# WEEFIN

# Mission & Impact Report for the Year



# Summary

Foreword by the Chairwoman of the Mission Committee

03

# Who is WeeFin & Key Figures for 2024

- 05 Our Story
- 06 Our Values
- **07** A Committed Governance Model
- 08 2024 in Review

#### 3 Our mission

- 11 Becoming a Mission-led Company
- 11 From the outset, a drive to make a positive impact
- How Does WeeFin Integrate Impact into Its Day-to-Day Operations?
- 19 WeeFin finally adopts the status of mission-driven company in 2023
- 20 The members of our mission committee
- 25 Our mission & our statutory commitments
- Establishing a purpose was the natural extension of our DNA, namely: to raise the standards of sustainable finance and make it the norm
- Three statutory objectives linked to our positioning at the heart of the financial ecosystem

Horizon 2025

- 34 Interview with Grégoire Hug
- 36 The 2025 Roadmap

# Foreword by the Chairwoman of the Mission Committee

Since having adopted the status of mission-led company in 2023, WeeFin has fully embedded its mission into the heart of its strategy and all business activities. This deep integration ensures that every decision contributes both to its strategic goals and its impact objectives.

WeeFin's mission provides a true compass, offering a clear long-term vision to anticipate and tackle the complex challenges faced by the financial sector in the context of sustainability, while guiding daily actions.

The Mission Committee, a dedicated governance body, plays a key role in continuously assessing the alignment between the company's overall strategy and its impact roadmap. This rigorous alignment, combined with a unique positioning in the financial ecosystem, are fundamental to WeeFin's performance, enabling it to stand out and strengthen its role as a leading player in sustainable finance.

All members of the Mission Committee are actively involved in examining major strategic issues, drawing on internal expertise from across WeeFin's business areas, as well as external insights from a diverse range of professionals representing the financial industry.

Our discussions and constructive exchanges within the committee enhance our ability to analyse and make recommendations, particularly through the in-depth review of key issues such as the effective integration of environmental, social and governance (ESG) criteria across the financial sector.

Our commitment will intensify in 2025 with the planning and delivery of focused thematic workshops, enabling us to explore specific topics in greater depth and foster the emergence of innovative solutions. Together, we strive to contribute to building a future in which sustainable finance is not merely an ambition, but a concrete and meaningful reality for all.

Nathalie Wallace,
Climate Investor



# Who is WeeFin & Key Figures for 2024

#### **Our Story**

WeeFin was born from a simple yet striking observation: finance lacks both transparency and clarity—particularly in matters relating to sustainability.

The result? As environmental and social challenges grow more pressing, the financial industry, which holds the world's capital, has been slow to pivot towards more sustainable practices. While sustainable finance has made significant progress, some financial players continue to fund projects that harm the environment.

It was against this backdrop that in 2018, WeeFin's founding team began to envision how technology could help transform investment practices. Enriched by conversations with clients on the ground, the team set out to develop an all-in-one SaaS platform that simplifies the work of financial professionals and enables them to leverage ESG analysis as a competitive advantage—thus, the WeeFin platform was born.

Since then, WeeFin has raised capital from investors with diverse yet complementary profiles. This includes the entry of two impact funds into the company's capital structure as early as June 2022. In 2023 and again in 2025, WeeFin secured further investment rounds to continue delivering the most comprehensive solution for environmental and social impact and to support its expansion across Europe.

Today, WeeFin has retained its founding ambition. By adopting the status of mission-led company in 2023, it now supports financial institutions in implementing more ambitious sustainability strategies.

A recognised leader in the field, the company already serves over 40 clients across Europe, representing €6.9 trillion in assets under management. More than 80 professionals have joined the journey. WeeFin was selected for the Impact 40 by Mouvement Impact France—an index identifying future impact unicorns—and is listed in the 2024 ESG Fintech 100.



I am proud of the journey we've taken and the incredible team we've built across France and the United Kingdom. The trust of our prestigious international clients is testament to the undeniable impact of our platform in scaling ESG efficiently. ESG is essential to building a sustainable world, and the growing commitment of financial actors proves it.

At WeeFin, we are honoured to be a trusted partner to over 40 financial institutions, helping them industrialise their processes and enhance their investment practices.

Marion Aubert, Co-founder of WeeFin

#### **Our Values**

We are committed to fostering a working environment in which teams collaborate with care and respect, where everyone can make a meaningful contribution and is treated equitably.

In practice, our managers value respect and accountability, while decision-making is as decentralised as possible, enabling everyone to contribute to our shared mission.

Our values were not chosen randomly. In 2023, we collectively reflected on what they mean to us today, how they manifest in our actions and behaviours, and how we can further improve. Presented from the recruitment stage, these values form a shared foundation and are reflected in our daily ways of working and collaborating.

These four principles are particularly meaningful to us and guide both our daily work and the design of our impact objectives and statutory commitments:

#### **Responsibility & Freedom**

Decentralised governance is one of the cornerstones of our company strategy. It ensures that everyone understands the strategic context and encourages shared responsibility, empowering each team member to make decisions.

#### **Transparency**

#### We are transparent in everything we do.

Internally, all team members have access to information and are involved in every stage of WeeFin's development—our product, services, recruitment, and more generally, organisational decisions. Strategic information is communicated regularly to all.

# Our values

#### Pedagogy

We share a collective desire to learn: from informal discussions to internal training, everyone takes time to listen, explain, and clarify open questions. Pedagogy is a prerequisite for strategic transparency, another fundamental value of our organisation.

#### **Critical Thinking**

We take pride in digging deeper in our analyses and constantly seeking the truth. We encourage discussion, debate, and diverse viewpoints—and we are not afraid to challenge ourselves to innovate and offer the best service to our clients and team members. Practices, solutions and needs evolve—and so do we.



By encouraging individual responsibility, collaboration rooted in critical thinking, and open communication, we create a framework in which everyone's impact actively contributes to achieving our collective goals.. "



Julie Truong, Human Resources Director

#### A Committed Governance Model

Implementing an impact strategy requires dedicated resources and the engagement of both teams and governance bodies.

This commitment was reflected in our transition to a mission-led company in 2023, the result of several months of collaboration across internal teams. Our mission provides a guiding compass and ensures coherence in our actions. To uphold this mission, we established a Mission Committee, composed of experts selected based on our statutory social and environmental objectives.

Also in 2023, we set up a Social and Economic Committee (CSE), with one of its members also sitting on the Mission Committee.

As of 2024, four investment funds are part of WeeFin's capital. These funds, drawn from the tech and impact ecosystem, were carefully selected to ensure alignment with WeeFin's values and ambitions: Iris, Ring Capital, Asterion, and Investir&+.

In early 2025, WeeFin announced a new €25 million funding round to raise the standards of sustainable finance across Europe. This round was led by BlackFin Capital Partners, a leading European fintech investment fund.



I am proud that WeeFin's expertise is now widely recognised for its depth and cross-functionality. This is a major differentiator for a company like ours, operating at the intersection of ESG challenges and supporting top-tier financial institutions. Our ability to combine technical mastery, product excellence and nuanced understanding of business needs brings exceptional value to our clients.

We are fully mobilised to pursue our growth across all areas: recruitment, fundraising, product co-development, client service excellence, and investment in research.

The strength of our collective has enabled us to successfully meet the challenges of becoming a mission-led company and managing rapid team growth over the past two years. I have always believed that a company is built together, through the diversity of expertise and backgrounds.

This year, we moved up from the Impact 120 to the Impact 40 ranking by Mouvement Impact France—a recognition of our commitment and the coherence of our project, centred on two founding values: responsibility and freedom.

Laura Aich, COO of WeeFin



#### 2024 in Review



WeeFin was always intended to be more than just a technology platform. Our product and expertise are designed to serve as a catalyst for our clients and transform the financial sector towards greater sustainability.

The impact WeeFin achieved in 2024 speaks for itself: 46 financial institutions used our platform, representing €6.878 trillion in assets under management (compared to €650.5 billion in 2023). These figures are a testament to the exceptional work of our technical and operational teams.

These teams are the engine room of our business—developing the platform day after day, meeting growing client demands, and addressing the challenges of the transition.<sup>99</sup>

Grégoire Hug, CEO and Co-Founder of WeeFin



WeeFin has implemented its international expansion strategy by opening its first European office outside France, located in **London**, United Kingdom.





#### **Partnerships**

Our collaboration with the Forum for Responsible Investment (FIR) has been rich and impactful, particularly in relation to public ESG data sources. This includes participation in FIR pitch sessions and co-developing a comprehensive mapping of these data sources—the first edition of which was published in early 2025. These initiatives aim to democratise access to ESG data and enhance sector transparency.



# Market Recognition for Expertise and Innovation

We were selected to join the Impact 40 Index created by France Digitale, Bpifrance's Hub and Mouvement Impact France. This index identifies startups that generate significantly positive impact for the planet and society, based on robust impact criteria and scoring. At the European level, our expertise was further recognised through our inclusion in the ESG Fintech 100 and by winning the 2024 Data Management Insight Awards Europe in the category "Best Data Management Initiative for ESG".



# Client Community

This initiative creates a dedicated space for dialogue around sustainable finance challenges, allowing our clients to share best practices in sustainability and contribute to the continuous improvement of our platform.



# Key figures Team size

Over 80 employees work daily to raise the standards of sustainable finance.



#### Client base

46 financial institutions use at least one feature of our ESG Connect platform, representing €6.878 trillion in assets under management.



#### Carbon footprint

Weefin's emissions amount to 164 tCO2e, i.e. 1.97 tCO2e per employee.



### **Our mission**

#### **Becoming a Mission-led Company**

From the outset, a drive to make a positive impact

Since its founding, WeeFin's development has consistently been shaped through the lens of impact—whether through its SaaS platform or its ESG expertise. WeeFin was born from a shared realisation: the financial sector must become more transparent and more accessible—especially in the context of sustainability.

WeeFin was thus designed to meet the needs of financial analysts—those with the ability to redirect capital towards more responsible companies—who often find themselves overwhelmed by data and spend more time managing it, monitoring regulations or ensuring compliance, than taking action.

Guided by client conversations, our teams have built a decision-making tool for financial professionals: a turnkey SaaS platform that provides a genuine competitive edge.

WeeFin's strength lies not only in the technical and operational expertise of our teams, which has made this ambitious platform possible, but also in the values that unite us: a desire to be transparent, rigorous, and responsible.

#### **Internal Engagement**

At the heart of our organisation lies a strong commitment to building a company that goes beyond traditional hierarchical models. Since WeeFin's creation in 2018, all team members have contributed to shaping a corporate model in which impact is never pursued at the expense of employee wellbeing. Environmental and climate considerations are fully embedded into our decision-making processes, and maintaining sound governance remains a top priority.

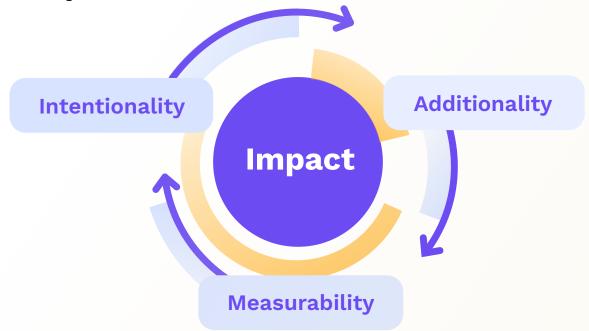
#### **External Engagement**

WeeFin has also made formal and public commitments to external initiatives focused on ESG and impact, including joining Mouvement Impact France, the Institute for Sustainable Finance, and the Forum for Responsible Investment (FIR).



# How Does WeeFin Integrate Impact into Its Day-to-Day Operations?

In line with these commitments, impact funds have invested in WeeFin. Naturally, a set of indicators has been defined and is monitored regularly—covering both our social and environmental policies, and our contribution to improving sustainability practices across the financial sector. We have also developed an Impact Business Plan, underpinned by the core principles of impact methodology: intentionality, additionality, and measurability. Through this plan, we commit to delivering clear objectives aligned with our mission.



#### **Our Intentionality**

Intentionality refers to the deliberate pursuit of both financial returns and measurable social and/or environmental benefits. This intentionality must be embedded at every stage of our development and supported by clearly defined ex-ante impact objectives, alongside dedicated resources and robust monitoring (e.g. internal teams, impact indicators, etc.).

Our strategy and product development are fully aligned with defined impact objectives. Wherever possible, these objectives are designed to contribute to the United Nations Sustainable Development Goals (SDGs). As part of our business activity, we contribute specifically to the following goals:

**OBJECTIF 9** 

Industry, Innovation and Infrastructure L'ODD 9 vise à bâtir des infrastructures résilientes, à promouvoir une industrialisation inclusive et durable, et à encourager l'innovation. Chez WeeFin, nous contribuons à cet objectif en développant des solutions technologiques innovantes pour la finance durable. Notre plateforme SaaS dédiée à l'ESG permet aux institutions financières de moderniser leurs pratiques de gestion de données et de reporting ESG, facilitant ainsi des pratiques plus durables et résilientes.

#### **OBJECTIF 13**

#### Climate Action

SDG 13 calls for urgent action to combat climate change and its impacts. WeeFin supports this goal by enabling financial institutions to assess environmental risks and the climate impact of their investments. Our technology supports the analysis of corporate climate transition plans, facilitates the creation of thematic funds focused on climate and biodiversity, and promotes more effective engagement and dialogue with companies to accelerate their ecological transition. In addition, through our training sessions and client workshops, we actively promote and disseminate best practices across the financial sector.

#### **OBJECTIF 17**

#### Partnerships for the Goals

SDG 17 seeks to strengthen the means of implementation and revitalise the global partnership for sustainable development. WeeFin places a strong emphasis on collaboration, working closely with a broad range of stakeholders including institutional investors, asset managers, banks, data providers and tech solution providers. We are active participants in numerous working groups, publications, and white papers (e.g. AFG, IFD, Finance Innovation, SeaBird's Transition Lab).



#### Our additionality

Additionality refers to the proportion of measurable impact that would not have occurred without the startup's activities. It addresses the question: "If our activity did not exist, would the impact on society and/or the environment have been the same?"

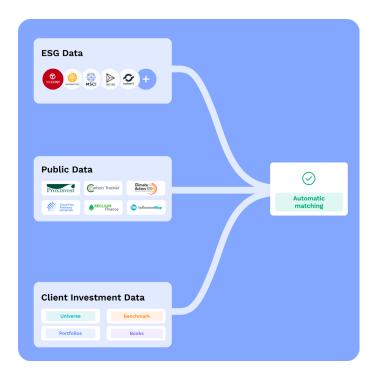
In our case, we support financial institutions in understanding and integrating Environmental, Social and Governance (ESG) criteria into their investment strategies. This support is provided with the aim of enabling more informed and committed decision-making.

At WeeFin, we strive to become an essential catalyst for transforming financial strategies to generate lasting positive impact. Through our involvement, investors benefit from:

## A technological platform enabling the industrialisation of the entire ESG and impact value chain

Our SaaS platform allows financial institutions to industrialise their entire ESG and impact operational chain – from data collection, aggregation, and indicator calculation to regulatory reporting and engagement. Built by our in-house experts in sustainable finance regulation, technology, and ESG data, our goal is to offer the most comprehensive platform to help financial institutions deploy large-scale, ambitious sustainable investment strategies.

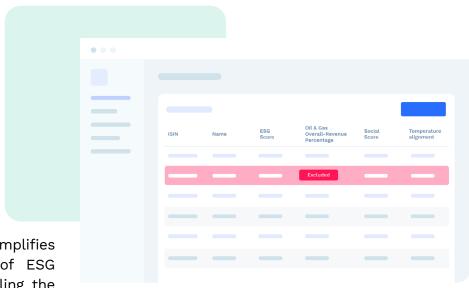
We design and develop ESG Connect with a specific focus on high-impact features for our clients, ensuring that we can measure the contribution of each module to improving investors' ESG practices and enhancing the ambition of their ESG strategies.



#### • Data Management

Our module streamlines all tasks related to ESG data management. It enables our clients to integrate and centralise all ESG data from multiple sources, check its quality, and monitor the evolution of sustainability indicators. It also allows users to create their own ESG and impact indicators. This data reliability process improves the use of ESG information, enables multiple angles of analysis on issuers, and strengthens reference data coverage — a key element in building an ambitious ESG strategy.

Our solution reduces the time spent on ESG data handling (collection, verification, quality control) from 80% to 20%, freeing up valuable resources to focus on the development of sustainability strategies.



Exclusion policies

Our platform simplifies the management of ESG exclusions by enabling the

integration of customised lists in the form of ISINs or issuer codes. It supports the configuration of exclusion criteria based on multiple ESG indicators, ensuring data quality through the cross-referencing of various providers and the integration of specialised public data sources.

Exclusions can be applied at two levels: at investor level (normative and sector-based exclusions), and at fund level (using "best in universe" or "best in class" criteria). By operationalising exclusion policy commitments and enabling a more granular, advanced analysis of exclusions, we help financial actors make more informed investment decisions that address environmental and social challenges.



#### Controversy Monitoring

Our module enables the detection of controversies affecting portfolio companies and the implementation of appropriate actions in response. This allows our clients to initiate a dialogue or adjust their financial positions in companies whose activities may have a negative impact on the environment or society. Without WeeFin, investors are more likely to miss emerging

controversies, as the monitoring effort required to track threshold breaches in controversy indicators from data providers is extremely time-consuming.



#### Engagement

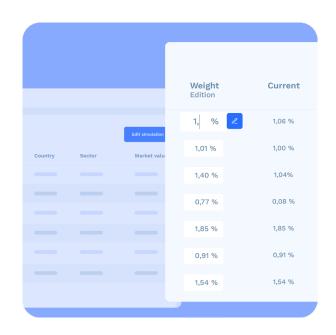
For investors, conducting effective shareholder engagement can be complex without the right tools. This demanding process involves recording interactions, collecting and analysing qualitative data, and tracking progress against objectives over time. Without a dedicated solution, these tasks can become cumbersome and inefficient, jeopardising the success of engagement initiatives.

WeeFin platform includes a shareholder engagement module that automates these processes and offers a wide range of functionalities. It enables users to monitor engaged issuers and track actions by theme (decarbonisation, biodiversity, health, etc.), method (calls, emails, meetings), and stakeholder group (board of directors, ESG team). In addition, it allows the integration of attachments and analyses, ensures traceability of both qualitative and quantitative data, and manages escalation processes. The impact of our module is systemic, as it directly influences the real economy by encouraging

companies to evolve their business models and sustainability practices.

#### Simulation

Our module enables investors to anticipate the impact of investment or divestment decisions on the overall sustainability of their portfolio and to ensure their actions align with their ESG commitments. Without our platform, conducting pre-trade impact assessments is often challenging, forcing investors to rely on internal tools. This time-consuming process can discourage them from evaluating ESG impacts before making key decisions. Our solution encourages investors to integrate sustainability criteria more effectively into their investment decisions, fostering more responsible practices.





#### Reporting

Our module streamlines the production of ESG reports, ensuring greater transparency and compliance with current regulations. It enables users to generate both regulatory and customised reports at scale, integrating industry best practices. The platform guarantees



consistency across various reporting formats, supporting clear and accurate communication of investors' commitments and outcomes. This feature encourages investors to communicate more effectively about their ESG strategies and practices, thereby strengthening the transparency and credibility of their commitments.

#### Training Delivered by Our Sustainable Finance Experts

We believe that in order for investors to adopt responsible practices, they must develop a thorough understanding of the relevant concepts, methodologies, and data. That is why we regularly organise training sessions for our wider ecosystem. Our training covers a range of essential topics, including ESG regulation, ESG methodologies, and thematic issues such as transition plans and biodiversity. These sessions are designed for several key audiences:

#### **Professional investors**

We help them navigate the complexities of ESG regulation and adopt advanced methodologies to integrate sustainability criteria into their investment processes.

#### **Industry associations**

By sharing our expertise more broadly, we also reach listed companies subject to sustainability reporting requirements, for example through the dissemination of overviews of public data sources.

#### **Students**

By training the next generation of finance professionals, we lay the foundations for a strong understanding of ESG issues from the very beginning of their careers.

# High-Value Content (Educational Resources, Research, Insights...) to Support ESG Understanding

We regularly publish educational content on ESG that is accessible to all, with the aim of enabling as many financial actors as possible to build a solid understanding of all ESG dimensions and adopt best practices. This content includes:



Our Sustainable
Finance
Barometer, An
assessment of
the ambition and
transparency
levels of ESG
funds, along
with concrete
recommendations
for improvement.



In-depth Regulatory and Methodological Studies:
Analyses covering various
French and European
regulations, as well as
sustainability practices such as
climate risk integration or the
incorporation of biodiversity
considerations into investment
strategies.



Green Newsletter:
Available to all, this newsletter provides guidance on key ESG topics, including ecological transition and biodiversity.





The We Explore ESG Briefing: A quarterly 45-minute call hosted by WeeFin experts, dedicated to regulatory updates in sustainable finance. It's also an opportunity for clients to ask questions and engage directly with our specialists.

#### **Measurability**

This refers to the assessment of the relevance and effectiveness of the actions undertaken. Conducted and communicated annually, this evaluation helps refine our strategy and objectives for the future.

The measurability of our actions is essential to ensure we are progressing effectively and in line with our statutory commitments. By closely monitoring our key performance indicators, we are able to adjust our strategies and ensure continuous improvement in our outcomes.

All of WeeFin's impact indicators have been carefully designed to remain stable over time, align with our mission commitments, reflect our core business, and demonstrate both our internal impact (corporate social responsibility) and external impact.



To align our business model with our impact objectives and in continuity with the ambitions we have upheld for five years, WeeFin became a mission-led company in 2023. Defining a purpose was a natural extension of WeeFin's DNA: to raise the standards of sustainable finance and make them the norm.

All members of the company contribute to this mission-led status — whether through the development of our platform, the training sessions delivered by our sustainable finance experts, or the high-value content published each month.

#### The members of our mission committee

#### External experts



#### **Aurélie Baudhuin**

Aurélie Baudhuin, who has been passionate about responsible investment issues for many years, joined Malakoff Humanis in December 2022 to develop the group's SRI strategy. During her career, she has already worked on developing new ESG measurement indicators for investments (Social Footprint, Marine Biodiversity Preservation) and has participated in industry discussions as a member of the SRI Label Committee from 2016 to 2021 and as Chair of the European investor network "Shareholders for Change." Today, as Chief Investment Officer at Malakoff Humanis, Aurélie brings a professional perspective to the issues of responsibility and ethics addressed by the WeeFin mission committee.



#### **Manuel Coeslier**

Manuel Coeslier, a former member of the European Commission's Technical Expert Group on Sustainable Finance, is a specialist in carbon footprint issues. He has designed climate-aligned equity investment strategies at Mirova, where he is now Lead Climate & Environment Expert. His expertise and experience as co-head of the Mirova Research Center are invaluable to the mission committee and the scientific committee, particularly in assessing WeeFin's ability to enable its clients to fully integrate environmental issues into their financial activities.



#### Michelle van Weeren

As a researcher conducting qualitative studies, Michelle van Weeren is an assistant professor at KEDGE Business School, specialising in sustainable finance and ESG ratings. As a member of the research chair dedicated to sustainable finance created by Candriam and Kedge B.S, she won the 2022 RIODD-Moody's award for the best interdisciplinary thesis on organisations and sustainable development for her research on the evolution of the ESG analyst profession and ESG ratings. As a researcher, Michelle brings to the mission committee a wide range of skills necessary for developing and monitoring a roadmap consistent with WeeFin's statutory objectives: pedagogy, methodology and indepth knowledge of ESG data.



#### **Nathalie Wallace, Présidente**

After 25 years in the US, investing in public markets and venture capital in Asia, Latin America, Eastern Europe and Africa, and spearheading sustainable investment and business development strategies at leading companies such as Mirova US, State Street Global Advisors and Natixis Investment Managers, Nathalie Wallace returned to France in 2023 to occupy the position of Sustainability Officer at Edmond de Rothschild until March 2025. She brings valuable contributions to the mission committee thanks to her experience in portfolio management, her strategic vision and her commitment to positive social change. Nathalie is helping to guide WeeFin towards the development of a platform that promotes more ambitious and transparent sustainable finance.

#### Our new member



I am very happy to join the mission committee after having supported WeeFin for two years in defining and monitoring their impact indicators. It is important to highlight WeeFin's uniqueness in the way it aligns its values and ambitions. I am convinced that their platform, combined with their expertise, is an essential link in moving finance towards a more sustainable model."

Clara Fayard, Impact VC at Investir&+



#### **Clara Fayard**

After serving as chief of staff at Paris City Hall, Clara Fayard joined Investir&+, an entrepreneur-funded organisation that finances and supports the scale up of projects with a strong social and environmental impact. At Investir&+, Clara uses her experience in the public sector to help committed start-ups. Since 2022, Investir&+, and Clara in particular, have been supporting WeeFin in defining and monitoring its impact indicators. As a result of this fruitful collaboration, WeeFin invited Clara to join its mission committee in 2025. This invitation aims to continue the work already begun and to continue to benefit from her expertise for new projects.

#### Internal member



#### **Pauline Berthouloux**

Pauline Berthouloux began her career at a leading European asset management firm before joining WeeFin in 2022 as a Sustainable Finance Expert. She has witnessed the company's rapid growth, actively participating in work on impact indicators and organisational discussions as an observer member of the CSE. Thanks to her experience at WeeFin, a key player in the sustainable finance ecosystem, and her knowledge of the company as the Head of the ESG Expertise team, Pauline brings a pragmatic vision of how the company operates and the functionalities of its platform.

#### Our mission & our statutory commitments

Establishing a purpose was the natural extension of our DNA, namely: to raise the standards of sustainable finance and make it the norm.

#### Our raison d'être

Beyond regulatory aspects or standardised ESG approaches, social, climate and biodiversity emergencies require the financial sector to provide even stronger and more sincere support for projects that promote social or environmental values.

However, from complex portfolio construction to strict reporting requirements, many challenges can be obstacles for financial players.

WeeFin develops cutting-edge solutions, services and a technical platform to facilitate these players.

We are a catalyst for sustainable finance.

For more demanding sustainable finance.

So that sustainable finance becomes the norm more quickly.

Three statutory objectives linked to our positioning at the heart of the financial ecosystem

#### Commitment No. 1:

Continuously improve access to, and processing of, ESG data that promotes better investment practices, through regular critical review of our ESG Connect platform by a scientific committee.

WeeFin is committed to helping its clients regain sovereignty over their ESG data, implement more ambitious sustainability strategies and facilitate collaboration around ESG processes. To achieve this, WeeFin offers a modular SaaS platform with a wide range of functions, such as data centralisation, reporting, commitment tracking and a library of calculations.

#### **The Mission Committee's opinion:**

To ensure that the platform delivers on its promises, the Scientific Committee – composed of Manuel Coeslier, Michelle van Weeren and Léo Fargeas (Head of R&D at WeeFin) – assesses the contribution of each platform module in relation to WeeFin's impact objectives.

The Mission Committee highlighted WeeFin's unique role within the financial ecosystem, notably through its collaboration with data providers and financial institutions, and its responsibility to use this position to promote better data quality. Indeed, as an operating system dedicated to ESG, the WeeFin platform relies on the quality of the data used by its clients. Beyond the implementation of automated controls that raise alerts on technical and functional data quality, WeeFin could also offer an objective opinion on data quality.

Finally, given the levers available to financial actors to fund a fair ecological transition and, more broadly, to integrate E, S and G criteria into their capital allocation decisions, it is important to measure platform usage rates. To initiate this work, the committee recommended focusing on the amount of assets available on the platform – seeking to adjust for market effects – and conducting qualitative interviews with clients to better understand their practices. The Mission Committee would also like to monitor additional indicators related to the client base's profile and geographical location.

In parallel, technical developments and reflections will be needed to collect data on platform usage rates, in order to identify user behaviours from an impact perspective. For instance, identifying the most frequently used features would be of particular interest

WeeFin holds a strategic position in the development of more sustainable investment practices. Understanding how the platform is used, based on clients' needs, is therefore essential to maximise its contribution to positive change and to scale up efforts to support deep-rooted transformation."

**Manuel Coeslier,** Lead Expert, Climate & Environment at Mirova



Our Objectives	Initial Target	2024 Results
Provide our clients with a technological tool enabling them to adopt best practices in investment	Two critical reviews of the platform are conducted each year by a Scientific Committee by 30 June 2025	The platform <b>underwent a comprehensive review</b> by the Scientific Committee, and a schedule for detailed reviews of each feature was established
	A system to assess the evolution of the social and environmental performance of assets under management on the platform is implemented by 31 October 2025.	A dedicated workshop on the principles for assessing social and environmental performance was held with the WeeFin teams.
Enable our clients to strengthen their sustainability practices.	At least 50% of clients believe WeeFin helps them improve their ESG practices.	As part of its first satisfaction survey in 2025, WeeFin also asked clients about the platform's impact on their ESG practices. 62% stated that our solution had helped them improve these practices.
	The number of portfolios and assets on the platform increases by 50% between 2024 and 2026.	The calculation method was presented to the Mission Committee, which will monitor progress through to 2026.
	20 new financial institution clients are implemented and have access to at least x1 module of the platform between 2024 and 2026	
Enable our clients to access more reliable and comprehensive ESG data.	15 new data sources (public or private) are added to the platform in 2024.	In total, <b>18</b> new data sources were made available to WeeFin clients in 2024.
	Provide clients with results from technical and functional ESG data quality checks by 30 June 2025.	Several clients have already benefited from multiple data quality checks, with results transparently communicated, including all alerts raised.



The scientific committee develops a rigorous and methodical approach to ensure that the ESG Connect platform enables our clients to adopt best investment practices. Thanks to Michelle and Manuel's expertise, we define best practices in sustainability and meticulously analyse the product. It's an important feedback loop for the impact-focused product.

**Léo Fargeas,** Head of R&D at WeeFin

#### Commitment No. 2:

Become the voice of more transparent sustainable finance through regular statements within the financial centre, and share knowledge by providing access to publications, studies and various content on sustainability issues to facilitate understanding.

Whether working with senior management, asset managers, ESG analysts or the finance professionals of tomorrow who are still at school, WeeFin has established itself firmly in the sustainable finance landscape. Building on its strong positioning, its goal is to promote a more transparent and ambitious approach to sustainable finance. Every month, the WeeFin teams offer free educational content and seek to engage with various stakeholders, giving everyone access to the tools they need to better understand the issues at stake, whether regulatory or methodological.

#### **The Mission Committee's opinion:**

The mission committee recognised WeeFin's efforts to promote a more transparent and ambitious vision of sustainable finance in the financial centre. These efforts are reflected in the positions taken at round tables and participation in numerous public consultations. For example, WeeFin has advocated for increased reporting on climate and natural risks, as well as for the maintenance of an effective taxonomic system capable of directing financial flows towards transition activities.

The committee reviewed the profile of individuals made aware of sustainable finance issues by WeeFin and wished to include a specific objective concerning decision-makers. The aim is to ensure that they have all the tools they need to promote and demand the integration of environmental and social risks and impacts into the long-term strategy of the financial companies they manage.

At the same time, WeeFin must continue to train tomorrow's investors by offering courses on sustainable finance in higher education, for example.

The committee also examined the amount of content on sustainable finance written and published by WeeFin, and questioned its educational value. WeeFin is committed to publishing free, accessible content on a wide range of topics and media (analyses, studies, newsletters, barometers) dedicated to sustainable finance issues. This initiative aims to enable the various stakeholders to understand the multiple challenges of sustainable finance: biodiversity, green bonds, access to data, climate risks, etc.

Several WeeFin teams therefore have dedicated resources and actions to this statutory commitment.



Last year, WeeFin, through its teams of experts, raised awareness and trained several hundred people on the challenges of sustainable finance. These educational initiatives, which are aimed in particular at students, journalists, asset managers, insurers, ESG teams and decision-makers, make WeeFin a committed player in promoting more transparent sustainable finance, beyond the development of a technological platform.<sup>99</sup>

Michelle van Weeren, assistant professor at KEDGE BS, specialised specialised on sustainable finance & ESG rating topics







Promote a more transparent and demanding vision of sustainable finance among financial market players Annual publication of a sustainable finance barometer to identify areas for improvement among players in terms of the transparency and ambition of their ESG practices WeeFin published a barometer on the ESG practices of financial players in 2023, and another will be published in the first half of 2025 for the year 2024. This exercise aims to identify areas for improvement in terms of the transparency and ambition of their sustainability practices (transition financing, compliance with regulatory expectations).

Each year, a minimum of **300** hours are dedicated to discussions on sustainable finance in think tanks, round tables, working groups or participation in consultations.

In 2024, WeeFin participated in more than **fifteen events** to promote more ambitious sustainable finance (ESG Europe, Time to Change, Impact Debates, etc.). WeeFin has also set up **a system to track the time** spent on these activities.

Raising awareness among financial market players about sustainable finance issues Annual publication of educational content to shed light on sustainable finance issues

In 2024, WeeFin shared **24** pieces of educational content, such as a first Biodiversity Guide and a study on how to use finance to promote gender equality.

Each year, at least 300 people (including at least five decision-makers from financial companies) are made aware of or trained on issues related to sustainable finance (climate risks, biodiversity, greenwashing, etc.). These people may be students, asset managers, auditors, journalists, etc.

In 2024, WeeFin raised awareness among **463 people**, including 18 decision-makers, about sustainable finance issues on various topics such as greenwashing, sustainable investment and climate risks.



Every day, WeeFin strives to make ESG regulations, methodologies and data understandable to everyone. We also conduct research to identify how sustainable finance players can improve their practices and help companies adopt or develop sustainable practices. Our annual sustainable finance barometer, for example, analyses the practices of sustainable funds to ensure that they promote a just transition and comply with industry regulations. We regularly engage with various stakeholders in the financial sector through client clubs, round tables, interviews, training, etc. These interactions are meaningful to us and allow us to refine our vision while promoting transparency and more ambitious ESG practices."

**Pauline Berthouloux,** Head of ESG Expertise at WeeFin

#### Commitment No. 3:

Building a business that is consistent with our commitments to all our stakeholders, working towards principles that are important to us, such as inclusion, fair remuneration and gender equality, and giving each of our employees the freedom, resources and confidence they need to achieve their goals.

In line with what we promote to our clients, with whom we are committed to greater transparency and education in finance, we apply these same principles to our internal operations. Indeed, we are committed to creating a working environment guided by these values that are dear to us, where everyone can learn and contribute in their own way. As such, the WeeFin teams are developing a corporate culture that values competence and collaboration, and the means to verify the absence of discrimination.

#### The Mission Committee's opinion:

The mission committee asked how WeeFin's values were established and noted that they were developed in collaboration with employees. It suggested that these values be reviewed regularly, especially given the company's current growth.

The mission committee also wishes to assess in more detail the OKR system implemented at WeeFin and discuss how employees perceive the contribution of this system to their decision-making.

To ensure that its practices are aligned with its values, WeeFin has adopted a committed governance approach. This involves, in particular, the internal application of the environmental, social and governance principles to which its customers adhere and contribute through their financing activities.

The company's current operating model, based on transparency through, for example, strategic Q&A sessions during which all employees can ask questions, and on accountability through a system of decentralised decision-making, enables WeeFin to ensure consistency between its organisation and its status as a mission-driven company.

The challenge for the future will be to validate and continuously develop these systems in a rapidly growing company so that each member of the team can continue to flourish professionally in line with WeeFin's values."

Aurélie Baudhuin, Investments Director at Malakoff Humanis

Our Objectives	Initial Target	2024 Results
Empowering our employees to make decisions that are aligned with WeeFin's interests and values	Implementing a system that promotes the most decentralised decision-making possible for each employee	Employees are involved in decision-making, in particular through the implementation of an <b>OKR system</b> . OKRs are jointly developed objectives and indicators, renewed every three months, which provide a common direction for development and are known to the entire team.
	Implementation of an employee satisfaction questionnaire regarding WeeFin's values.	For several years, WeeFin and its investors have been monitoring impact and ethical indicators, including employee opinions on the company's environmental, social and governance (ESG) practices. Employees gave an average rating of 4.1/5.
		The aim is to include questions on employee satisfaction with WeeFin's values.
Ensure that the principles promoted by WeeFin and important to our stakeholders are fully integrated into the	Maintain a gender equality index of over 85 at WeeFin in order to reduce pay inequalities.	At the end of 2024, the gender equality index was <b>95</b> .
	Implementation of	An <b>OKR dedicated</b> to the definition and

a fair remuneration

policy



the company

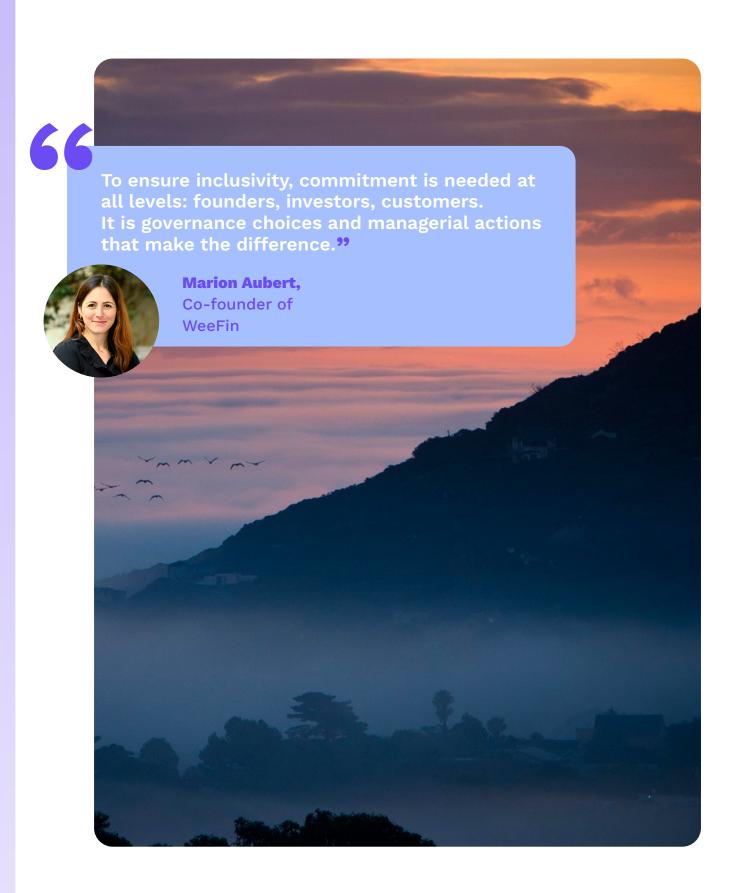
internal functioning of

The OKR organisation reflects our commitment to transparency and decentralised governance. This system encourages initiative, values individual responsibility while facilitating collaboration between teams, thereby stimulating innovation and maximising our collective impact. In 2024, we focused on knowledge management, a strategic approach aimed at creating collective knowledge accessible to all, and we continued to improve our decentralised processes.

**Guillaume Klech,** CTO of WeeFin

implementation of such a policy has been

launched by various teams at WeeFin.





## **Horizon 2025**

#### Interview with Grégoire Hug



Grégoire Hug, CEO and co-founder of WeeFin, explains how, in his view, the mission-driven business model can help address today's challenges. He illustrates his point by showing how WeeFin supports its clients in meeting the challenges of sustainable finance.

# How does WeeFin's mission influence the management of the company?

Our statutory commitments and objectives are aligned with our values and our business, so that actions can be communicated to all our teams and everyone can take ownership of the company's mission.

For example, one of our statutory commitments is to provide our clients with access to more reliable and comprehensive ESG data. To integrate more data sources into our platform, all our teams are mobilised: the Experts analyse the sources to certify their consistency, the Partnerships team manages supplier relations, and the technical teams integrate the sources, which are then relayed by the Customer Success Managers to ensure that they are used correctly by our customers.

We have also dedicated one of our statutory commitments to our internal

operations. We integrated the concept of accountability and our values in general into the WeeFin organisation at a very early stage so that it would permeate all our processes: from recruitment to our OKR system, including our monthly Q&A sessions where we review WeeFin's strategy and figures, and where everyone can ask questions. Everything is done to make each employee feel responsible for part of the development of the company's strategy.

From the outset, we have sought to manage our business collectively in accordance with our commitments and values. For example, at WeeFin, transparency is a fundamental value. We have established key rituals to bring it to life on a daily basis. By sharing the same level of information with everyone - employees, investors and the management committee - each employee has the necessary information to feel invested and valued: they are then able to make decisions, be autonomous, innovate and flourish within the company. Transparency thus becomes a powerful lever for engagement and performance. And we consider this transparency to be a work in progress: every year, new

initiatives aim to make a wide range of information accessible to everyone.

Everyone involved in WeeFin's activities contributes to its impact. That is why, during our initial fundraising rounds, we favoured impact-focused funds that set us specific objectives, in particular through the definition of an impact-based business plan.

Do the commitments made by WeeFin address current challenges?

Ten years ago, when I started working in the ESG space, many people told me that it was just a trend and that ESG would not last.

However, with the Paris Agreement in 2015, ESG took a decisive turn, enabling sustainable finance to develop on a large scale. Today, the impact of ESG is still being questioned. As with every transition, we are surprisingly reconsidering the advances made — sometimes freedom, women's rights, and... sustainability.

Beyond what some people proclaim, sustainability is here to stay, and at WeeFin, we are convinced of this. Just look at the consequences of not taking these criteria into account.

ESG is also an opportunity to direct savings according to our preferences, an opportunity to structurally improve finance. Ignoring climate risk is like ignoring the foundations of a building. So no: we must not slow down on sustainability, but accelerate. Fortunately, many have understood this.

Our mission is even more meaningful today: putting sustainability data at the heart of our clients' investment and financing strategies has become an essential differentiator for them. Indeed, while Europe is considering a step backwards in terms of the regulatory framework, at WeeFin, we believe that we must accelerate and help companies and investors go further and faster in their ESG transition. For example, by providing them with the infrastructure to do so more effectively, but also by promoting a more ambitious and transparent vision of sustainable finance to today's and tomorrow's financiers.

So, yes, without a doubt, we have set ourselves commitments that enable us to respond to the current challenge!

#### The 2025 Roadmap

The mission committee notes that the targets set for 2025 are in line with WeeFin's development plan and the work already initiated. The roadmap commits all WeeFin employees to align their activities with its statutory commitments.

The committee has included **three major projects** in its work plan, to be carried out in collaboration with WeeFin teams:

#### **PLATFORM USAGE RATE**



ONTEXT

Work will begin in the second quarter of 2025 within WeeFin to identify key user behaviours to monitor and metrics to track.

BJECTIVES

1. Monitor and analyse the behaviour of platform users in terms of impact.

2. Define success indicators to ensure that the platform has an impact on customers' sustainability strategy.

#### The Committee's recommendations

Indicators related to platform usage have an internal benefit (e.g., they can be tracked and leveraged by Customer Success Managers) and an external benefit (e.g., they could lead to rewards for customers who use the 'engagement' module the most).

It would be useful to collect information on user profiles and identify at what stage of the value chain they use the platform, for example, prior to their investment decisions.

It is also essential to identify the operational benefits of using the platform, particularly in terms of time saved. This time can now be allocated to higher value-added tasks, such as dialogue with investee companies on environmental and social issues.

# QUALIFYING THE IMPROVEMENT OF ENVIRONMENTAL AND SOCIAL CRITERIA IN A PORTFOLIO ON THE PLATFORM

# CONTEX.

In order to assess the improvement of ESG practices among platform users, it is essential to identify and monitor additional indicators over the long term. Once these indicators have been defined, technical developments will be necessary to collect aggregated data from all portfolios.

BJECTIVES

- 1. Identify indicators that could qualify the environmental and social status of a portfolio.
- 2. Define success targets.

#### The committee's recommendations

An improvement in the environmental and social criteria fo a portfolio may be independent of the client's management (e.g. it may be due to market effects) and the use of the platform.

A qualitative measurement of WeeFin's contribution can therefore be carried out, in particular through interviews with clients.



# MEASURING WEEFIN'S CONTRIBUTION TO IMPROVING OUR CLIENTS' ESG PRACTICES

# ONTEX

Chaque année, WeeFin mène une campagne de satisfaction auprès de ses clients. Des questions sur l'impact de WeeFin sur leurs pratiques ESG leur sont également adressées. OBJECTIVES

1. Validate the measurement methods using a quantitative questionnaire.

2. Define, if necessary, a qualitative measurement method.





It will also be interesting to measure the time saved by the platform, allowing customers to focus on high value-added activities.

#### Commitment No. 1:

Continuously improve access to and processing of ESG data that encourages better investment practices through regular critical review of our ESG Connect platform by a scientific committee.



# Provide our clients with a technological tool that enables them to adopt best investment practices

- All modules are reviewed by the scientific committee.
- The environmental and social performance of the assets on the platform is measured according to a procedure that will be defined jointly by the WeeFin teams and the mission committee.

#### **Enabling our clients to expand their sustainability practices**

- Three new clients are implemented on the platform.
- At least 55% of clients consider that WeeFin helps them improve their ESG practices.
- Interviews are conducted with clients to understand their use of the platform and its impact on their ESG practices

# Enabling our clients to access more reliable and comprehensive ESG data

- 15 new data sources, which have undergone qualitative analysis by WeeFin experts, are integrated into the platform
- 100% of clients implemented on the Data Management module have access to granular and summarised results of data quality checks.

#### Commitment No. 2:

Become the voice of more transparent sustainable finance through regular statements within the financial market, and share knowledge by providing access to publications, studies and various content on sustainability issues to facilitate understanding.



## Promote a more transparent and demanding vision of sustainable finance among financial market players.

- A barometer of sustainable finance practices for 2024 is published
- 350 hours are dedicated to discussions on sustainable finance led by the financial market (think tank, round table, working groups, consultation
- Targets related to employee satisfaction with regard to WeeFin's values are set



#### Raise awareness among financial market players about sustainable finance issues.

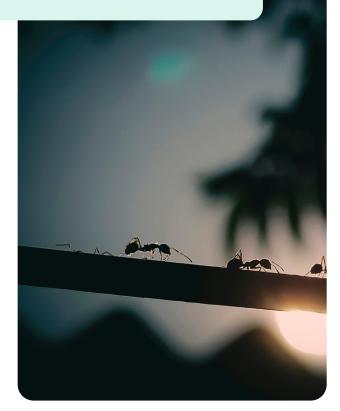
 New targets will be set for both the number of educational content published by WeeFin to shed light on topics related to sustainable finance and the number of readers.



#### Commitment No. 3:

Build a company that is consistent with our commitments to all our stakeholders by working towards principles that are important to us, such as inclusion, fair remuneration and gender equality, and by giving each of our employees the freedom, resources and confidence they need to achieve their goals.

- Empowering our employees to make decisions that are aligned with WeeFin's interests & values
  - The OKR system implemented by WeeFin is subject to employee evaluation
  - Ensuring that the principles promoted by WeeFin and important to our stakeholders are fully integrated into the internal functioning of the company



The fair remuneration policy implemented is analysed and adjusted in light of employee feedback.



# Put sustainability at the heart of your investments

Regain sovereignty over your ESG data, develop more ambitious sustainability strategies, and collaborate more easily around ESG processes.

Request a demo