



Making sustainable development the energy of our growth

# **COP No.4 - 2013/2014**

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## Declaration of ongoing support for the principles of the Global Compact

Since its creation in 1986, Alma Consulting Group has supported its clients in improving their performances through optimisation and decision-making help tools: human resources, innovation funding, taxes, subsidies and public-private partnerships, purchasing and outsourced purchasing, copyrights.

Up against new environmental and social challenges, this value creation process can only be achieved as part of a policy favourable to social development and the environment; this approach not only reduces risks but also represents genuine opportunities.

Since 2008, Alma Consulting Group has made the strategic choice to set up a structured CSR approach (Corporate Social Responsibility) enabling it to:





- highlight its leadership through coherent and innovative client relationships, based on the new societal challenges, through the development of new environmental solutions, in compliance with the business ethics framework,
- improve its appeal to new talent,
- reinforce the overall cohesion of the Group with all its stakeholders (clients, suppliers, employees, etc.) based on the values of society and solidarity.

For the fourth consecutive year, Alma Consulting Group is asserting its support for the Global Pact. The 10 principles of this pact, in terms of human rights, labour standards, the environment and anti-corruption, fit in perfectly with the direction of the Group's CSR strategy and commitments.

As Group Chairman, I am honoured to renew our commitment to the Global Pact, in order to promote its ten principles. I would like to invite you to check out fourth "Communication on Progress", setting out our achievements and progress in 2013, and our new CSR roadmap for 2014.

**Hervé AMAR**  
Chairman of Alma Consulting Group

# Our CSR approach based on the 10 principles of the Global Pact

	Social	Environment	Economic
Global Compact principles	no. 1-2 : human rights no. 3-6: labour standards	no. 7-9: environment	no. 10: anti-corruption
<b>Our commitments</b>	Support social development for employees through a human resources policy based on responsible recruitment, fair professional development for all, appropriation and promotion of the company's fundamental values in daily practices, and integrating all social categories at all levels of the company.	Preserving the environment by changing our day-to-day behaviour (business trips, use of equipment, recycling...) and our purchasing practices, to make them more responsible.	Promoting sustainable growth for Alma and its clients, by means of responsible and ethical professional practices, as well as by providing in its professional portfolio new sustainable development oriented, innovative and value generating solutions. Promoting the ten principles of the Global Pact among our clients, via institutional communication (website, brochures,...) and among our suppliers, via awareness raising and assessment actions.
<b>Our previous achievements</b>	<ul style="list-style-type: none"> <li>- Signature of a company agreement on gender equality</li> <li>- Awareness raising programme on disabilities</li> <li>- Donations and financial support to associations</li> </ul>  	<ul style="list-style-type: none"> <li>- High-performance operating HQE [French high environmental quality] certification for our Asnières head office</li> <li>- Reducing our CO2 consumption in our business trips</li> <li>- Setting up an energy efficiency contract</li> <li>- Expanding our waste sorting</li> </ul>  	<ul style="list-style-type: none"> <li>- Optimising our purchasing process for more responsible purchasing</li> <li>- Continuous improvement of client relations</li> </ul> 

## 2013 Actions - Environment

### Principles 7-9

**Environment** – Businesses should:

7. support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility;
9. encourage the development and diffusion of environmentally friendly technologies.

### Our achievements in 2013:

- During 2013, in order to enable **better tracking** and **better use** of our waste, we centralised our **waste sorting and recycling** with a single contractor. The contractors selected were:
  - Lyon site: **Elise**,
  - Asnières and Gennevilliers sites: **Greenwishes**.
- In June 2013, **new vending machines** for hot drinks and snacks were installed. The emphasis was placed on the **energy consumption** of these vending machines, and we also favoured equipment with a **standby function** for evenings and weekends.
- In order to **reduce our CO2 emissions**, several actions were launched:
  - **Reducing our professional trips** by 21% over one year, by:
    - **extending** our **videoconferencing** system (rolling out new installations and development of Jabber – *an individual video tool*),
    - **quarterly monitoring** of our travel expenses,
    - **awareness raising** for the departments and employees.
  - **Reducing the CO2 from our motor vehicle fleet** by 2.9 %, achieving an average of 114.4 g/km over our whole fleet.
- The latest **Sustainable Development actions** implemented and described above enabled us to achieve a higher **HQE certification** level (**very high performance**) for our head office in Asnières.
- **Computer equipment donations** were made to **associations** and **schools**:

	CPUs	Monitors	Printers	Laptops
School	28	28	2	2
Association	55	55	-	76

## 2013 actions – Human resources management

### Principles 1-6

#### Human rights: Businesses should:

1. support and respect the protection of internationally proclaimed human rights in their sphere of influence;
2. make sure they are not complicit in human rights abuses.

#### Labour standards: Businesses should:

1. uphold the freedom of association and the effective recognition of the right to collective bargaining;
2. eliminate all forms of forced and compulsory labour;
3. abolish child labour;
4. eliminate discrimination in respect of employment and occupation.

HR indicators	2012	2013	Analysis
<b>Total workforce</b>	<b>1291</b>	<b>1222</b>	- Slight fall in the overall workforce, with the aim in 2013 being to minimise insecure employment contracts.
-of which % on permanent contract	97 %	97 %	
- of which % workforce in France	82 %	78%	
<b>% women</b>	56 %	<b>56 %</b>	- The female workforce has remained constant for the past 3 years.
<b>% women managers</b>	33 %	<b>32.5 %</b>	- and their position at management level has also remained stable.
<b>% turnover</b>	14 %	<b>11.4 %</b>	- Improvement in the turnover rate, to be continued in 2014, with further improvement expected through integrating human resources into the BUs.
<b>Integration of newly hired staff</b>	77.4 %	<b>72.2 %</b>	- Many trial periods have not been conclusive on the employer's side. The HR organisation integrated into the BUs at the end of 2013 should enable this rate to be increased for 2014.
<b>Career promotion rate</b>	14.3 %	<b>15.2 %</b>	- The adaptation project for the new organisation enabled numerous promotion opportunities in 2013. This rate is higher than in 2011 and 2012.

## 2013 actions – Human resources management

**The group's main asset is the people of which it is formed.**

**To ensure that each employee flourishes professionally today and in the challenges of tomorrow, we are committed to implementing a human resources management system that is part of a resolute and committed social responsibility policy.**

**The priority actions during 2013 were:**

- ❖ Stepping up mobility
- ❖ Contributing to and restoring a more positive social climate
- ❖ Encouraging autonomy, empowerment and target-based management

### Mobility

In a constant quest for economic and social development, internal mobility is a major asset for a company.

Indeed, this combines a continuous desire by the company to match its requirements to its resources, in the quest for new horizons by the employees.

Enabling any employee so wishing to obtain certification, a diploma, mobility... was one of Alma's priority objectives this year.



### Autonomy and empowerment

Alma group contributes to the development of its employees, in order to improve and develop their performance to tackle the challenges and changes to the Group and its environment.

Thus skills management is subject to particular attention and systems.

Any employee, whatever their function, conducts a half-yearly and end-of-year assessment with their line manager, relating to their performance (targets achieved and future targets), as well as a two-yearly skills assessment. These reviews enable personal progress plans to be put together.

For all autonomous managers, the daily flat rate was set up in order to empower each individual, and offer staff concerned greater autonomy.

### Social climate

Social climate is at the heart of company performance. A development and success factor for a company, it is based mainly on the particular sensitivities of each employee.

This year Alma Consulting Group wanted to focus its priorities on establishing a positive social climate within the Group. Thus the emphasis was placed on the following directions:

- social responsibility
- occupational health
- team cohesion
- private / professional life balance

## 2014 action plan

### Social

**no. 1-2:** human rights  
**no. 3-6:** labour standards

- Supporting the managers in developing their managerial skills, by implementing co-development actions in around fifteen managerial themes.
- Systematising the personal mid-year review, on the targets set at the start of the year, and integrating it into a new HRIS tool.
- Enhance the employability of our staff, by promoting mobility and training (signature of a GPEC [human resource planning] agreement)
- Integrating the HR teams within the BUs for better understanding of the HR strategy and challenges, but also to cultivate the feeling of belonging to the group and develop the social climate.

### Environment

**no. 7-9:** environment

- Reducing CO2 emissions from our motor vehicle fleet
- Call for tenders on our copiers:
  - reducing the stock
  - copier with lower energy consumption
- Increase the organic food products for children available from our Gennevilliers creche.
- Installing an eco-pulper in our Gennevilliers restaurant (dehydrates organic foods, creating fertiliser for our own requirements, such as our green spaces...)

### Economic

**no. 10:** anti-corruption

- New Group organisation in BUs (Business Units) for greater responsiveness and proximity to customers



## About Alma Consulting Group

The consultancy firm **Alma Consulting Group** supports its clients in improving **their performance** through **optimisation solutions and decision-making help tools** in terms of: human resources, innovation funding, taxes, subsidies and public-private partnerships, purchasing and outsourced purchasing, copyrights.

The European number one in its areas of operation, Alma Consulting Group lends its expertise to each and every client, to **provide them with customised solutions aimed at improving their competitiveness**. Its auditing and consultancy methods are based on a central idea: **each detail can have its importance, and represent a source of value generation for the company**.

### *A unique operating method*

Alma Consulting Group always operates as a **relations facilitator between its client and another entity** (administration, company, supplier...). It is this relationship that the Group seeks to **improve, make more efficient and clearer**, to optimise the performance of its clients, whether this means developing an ambitious innovation and research policy, obtaining subsidies, improving social performance, paying the right amount of contributions, improving and rationalising non-strategic purchases...

To achieve its missions, the group has organised itself based on 5 major activities: Innovation & taxes, HR performance, Grant solutions (aid & subsidies), Purchasing and Copyright.

Alma Consulting Group (T/O €164 mill. and workforce 1300) is present in Benelux, Canada, Spain, France, Hungary, Poland, Portugal, the Czech Republic and the United Kingdom.

16,500 clients place their trust in us, with 75% among the 200 biggest groups in France.

The Group is a member of Syncost and Syntec, Management Consultancy section.

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