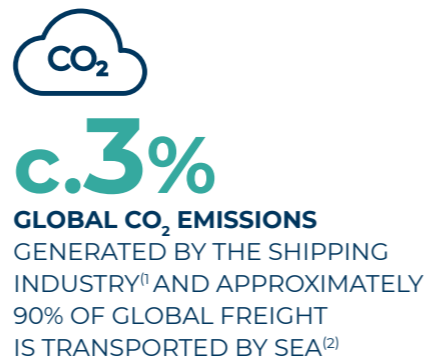
“Measuring avoided emissions is key to accelerating the transition to a low-carbon economy. The establishment of recognized and shared methodologies fills in a missing link in the landscape of tools needed to achieve the goals of the Paris Agreement.”

**AUDREY LAMBRY**  
MANAGER – ENVIRONMENT

**EURAZEO SUSTAINABLE MARITIME INFRASTRUCTURE**

**THESIS**

Launched with the support of the European Investment Fund (EIF), the Eurazeo Sustainable Maritime Infrastructure fund (asset-based) aims to **support and accelerate the environmental and energy transition of the maritime industry** in line with the decarbonization pathway set out by the International Maritime Organization (IMO). To do so, it focuses primarily on vessels directly driving the environmental transition based on lower greenhouse gas emissions achieved through (i) using more sustainable technologies, (ii) adapting port facilities and infrastructure to make them more innovative and sustainable, and (iii) financing assets that support the development of offshore renewable energies.



**2023 ACTIVITY**

The fund made its final closing in October 2023 at €209M and accelerated its deployment by concluding four new transactions, totaling five transactions since inception, including SAL Renewables (2022).

<p><b>OLYMPIC</b> </p> <p><b>Ship operator in subsea and renewables (HQ: Norway)</b></p> <p>Investment date: March 2023 Commitment: €22.5M</p> <p>Eurazeo finances a 2012-built commissioning service operation vessel to be used for support activities (construction and maintenance) in the offshore wind segment in the North Sea.</p>	<p><b>LONGSHIP GROUP</b> </p> <p><b>Ship operator and logistics company (HQ: Netherlands)</b></p> <p>Investment date: June 2023 Commitment: €29.8M</p> <p>Eurazeo finances the building of two new next-generation vessels (diesel-electric) intended for short-sea shipping. Both vessels are among the most environmentally friendly in the sector.</p>	<p><b>SAMSKIP GROUP</b> </p> <p><b>Global logistics company (HQ: Netherlands)</b></p> <p>Investment date: December 2023 Commitment: €22.5M</p> <p>Eurazeo finances the first next-generation zero-emission container ship (see opposite), fully in line with the IMO's trajectory and the EU Taxonomy.</p>
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(1) Source: European Commission, 2021 data.  
(2) European Maritime Safety Agency (ESMA).

1<sup>ST</sup> NEXT-GENERATION ZERO-EMISSION CONTAINER SHIP

**What does Samskip do?**


Samskip offers transport and related services by land, sea, rail and air, headquartered in the Netherlands, with a strong focus on cost efficient, reliable and environmentally friendly transport. With an annual turnover of over €905M, **Samskip is one of the largest European transport companies**. It operates 32 offices in 24 countries.

**What financing did it seek?**

Samskip sought financing for two new Seashuttle ships powered by hydrogen (dual fuel) to operate between Rotterdam and the Oslo fjord region. They are currently under construction in India and will be delivered in Q2/Q3 2025. **The Eurazeo Sustainable Maritime Infrastructure Fund (ESMI) is financing one of the two ships.**

**Why is this new vessel innovative & impactful?**

By financing its construction, **ESMI is supporting one of the most environmentally friendly maritime projects ever undertaken**. The vessel will be hydrogen-powered and thus capable of reducing CO<sub>2</sub> emissions by up to 100% when green hydrogen becomes available. The hydrogen propulsion technology received €15M in subsidies from a Norwegian public entity, and the ports of Rotterdam and Oslo have already established facilities to distribute green hydrogen as part of the Green Corridor initiative in the Baltic Sea.



In early 2024, ESMI's transaction with Samskip Group was named Deal of the Year by Marine Money in the vessel leasing category, a prestigious recognition within the maritime sector.

Financed by Eurazeo's Asset-based Finance investment team.



“It will be among the greenest vessels globally, able to run using green hydrogen and allowing it to reduce CO<sub>2</sub> emissions by up to 100%, resulting in savings of approximately 25,000tCO<sub>2</sub> per year.”

**SYLVAIN MAKAYA**  
PARTNER – ASSET-BASED FINANCE

# DECARBONIZING OUR ACTIVITIES

Eurazeo aligns its activities with the goals set out in the Paris Agreement to limit the temperature rise to 1.5°C. The Group's climate commitments involve three steps:

## MEASURING ITS CARBON FOOTPRINT

Eurazeo conducts its annual carbon footprint assessment according to the GHG Protocol, which provides standards and recommendations for greenhouse gas emission accounting across all three scopes. In 2023, Eurazeo further **enhanced the accuracy of its carbon footprint assessment** through a bottom-up approach, drawing on financial data from all its subsidiaries, supplemented by available physical data.

## REDUCING THE CARBON FOOTPRINT

To ensure decarbonization occurs in sufficient proportions and at the pace required by the goals set out in the Paris Agreement, Eurazeo committed to the Science-Based Targets initiative (SBTi) – the leading global initiative to help companies decarbonize their activities – back in 2020, making the Group a pioneer in the Private Equity industry in Europe. Eurazeo has thus defined **ambitious decarbonization targets at both Group and portfolio level**, which were validated in early 2022.

## INCREASING ITS CLIMATE CONTRIBUTION

Eurazeo is taking additional action to further increase its climate contribution. Since 2019, Eurazeo has integrated ESG criteria into its syndicated credit line, making it possible to finance four carbon contribution projects in France in 2023. Certified with the Low Carbon Label, these projects help store and **reduce a total volume of 4,785 metric tons of CO<sub>2</sub> equivalent by 2029**.



# 1.5°C

DECARBONIZATION  
ROADMAP ALIGNED WITH  
THE PARIS AGREEMENT



# 99.8%

EURAZEO'S CARBON FOOTPRINT  
ATTRIBUTABLE  
TO ITS INVESTMENTS



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SBTi VALIDATED TARGETS  
AT GROUP & PORTFOLIO LEVEL

# DECARBONIZATION AT THE HEART OF ALTAÏR'S AGENDA



Founded in 1946, Altair specializes in the production and sale of home care products, through a unique portfolio of leading brands, such as Starwax, Briochin, K-Pro, Sinto or Oro. Environmental considerations have always been paramount for the company. After assessing its carbon footprint, Altair initiated the development of an action plan to reduce its environmental impact, in line with SBTi targets, with support from Eurazeo in structuring and prioritizing this initiative since its entry as majority shareholder in 2021.

## Embracing the SBTi journey

Altair embarked on a thorough journey, beginning with comprehensive life cycle analyses (LCAs) on its major product references to gather precise data for its carbon footprint. Building upon this foundation, **Altair established decarbonization targets needed to keep to the 1.5°C pathway**. A significant milestone was achieved in 2023 when the company's targets were validated by SBTi. These commitments include reducing its scope 1 and 2 emissions by 42% and its scope 3 emissions by 25% by 2030 (in absolute terms, base year: 2021).

# 42%

REDUCTION IN SCOPE 1 AND 2 EMISSIONS  
IN ABSOLUTE TERMS BY 2030 (BASE YEAR: 2021)

# 25%

REDUCTION IN SCOPE 3 EMISSIONS  
IN ABSOLUTE TERMS BY 2030 (BASE YEAR: 2021)

Financed by Eurazeo's Small-mid Buyout investment team.

## Example of actions and achievements

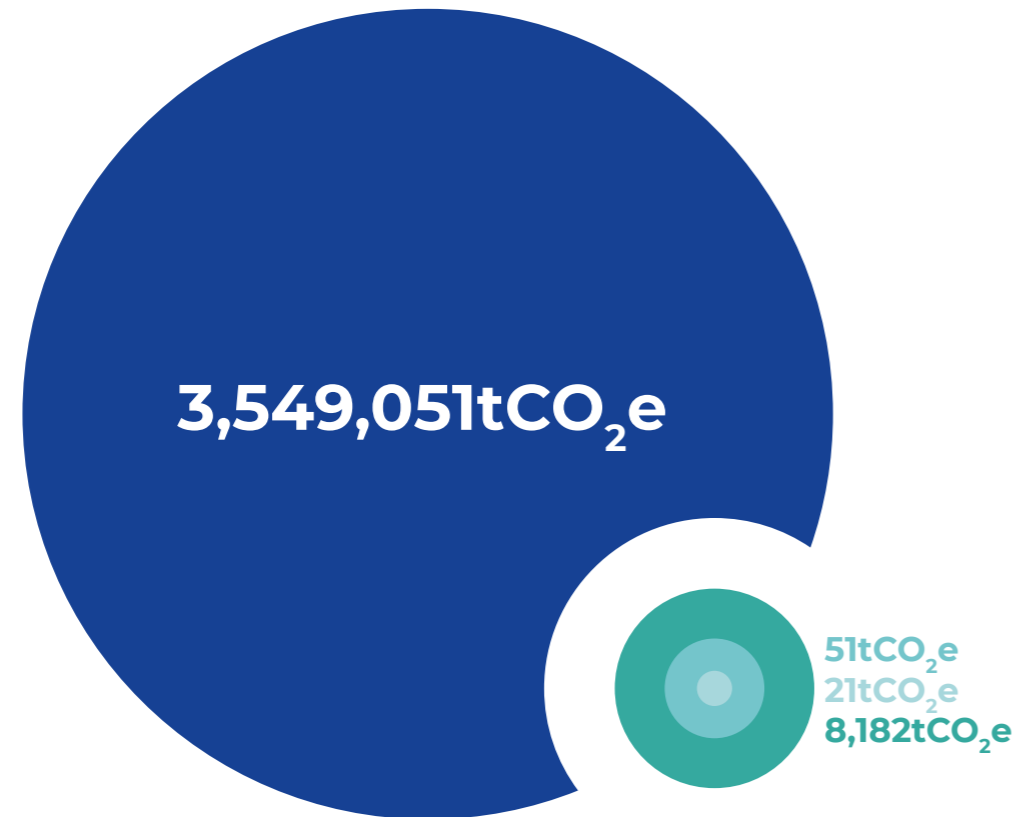
In 2023, Altair integrated a low-carbon purpose in the Group's mission and **initiated the development of a comprehensive action plan**. This plan targeted areas with the highest carbon emissions reduction potential, such as energy, freight, packaging, and formulation, identifying a range of quantifiable measures to implement. The same year, **Altair reached 31.2% of plastic packaging made of recycled plastic** and made a significant investment to enhance energy efficiency, optimize water consumption in its production, and reduce emissions at its production sites. Additionally, plans are underway to install photovoltaic at its industrial site. By the end of 2023, **the Group had already achieved a 14% reduction in scope 1 and 2 emissions**, with all electricity used in its factories sourced from green energy contracts.

## Further environmental actions

Beyond first decarbonization efforts, **Altair has started the journey on various other environmental actions** including **the use of upcycled and bio-sourced raw materials** with lower carbon impact, promotion of responsible consumption towards consumers, reducing and recycling waste generated, as well as removing controversial substances from its products.

## MEASURING ITS CARBON FOOTPRINT

Eurazeo has conducted an annual carbon footprint assessment since 2008. Due to the nature of its investment activity, Eurazeo's scope 3 emissions are split into two parts. In 2023, Eurazeo's carbon footprint amounted to approximately 3.6MtCO<sub>2</sub>eq., broken down as follows:



### SCOPE 1

**DIRECT GREENHOUSE GAS EMISSIONS** related to energy combustion (gasoline, gas)

**0.001% of total emissions**

### SCOPE 2

**INDIRECT GREENHOUSE GAS EMISSIONS** related to Eurazeo's energy consumption (electricity)<sup>(1)</sup>

**0.001% of total emissions**

### SCOPE 3

**INDIRECT GREENHOUSE GAS EMISSIONS** related to Eurazeo's upstream and downstream value chain

**0.230% of total emissions**

GHG Protocol categories: "purchases of products and services" (category 1), "IT equipment" (category 2, newly assessed in 2023), "fuel and energy-related activities (not included in scopes 1 or 2)" (category 3), and "business travel" (category 6).

### SCOPE 3

**INDIRECT GREENHOUSE GAS EMISSIONS** related to Eurazeo's investments

**99.8% of total emissions**

The assessment covers scopes 1, 2, and 3 emissions of portfolio companies, with actual data when the company has conducted their carbon footprint assessment within the year, or with estimated data otherwise<sup>(2)</sup>. It is calculated on a pro-rata basis of the current net asset value of the companies in Eurazeo's portfolio. This year, in an effort to continuously improve, Eurazeo has integrated all emissions associated with intellectual services mobilized by companies during investment transactions, or deal fees, amounting to 9,519tCO<sub>2</sub>eq. In accordance with Eurazeo's accounting scope, this methodological enhancement is accompanied by a change in the allocation of emissions associated with deal fees, which are now reintegrated into category 15 "investments" for the relevant companies. In 2022, they represented 6,964tCO<sub>2</sub>eq., previously included in scope 3.2.

<sup>(1)</sup> According to the Scope 2 Market-based emissions calculation method taking into account the company's supply contracts and other contractual instruments such as Energy Attribute Certificates SEAC.  
<sup>(2)</sup> Estimation based on monetary emission factors related to the company's industry sector derived from the CDP database, applied according to the company's revenue. The total is calculated pro-rata to the net present value of the company in Eurazeo's portfolio, a method aligned with the recommendations of the Partnership for Carbon Accounting Financials (PCAF).



## REDUCING THE CARBON FOOTPRINT – GROUP LEVEL

### SCOPE 1 & 2 EMISSIONS – COVERED BY THE SBTi COMMITMENT

In line with the goals set out in the Paris Agreement, Eurazeo has set SBTi decarbonization targets to reduce scope 1 and 2 emissions by 55% in absolute terms versus 2017 and ensure at least 80% of annual electricity comes from renewable sources.

In 2023, Eurazeo continued its efforts to reduce its scope 1 and 2 emissions<sup>(1)</sup>, **decreasing from 79tCO<sub>2</sub>eq. in 2022 to 71tCO<sub>2</sub>eq. in 2023**. This 10% reduction is mostly due to the -36% decrease in scope 1 emissions related to fuel consumption between 2022 and 2023. Additionally, where possible, Eurazeo **continues to source green electricity directly from its suppliers** and for offices where the Group does not have control over the supply contract, Eurazeo purchased Guarantees of Origin (GO) and Renewable Energy Certificates (REC) to cover its electricity consumption<sup>(2)</sup>.

Since 2017, Eurazeo has **reduced its scope 1 and 2 emissions by 59% in absolute terms, thereby exceeding its target of 55%**. Furthermore, for the second consecutive year, Eurazeo has maintained its electricity consumption from renewable sources above its 80% target (reaching 96% in 2023).

#### Targets

**-55%**

REDUCTION IN SCOPE 1 & 2 EMISSIONS IN ABSOLUTE TERMS BY 2030 (BASELINE YEAR: 2017)

**80%**

RENEWABLE ELECTRICITY ANNUAL SOURCING BY 2025 (9% IN 2017)

#### 2023 Progress

**-59%**

REDUCTION IN SCOPE 1 & 2 EMISSIONS IN ABSOLUTE TERMS BETWEEN 2017 & 2023

**96%**

RENEWABLE ELECTRICITY SOURCING IN 2023



TARGET REACHED



TARGET REACHED



(1) Scope 2 expressed in market-based terms (2) ADEME defines the Guarantee of Origin (GO) as "an electronic document that exists in all European Union countries, allowing consumers to have the guarantee of electricity production from renewable energies". The Renewable Energy Certificate (REC) serves as the equivalent of GOs across the Atlantic.

### SCOPE 3 EMISSIONS – VOLUNTARY COMMITMENT<sup>(3)</sup>

Eurazeo's scope 3 emissions related to purchases of products and services, computer equipment, and business travel are not included in the scope of the SBTi commitment due to their reduced materiality compared to scope 3 emissions related to its investments. However, as a responsible investor, Eurazeo has set **a target to reduce these emissions by 30% in absolute terms by 2030** (taking into account the Group's growth), compared to 2019.

For purchases of products and services, Eurazeo has initiated a strategy to engage its key suppliers in decarbonization efforts. Additionally, for business travel and for information technology, Eurazeo is developing a strategy to reduce emissions while continuing to monitor and update emissions with precise physical data.

Target

**-30%**

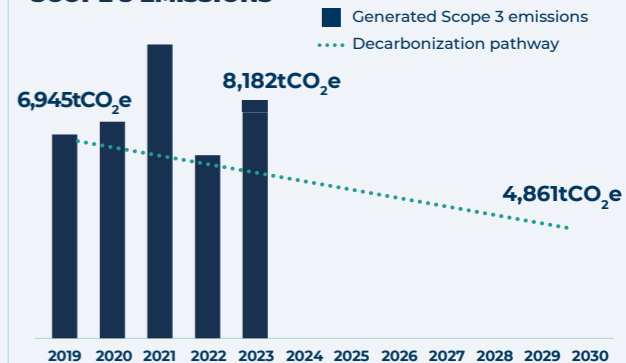
REDUCTION IN SCOPE 3 EMISSIONS IN ABSOLUTE TERMS BY 2030 (BASELINE YEAR: 2019)

#### Eurazeo's decarbonization pathway

##### SCOPE 1 & 2 EMISSIONS



##### SCOPE 3 EMISSIONS<sup>(4)</sup>



(3) Not covered by the SBTi commitment. (4) Please note that the increase in Scope 3 emissions between 2022 and 2023 is due both to the integration of category 2 "IT capital goods" emissions (newly assessed in 2023) and to the Group's growth (as the decarbonization efforts undertaken have not yet borne fruit).

## REDUCING THE CARBON FOOTPRINT - PORTFOLIO LEVEL

The emissions generated by Eurazeo's investments account for almost all of its emissions. Therefore, it is crucial for the Group to actively support the companies it finances to decarbonize their activities. In pursuit of continuous improvement, Eurazeo enriches the support it provides to its portfolio companies every year to facilitate and accelerate their efforts to combat climate change while enhancing their resilience.



### DECARBONIZATION AWARENESS-BUILDING

The annual ESG report sent to portfolio companies contains a dedicated section to raise their awareness about the decarbonization efforts they must undertake. It includes:

- **The company's carbon footprint** across scope 1, 2, and 3 (in real data when reported by the company, estimated by Eurazeo otherwise)
- **The company's carbon intensity** in tons of CO<sub>2</sub> equivalent per million euros of revenue
- **An example decarbonization trajectory** aligned with the Paris Agreement financially valued through a carbon price per ton.



### DECARBONIZATION SUPPORT PROGRAM

A comprehensive support program to reinforce portfolio companies' decarbonization skills and equip them with the necessary tools to develop a climate strategy. It offers:

- **Awareness and training** resources
- **A step-by-step methodology** for assessing carbon footprint, calculating a decarbonization trajectory aligned with the Paris Agreement, and defining decarbonization objectives
- **Access to a selection of partners** and a digital Carbon Management tool at preferential rates

### 2023 REPORTING (in % of portfolio companies)

**49%** HAVE ASSESSED THEIR CARBON FOOTPRINT ACROSS SCOPE 1, 2 AND 3 IN REAL DATA

**38%** HAVE IMPLEMENTED INITIATIVES TO DECARBONIZE THEIR ACTIVITIES



## SCOPE COVERED BY EURAZEO'S SBTi COMMITMENT

Eurazeo has set a target for its **Private Equity portfolio** in line with SBTi criteria and currently available methodologies, committing to having 100% of eligible portfolio companies with validated SBTi targets by 2030, with an intermediary target of 25% by 2025 (expressed in capital invested). In 2023, Eurazeo intensified its efforts to engage its portfolio companies in its decarbonization program, consequently accelerating its endeavors and moving closer to its 2025 target. By end-December 2023, 26% of portfolio companies had committed to defining decarbonization targets with SBTi, and 4% had their decarbonization targets validated by SBTi (expressed in capital invested).

### Target<sup>(1)</sup>

**100%**

WITH SBTi VALIDATED TARGETS BY 2030 – INTERIM TARGET OF 25% INVESTED CAPITAL BY 2025

### 2023 progress

**30%**

COMMITTED TO SBTi OR WITH VALIDATED SBTi TARGETS



Eurazeo has also set a target for its **Real Estate portfolio** in line with SBTi criteria and currently available methodologies, committing to a 60% reduction in greenhouse gas emissions per square meter by 2030 (baseline year: 2021). In 2023, Eurazeo launched its Real Estate decarbonization program, which entails measuring assets' energy and carbon performance using the Deepki Saas platform and subsequently defining tailored decarbonization strategies and action plans for each asset, with OPEX and CAPEX projections. To start, 340 meters were installed collecting monthly consumption data and two missions were launched to establish decarbonization plans for part of the assets in France and the UK.

## BEYOND EURAZEO'S SBTi COMMITMENT

Part of Eurazeo's portfolio does not meet the eligibility criteria outlined by SBTi and/or for which the SBTi methodologies are still under development (debt, fund of funds, and infrastructure activities). Nevertheless, Eurazeo actively encourages portfolio companies within these activities to implement decarbonization initiatives and set decarbonization targets across their scope 1, 2, and 3, in line with the goals of the Paris Agreement. At end-December 2023, such companies reported the following progress:

- **5% have committed to defining decarbonization targets with SBTi** (vs. 4% in 2022)
- **2% have had their decarbonization targets validated by SBTi** (vs. 40% in 2022)

(1) Target covers eligible companies according to the eligibility criteria and available methodologies by SBTi (i.e. Private Equity and Real Estate, there is no methodology yet for debt, fund of funds and infrastructure) and is expressed as a percentage of capital invested.

# SAFEGUARDING ALL PLANETARY BOUNDARIES

Aware that environmental issues go beyond the challenges related solely to climate change, Eurazeo is committed to aligning its activities with respect for all planetary boundaries. Eurazeo has embarked on efforts to understand the materiality of these environmental issues for the companies it finances, starting with biodiversity, and more recently water, with the ambition to gradually extend these efforts to other planetary boundaries.

## INTEGRATION IN THE INVESTMENT PROCESS

Eurazeo addresses biodiversity and water-related issues from acquisition onwards. The Exclusion Policy targets activities harmful to biodiversity, while ESG due diligence identifies risks like resource dependency and high-water consumption. During the holding phase, Eurazeo supports portfolio companies in assessing biodiversity and water risks, offering tools and assistance, while progress is monitored annually through ESG reporting.

## INDUSTRY COLLABORATION

Since 2022, Eurazeo co-manages France Invest's biodiversity working group, actively collaborating with its peers to identify optimal tools and methodologies to measure the impacts on and dependencies to biodiversity. The insights and outcomes were subsequently incorporated into an open-source guide, published in February 2024.

## LAUNCH OF A DEDICATED IMPACT FUND

In early 2024, Eurazeo announced the creation of an impact buyout strategy, the Eurazeo Planetary Boundaries Fund, which will promote the adoption of regenerative and circular economy models, while investing in solutions for environmental transition and adaptation. By doing so, Eurazeo aims to drive measurable impact while delivering strong financial returns.



25%

OF THE EARTH'S POPULATION  
COULD RUN OUT OF WATER  
IN THE COMING YEARS



2 YEARS

CO-MANAGING FRANCE INVEST'S  
BIODIVERSITY WORKGROUP  
SINCE 2022



1

BUYOUT IMPACT FUND  
DEDICATED TO SAFEGUARDING  
PLANETARY BOUNDARIES

# PLANETARY BOUNDARIES: THE NEW IMPERATIVE

## What are planetary boundaries?

Planetary boundaries define the environmental limits within which we must remain to ensure the Earth System's resilience and stability, so that it continues to provide a suitable habitat for humans. For each boundary, one or more control variables have been determined to measure the state of the Earth.

## Where do we stand?

Today, scientists have concluded that **six of the nine boundaries are transgressed**, thus weakening global planetary resilience capacity. The further away we get from the limit, the more we increase the risk of altering the Earth System beyond levels tolerable for today's societies. For instance, global warming exacerbates the occurrence of extreme weather events, biodiversity loss and water scarcity.

## Why it matters

The Planetary Boundaries framework is essential as it offers a **systemic and science-based approach** to rethinking human and business activities to preserve the balance of the Earth's ecosystems. It enables companies to take a coherent and coordinated approach to addressing **these major and intertwined environmental challenges** – notably combating climate change, preserving natural capital (including biodiversity, water and lands) while responsibly managing the pollution they generate.

The international team led by Johan Rockström of the Stockholm Resilience Center identified nine planetary limits, explained and quantified in the publication "A safe operating space for humanity" (Rockström, J., Steffen, W., Noone, K. et al. Nature 461, 472-475 (2009)).



FOCUS

**BIODIVERSITY STRATEGY**

**Objective**

Eurazeo has defined a strategy to help protect and restore biodiversity, committing to having a formalized action plan aligned with the Convention on Biological Diversity and the Kunming-Montreal Global Biodiversity Framework<sup>(1)</sup> for all eligible assets identified as having high biodiversity challenges by 2030.

The strategy was crafted around the principles developed by the Science-Based Targets Network (SBTN)<sup>(2)</sup>. However, since it has not yet outlined a framework for financial institutions, Eurazeo has aligned the scope of its commitment with that of decarbonization<sup>(3)</sup>.

**Progress**

Eurazeo combines complementary approaches to measure impact on biodiversity and support the development of customized progress plans for each portfolio company.

**SPATIAL APPROACH**

Eurazeo assesses the share of portfolio companies with sites and operations located in or near biodiversity-sensitive areas, and monitors if their activities have a negative impact on such areas, as defined in the **Principal Adverse Impact (PAI) indicator n°7**.

**QUALITATIVE APPROACH**

Eurazeo uses the **ENCORE tool to carry out materiality analyses of impacts and dependencies** of its portfolio companies. After a trial involving its Buyout strategies, the Group is currently extending the assessment to its entire portfolio.

**QUANTITATIVE APPROACH**

Building upon the materiality analysis, it is imperative to carry out a **quantitative assessment of the biodiversity impacts of the most exposed portfolio companies** to craft a tailored strategy. Eurazeo has initiated a pilot with Aroma Zone (see opposite).

**100%**

OF ELIGIBLE ASSETS WITH HIGH BIODIVERSITY CHALLENGES WITH A FORMAL ACTION PLAN BY 2030

**BIODIVERSITY: A KEY CHALLENGE FOR AROMA-ZONE**

**Aroma-Zone is a direct to consumer (DTC) manufacturer and distributor of natural products (both finished and semi-finished) as well as ingredients for wellbeing, cosmetic and hygiene applications, through its own website and a network of physical retail stores. Thus, the company is heavily reliant on natural resources for its business.**

**What was the context of the biodiversity assessment?**

While tools and databases for climate assessment are becoming standard and increasingly available, the same cannot be said for biodiversity assessment. As part of its involvement in France Invest's biodiversity working group, Eurazeo gave Aroma-Zone the opportunity to participate in a **pilot project to conduct its biodiversity footprint assessment**.

**What were the results?**

The biodiversity footprint was carried out using the Global Biodiversity Score (GBS) methodology, and covered **65 of Aroma-Zone's products and natural raw materials**. Subsequently, Eurazeo conducted additional analyses with the company's purchasing and CSR teams to identify ways to reduce its impacts.

**Next steps**

A detailed strategy is currently being developed in line with Aroma-Zone's overall CSR strategy, including:

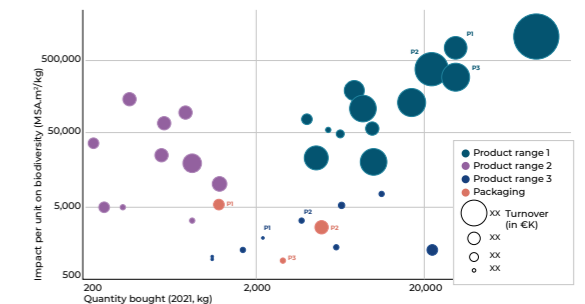
- Withdrawing or substituting components derived from endangered species and implementing specific labelling.
- Improving packaging, recycling, and refill options.
- Promoting agroecological and regenerative practices among suppliers in the agricultural sector.

Financed by Eurazeo's Mid-large Buyout investment team.

“ Carrying out this biodiversity footprint with Eurazeo enabled us to fuel strategic projects, in particular engaging our suppliers in agroecological practices to reduce negative impacts on biodiversity and even generate positive impacts, like improving soil life, water retention and carbon storage. ”

**AGNÈS COSTE**  
HEAD OF IMPACT – AROMA-ZONE

**BIODIVERSITY IMPACTS OF AROMA-ZONE BY TYPE OF PRODUCT**



**2023 REPORTING** (in % of portfolio companies)

- 0.6%** PURSUE ACTIVITIES THAT NEGATIVELY IMPACT BIODIVERSITY-SENSITIVE AREAS (PAI N°7)
- 7%** HAVE CONDUCTED A MATERIALITY ANALYSIS OF THEIR BIODIVERSITY IMPACTS AND DEPENDENCIES
- 3%** HAVE IMPLEMENTED A BIODIVERSITY STRATEGY

(1) The Convention on Biological Diversity (CBD) is an international treaty with objectives including the conservation of biodiversity, the sustainable use of its components, and the fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge. The Global Biodiversity Framework (GBF), or Kunming-Montreal Global Biodiversity Framework, was adopted at COP 15 and consists of four goals for 2050 and 23 targets for 2030. (2) SBTN is a network of global organizations dedicated to developing methods, resources, and guiding economic actors in setting science-based targets for the preservation and restoration of nature. (3) Eligible companies in Private Equity and Real Estate activities.

# ACTING FOR INCLUSION

**Inequalities continue to grow globally**, as reflected in the numerous national movements around social, environmental or identity issues. They have been **amplified by the combination of various disruptions** such as the Covid pandemic, wars rising in various parts of the world, inflation, and the impact of climate change. Eurazeo is convinced that asset managers can have a multiplier effect in fostering a fairer, more equal and cohesive society. **The Group is committed to accelerating the transition towards a more inclusive society** and has identified three levers to do so, detailed hereafter.

LEVER #1

## INVESTING IN SOLUTIONS

**Financing companies that enhance social inclusion** through their activities, products or services. Eurazeo places a particular emphasis on investment opportunities in healthcare, which is critical in bolstering social well-being.

€3.4bn

AUM DEDICATED TO IMPACT-ORIENTED SOCIAL SOLUTIONS

4

IMPACT FUNDS DEDICATED TO HEALTH

LEVER #2

## ACCOMPANYING TRANSITIONS

**Promoting diversity, equity and inclusion at Group and portfolio level**, including all types of diversity, broader access to healthcare coverage and greater profit-sharing. Eurazeo has set itself ambitious targets and strongly encourages its portfolio companies to follow suit.

32%

OF EURAZEO'S INVESTMENT TEAMS MADE UP OF WOMEN

49%

OF PORTFOLIO COMPANIES' WORKFORCE MADE UP OF WOMEN

LEVER #3

## EXTENDING OUR COMMITMENT

**Championing equal opportunities through philanthropic initiatives** that reach beyond the Group's borders. Eurazeo leans into projects focused on youth protection and education, and strengthens its pledge every year to achieve greater societal impact.

€755k

DONATED TO NON-PROFITS (EXCL. EMERGENCY)

17

NON-PROFITS SUPPORTED (EXCL. EMERGENCY)

Data as of December 31, 2023.

# INVESTING FOR A MORE INCLUSIVE ECONOMY

Eurazeo finances companies that help **improve social inclusion** through their activities, products, or services. The Group places particular emphasis on healthcare, which plays a major role in improving social well-being and economic growth. Eurazeo finances companies involved in reindustrialization, relocation, prevention development, R&D and innovation, telemedicine, or digitization in healthcare. At end-2023, €3.4 billion of assets under management<sup>(1)</sup> were allocated to these investments, distributed across generalist and impact funds.



## €3.4bn

ASSETS UNDER MANAGEMENT  
**DEDICATED TO IMPACT-ORIENTED SOCIAL SOLUTIONS**

GENERALIST FUNDS	<p>Sample of portfolio companies<sup>(2)</sup></p>
IMPACT FUNDS DEDICATED TO HEALTH	<p><b>NOV SANTÉ ACTIONS NON COTÉES</b> Article 9 – SFDR</p> <p><b>KURMA DIAGNOSTICS II</b> Article 8 – SFDR</p> <p><b>KURMA GROWTH OPPORTUNITIES</b> Article 8 – SFDR</p> <p><b>KURMA BIOFUND III</b> Article 6 – SFDR</p>

<sup>(1)</sup> Corresponds to companies identified by Eurazeo as having a business, products or services that help bring about a more inclusive economy across all of Eurazeo's investment activities (Private Equity, Private Debt and Real Assets), calculated on the basis of their valuations at December 31, 2023. <sup>(2)</sup> Non exhaustive list, for illustration purposes as of December 31, 2023.

## NOV SANTÉ ACTIONS NON COTÉES

### THESIS

Nov Santé Actions Non Cotées was launched in early 2021 by France Assureurs and Caisse des Dépôts following the outbreak of the Covid-19 pandemic. The Fund seeks to finance French and European companies that enhance healthcare with the aim of **strengthening the French and European health sovereignty**. It takes minority and majority stakes in SMEs or ETIs that help improve health around major public health issues, strengthening healthcare across the entire value chain including R&D, production, distribution of goods and services such as digital health and relocating research and production in France and the European Union.

### ADDRESSING 7 MAJOR PUBLIC HEALTH ISSUES

- Autonomy of health systems
- Innovation & competitiveness
- Prevention
- Chronic diseases
- Ageing population
- Unequal access to care
- Reorganization & efficiency of health systems

### 2023 ACTIVITY

In 2023, Nov Santé Actions Non Cotées maintained solid deployment pace making two new transactions to total seven investments since inception including Novair, Ospi, Seqens, Horus Pharma and ImaOne.

#### KINVENT



**Connected sensors for use in physiotherapy (HQ: France)**

Investment date: December 2023  
Commitment: €16M

Eurazeo will support the company in its ambition to transform the way physiotherapists work through digitization, helping it in particular to upscale, bolstering its positions in its core markets and entering new ones.

#### ONCODESIGN SERVICES



**Pre-clinical pharmaceutical research & drug discovery (HQ: France)**

Investment date: December 2023  
Commitment: €22M

Eurazeo will support the company in strengthening its strategy of being a comprehensive player in drug discovery and expanding internationally, especially through external growth.

## KURMA PARTNERS

Eurazeo notably strengthened its position in healthcare with the acquisition of Kurma Partners<sup>(1)</sup>, a healthcare management company based in France and operating throughout Europe. With more than €700M assets under management, **Kurma Partners is a solid player in financing innovation in the biotech and health tech sector**, from pre-seed to growth capital.

### KURMA DIAGNOSTICS II

#### THESIS

Kurma Diagnostics II is dedicated to the digital transformation of healthcare. It aims to support early-stage European companies in the digital health and diagnostic innovation fields.

#### 2023 ACTIVITY

The Fund concluded a few refinancing operations of existing portfolio companies and made two new investments, totaling ten investments overall.

#### RAIDIUM

**AI in medical imaging (HQ: France)**

Investment date: June 2023  
Commitment: €0.4M

A company whose AI-based technology is used to enhance the efficiency and comprehensiveness of medical imaging. The market for AI in medical imaging is projected to reach €20bn by 2031, with a compound annual growth rate (CAGR) of 36%.



#### AXITHRA



**Therapeutic drug monitoring (HQ: Belgium)**

Investment date: July 2023  
Commitment: €1M

A spin-off from the nanotechnology center of Louvain Imec and Ghent University that developed a technological platform for measuring the precise quantity of medication in the bloodstream with the ambition of optimizing patient treatments.

### AMOLYT PHARMA

Early 2024, **Kurma Partners completed the sale of Amolyt Pharma**. It marks the **3<sup>rd</sup> major exit of Kurma Biofund III and the 1<sup>st</sup> exit of Kurma Growth Opportunities Fund**, showcasing the team's expertise in transforming European research into biotech leaders. **Amolyt Pharma is a clinical-stage biotechnology company** focused on developing novel treatments for rare endocrine diseases.

(1) Eurazeo held 76.3% of Kurma Partners' capital at December 31, 2023.

## KURMA GROWTH OPPORTUNITIES FUND

#### THESIS

Kurma Growth Opportunities Fund is dedicated to therapeutic and non-therapeutic solutions in diseases with high unmet needs. It aims to support late-stage/growth capital European companies in the fields of therapeutics, diagnostics, HealthTech and MedTech.

#### 2023 ACTIVITY

The Fund continued its fundraising efforts and made two new investments in 2023, totaling seven investments overall in addition to DNA Script, Germitec, ImCheck, IO BioTech and Amolyt.

#### SHORLA ONCOLOGY



**Oncology medication (HQ: Ireland)**

Investment date: September 2023  
Commitment: €8.5 M

A biotech company specialized in developing and marketing innovative oncology drugs, specifically for indications where existing treatments are limited, in short supply or inadequate for the target population. The company focuses in particular on accessibility and affordability.

#### PHARVARIS

PHARVARIS

**Rare Disease (HQ: Netherlands)**

Investment date: December 2023  
Commitment: €4.8 M

A company focused on developing oral treatment for Hereditary Angioedema (HAE), a rare condition currently treated with injectable drugs. Market surveys underscore the need for an effective and safe oral alternative and clinical data have highlighted the drug's potential.

### KURMA BIOFUND III

#### THESIS

Kurma Biofund III is dedicated to developing new therapeutic solutions for diseases with high medical need. It aims to invest in projects and companies in the Life Sciences sector in Europe, creating one third of the companies in which it invests.

#### 2023 ACTIVITY

The fund completed the sale of Emergence Therapeutics, a biopharmaceutical company developing new immunotherapies for treating cancers, for an upfront amount of €320M, representing a cash-on-cash multiple of 5.3x. Including the earnout and escrow, the total sale amounted to €550M, resulting in a cash-on-cash multiple of 9.2x.

# FOSTERING DIVERSITY, EQUITY & INCLUSION PRACTICES

Eurazeo encourages the implementation of more inclusive and equitable practices within the Group and its portfolio companies. The Group's efforts focus on three priorities: diversity, access to social coverage, and fairer distribution of value created. All of Eurazeo's Diversity, Equity, and Inclusion (DEI) commitments have been formalized since 2022 in the DEI Charter and Policy, available on the website.



## IMPROVING PRACTICES WITHIN EURAZEO

**Eurazeo is committed to applying a fair human resources policy** by promoting equal opportunities and prohibiting all forms of discrimination and harassment for its employees and candidates in recruitment, access to training, compensation, social protection, and career progression. In addition to gender diversity, the Group promotes employment for people with disabilities and aims to broaden the scope of its actions to encompass diversity in all its forms, particularly concerning the LGBTQIA+ community.

## SUPPORTING PORTFOLIO COMPANIES

**Eurazeo mobilizes its portfolio companies to develop and strengthen their DEI practices.** As part of the common ESG progress plan Eurazeo has developed for its portfolio companies, 5 out of the 20 key ESG actions (named O+ Essentials, see pages 70-71) focus on this purpose. Eurazeo also supports the companies in addressing their specific challenges, with assistance from the ESG & Impact and HR teams.

## CONNECTING WITH THE INDUSTRY

**Eurazeo actively contributes to working groups, research, and conferences to enhance diversity within its ecosystem.** The Group collaborates with its peers and professional associations in Private Equity to raise awareness and develop best practice in this area. Eurazeo has notably signed up to diversity charters established by SISTA, France Invest, and the Institutional Limited Partners Association (ILPA), and has supported the #TechYourPlace initiative since 2022, promoting social inclusion within startups.

(1) Eurazeo ranks 2<sup>nd</sup> out of 283 companies in the in the Private Equity (PE) and Venture Capital (VC) industry at European level in the Honordex 2024 ranking. It displays a score of 85/100, placing it in the Advanced classification, the highest awarded. Honordex is an evaluation tool developed by Equality Group that analyzes companies' diversity, equity, and inclusion (DEI) performance based on publicly available data.

# TOWARDS GREATER REPRESENTATION OF WOMEN

**Women are prominently represented in the various bodies throughout Eurazeo. The Executive Board boasts Sophie Flak**, serving as Managing Partner – ESG & Digital, who became one of its four members in early 2023. Additionally, Eurazeo has made significant progress in **increasing the proportion of women in senior leadership roles**, with a 2-point increase since 2020 and surpassing the Private Equity average of 10%<sup>(2)</sup>. Women now occupy key leadership positions across departments including HR, ESG & Impact, Digital, Finance and Operations, Communication, and Compliance. Furthermore, Eurazeo has made significant strides in **feminizing its investment teams** at 32%, achieving a 5-point increase since 2019, surpassing the PE average of 20%<sup>(2)</sup>, and boasts one female-led investment team.

**These efforts have been recognized** by **McKinsey & Company**, positioning Eurazeo in the top quartile among 66 global Private Equity firms<sup>(3)</sup>. Additionally, Eurazeo has climbed to 42<sup>nd</sup> among SBF120 companies in the 2022 **Gender Diversity Rankings**, marking a notable improvement of 13 places compared to 2021. Finally, Eurazeo ranks 2<sup>nd</sup> out of 283 European Private Equity and Venture Capital companies in the **Honordex 2024 Ranking**.

## WOMEN REPRESENT:



(2) According to the 2022 BVCA/LEVEL 20 study. (3) McKinsey & Company report, 2023 State of Diversity in Global Private Markets



“Eurazeo is strongly committed to creating conditions for an increasingly significant representation of women within its teams, especially in leadership positions.”

**ISABELLE MATHIEU**  
GROUP CHIEF HUMAN RESOURCES OFFICER



## GROUP LEVEL

In 2020, Eurazeo's Executive Management set **a series of quantitative targets for 2030 to ensure gender diversity** within Eurazeo's teams. These goals reflect the Group's high level of ambition and demonstrate a strong culture of inclusion and equity. By end-2023, the Group had already achieved three targets (see opposite).

The Human Resources team has established **specific guidelines in its recruitment processes and in its co-parental and maternity leave policy to ensure gender equity**. It regularly rolls out awareness and mentoring initiatives, as well as training programs.

Health coverage and profit-sharing schemes vary significantly from one country and sector to another. With protection, well-being, and social equity at the forefront of Eurazeo's commitments, the Group ensures **all its employees have health, life and disability insurance and benefit from the value generated by the Group**.

The Group has put in place **profit-sharing or incentive agreements** (depending on the entities) **and distributes free shares every year**, closely aligning employees with Eurazeo's growth and performance. Furthermore, in 2021, Eurazeo carried out a **capital increase reserved for employees**, to which 91% of eligible employees subscribed.



In 2023, Eurazeo strengthened its commitment to improving value sharing by signing France Invest's Engagement Charter. This initiative encourages private equity and private debt players to implement mechanisms at their level and to actively engage with their portfolio companies to ensure fair value sharing.



# 3

GENDER DIVERSITY TARGETS  
ACHIEVED AT END-2023



# 100%

OF EMPLOYEES COVERED  
BY HEALTH AND LIFE /  
DISABILITY INSURANCE



# 100%

OF EMPLOYEES BENEFIT  
FROM AT LEAST ONE  
PROFIT-SHARING SCHEME

## 2030 Targets

## 2023 Progress

Reduce the difference between genders in the **entire workforce to less than 20%**



# 10%

**DIFFERENCE BETWEEN WOMEN AND MEN ACROSS EURAZEO'S PERMANENT WORKFORCE**



**TARGET REACHED**

Ensure the **Supervisory Board** comprises **at least 40%** of the least represented gender



# 44%

OF EURAZEO'S **SUPERVISORY BOARD MEMBERS ARE WOMEN<sup>(1)</sup>**



**TARGET REACHED**

Ensure **senior leadership roles** comprise **at least 40%** of the least represented gender



# 32%

OF EURAZEO'S **SENIOR LEADERSHIP ROLES ARE OCCUPIED BY WOMEN<sup>(2)</sup>** HIGHER THAN THE PE INDUSTRY AVERAGE OF 10%<sup>(3)</sup>



**TARGET REACHED**

Achieve a score of **at least 85/100** on the **Gender Diversity Index (Pénicaud-Schiappa<sup>(4)</sup>)**



# 94/100

**GENDER EQUALITY INDEX FOR EURAZEO SE HIGHER THAN THE 75/100 MIN. GOVERNMENT THRESHOLD**



**TARGET REACHED**

Reach an **unadjusted gender pay gap of 13%** (set in 2022)



# 35%

**UNADJUSTED GENDER PAY GAP<sup>(5)</sup>**

Data at December 31, 2023. (1) Excluding non-voting members and employee representatives. (2) Amongst Managing Partners, Partners, Managing Directors and Corporate Teams Directors. (3) According to the European study British Private Equity & Venture Capital Association (BVCA)/Level 20. (4) The *Pénicaud-Schiappa* index is a French regulatory requirement. (5) Excluding Kurma Partners. The increase versus 2022 is mainly due to a large number of female departures from managerial positions, which will be corrected in 2024 by female hires and to a high proportion of women in corporate teams and assistant positions.

## PORTFOLIO LEVEL

As part of the 20 O+ Essentials, the Group urges its portfolio companies to ensure they increase **the representation of women** across their governance bodies, that all their employees have **health coverage** and that at least 75% of them benefit from a **profit sharing scheme**, among others. Progress of portfolio companies is measured annually through ESG reporting.

By end-2023, diversity-wise 49% of employees in portfolio companies were women (vs. 48% in 2022) and 18% of portfolio companies had at least 40% of the least represented gender within their first decision-making body (vs. 20% in 2022). Furthermore, 90% of portfolio companies' employees were covered by health insurance (vs. 95% in 2022). The challenge of monitoring this indicator stems from differences in regulatory constraints between geographies and in coverage methods (i.e. some employees are not covered directly through their company but through their spouse's health insurance). Finally, 48% benefited from a profit-sharing scheme (vs. 46% in 2022). **Eurazeo is fully committed to improving these results.**

Furthermore, Eurazeo actively encourages its portfolio companies to review their health benefits policies to **ensure equal access to healthcare services for all US-based employees**, regardless of their place of residence. This approach means insurance policies cover travel and treatment expenses, among other things, if care is not available within a 100-mile radius.



# 49%

OF EMPLOYEES WITHIN PORTFOLIO COMPANIES ARE **WOMEN**



# 90%

OF EMPLOYEES IN PORTFOLIO COMPANIES ARE COVERED BY **HEALTH INSURANCE**



# 48%

OF EMPLOYEES IN PORTFOLIO COMPANIES BENEFIT FROM AT LEAST **ONE PROFIT-SHARING SCHEME**

# HUMAN CAPITAL, A STRATEGIC DRIVER FOR GROUPE PREMIUM

GROUPE  
Premium.

**Established in 2000, Groupe Premium is a leading player in wealth management in France, boasting €10bn AUM. It operates a comprehensive business model encompassing distribution, production, and advisory services. Eurazeo entered the Group as majority shareholder in 2021.**

With 1,700 employees and *Mandataires d'Intermédiaire d'Assurance* (MIAs), and in an industry where trust and personalized service are paramount, Groupe Premium recognizes that nurturing human capital is essential for sustained success. The company has made **Human capital and meritocracy two pillars of the Group**, fostering an inclusive, fair environment.

### Examples of actions and achievements

Groupe Premium places **particular emphasis on value sharing**, a commitment that earned them the prestigious Gold Award for "Best Management Team – Value Sharing Plan" at the Private Equity Exchange & Awards. In 2023, 40% of employees and partners were associated to the company's capital. The company aims to raise this figure to further strengthen employee ownership and commitment.

Additionally, Groupe Premium **prioritizes skills development** by offering MIAs the opportunity to participate in academic training programs, partially funded by the company to enhance their skills, acquire professional aptitudes, and advance their careers.

Furthermore, the company **launched a culture platform** for employees and partners, providing easy access to a wide range of educational and cultural content related to business insights, soft skills, and financial literacy.

Financed by Eurazeo's Small-mid Buyout investment team.

### Contributing to society beyond its borders

Groupe Premium **fosters equal opportunities**: it has a partnership with the non-profit *Nos Quartiers ont du Talent*, supporting young graduates in their professional integration, and collaborates with SKEMA Business School on the "Groupe Premium Scholars" project, financing the tuition of high-potential students to enroll in a 4-year Bachelor program.

# 40%

EMPLOYEES AND PARTNERS ASSOCIATED TO THE CAPITAL END 2023

# 60

MIAs BENEFITED FROM AN **ACADEMIC TRAINING PROGRAM** IN 2023

# CHAMPIONING EQUAL OPPORTUNITIES

Rooted in its commitment to bring about a more inclusive society, Eurazeo's philanthropic approach aligns with its desire to reduce social divides and support equal opportunities. This approach focuses on **youth protection and education**, encompassing efforts to combat poverty and exclusion, advocate for human rights and advance medical research. In 2023, **Eurazeo actively supported 17 non-profits** to which it allocated €755,000. Beyond financial support, teams were involved throughout the year in organizing initiatives for the non-profits they represent.

Moreover, **in response to emergency situations**, Eurazeo mobilizes funds to support organizations operating in the field and working with vulnerable groups. Considering the economic and human consequences of the war in Ukraine and the Israeli-Palestinian conflict, Eurazeo **allocated €180,000 to humanitarian organizations** to provide emergency aid to the victims. Eurazeo's donations helped to collect and distribute basic necessities, coordinate transportation and accommodation for refugees, and provide on-the-ground assistance in conflict zones, including emergency shelter and psychological support.

## NON-PROFIT SUPPORTED IN 2023<sup>(1)</sup>



Data at December 31, 2023. (1) Excluding emergency support.

**€13M+**  
DONATED TO NON-PROFITS  
SINCE 2004

**50+**  
NON-PROFITS SUPPORTED  
SINCE 2004

**2020**  
CREATION OF THE EURAZEO  
ENDOWMENT FUND

# SOCIAL ENTREPRENEURSHIP: COLLABORATING FOR IMPACT



In line with its ongoing commitment to maximize its societal impact and strengthen engagement with its stakeholders, Eurazeo has started to redesign its philanthropic program. It is taking a new direction, developing a proprietary project focused on social entrepreneurship, in collaboration with a leading player in the field.

## What are Social Entrepreneurs?

Social entrepreneurs are **innovative individuals who prioritize impact over profit and aim to create systemic change** (tackling the root causes) rather than temporary fixes (addressing the symptoms), which is crucial for creating sustainable and scalable solutions. They combine their entrepreneurial skills and mindsets with a profound commitment to address pressing social and environmental challenges.

## Why should the private sector engage with Social Entrepreneurship?

Collaboration with the private sector is imperative considering **the complexity and scale of global environmental and social challenges**, which cannot be addressed by public funding or philanthropy alone. Companies possess the capacity to finance solutions along with the expertise to industrialize and scale, while social entrepreneurs bring unparalleled innovation, agility, and a deep understanding of local communities. By collaborating, private companies can help scale the impact of social entrepreneurs and social entrepreneurs can help companies identify and tap into emerging market trends.

## Why is it relevant for an asset manager like Eurazeo?

Eurazeo plays a crucial role in supporting the growth of business entrepreneurs by providing them with strategic support and resources. As sustainability is embedded at the core of its business model, the Group does so from both a financial and a non-financial standpoint. Therefore, **embracing social entrepreneurship aligns seamlessly with Eurazeo's mission**, enhancing its ability to drive meaningful societal impact.

**10M**  
SOCIAL ENTERPRISES  
GLOBALLY

**200M**  
JOBS CREATED  
BY SOCIAL ENTERPRISES

**\$1.1 trillion**  
FINANCING NEED  
FROM SOCIAL ENTERPRISES

**1 in 2**  
SOCIAL ENTERPRISES  
LED BY WOMEN

Source: Global Alliance for Social Entrepreneurship, "State of Social Enterprise: A Review of Global Data 2013–2023" Report.

FOCUS

# MEETING THE HIGHEST SUSTAINABILITY STANDARDS

Eurazeo's dedication to sustainability and responsible investing is evident in **every aspect of its operations**. From governance to stakeholder engagement and ESG investment frameworks, the Group has **established best practices over the years** and continuously endeavors to elevate its standards, striving to meet the highest sustainability practices and processes.

## BEST-IN-CLASS GOVERNANCE

**Ensuring the efficient management and oversight of sustainability-related matters** by structuring and continually strengthening our sustainability governance at all levels of the organization.

## STAKEHOLDER ENGAGEMENT

**Fostering collaboration and knowledge sharing among stakeholders**, both in-house by raising awareness, training and providing tools, and beyond the Group through involvement in initiatives and networks.

## STRENGTHENING THE ESG INVESTMENT FRAMEWORK

**Continuing to drive the integration of ESG in the investment cycle** by continuously upgrading and reinforcing our policies and processes while systematizing best practice.

(1) Excluding Private Funds Group (PFG).

### 2023

MANAGING PARTNER ESG & DIGITAL  
APPOINTED TO THE EXECUTIVE BOARD

### 35

ESG DELEGATES  
ACROSS THE WORKFORCE

### ESG

EURAZEO PARTICIPATES IN INDUSTRY  
INITIATIVES COVERING ALL ESG ASPECTS

### 2013

EURAZEO ADOPTED AN OPEN-SOURCE  
POLICY IN 2013

### 100%

2023 DIRECT LENDING FINANCINGS  
INCLUDED SUSTAINABILITY-LINKED LOANS

### 78%

PORTFOLIO COMPANIES ANSWERED  
EURAZEO'S ANNUAL ESG REPORTING<sup>(1)</sup>

# BUILDING A BEST-IN-CLASS GOVERNANCE STRUCTURE

Eurazeo strives to adhere to the highest standards of practices and processes to effectively manage and oversee sustainability-related matters throughout the Group. This includes active involvement and oversight of sustainability issues at the highest governance level, as well as the definition and implementation of the sustainability strategy through a dedicated team. Additionally, sustainability efforts are relayed by an internal network of ESG delegates across all teams.

## SUPERVISORY BOARD

A Corporate Social Responsibility (CSR) Committee was established within the Supervisory Board in 2014. Its overarching mission is to assist the Board in monitoring CSR issues and defining the Group's sustainability strategy, anticipating risks and opportunities, and formulating recommendations. The current members, from left to right, are: **Mathilde Lemoine**, **Stéphane Pallez**, **Roland du Luart**, and **Emmanuel Russel**, representing JCDecaux Holding SAS, who serves as its chairman<sup>(1)</sup>.



## EXECUTIVE BOARD

Sustainability issues are also represented within the Executive Board by **Sophie Flak**, Managing Partner – ESG and Digital. Her main duties in this area involve defining and deploying Eurazeo's sustainability strategy, developing new sustainable investment products and engaging with stakeholders, and supervising the ESG and Impact team. Sophie attends each CSR Committee meeting and presents the implementation of the O+ strategy annually to the Supervisory Board.

Since February 2023, sustainability is directly represented on the Executive Board with the appointment of Sophie Flak as one of its members.



## ESG & IMPACT TEAM

Eurazeo set up a dedicated **ESG & Impact team in 2008**. It comprises **eight full-time members**, including Sophie Flak. The team is structured around three areas: performance, engagement, environment, while the Human Resources team deals with matters related to diversity, equity, and inclusion (DEI). The main duty of the ESG & Impact team is to **define and implement Eurazeo's sustainability strategy**, both within the Group and its investments.

In relation to sustainability and in coordination with other teams as necessary, this includes:

- Supporting the various teams on issues related to their business, including investment teams throughout the investment process
- Developing and selecting methodologies and benchmark partners
- Engaging stakeholders on sustainability issues and providing them with adequate resources
- Creating and maintaining Group policies and processes that meet the highest standards
- Conducting the annual ESG reporting campaign
- Producing ESG and Impact material, including documents and reports



8

FULL-TIME MEMBERS WITHIN THE ESG & IMPACT TEAM



## A CUTTING-EDGE NETWORK OF EXTERNAL EXPERTS



Over the years, a network of external experts was set up to assist the roll-out of the Group's sustainability strategy. **This network is continuously expanding**, and includes **ESG & impact consulting firms and audit experts** (e.g. for pre-investment or vendor due diligence, to monitor and integrate ESG into investment processes), **Senior Advisors with specialized technical expertise** (e.g. to establish fund investment methodologies), **training organizations, legal advisors, technology providers** (e.g. to collect portfolio companies' progress results during the reporting campaign).

(1) Since March 7, 2023.

## INTERNAL NETWORK OF ESG DELEGATES

Since 2021, members of Eurazeo's ESG and Impact team have been supported by an internal network of ESG delegates. **Building on the success of this practice within the investment teams, Eurazeo extended it in 2023 to twelve other teams:** Finance and Operations, Legal, Compliance, Risk and Audit, Investor Relations, Digital, Human Resources, Communication, Client Coverage, Wealth Solutions, Marketing, and Product and Client Services Development. The 35 ESG delegates are the key points of contact and ambassadors for sustainability-related topics within their teams.



Their role includes:

- Disseminating information provided by the ESG & Impact team
- Promoting and ensuring the proper implementation of sustainability policies and processes
- Supervising and proactively implementing ESG action plans developed to achieve the Group's objectives
- Staying informed and sharing news about sustainable practices relevant to their area of expertise

**ESG DELEGATES SEMINAR**

Eurazeo held its first ESG Delegates seminar in November 2023, a full-day event that served to share the team's vision, latest news and upcoming initiatives, generate ideas to boost stakeholder engagement and strengthen synergies across teams. The Group intends to organize such seminars twice a year, in addition to informal events. The second edition took place in April 2024.



### INVESTMENT

PRIVATE EQUITY				PRIVATE DEBT	REAL ASSETS
BUYOUT	BRANDS			DIRECT LENDING	INFRASTRUCTURE
HEALTHCARE	GROWTH	VENTURE	PRIVATE FUNDS GROUP	ASSET-BASED FINANCE	REAL ESTATE

### CORPORATE

FINANCE & OPERATIONS	LEGAL	COMPLIANCE	RISK & AUDIT
INVESTOR RELATIONS	DIGITAL	HUMAN RESOURCES	COMMUNICATION

### INVESTOR RELATIONS

CLIENT COVERAGE	WEALTH SOLUTIONS
MARKETING & PRODUCT DEV.	CLIENT SERVICES

# ALIGNING INTERESTS WITH SUSTAINABILITY IN COMPENSATION

Integrating sustainability objectives to compensation schemes provides individuals with a direct financial incentive to prioritize and achieve the Group's sustainability objectives, encouraging them to focus on initiatives that drive sustainable growth and value creation over time. This practice not only **aligns stakeholder interests with Eurazeo's sustainability strategy but also fosters a culture of accountability and long-term value creation** within the Group.



## 15%

**VARIABLE COMPENSATION**  
LINKED TO SUSTAINABILITY  
OBJECTIVES

## MEMBERS OF THE EXECUTIVE BOARD (since 2014)

The assessment is made based on the annual progress of (i) the commitment of portfolio companies to meet the SBTi decarbonization target and (ii) the unadjusted gender pay gap, and is reviewed at the Compensation, Selection, and Governance Committee (RSG).

## MANAGING PARTNERS (since 2019)

The objectives are quantitative and tailored according to their role and/or business line. They are linked to the integration of ESG considerations into the investment cycle, the successful deployment of each fund's sustainability strategy, the achievement of the SBTi decarbonization target, or the improvement of gender diversity within their teams.

## INVESTMENT TEAMS – ARTICLE 9 (SFDR) (since 2022)

Sustainability forms part of the carried interest mechanisms for the investment teams of Eurazeo Sustainable Maritime Infrastructure, Eurazeo Transition Infrastructure Fund, and Nov Santé Actions Non Cotées, in line with their respective sustainable investment objectives.

## MANAGING DIRECTORS (since 2023)

The objectives are quantitative and tailored according to their role and/or business line. They are linked to the integration of ESG considerations into the investment cycle and/or the successful deployment of the fund's sustainability strategy.

FOCUS

# ENGAGING WITH OUR STAKEHOLDERS

## EMPLOYEES, PORTFOLIO COMPANIES & LIMITED PARTNERS (LPS)

As sustainability is a key differentiator for Eurazeo, it is essential for the Group's stakeholders to pursue common objectives and have access to the necessary resources to achieve them. This entails raising awareness and providing training on various environmental and social considerations, ensuring a solid grasp of key concepts and regulatory frameworks, as well as a thorough understanding of Eurazeo's sustainability commitments, actions, and support initiatives.



## AWARENESS-RAISING & TRAINING

- A **bimonthly digest** of sustainability and impact-related news is made available to all employees.
- **Regular conferences and workshops** are organized with experts and open to employees, portfolio companies and LPs to help understand certain ESG concepts, e.g. climate change, carbon neutrality, planetary boundaries or the circular economy.
- **Themed training sessions** are regularly offered to employees and portfolio companies to improve their knowledge of a particular subject, e.g. key stages of decarbonization, implementation of a responsible procurement approach, or application of sustainable regulations.
- **Business training sessions** are organized throughout the year for Eurazeo employees to meet the specific sustainability needs and challenges of the various teams.



## MATERIAL AND TOOLS

- **Regular publications and annual reports** are issued to highlight the sustainability commitments, progress, updates and achievements at Group, fund and portfolio company levels.
- **Ready-to-use digital solutions** are made available to Eurazeo employees to facilitate the implementation of the Group's sustainability strategy, e.g. a screening tool for the application of the Group's Exclusion Policy, resources to assess risks of investment targets during the due diligence process or an ESG data hub to share non-financial data.
- A **proprietary digital platform** called Connect was developed in 2020 and serves as a one-stop shop for employees and portfolio companies, providing awareness-raising and training material (replays, presentations) as well as additional documentation, tools and videos. This platform also serves as a communication channel to post news and updates.

## PRIVATE MARKETS INDUSTRY

Eurazeo connects and establishes partnerships with peers and trade associations in the Private Equity (PE) industry to raise awareness and develop procedures that foster sustainable practices throughout the ecosystem. The Group promotes the sharing of tools and methodologies, as evidenced by its open source policy in place since 2013, and has been playing for many years an active role in various initiatives, networks, working groups, research and conferences.

## PROFESSIONAL ASSOCIATIONS



### France's leading professional organization representing PE markets

Olivier Millet, Member of the Executive Board, Managing Partner – Small-mid Buyout and Nov Santé, **set up the ESG Commission** in 2009, which he chaired until 2015. He then occupied the role of **Chairman of the entire association** from 2016 to 2018.

Sophie Flak, Member of the Executive Board, Managing Partner – ESG and Digital, is a member of the **ESG Commission's Steering Committee**. ESG & Impact team members and ESG Delegates also **participate in working groups** on biodiversity, philanthropy, sustainability risk management and decarbonization.

Moreover, the Group plays an active role in the **Talent and Diversity Commission** and has signed the **Charters on Diversity and value sharing**.



### Europe's largest association representing PE markets

Erwann Le Ligné, Partner – Buyout, became Chairman of the **ESG Committee of Invest Europe** in 2023 after spending four years as Vice-Chairman. In addition, as part of his duties, he co-manages Invest Europe's **impact working group**.

In 2023, Eurazeo actively contributed to Invest Europe's **newly revised GP ESG Due Diligence Guide** published in early 2024, which equips GPs with tools to navigate ESG challenges and opportunities within potential investment opportunities and existing portfolio companies.



### Sole association representing Private Markets' LPs

Eurazeo joined the **Diversity in Action initiative**, which promotes Diversity, Equity and Inclusion (DEI) in the Private Equity sector. It includes a wide range of actions covering talent management, investment management and industry engagement.

In addition, Eurazeo uses the **due diligence questionnaires** provided by ILPA as they offer the best market standard and contain a comprehensive ESG section.



### Europe's largest association of digital startups

Benoist Grossmann, Senior Managing Partner – Venture, has been Co-President of France Digitale since 2019, working particularly on **impact and diversity issues** within the Tech community in Europe.



### French Business Confederation

Eurazeo is a **member of AFEP**. Olivier Millet, Member of the Eurazeo Executive Board, Managing Partner – Small-mid Buyout and Nov Santé, was a **member of the MEDEF Executive Committee** from 2018 to 2020.

Eurazeo **applies the principles set out in the AFEP-MEDEF code**, including the recommendations related to governance disclosure, compensation policy for members of Eurazeo's Executive Board and gender diversity within its management bodies.



### French Association of Private Companies



## OTHER INITIATIVES AND PARTNERSHIPS

### ENVIRONMENT

#### CLIMATE DIVIDENDS

**CLIMATE DIVIDENDS** seeks to accelerate financing for the low-carbon transition by **improving and standardizing the measurement of climate contribution** through a non-financial indicator called the “climate dividend”. Eurazeo joined the initiative in early 2024 to more effectively measure avoided emissions and has since brought two of its portfolio companies on board. As a result, a methodology for assessing solar-energy avoided emissions will be developed and approved by a scientific committee for open-source sharing.



**THE ONE PLANET SOVEREIGN WEALTH FUND (OPSWF)** is a One Planet Summit’s working group set up to **engage the private sector in combating climate change**. Eurazeo joined in 2021 and signed the One Planet Private Equity Funds Statement on Climate-Related Financial Disclosures, reaffirming its commitment to adhere to the TCFD recommendations. Active in all summits since joining in 2023, Eurazeo also co-hosted a panel on financing climate solutions at COP 28 and shared its expertise in climate technologies investment through webinars organized by the OPSWF.

#### **FRENCH BUSINESS CLIMATE PLEDGE** LES ENTREPRISES FRANÇAISES S'ENGAGENT POUR LE CLIMAT !

**THE FRENCH BUSINESS CLIMATE PLEDGE**, initiated by the MEDEF, is a voluntary commitment by companies in France to **undertake tangible steps towards transitioning to a low-carbon economy**. This involves fostering innovation and developing low-carbon solutions, technologies, products and services. Eurazeo signed this commitment in 2019 during MEDEF’s *La Rencontre des Entrepreneurs de France*, joining 99 other French companies in this endeavor.



**THE INITIATIVE CLIMAT INTERNATIONAL (iCI)**, backed by the PRI, is the first international PE effort dedicated to aligning with the goals of the Paris Agreement. It calls on industry players to **manage and reduce their portfolio companies’ greenhouse gas emissions**. Initially named initiative Carbone 2020 (iC20), the iCI was launched in 2015 under the impetus of Olivier Millet, Member of Eurazeo’s Executive Board, Managing Partner Small-mid Buyout and Nov Santé.

### DIVERSITY, EQUITY AND INCLUSION (DEI)



**LEVEL 20** is a non-profit set up to **improve gender diversity in the Private Equity (PE) industry**. Eurazeo co-founded the Chapter France Committee in 2019 and supports the Mentorship and Outreach programs. In 2023, Eurazeo took part in six outreach events promoting PE careers in various schools.

#### **SISTA**

**SISTA** is a collective **advocating for greater diversity in the digital sector**, especially by fostering investment in female-led companies. In collaboration with the CNUM, SISTA introduced a charter for equitable and inclusive investment practices, which Eurazeo endorsed in 2020.

### GOVERNANCE



**CONSEIL NATIONAL DU NUMÉRIQUE (CNUM)** is a **French advisory commission focused on digital issues**. Sophie Flak, Member of Eurazeo’s Executive Board and Managing Partner ESG and Digital, was a member from 2018 to 2021, contributing in particular to environmental and digital projects.



**EUROPEAN FINANCIAL REPORTING ADVISORY GROUP (EFRAG)** is dedicated to **developing and advocating European perspectives in financial reporting**. Sophie Flak participated in EFRAG’s non-financial reporting standards taskforce in 2020.



**INSTITUT DES HAUTES ÉTUDES DE DÉFENSE NATIONALE (IHEDN)** is a French public institution specializing in **defense expertise and awareness**. Domitille Doat, Group Chief Digital Officer, is an auditor in the 3<sup>rd</sup> national session, focusing on cybersecurity and digital resilience within the 76<sup>th</sup> "Defense Policy" major.

#### **PE·WIN**

**PRIVATE EQUITY WOMEN INVESTOR NETWORK (PEWIN)** is an organization for women in Private Equity, **fostering networking, idea-sharing, and collaboration opportunities**. Eurazeo was recognized as GP Partner of the Year in 2022 for its commitment to gender diversity and female leadership.



**#TECHYOURPLACE**, co-founded by Diversidays and Mozaïk RH Foundation, aims to **enhance diversity and inclusion within the tech industry in France**. Eurazeo joined the movement in 2022 and is an active sponsor, particularly focusing on startups.

# STRENGTHENING OUR ESG INVESTMENT FRAMEWORK

## HARNESSING GLOBALLY RECOGNIZED FRAMEWORKS

Eurazeo consistently **prioritizes reliance on established, globally recognized frameworks over in-house methodologies** to shape and implement its sustainability strategy. This strategic choice ensures that the Group remains **aligned with global best practices, objectives, and the latest scientific knowledge**, thereby enhancing the effectiveness of its sustainability initiatives and leveraging the collective expertise and experience to gain valuable insights and perspectives. This approach also **enhances the rigor, quality, and credibility of Eurazeo's sustainability efforts**, maintaining the highest sustainability standards and solidifying its position as a leader in responsible investing.

### A FEW EXAMPLES INCLUDE:

- **Endorsing institutional standards** such as the UN PRI, UN Global Compact, TCFD and TNFD to embed best practices in how we promote and disclose our sustainability practices.
- **Integrating guiding principles** such as the UN Guiding Principles on Business and Human Rights and OECD Guidelines for Multinational Enterprises in our Responsible Investment and Human Rights policies to ensure solid responsible business conduct.
- **Incorporating widely established frameworks** like SASB and SDGs into our ESG due diligence process to identify key sustainability considerations.
- **Adhering to initiatives** such as SBTi, SBTN, CBD and Planetary Boundaries to align with the latest scientific knowledge for setting and tracking targets.



## RESTRICTING INVESTMENT IN HARMFUL & CONTROVERSIAL SECTORS

Eurazeo's **Exclusion Policy formalizes strict exclusions and investment restrictions with thresholds** for companies operating in sectors or engaging in activities with potential negative impacts on the environment, human health, or society. The list of sectors covered by the Exclusion Policy is periodically reviewed to reflect socio-environmental developments.

**In 2023, the Reclaim Finance association scrutinized the fossil energy policies of the 15 largest PE companies in Europe and the United States. Eurazeo is among the only two French PE companies with a dedicated coal policy covering all its assets under management, and the only one with an oil and gas policy.**

**100%**  
OF 2023 INVESTMENTS  
**COMPLIED WITH  
THE EXCLUSION POLICY**  
As in 2022  
**VERIFIED BY PwC** ✓

## CARRYING OUT IN-DEPTH EXTRA-FINANCIAL ANALYSIS

**Due diligence enables Eurazeo to identify and analyze the key ESG impacts and dependencies** of the investment target. The approach covers social, environmental, societal, supply chain, ethics and Human Rights, and governance criteria. Eurazeo applies the principle of **double materiality**, which involves studying the impact of ESG risks on the company, as well as the impact the company has on society. Since 2021, **Eurazeo assesses the eligibility and alignment of investment targets with the European Taxonomy** by analyzing compliance with the technical and "Do No Significant Harm" criteria (DNSH). In 2022, this analysis was extended to all Private Equity activities (excluding PFG). The conclusions of the ESG due diligence are included in the investment note prepared for the Investment Committee to inform its decision-making. **ESG due diligence must be conducted for each investment as a prerequisite for any financing.**

**100%**  
OF 2023 INVESTMENTS  
**UNDERWENT ESG DUE  
DILIGENCE**  
As in 2022  
**VERIFIED BY PwC** ✓

## INTEGRATING ESG CLAUSES IN LEGAL DOCUMENTATION

As soon as the preliminary contractual documents for the target investments are sent, **Eurazeo informs the company of its ESG commitments and expectations**, which are then reflected in the final legal documents (shareholders' agreement, side letters). The clauses are defined according to the nature of the investments and concern investment restrictions covered by the Exclusion Policy, annual ESG reporting to oversee the deployment, progress and results of ESG programs or the deployment of a decarbonization strategy (carbon footprint, decarbonization objectives, etc.). Altogether, 97% of investments made in 2023 integrated ESG clauses in the legal documentation (vs. 85% in 2022).

97%

OF 2023 INVESTMENTS  
INTEGRATED ESG CLAUSES  
IN THE LEGAL DOCUMENTATION

vs. 85% in 2022

VERIFIED BY PwC 

## EMBEDDING ESG IN FINANCING

Sustainability-linked loans (also known as ESG ratchets) are loans that include margin adjustments on the interest rate based on the fulfilment of pre-defined ESG targets. In 2020, Eurazeo negotiated the first ESG unitranche for one of its investments. Since then, **Eurazeo has extended sustainability-linked loans to all its investment activities**, when possible, becoming a core component of Eurazeo's engagement approach to help companies reinforce their ESG practices. More generally, they are now common practice within the financial sector, gradually raising the ambition of the ESG criteria defined. Altogether 52% of investments made in 2023 incorporated sustainability-linked loans (vs. 55% in 2022). Across the Buyout strategies, close to 70% of the acquisition financings<sup>(1)</sup> include ESG ratchets. This amounts to 96% for Private Debt (vs. 81% in 2022) and 100% for Direct Lending (vs. 87% in 2022) financings.

100%

OF 2023 DIRECT LENDING  
FINANCINGS INCORPORATED  
SUSTAINABILITY-LINKED LOANS

vs. 87% in 2022

VERIFIED BY PwC 

(1) Excluding US deals.

# DRIVING ESG PROGRESS WITH SUSTAINABILITY-LINKED LOANS

## A powerful driver of ESG progress in Private Debt

Eurazeo works with portfolio companies to define **two or three targets spanning the whole spectrum of ESG concerns**, including climate and inclusion in line with Eurazeo's O+ strategy. Targets are tailored to the companies' most material issues and pressing ESG challenges. When ESG ratchets can be implemented, Eurazeo systematically includes a **decarbonization KPI, aligned with the goals set out in the Paris Agreement**. The criteria must be ambitious enough to create genuine commitment. Overall, even though the margin adjustment related to ESG criteria is still limited (5 to 15 bps), sustainability-linked loans are still a powerful way of rallying all parties around efforts to meet ESG targets.

“ESG ratchets is now a key feature of all financing documentation. It remains a key enabler to promote ESG improvements in our portfolio companies in line with the O+ strategy.”



**MAXIME DE ROQUETTE BUISSON**  
PARTNER – PRIVATE DEBT

## Towards more ambitious and structured criteria for buyouts

“ESG criteria have become integral to our financing discussions, occasionally serving as deal breakers due to some lenders' lack of engagement. Close collaboration with our ESG & Impact team enables us to enhance ESG standards, resulting in significant margin reductions that persuade our portfolio companies' CFOs to endorse these measures.”

**STÉPHANE BOSTYN**  
MANAGING DIRECTOR – HEAD OF CAPITAL MARKETS,  
FINANCING & TREASURY

The Sustainability Linked Loan principles introduced by the Loan Market Association have catalyzed a shift toward **greater accountability and transparency in ESG financing**. Also, as the importance of sustainability continues to rise, the market has become increasingly demanding regarding the content and rigor of indicators used to measure ESG performance. In this context, **Eurazeo aims to standardize the practice across all Buyout funds** and has raised the requirements within the ESG clauses to meet the highest standards.

FOCUS

## IMPLEMENTING ESG PROGRESS PLANS

Eurazeo supports the companies it finances throughout the duration of the investment, offering various forms of support depending on the nature of the investment (asset class, investment strategy, ownership interest), the company's willingness to take action and its level of ESG maturity.

A standardized framework known as the O<sup>+</sup> Essentials is used across all investments to get portfolio companies started on their ESG journey and progress over time, regardless of their size or maturity in this area. As the names suggests, these 20 key ESG actions cover the fundamental components of a balanced, comprehensive, and effective ESG approach. These criteria evolve over time to reflect developments in sustainability practices.

Progress is measured using a four-tier scale – bronze, silver, gold and platinum – depending on the number of criteria implemented. This approach also sets the target level required for companies in which Eurazeo holds a majority stake, i.e. gold aligns with the Group's ambitions and regulatory requirements. The ESG & Impact team collaborates closely with the investment teams to ensure effective implementation of measures. Results are collected annually.

While serving as a common framework, the O<sup>+</sup> Essentials is not exclusive. Tailor-made action plans may be crafted with portfolio companies, based on the material issues identified during ESG due diligence and the annual ESG reporting. Working sessions are subsequently organized to identify priorities for the current year and define the associated budget and action plan, while involvement in the portfolio company's Board ensures project governance and progress monitoring. This approach is systematically implemented with majority-owned investments.



**20 actions**  
ESG KEY ACTIONS KNOWN  
AS THE O<sup>+</sup> ESSENTIALS



**4-tier scale**  
BRONZE, SILVER, GOLD  
& PLATINUM TO MEASURE  
PROGRESS OVER TIME



- Appoint a CSR coordinator
- Carry out a materiality assessment of CSR issues\*
- Formalize a CSR policy or strategy
- Define quantitative CSR objectives
- Carry out a CSR reporting



- Measure the carbon footprint
- Set a decarbonization pathway aligned with the Paris Agreement
- Implement carbon emissions reduction initiatives
- Carry out a biodiversity impacts & dependencies analysis and formalize an action plan or strategy (if material)\*
- Carry out an analysis of water impacts & dependencies and formalize an action plan or strategy (if material)\*



- Ensure health, life and disability insurance for 100% of employees
- Implement a profit-sharing scheme for at least 75% of employees
- Reach an unadjusted gender pay gap lower than 15%\*
- Reach 40% of the least represented gender in the 1<sup>st</sup> decision-making body
- Deploy a suppliers Code of Conduct\*



- Discuss CSR at board level
- Reach 30% of independents at board level
- Reach 40% of the least represented gender at board level
- Implement a business ethics, and anti-corruption and Human Rights Code\*
- Integrate CSR criteria in the CEO's compensation scheme

\* Note: The actions indicated by an asterisk have evolved in 2023 (nature of the action or methodology). Companies may choose amongst the 20 actions but must adopt a balanced approach to all categories.

## CARRYING OUT ANNUAL ESG REPORTING

Eurazeo measures the extent to which portfolio companies integrate ESG in their business model by conducting annual ESG reporting since 2008. Companies are trained to ensure they understand the reporting framework, which is made available on a digital platform. The framework covers a range of environmental, social, governance, business and ethics indicators, including the information needed to be able to calculate the Principal Adverse Impacts (PAIs) since 2021. **Response rates vary from one asset class to another but are strong overall.** Following the reporting, Eurazeo shares a formal report with each company consolidating all the data collected, as well as a comparison with historical data and benchmark data (where available).

# 78%

PORTFOLIO COMPANIES  
ANSWERED EURAZEO'S  
ANNUAL ESG REPORTING

vs. 71% in 2022

VERIFIED 



“Dashboards cover a range of regulatory and strategic metrics, incorporating benchmark for comparative analysis. They empower both the ESG & Impact and the investment teams with actionable insights, enabling Eurazeo to strengthen its sustainability practices.”

**MICKAËL CLAVIER**  
DIRECTOR - DATA

## ENHANCING ESG DATA THROUGH DIGITAL TECHNOLOGY

In 2022, Eurazeo took a significant step in furthering the digitization of its ESG data process. 2023 saw the implementation of a fully integrated and tailored ESG data hub that offers several key functionalities:

- Enhanced data quality**  
Eurazeo solidified data quality checks at every stage of the process to ensure the utmost accuracy and transparency across all ESG indicators.
- Comprehensive performance monitoring**  
The deployment of bespoke dashboards to enable comprehensive monitoring of our ESG performance.
- Increased stakeholder mobilization**  
By streamlining the ESG data collection process and developing customized dashboards, Eurazeo has fostered greater engagement from stakeholders and enhanced completion rates.

Data excluding Private Funds Group whose ESG reporting campaign work on a different timeline due to the nature of fund of funds.

## REPORTING ON PRINCIPAL ADVERSE IMPACT INDICATORS

Reporting on PAI is key to meet growing investor demands for transparency and comply with the EU's Sustainable Finance Disclosure Regulation (SFDR). By addressing PAIs, **Eurazeo not only mitigates risks but also helps enhance the sustainability of its investments**, with the aim of creating long-term value. This proactive approach aligns with investor preferences and fosters trust, positioning Eurazeo for success in an increasingly ESG-conscious landscape.



# DIVING INTO THE **PORTFOLIO**

The data regarding **the deployment of the O+ Essentials by the portfolio companies** is presented and made available to the Group's various stakeholders in this Report each year.

## REPORTING SCOPE

	2023	2022
<b>GLOBAL</b>		
# companies interrogated	<b>479</b>	480
# companies that answered	<b>374</b>	343
Response rate	<b>78%</b>	71%
<b>PRIVATE EQUITY</b>		
# companies interrogated	<b>286</b>	274
# companies that answered	<b>246</b>	217
Response rate	<b>86%</b>	70%
<b>PRIVATE DEBT</b>		
# companies interrogated	<b>187</b>	187
# companies that answered	<b>124</b>	107
Response rate	<b>66%</b>	56%
<b>REAL ASSETS<sup>(1)</sup></b>		
# companies interrogated	<b>9</b>	19
# companies that answered	<b>9</b>	19
Response rate	<b>100%</b>	100%

Data excluding Private Funds Group whose ESG reporting campaign work on a different timeline due to the nature of the fund of fund activity.  
<sup>(1)</sup> 9 companies and 132 assets.

# METHODOLOGICAL NOTES

## SCOPE

The ESG reporting covers the calendar year from **January 1 to December 31, 2023**. In 2023, Eurazeo's ESG reporting covered 479 companies. When a company is present in two strategies, it is included in the reporting results of both strategies. The report covers **all areas of expertise except Private Funds Group (PFG)**. Due to the nature of the fund of funds activity, and to meet the requirements of the different stakeholders, the ESG reporting on the PFG expertise is carried out on a different timeline.

## CHANGES VERSUS 2022

The deployment of each action is calculated using data from the responding companies. The actions composing the O+ Essentials change over time to take into account developments in ESG, whether regulatory or to better reflect Eurazeo's strategy and standards. Between 2022 and 2023, a number of indicators were enhanced:

- "Carry out a materiality assessment of CSR issues", formerly "Carry out an SDGs assessment".
- "Carry out a biodiversity impact & dependencies analysis and formalize an action plan or strategy (*if material*)", formerly "Formalize a biodiversity strategy".
- "Carry out an analysis of water impact & dependencies and formalize an action plan or strategy (*if material*)", formerly "Formalize a water management strategy".
- "Reach an unadjusted gender pay gap lower than 15%", formerly "40% of the least represented gender at Board level"
- "Deploy a supplier Code of Conduct", formerly "Implement a responsible procurement approach (Vigilance Plan)"
- "Implement a business ethics, and anti-corruption and human rights code", formerly "Implement a Business Ethics and Anti-corruption program"

Changes in scope do not allow for trend analysis between 2022 and 2023.

# DISCLOSING 2023 ESG PROGRESS

## PRIVATE EQUITY – BUYOUT



		SMBO	MLBO
 <b>GLOBAL ACTIONS</b>	Appoint a CSR coordinator	100%	98%
	Carry out a materiality assessment of CSR issues*	41%	69%
	Formalize a CSR policy or strategy	100%	66%
	Define quantitative CSR objectives	79%	49%
	Carry out a CSR reporting	100%	100%
 <b>ENVIRONMENTAL ACTIONS</b>	Measure the carbon footprint	92%	66%
	Set a decarbonization pathway aligned with the Paris Agreement	41%	20%
	Implement carbon emissions reduction initiatives	73%	64%
	Carry out a biodiversity impacts & dependencies analysis and formalize an action plan or strategy ( <i>if material</i> )*	62%	32%
 <b>SOCIAL ACTIONS</b>	Carry out an analysis of water impacts & dependencies and formalize an action plan or strategy ( <i>if material</i> )*	58%	34%
	Ensure health, life and disability insurance for 100% of employees	89%	45%
	Implement a profit-sharing scheme for at least 75% of employees	47%	72%
	Reach an unadjusted gender pay gap lower than 15%*	61%	47%
 <b>GOVERNANCE ACTIONS</b>	Reach 40% of the least represented gender in the 1 <sup>st</sup> decision-making body	6%	17%
	Deploy a suppliers Code of Conduct*	52%	49%
	Discuss CSR at board level	92%	98%
	Reach 30% of independents at board level	38%	34%
	Reach 40% of the least represented gender at board level	55%	32%
	Implement a business ethics, and anti-corruption and Human Rights Code*	95%	60%
	Integrate CSR criteria in the CEO's compensation scheme	68%	31%

\* Note: The actions indicated by an asterisk have evolved in 2023 (nature of the action or methodology). The results are expressed as percentage of companies that have deployed each criteria. Reporting scope: 28 companies completed the ESG reporting in 2023 out of 28 interrogated, i.e. 100% response rate for 2023, as in 2022.

## PRIVATE EQUITY – VENTURE



	VENTURE DIGITAL	VENTURE LEGACY	SMART CITY	
 <b>GLOBAL ACTIONS</b>	Appoint a CSR coordinator	40%	46%	52%
	Carry out a materiality assessment of CSR issues*	6%	12%	29%
	Formalize a CSR policy or strategy	36%	31%	45%
	Define quantitative CSR objectives	11%	23%	26%
	Carry out a CSR reporting	100%	80%	86%
 <b>ENVIRONMENTAL ACTIONS</b>	Measure the carbon footprint	24%	35%	21%
	Set a decarbonization pathway aligned with the Paris Agreement	4%	6%	3%
	Implement carbon emissions reduction initiatives	29%	30%	56%
	Carry out a biodiversity impacts & dependencies analysis and formalize an action plan or strategy <i>(if material)*</i>	1%	3%	0%
	Carry out an analysis of water impacts & dependencies and formalize an action plan or strategy <i>(if material)*</i>	0%	2%	0%
 <b>SOCIAL ACTIONS</b>	Ensure health, life and disability insurance for 100% of employees	64%	74%	79%
	Implement a profit-sharing scheme for at least 75% of employees	46%	37%	38%
	Reach an unadjusted gender pay gap lower than 15%*	39%	49%	79%
	Reach 40% of the least represented gender in the 1 <sup>st</sup> decision-making body	4%	9%	3%
	Deploy a suppliers Code of Conduct*	6%	22%	41%
 <b>GOVERNANCE ACTIONS</b>	Discuss CSR at board level	21%	24%	45%
	Reach 30% of independents at board level	32%	33%	7%
	Reach 40% of the least represented gender at board level	15%	21%	16%
	Implement a business ethics, and anti-corruption and Human Rights Code*	69%	58%	67%
	Integrate CSR criteria in the CEO's compensation scheme	0%	4%	23%

\* Note: The actions indicated by an asterisk have evolved in 2023 (nature of the action or methodology). The results are expressed as percentage of companies that have deployed each criteria. Reporting scope: 132 companies completed the ESG reporting in 2023 out of 167 interrogated, ie. 78% response rate for 2023, vs. 74% for 2022.

## PRIVATE EQUITY – GROWTH

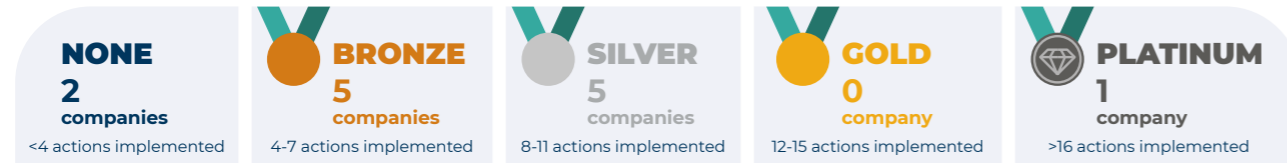


	GROWTH	
 <b>GLOBAL ACTIONS</b>	Appoint a CSR coordinator	52%
	Carry out a materiality assessment of CSR issues*	27%
	Formalize a CSR policy or strategy	43%
	Define quantitative CSR objectives	31%
	Carry out a CSR reporting	95%
 <b>ENVIRONMENTAL ACTIONS</b>	Measure the carbon footprint	49%
	Set a decarbonization pathway aligned with the Paris Agreement	23%
	Implement carbon emissions reduction initiatives	34%
	Carry out a biodiversity impacts & dependencies analysis and formalize an action plan or strategy <i>(if material)*</i>	1%
	Carry out an analysis of water impacts & dependencies and formalize an action plan or strategy <i>(if material)*</i>	6%
 <b>SOCIAL ACTIONS</b>	Ensure health, life and disability insurance for 100% of employees	78%
	Implement a profit-sharing scheme for at least 75% of employees	61%
	Reach an unadjusted gender pay gap lower than 15%*	72%
	Reach 40% of the least represented gender in the 1 <sup>st</sup> decision-making body	10%
	Deploy a suppliers Code of Conduct*	63%
 <b>GOVERNANCE ACTIONS</b>	Discuss CSR at board level	29%
	Reach 30% of independents at board level	13%
	Reach 40% of the least represented gender at board level	15%
	Implement a business ethics, and anti-corruption and Human Rights Code*	95%
	Integrate CSR criteria in the CEO's compensation scheme	7%

\* Note: The actions indicated by an asterisk have evolved in 2023 (nature of the action or methodology). The results are expressed as percentage of companies that have deployed each criteria. Reporting scope: 35 companies completed the ESG reporting in 2023 out of 37 interrogated, ie. 99% response rate for 2023, vs. 83% for 2022.



## PRIVATE EQUITY – BRANDS



### BRANDS

 <p><b>GLOBAL ACTIONS</b></p>	Appoint a CSR coordinator	62%
	Carry out a materiality assessment of CSR issues*	23%
	Formalize a CSR policy or strategy	15%
	Define quantitative CSR objectives	38%
	Carry out a CSR reporting	100%
 <p><b>ENVIRONMENTAL ACTIONS</b></p>	Measure the carbon footprint	31%
	Set a decarbonization pathway aligned with the Paris Agreement	15%
	Implement carbon emissions reduction initiatives	31%
	Carry out a biodiversity impacts & dependencies analysis and formalize an action plan or strategy <i>(if material)*</i>	0%
	Carry out an analysis of water impacts & dependencies and formalize an action plan or strategy <i>(if material)*</i>	8%
 <p><b>SOCIAL ACTIONS</b></p>	Ensure health, life and disability insurance for 100% of employees	58%
	Implement a profit-sharing scheme for at least 75% of employees	42%
	Reach an unadjusted gender pay gap lower than 15%*	73%
	Reach 40% of the least represented gender in the 1 <sup>st</sup> decision-making body	33%
	Deploy a suppliers Code of Conduct*	31%
 <p><b>GOVERNANCE ACTIONS</b></p>	Discuss CSR at board level	54%
	Reach 30% of independents at board level	42%
	Reach 40% of the least represented gender at board level	50%
	Implement a business ethics, and anti-corruption and Human Rights Code*	83%
	Integrate CSR criteria in the CEO's compensation scheme	31%

\* Note: The actions indicated by an asterisk have evolved in 2023 (nature of the action or methodology). The results are expressed as percentage of companies that have deployed each criteria. Reporting scope: 13 companies completed the ESG reporting in 2023 out of 13 interrogated, i.e. 100% response rate for 2023, as in 2022.

## PRIVATE EQUITY – HEALTHCARE







### NOV SANTÉ KURMA FUNDS

 <p><b>GLOBAL ACTIONS</b></p>	Appoint a CSR coordinator	71%	35%
	Carry out a materiality assessment of CSR issues*	14%	5%
	Formalize a CSR policy or strategy	29%	15%
	Define quantitative CSR objectives	43%	10%
	Carry out a CSR reporting	100%	90%
 <p><b>ENVIRONMENTAL ACTIONS</b></p>	Measure the carbon footprint	57%	23%
	Set a decarbonization pathway aligned with the Paris Agreement	0%	5%
	Implement carbon emissions reduction initiatives	14%	15%
	Carry out a biodiversity impacts & dependencies analysis and formalize an action plan or strategy <i>(if material)*</i>	0%	0%
	Carry out an analysis of water impacts & dependencies and formalize an action plan or strategy <i>(if material)*</i>	14%	0%
 <p><b>SOCIAL ACTIONS</b></p>	Ensure health, life and disability insurance for 100% of employees	100%	87%
	Implement a profit-sharing scheme for at least 75% of employees	71%	54%
	Reach an unadjusted gender pay gap lower than 15%*	43%	45%
	Reach 40% of the least represented gender in the 1 <sup>st</sup> decision-making body	14%	33%
	Deploy a suppliers Code of Conduct*	14%	10%
 <p><b>GOVERNANCE ACTIONS</b></p>	Discuss CSR at board level	57%	32%
	Reach 30% of independents at board level	0%	25%
	Reach 40% of the least represented gender at board level	29%	23%
	Implement a business ethics, and anti-corruption and Human Rights Code*	14%	43%
	Integrate CSR criteria in the CEO's compensation scheme	14%	6%

\* Note: The actions indicated by an asterisk have evolved in 2023 (nature of the action or methodology). The results are expressed as percentage of companies that have deployed each criteria. Reporting scope: 51 companies completed the ESG reporting in 2023 out of 55 interrogated, i.e. 93% response rate for 2023, vs. 90% for 2022.

## PRIVATE DEBT

		<b>NONE</b> 5 companies <small>&lt;4 actions implemented</small>	<b>BRONZE</b> 31 companies <small>4-7 actions implemented</small>	<b>SILVER</b> 61 companies <small>8-11 actions implemented</small>	<b>GOLD</b> 23 companies <small>12-15 actions implemented</small>	<b>PLATINUM</b> 4 companies <small>&gt;16 actions implemented</small>				
					DIRECT LENDING	FLEX FINAN.	ASSET BASED			
 <b>GLOBAL ACTIONS</b>	Appoint a CSR coordinator				89%	82%	65%			
	Carry out a materiality assessment of CSR issues*				59%	38%	60%			
	Formalize a CSR policy or strategy				65%	85%	43%			
	Define quantitative CSR objectives				48%	70%	43%			
	Carry out a CSR reporting				56%	94%	99%			
 <b>ENVIRONMENTAL ACTIONS</b>	Measure the carbon footprint				69%	83%	64%			
	Set a decarbonization pathway aligned with the Paris Agreement				19%	30%	36%			
	Implement carbon emissions reduction initiatives				58%	63%	64%			
	Carry out a biodiversity impacts & dependencies analysis and formalize an action plan or strategy <i>(if material)*</i>				14%	12%	6%			
	Carry out an analysis of water impacts & dependencies and formalize an action plan or strategy <i>(if material)*</i>				3%	0%	10%			
 <b>SOCIAL ACTIONS</b>	Ensure health, life and disability insurance for 100% of employees				80%	33%	44%			
	Implement a profit-sharing scheme for at least 75% of employees				39%	58%	7%			
	Reach an unadjusted gender pay gap lower than 15%*				49%	82%	67%			
	Reach 40% of the least represented gender in the 1 <sup>st</sup> decision-making body				5%	7%	6%			
	Deploy a suppliers Code of Conduct*				75%	67%	53%			
 <b>GOVERNANCE ACTIONS</b>	Discuss CSR at board level				79%	57%	72%			
	Reach 30% of independents at board level				34%	30%	19%			
	Reach 40% of the least represented gender at board level				16%	52%	58%			
	Implement a business ethics, and anti-corruption and Human Rights Code*				93%	73%	93%			
	Integrate CSR criteria in the CEO's compensation scheme				8%	0%	7%			

\* Note: The actions indicated by an asterisk have evolved in 2023 (nature of the action or methodology). The results are expressed as percentage of companies that have deployed each criteria. Reporting scope: 124 companies completed the ESG reporting in 2023 out of 187 interrogated, i.e. 66% response rate for 2023, vs. 56% for 2022.

## REAL ASSETS – INFRASTRUCTURE & REAL ESTATE

		<b>NONE</b> 0 company <small>&lt;4 actions implemented</small>	<b>BRONZE</b> 3 companies <small>4-7 actions implemented</small>	<b>SILVER</b> 3 companies <small>8-11 actions implemented</small>	<b>GOLD</b> 3 companies <small>12-15 actions implemented</small>	<b>PLATINUM</b> 0 company <small>&gt;16 actions implemented</small>			
					INFRA- STRUCTURE	REAL ESTATE			
 <b>GLOBAL ACTIONS</b>	Appoint a CSR coordinator				100%	67%			
	Carry out a materiality assessment of CSR issues*				17%	0%			
	Formalize a CSR policy or strategy				33%	67%			
	Define quantitative CSR objectives				50%	33%			
	Carry out a CSR reporting				100%	100%			
 <b>ENVIRONMENTAL ACTIONS</b>	Measure the carbon footprint				67%	33%			
	Set a decarbonization pathway aligned with the Paris Agreement				0%	67%			
	Implement carbon emissions reduction initiatives				33%	67%			
	Carry out a biodiversity impacts & dependencies analysis and formalize an action plan or strategy <i>(if material)*</i>				17%	33%			
	Carry out an analysis of water impacts & dependencies and formalize an action plan or strategy <i>(if material)*</i>				0%	33%			
 <b>SOCIAL ACTIONS</b>	Ensure health, life and disability insurance for 100% of employees				83%	67%			
	Implement a profit-sharing scheme for at least 75% of employees				17%	33%			
	Reach an unadjusted gender pay gap lower than 15%*				67%	67%			
	Reach 40% of the least represented gender in the 1 <sup>st</sup> decision-making body				17%	0%			
	Deploy a suppliers Code of Conduct*				33%	33%			
 <b>GOVERNANCE ACTIONS</b>	Discuss CSR at board level				100%	67%			
	Reach 30% of independents at board level				17%	13%			
	Reach 40% of the least represented gender at board level				83%	13%			
	Implement a business ethics, and anti-corruption and Human Rights Code*				83%	100%			
	Integrate CSR criteria in the CEO's compensation scheme				17%	33%			

\* Note: The actions indicated by an asterisk have evolved in 2023 (nature of the action or methodology). The results are expressed as percentage of companies that have deployed each criteria. Reporting scope: 9 companies completed the ESG reporting in 2023 out of 9 interrogated, i.e. 100% response rate for 2023, as in 2022. For Real Estate, the O+ Essentials apply only to companies, not assets.

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