



PASSION FOR
TECHNOLOGIES

**2017 CSR
REPORT**

CORPORATE
SOCIAL
RESPONSIBILITY

#Attractiveness

#Loyalty

#Employability

Foreword

As part of the European directive on non-financial reporting transforming the CSR report into a statement of non-financial performance, and in anticipation of its application, the Group states that it started to update its risk mapping at the end of 2017. This will allow it, in the course of 2018, to restructure its CSR approach with policies, action plans and indicators relevant to these challenges.

In this edition of the Corporate Social Responsibility report, the Group has chosen to highlight the three challenges associated with Human Resources that it considers to be priorities in terms of strategy: #Attractiveness, #Loyalty and #Employability. You will find a short presentation of each of these challenges with examples of illustrative actions developed by the Group (within the scope of reporting). The Group’s environmental and societal commitments are also addressed in two pages dedicated to this subject. All quantitative indicators are available in the appendix to this report.

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Environmental awareness, faster technological cycles, digital natives increasingly looking for meaning in relation to their workplace: our companies are having to deal with massive changes that are rocking the foundations of our organisations, our way of thinking about work, the customer relationship and innovation research.

With this in mind, our Group must constantly adapt and rethink its methods to respond to a major challenge: stepping up its international development while promoting sustainable responsibility and preserving the entrepreneurial spirit that has always been its guiding light.

To meet this challenge and stay on track during this time of far-reaching changes, it is good to get back to basics. 30 years spent developing the great personal and entrepreneurial adventure that AKKA is has taught me one thing: a company can only be sustainably successful if its development is marked by a virtuous balance between all of its stakeholders - employees, customers, shareholders, investors and partners. And that is what we strive to do, at every level of the business.

Internally, we are committed to offering each of our employees a quality working environment with responsible

management, which is open to dialogue and respectful of differences. This commitment has led to us being ranked, for the third year running, as one of the “Top Employers in France”, a title awarded to the best companies in the world in terms of talent management and HR policy. And to promote the emergence of new ideas, we are continuing to roll-out the “On Track” project which aims to place our consultants at the heart of entrepreneurial dynamics. We also launched our AKKADEMY in Geneva, which each month plays host to young engineering graduates from all over Europe. The goal is to provide “digital natives” with a springboard for forging an international career by combining theoretical training with practical experience working on a project with our teams.

To better serve the needs of our customers, in 2017 we stepped up our digital transformation, notably through the acquisition of the German company GIGATRONIK to continue the development of our offer. In line with the new societal challenges, this expertise must enable us to support our customers in their innovation projects for the purposes of a mobility that is more sustainable, connected, shared and environmentally-friendly.

Forging close links with territories through our agencies and centres of excellence in 20 countries, we are firmly rooted in our labour market and working at the core of a network of partners - SMEs, research centres and universities - that we connect with each other in a drive for open innovation. This networking is conducive to the emergence of technological breakthroughs creating value locally.

Aware more than ever of the need to include Corporate Social Responsibility as a cornerstone of our development, we have committed for some years to a responsible initiative formalised by our accession to the Global Compact and strengthened year on year by the introduction of specific actions which this report will illustrate.

I hope you enjoy reading this report.

Mauro Ricci
Chairman of the board and Group CEO

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FIRM COMMITMENTS TO BECOMING
A BENCHMARK EMPLOYER

Human capital is the main source of wealth in the AKKA Group. In 2017, we pursued an ambitious HR policy aiming to turn AKKA into a leading technology consultancy company in terms of HR rankings. Aware of the importance of providing a working environment that is meaningful and stimulating, that focuses on initiative-taking and innovation, so as to attract a variety of profiles and retain international talent, the Group rolled out numerous initiatives in response to these challenges and also contributing to its social responsibility. To illustrate this, I will give you three examples below that have created shared value.

Firstly, the launch of AKKAdemy in Geneva, last November, was a key step in our drive for globalisation and our desire to transform our recruitment practices to integrate young talent from across the whole of Europe. We want to create a memorable experience for candidates through this fully digital recruitment process and year-long integration programme alternating learning phases within our AKKAdemy with work experience at our customers’ facilities. Furthermore, AKKAdemy will serve as a foundation for the “Leadership University”, a natural extension of our manager training programmes.

The introduction of Talentsoft, our HR management information system, has enabled us to strengthen our investment in the skills of our employees. This solution will actually help us identify opportunities for the training and development of our employees, thus improving their employability. They can also access in-house job opportunities more easily as part of our AKKA Move initiative.

Ever since the signing of the first Handicap agreement in 2014, the disability policy has been firmly embedded within the Group and its recruitment teams in France, a pioneering country in this matter. In 2017, 27 people with disabilities were hired. What’s more, a dedicated team carries out awareness-raising activities with AKKA teams, especially during the European Disability Employment Week, in order to promote the integration of our work colleagues within the teams.

This 2017 CSR Report provides concrete evidence of the firm commitments made by the Group. Enrolled in an initiative for ongoing improvement, we will continue this momentum in the years to come, strengthening our efforts on key areas such as diversity and workplace layout, as CSR requires a long-term commitment.

Patrick Houry – CHRO



The AKKA Group faces a double challenge. On the one hand it must attract the best talent, which has been in short supply since business picked up. On the other, it must open up its recruitment to the digital sector, as well as the more traditional skills in technical expertise and consultancy, to accompany the digital transformation of its customers. Thanks to its unique positioning, combining a well-established understanding of the industrial sectors and digital literacy, AKKA has the ability to attract new recruits. The Group’s involvement in local higher education ecosystems is one key area in which to increase visibility and be identified as an employer offering interesting prospects both in terms of career and international mobility.

In 2017, more than 5,000 people were hired.

Moreover, to boost its attractiveness in 2017, the Group sharpened its employer brand, introduced internationally standardised recruitment tools and launched the AKKAdemy.

In 2017,
**more than
5,000 people
were hired.**



AKKADEMY, INDIVIDUALISED TRAINING OF YOUNG RECRUITS

Affirming its belief that the purpose of recruitment goes beyond simply hiring new people, the AKKA Group established the AKKAdeemy in Geneva, an international graduate programme for new engineering graduates from universities and engineering schools in the European Union. AKKAdeemy combines face-to-face courses and training on the ground: after a month of training, recruits take part in a one-month AKKAthon before joining the Group's teams worldwide. These agents of change bring their vision as digital natives to the teams already in place, while taking advantage of a springboard for an international career. The first class of 2017 had 30 people on board. The goal is to reach one hundred people in training per month in 2018.

Evgenia Koutrouki, a 27-year-old Greek national, joined the AKKAdeemy following her Masters in cyber security and communications in Thessaloniki. After one month's initial training in Geneva, she completed her first assignment at Matis in Paris before being called up for the Amadeus project within the AKKA agency in Sophia Antipolis.

>>> Evgenia shares her experience with us:

"I found out about AKKAdeemy when looking for Graduate programmes on LinkedIn. What attracted me was the opportunity to work for a large company with opportunities for mobility.

In my view, the key assets of this programme are training in non-technical skills (like the ability to give presentations to customers), taking part in an innovation project (including all stages from planning through to appearing before a panel) and the development of social skills through working in a group of graduates of different nationalities and cultures.

What's more, AKKAdeemy enabled me to start working in my own area of expertise, cyber security."

FIND OUT MORE

www.theakkademy.com

SCHOOL RELATIONS: A MUTUAL PARTNERSHIP

The AKKA Group's schools policy aims to be close to both the schools' management and to the students. The Group takes an early role in designing the training programmes so that they meet the needs of the market. It gets involved in the teaching of technology by sponsoring research chairs, holding courses on the innovations of tomorrow and even on technical issues. It supports students, the real pipelines of skill and talent, in facilitating their employability (CV preparation, interview training, etc.), and sponsors student union projects. This may come in the form of financial or technological support to fulfil technical or sporting achievements. For example, in 2017 in France, the AKKA Group supported TOSS, run by BDS at Supélec, a sports tournament which brought together over 3,000 students at the Central Supélec campus over one weekend.

In Germany, MBtech is one of the main sponsors of Youth Research, a competition which aims to encourage and support talent in under 21-year-olds in the field of science, technology, engineering and mathematics. An action that provides guidance to young people.

AKKA Group supported
TOSS **over 3,000
students** at the Central
Supélec campus

CHALLENGE AKKA, AN ANNUAL MEETING WITH THE GRADUATES OF TOMORROW



Since 2001, Challenge AKKA, the Group's annual, focal, social and sporting event, has allowed engineering school students to have formal and informal discussions with the Group's ambassadors and its management. During a weekend's skiing trip at Serre-Chevalier, the aim is to introduce the Group to the 150 participants: its expertise, its areas of business, its business activities and opportunities. It also provides an opportunity to get to grips with what these graduates are expecting and to identify their skills before they enter the labour market. In 2017, the AKKA Challenge resulted in 30 people being directly recruited.

DIVERSITY AND MEASURES TARGETING SPECIFIC GROUPS

La politique de recrutement du Groupe AKKA est basée sur le principe de l'égalité des territoires: les critères de recrutement sont avant tout les compétences et les qualités personnelles, indépendamment du genre et des besoins spécifiques des profils recrutés.

Pour développer l'égalité des territoires, des actions spécifiques sont mises en œuvre en faveur des personnes handicapées. En France, une équipe dédiée promeut leur intégration indépendamment du handicap, avec des actions spécifiques par exemple pendant la Semaine du Handicap. En République tchèque, AKKA est un partenaire de l'organisation Cesta za snem, qui organise des activités sportives pour les employés handicapés et non handicapés,

et travaille spécifiquement sur la conception d'équipements pour personnes handicapées.

En France, le Groupe a également conclu un partenariat solide avec "Nos Quartiers ont du Talent" et Mozaïk HR. L'objectif est d'introduire le secteur de la technologie auprès de jeunes personnes des zones urbaines qui ne se présenteraient pas normalement. Enfin, en 2018 AKKA France discutera de la révision de son accord d'entreprise sur l'égalité de genre avec les syndicats. MBTech a déjà développé de nombreuses initiatives pour promouvoir les femmes dans le secteur (International Women's Day...).

In the Czech Republic, AKKA is a partner in the Cesta za snem organisation

In France, the Group has also entered a strong partnership with "Nos Quartiers ont du Talent" and Mozaïk HR

MBTech has already developed numerous initiatives to promote women in business



Over and above recruitment, one of the main challenges to be met by the AKKA Group is retaining its talent, and especially taking care of its human capital. This depends on having working conditions that are conducive to personal and professional development. In recent years, AKKA France has regrouped our many quality worklife initiatives under a single brand.

This brand is AKKA'ttitude! Rolled out in 2018, in all countries of operation, this initiative will build on the most promising interventions in order to duplicate them and adapt them locally.

This positive way of reconciling well-being, health and technology at work illustrates the Group's desire to create and maintain an environment that promotes team work, seen as a yardstick for success, but also for creativity and innovation.

AKKA'ttitude is adopted the minute the newcomers arrive, benefiting from mentoring and an integration process over several steps. It is then translated into practice with the implementation of numerous team events aimed at encouraging peers to meet, but also at discovering the personalities and individuals that make up the Group and its agencies. The Group offers a working environment that promotes health and safety in the workplace, and develops numerous actions for well-being and quality of life at work.

OBTAINING TOP EMPLOYERS CERTIFICATION

For the third year running, the AKKA Group has picked up Top Employers certification in France and Germany (automotive engineering activities). This certification, awarded after rigorous review by the Top Employers teams and an audit carried out by an external firm, recognises the Group's ability to offer a quality working environment to teams, to develop talent and continuously improve HR practice.

The Group sets itself apart particularly by the reception given to new employees as part of its AKKASStart integration programme, but also by its ability to offer employees a motivating working environment and support them in their career development, specific actions that ensure team commitment, and lastly by its desire to develop close relationships between employees.

FIND OUT MORE
www.top-employers.com/en-GB/

For the **third year running**, the AKKA Group has picked up **Top Employers certification** in France and Germany

AKKA FRANCE WINNER OF "TROPHÉES DU MIEUX VIVRE EN ENTREPRISE"

On 22 November, the company was awarded this Trophy for companies implementing a participatory strategy for health and quality of life in the workplace, through initiatives that are innovative, relevant, exemplary and promote well-being in the organisation. The panel specifically appreciated the AKKA'ttitude initiative and organisation of the on-line challenge.



ON-LINE CHALLENGE: INVOLVING 1,100 EMPLOYEES

An inter-regional on-line challenge was launched in France. Volunteers were fitted with a digital wristband counting their number of steps. The region that totalled the highest number of steps won the prize for charity. This action proved highly popular with some 1,100 employees taking part, evidence of a true team spirit. Over 7,000 euros were then donated to local humanitarian organisations.

Thanks to this first event, links have been established with associations such as Médecins sans Frontières in Western France. The success of this initiative has led to the scheduling of a new on-line race in 2018, set to go beyond the borders of France.

Over **7,000 euros** were then donated to local humanitarian organisations.



TEAM- BUILDING EVENTS

Numerous actions promote the strengthening of close ties between employees and their management, in a friendly, informal spirit that reflects the Group's values: cooperation, discussion and mutual respect. For example, in France, since 2015 we have held an annual Employee Day every third Thursday in June. Organised at the initiative of the local manager, it strengthens team relations and encourages exchanges. Sponsorship of sports events involving employees, such as Run in, trail and other races, is also very common. In Germany and the Czech Republic, events such as Health Week or Company Celebration are also an illustration of this, as well as the B2Run for companies.

In France, since 2015 we have held an annual **Employee Day every third Thursday in June.**

REGULAR AND TRANSPARENT DIALOGUE

AKKA'ttitude goes hand in hand with the spirit of transparency and honesty, key attributes of Group relations. Management therefore endeavours to embody AKKA'ttitude, for example, by going to meet employees to spell out the strategy to all teams. In France, as in Germany, this involves open ongoing dialogue with staff representatives.



NEW AGREEMENTS FOLLOWING SOCIAL DIALOGUE

The various entities that make up AKKA apply and comply with local laws in their host countries. Social dialogue and the organisation of working time for each legal entity play a major part in each BU's organisation and entrepreneurial culture. Following on from agreements undertaken in previous years, 2017 was a remarkable year in terms of negotiations. One of the major new structuring agreements includes the signing of a new three-year Handicap Agreement for the employment of people with disabili-

ties. It provides a framework for keeping disabled people in employment and for their integration, regardless of the type of disability (motor, sensory, psychological, disabling illness...), and consolidates the mobilisation of employees around a common and rewarding human project. It makes provision for hiring 60 disabled people, including 30 permanent contracts and 30 under various types of contracts (apprenticeship, fixed-term contract, internship).

In addition, a new generational agreement was negotiated in 2017, for a 3-year period

In addition, a new generational agreement was negotiated in 2017, for a 3-year period. This aims to strengthen the integration process for employees, notably through the assignment of a mentor. Its objectives are: to hire 3% of employees over 50 years old and 30% of employees under 26 years old; with a minimum 3 days of training over 3 years for employees over 50 years old. And, for those over 57 years old wanting to work part-time, the financing of the employer's full-time pension and supplementary retirement contributions. Also noteworthy is the signing of an agreement in France on work-life balance, which will be rolled out in 2018.

VIDEO CHAT, LET'S TALK OR AGENCY TOUR

Keen to maintain a strong and constructive dialogue with all employees regardless of their geographic location, the Group's Executive Management has organised several video chats, internal agreements and road shows. For example, the Video Chat organised in November 2017, during which Paolo Del Noce, CEO France, and Patrick Houry, Chief Human Resources Officer, presented an overview of activities in France and answered the many questions raised by staff. A total of 1,600 employees took part in these discussions.

In Germany, AKKA Komit-Ment 2017 played host to over 100 managers with a view to presenting the Group's prospects, creating dialogue and building a united organisation.

In Germany, AKKA Komit-Ment 2017 played host to over 100 managers with a view to presenting the Group's prospects



As part of its initiative for dialogue with internal stakeholders, the Group recently organised a chat session* with new employees. This was an opportunity to gather their thoughts on AKKA's CSR commitment, but also on how they view the significance of 25 key economic, social, societal and environmental issues for the Group.



They are aged between 20 and 30 years old, are on permanent contracts and mostly engineering graduates. Employed by the Group for less than five months, they are working as consultants or in support roles. For them, CSR is a fully integral part of the employer brand. Although clearly not the determining factor in choosing a job, the company's commitment is reassuring. However, analysis of each individual challenge provides a picture with more light and shade.

The AKKA Group is known to address 80% of the IO challenges deemed most significant. The challenges “to provide excellent services”, “to guarantee performance, controlled growth and profitability” or “to combat corruption” are the challenges most often addressed. Participants also acknowledged the performance of AKKA regarding the attractiveness of the employer brand, together with the Group's ability to offer an exciting career through mobility. Lastly, the Group's willingness to explain its strategy and exchange viewpoints

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with all employees - see previous page - is also noted by the participants.

They mention that areas of progress include the Group's accelerated establishment of innovative start-ups and its diversity. On this last point, the Group's capacity for action is greatly reduced according to newcomers. In fact, they believe that engineering schools must be the starting point of many levers for action. For them, the Group must support certain programmes, as it already does in Germany for example.

Well-being in the workplace is the most important subject for participants. It is also predominately what makes the Group attractive. On this point, AKKA is seen as being firmly in control but with

room for improvement. This result echoes management concerns and confirms the value of investments planned for 2018, notably for developing premises.

This chat session gave a clearer picture of this stakeholder's expectations, particularly important for the Group given future recruitment challenges.

** The methodological approach is explained in the eponymous notes appended to this report.*



A backdrop of digital transformation offers the AKKA Group unparalleled opportunities for development and innovation. The technological and industrial projects assigned by its customers allow talented employees to excel. In order to succeed, one of the Group's challenges is to develop its human capital by offering its employees “enhanced experiences”. AKKA knows that it needs to think unashamedly outside the box, be keen to discover new areas to dare to reinvent its practices, its customer approach, its mode of operation. The Group's training policy supports this drive through mobilising projects for teams worldwide.

The AKKA Group has the advantage of having both strong industry expertise and being master of new technologies. Convinced of the value of its human capital and the need to provide opportunities for development, it has implemented actions to encourage conditions for employee development and their motivation to embark on projects, regardless of their role in the company. Access to enhanced, intergenerational and cross-disciplinary experiences, having to deal with different environments, the ability to experience new and still unexplored horizons all add up to an environment that encourages initiative-taking and employee participation. A virtuous circle that nurtures a winning spirit to invent the solutions of tomorrow.

PEOPLE REVIEW, POWERFUL TOOL FOR LISTENING TO TALENT

All staff undergo annual appraisals. These provide an ideal opportunity for exchanging views, getting a clearer understanding of and finding out more about employees. Secondly, 4,030 people or 88% of the eligible population have undergone a People review. The identification of potential talent is reviewed by a committee in order to develop customised training plans, adapted to their experiences and their career plans.

4,030 people or 88%
of the eligible population have
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AKKA AWARDS, INNOVATION REWARDED

The AKKA Awards have been held each year since 2014. Serving as a tool to retain talent, stimulate innovation and develop team spirit, this competition is open to all employees, regardless of their role. To take part, applicants must submit on-line a project that they have devised individually or as part of a team, in-house or for a customer. After initially selecting projects for each country, the competition culminates in a grand international finale. In 2017, 50 projects were

submitted on the theme of innovation in Germany, Belgium, China, Spain, France, Italy, the Czech Republic and the United Kingdom. The jury prize was given to the German “Core AI” project on artificial intelligence, and the audience award to the French helicopter radiological mapping project, Helinuc, developed on behalf of the French Atomic Energy Commission (CEA).

50 projects
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DIGITAL-UP, COLLECTIVE INTELLIGENCE IN PRACTICE

In late 2017, employees of AKKA France were invited to take part in a digital challenge. The aim was to provide everyone with the opportunity to get involved in innovative subjects, with the benefit of expert insights and a booming collective movement. Digital-up took place over two stages, in November and December. It took the form of an on-line platform for bouncing ideas around, which helped stimulate employee creativity by offering them points for reflection enhanced by various content (articles, videos, webinars...). Three topics were selected for this first edition: immersive technologies, analytical data, industrial connectivity and performance.

The selection was made by liking the best projects, based on their innovative nature, their potential application in the short-term by customers, their feasibility and their presentation. There were many prizes to be won throughout all stages of participation, with a special prize for the most creative project.

After the initial “Bouncing Ideas” stage, the second stage took the form of a one-day hackathon, after a project test phase with customers. Groups of 12 then worked on the chosen projects with the aim of delivering a proof of concept (POC), a concrete specification or an application, in order to subsequently develop the most relevant projects.

8 out of the 50 competing projects were selected and are in development. To date, all are being followed up on a monthly basis and monitored by a member of the Executive Committee.

The aim was to provide
everyone with the opportunity to
get involved in innovative subjects

LINK & FLY, AN AKKA RESEARCH PROJECT



The AKKA Research centre combines new trends, technologies and applications from several industrial sectors (aerospace, automotive, rail...). It is distinctive in that it can rely on a broad portfolio of skills and the intercultural collaboration of its members. This combination is valuable in developing projects internal to the Group or that are carried out in partnership with customers or external players. An example of innovation straight out of this laboratory is Link & Fly. This aircraft of the future is based on a new, relatively simple concept: the plane is separate from the cabin. Through its expert knowledge and cross-disciplinary approach to the aviation sector and its stakeholders, the Group simultaneously meets the great many challenges affecting airports. In a context of increasing passenger and aircraft numbers, Link & Fly promises to ease congestion at hubs and airports, and to improve passenger experience while increasing the profitability of airlines and owners through greater cabin modularity and a significant reduction in the cost of planes on the ground by increasing turnaround.

FIND OUT MORE

www.youtube.com/watch?v=oBK_I0hLqmE

DIGITAL TRANSFORMATION, A MAJOR CHALLENGE FOR AKKA



Interview with Pierre Guenoun,
Digital Transformation Manager

WE HEAR A LOT ABOUT DIGITAL TRANSFORMATION, COULD YOU DEFINE IT?

Digital transformation is the practical application of digital technologies. In its infancy a few years ago, it entered into an exploratory stage, or even a development stage in some areas of business.

HOW DOES THIS TRANSLATE TO YOUR CUSTOMERS?

It has already had a great impact on our customers. Firstly, it has transformed the customer relationship, especially in the BtoC field. But the greatest impact has been on engineering, our core business, where it has altered the business models of some players. It is no longer a product that is sold but a service, from maintenance right through to remodelling. The current transformation in the automotive sector is a good example of this phenomenon: manufacturers

are adopting a strategic vision that no longer focuses on the sale of a vehicle, but on connectivity, autonomy, sharing vehicles and electrics. Not all industries have the same level of maturity when it comes to these matters, but what we are seeing is a breaking down of barriers between industries and the emergence of joint ventures. “Coopetition” within an industry, inter-company information exchange, “transversality” or adopting an approach which cuts across boundaries are new ways of working that are impacting organisations and business strategies.

HOW CAN AKKA TAKE ADVANTAGE OF THESE TRANSFORMATIONS?

Through its business-oriented history and development of IT, telecoms and digital activities, the AKKA Group naturally lies at the crossroads of converging forces that establish these new uses. While remaining focused on our engineering business, we are introducing new technologies based on data (data collection, storage, processing and display), telecommunications between things (embedded systems, IoT), cyber security, immersive technologies (augmented reality, human machine interface...), etc. These are all technological building blocks that make us very relevant to our industrial customers requiring more and more support in the use of digital solutions.

Internally, we have implemented concrete actions to support this digital transformation, arousing much enthusiasm and starting with the creation of the post of digital transformation manager. In France, we have

DIGITAL TRANSFORMATION, A MAJOR CHALLENGE FOR AKKA



entered into partnerships within an ecosystem of open innovation with start-ups specialising in technological building blocks, which we take on board and integrate into the solutions implemented at our customers. We have also developed a high value-added IT consulting and digital hub. Finally, the Group is on the lookout for external growth to enrich its know-how. In 2017, it acquired Gigatronik in Germany, a company specialising in the Internet of Things, digital technology and in-vehicle infotainment.

AND AT TEAM LEVEL, HOW DO YOU SUPPORT THIS MOVEMENT?

Digital transformation also involves transformation in the management of human resources to strengthen the Group's attractiveness, develop and retain our talents by improving employee experience. We are looking to rebalance the relationship between consultants and managers, by giving more weight to autonomy and entrepreneurship, particularly on customer sites. Local events, training seminars, the

**Digital transformation,
is the practical
application of digital
technologies**

provision of MOOC are developed to support the emergence of projects. The Digital up! event held in late 2017 is a good example. We mobilised nearly 300 people and selected 8 projects following a hackathon. Transversality, cooperation between employees with different backgrounds and of different ages will drive our transformation forward.

REDUCING OUR FOOTPRINT

With over 60 sites worldwide and essentially dedicated to the engineering business, AKKA is striving to limit the impact of its activities on the environment by focusing on three major axes: saving energy, limiting travel and reducing waste.



Since 2012, AKKA has been involved in a certification process that is starting to pay off. Eight group sites are ISO 14001 certified for the 2017 reporting scope, a sign of their commitment to environmental performance, and five sites in the Czech Republic are ISO 50001 certified until 2019, recognition of their work to promote more effective energy management.

“In general, each establishment is committed to continuously improving its practices, to preventing pollution and to preserving the environment through the implementation of concrete actions. The major elements of greenhouse gas (GHG) emissions being buildings’ electricity consumption and business travel, the actions taken in recent years, such as using video conferencing tools to limit travel or the use of green IT, have continued. Employees are also made aware regularly of eco-attitude.

Finally, waste sorting is common practice on all Group sites. This year marked the introduction of drop-off recycling*

In France, a Prevention and Environment team of 9 FTEs maintains an environmental regulatory watch and holds environmental activities..

in many workplaces. In addition, 100% of electrical and electronic waste is recovered and recycled. Finally, to reduce paper consumption, the paperless office and electronic signature are encouraged, and a badge printing system has been deployed on 7 sites in France.

**Drop-off recycling is a sorting solution involving the employee by removing individual wastepaper baskets and providing centralised waste drop-off islands.*

FIND OUT MORE

[Download our environmental policy](#)

[Download ISO 14001 certificate - ISO 50001 certificate](#)

[Download the previous CSR report to learn more about actions to reduce energy consumption and GHG emissions.](#)

OUR SOCIETAL COMMITMENT

As a member of the United Nations Global Compact since 2010, the AKKA Group undertakes to apply its 10 principles. On a societal level, it aims in particular to strengthen its local involvement, to deploy ethical rules and a code of conduct observed by all employees and partners to evolve with respect for human rights and employment law.



As geographical proximity to its customers and an understanding of their issues is key to the success of projects, the AKKA Group aims to maintain and strengthen its local presence, keeping as close as possible to their centres of development. Present in 20 countries through 21 Centres of Excellence and a network of agencies in France and Germany, the Group generates a positive impact on local employment and the recruitment of skills from schools in these territories.

Keen to develop its teams and to limit the risks relating to human rights and corruption, the AKKA Group only essentially outsources for business and operational services. In France, the focus is placed specifically on collaboration with companies from the sheltered employment sector [disabled employees], namely Entreprises Adaptées (EA) [“adapted companies” that enable disabled people to work] and Etablissements et Services d’Aide par le Travail (ESAT) [a French association developing job opportunities for the disabled]. This concerns most garden-

ing and caretaking work and, since 2016, office and computer work too. To take its CSR initiative one step further, since 2017 France has been asking its suppliers to formalise their social and environmental commitment.

In addition to its responsibility as an employer, it supports local and national organisations through sponsorship and patronage. Active in medical fields, sports and professional integration, it shares common values with them: courage, respect and ambition. For example, in Germany, donations have been made to Unicef since 2015.

CSR PERFORMANCE

For 3 years the Group’s non-financial performance has been assessed by the independent body EcoVadis at the request of several large customer accounts. AKKA’s CSR commitment is recognised at an advanced level. The Group is included in the 12% of the most committed suppliers in its category, recognised at “Silver” level.

FOCUS ON ETHICS AND COMBATING CORRUPTION

In terms of ethics, each subsidiary applies the Group’s Code of Conduct. This document, a veritable tool for monitoring the fight against corruption and unfair competition, refers to the key tenets of the relationship between AKKA and its partners. In France, it has been distributed, since 2016, to all French subcontractors and suppliers of industrial purchases. In Germany, it is an integral part of the legal framework, managing the relationship between the parties.

FIND OUT MORE

[Download the Global Compact letter of commitment](#)



AKKA has set itself ambitious targets to transform its organisation, especially in terms of human resources. Its aim is to move from a model consisting of a cluster of businesses acquired over the years, to that of a Group governed by a policy and operating rules common to all entities, regardless of their geographical location. This harmonisation is a long-term, step-by-step project which is being carried out in accordance with the particular characteristics and local cultures specific to each country, but also with the desire to spread best practices.

In recent years, significant concrete advances have been made in terms of CSR, as confirmed by the indicators presented in this report. They will be continued in 2018 and in subsequent years in order to steer the Group along a veritable path of continuous improvement, confirming its position as a responsible leader in its sector.

Many sites have already been identified as, for example, having implemented the agreement on workplace equality in France and increasing the number of women in business, as using TalentSoft for internal mobility management and performance reviews, or even continuing the On Track2.O project. This project aims to rely on a core 200 consultants, true ambassadors of the Group's strategy vis-à-vis their colleagues.

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The Group must also speed up workspace reconfiguration, to improve the quality of life at work, to promote collaborative work and synergies within teams, but also to reduce their environmental impact.

AKKA's responsible commitment is to make CSR an accelerator of change, but also a force appealing specifically to those driven by a passion for technology.

This CSR report covering the 2017 calendar year was prepared pursuant to article L. 225-102-1 of the French Commercial Code (known as the “Grenelle 2” law). In view of its international footprint, the Group takes into account the principles and recommendations of the Global Reporting Initiative (see Table of Indicators). As a signatory of the UN Global Compact, the Group also presents here its Communication On Progress for the year 2017.

Non-financial reporting scope

The CSR report is prepared in accordance with financial reporting and quantitative data extracted from the internal information system. The data makes reference to the following scopes:

- Group:** the scope referred to as “Group” covers the consolidated data of the AKKA SE Group.
- France:** the scope referred to as “France” includes CSR data relating to the following entities: Aéroconseil, AKKA I&S, AKKA Informatique et Systèmes, AKKA Ingénierie Produit, AKKA Life Science, AKKA Manager, AKKA Research, AKKA Services, AKKA Technologies, EKIS France, EKIS, Erdimat, Real Fusio, MATIS Hightech, Modélisation Assistance Technique Informatique Scientifique.
- Germany:** the scope referred to as “Germany” includes CSR data relating to the following entities: ATP, MBtech Consulting, MBtech EMC, MBtech Group, MBTech Verwaltungs, Proceda Modellbau, AKKA Germany, Auronik Services, Autonomic, Erbkönig, Erbkönig Holding, Erbkönig Technology, Projektextpertise.
- Czech Republic:** the scope referred to as “Czech Republic” includes CSR data relating to the entity MBTech Bohemia.

Preliminary remarks

The number of entities included in the CSR reporting scope continues to increase as planned. For 2017, the report covers all entities in Germany and includes a subsidiary company belonging to the International BU. As far as possible, the indicators are presented for the 2015 – 2016 - 2017 period. However, we would like to draw the reader's attention to the fact that the indicators are not always comparable given the regular extension of the reporting scope. The reporting scope is confined to operational data and only partially includes indicators relating to assigned projects.

Definition of indicators

The AKKA Group operates in numerous countries where legislation and cultures differ. Hence, some indicators relating to the French non-financial reporting have been subject to adjustment in terms of definition. As such, the Group has established its own CSR reporting standards. In accordance with legislation, the method and accuracy of the calculations have been verified by an independent third party.

Workforce

All types of contracts are included in the workforce (permanent, fixed term, temporary, training contracts), except apprenticeship contracts and suspended contracts (parental and sabbatical leave).

Changes in the workforce

Intra-group movements are not reported in workforce movements.

Absenteeism

The types of absences taken into account in the absenteeism rate are sick leave and workplace accidents. The rate is calculated by dividing the number of days of absence by the theoretical number of days worked over the period.

Workplace accidents

- Number of workplace accidents with lost time: accidents are those recognised by the official authorities.
- Number of hours worked: actual work time within the contractual definition of the term (paid leave and holiday leave excluded).
- Number of working days lost: days lost to workplace accidents are counted in calendar days.
- Frequency rate: number of accidents with lost time per year / hours worked x 1,000,000.
- Severity rate: number of days lost per year due to workplace accidents in that year or following a fall / hours worked x 1,000.

Training

Training is represented in hours. If detailed information is not available, 1 day equals 7 hours (France) or 8 hours (Germany) of training. All types of internal and external training are included for all types of contracts. Exclusions in France: Individual Training Leave (CIF), any training given to interns and employees on apprenticeship contracts. Exclusions in Germany: coaching sessions and on-the-job training

Employment of disabled persons

The % of employees with disabilities out of the total workforce.

Energy consumption

Energy consumption reported covers: buildings (offices, workshops), service vehicles and industrial processes.

GHG emissions

Greenhouse gas emissions under Scope 1: direct emissions from fixed or mobile installations located inside the organisational perimeter (except for leaks of refrigerants for which data is not available), Scope 2: indirect emissions related to electricity consumption / heating networks and a part of Scope 3: emissions associated with business travel.

he information was established in line with the nature of the activities of AKKA Technologies and the associated social, environmental and societal impacts. The following information required by law is less relevant to the services of the AKKA Group, performed primarily in offices:

- Elimination of forced or compulsory labour and the effective abolition of child labour;
- Provisions and guarantees for environmental risks;
- Measures to reduce waste or remedy discharges into the air, water and soil that have a serious adverse impact on the environment;
- Noise and other forms of pollution specific to an activity;
- Fight against food waste;
- Water consumption and supply in relation to local constraints;
- Land use;
- Adaptation to the consequences of climate change.

Moreover, in view of their connection with projects conducted by the Group on behalf of its customers, the following themes cannot be addressed. The Group is nevertheless aware of the impact that its projects may have on the environment.

- Consumption of raw materials and measures to improve efficiency in their use;
- Measures taken to preserve or develop biodiversity;
- Measures taken for the health and safety of consumers.

The Group recognises that it may use its influence with its customers to prompt them to take sustainable development into account in their specifications, but is also aware of the free will of its contractors and, by principle, respects all clauses on which it is questioned.

“Focus Group”

Led by an external consultancy specialising in CSR, the chat session in January 2018 brought together 12 employees who had joined the Group during the previous five months. The participants, 70% men and 30% women, were between 23 and 30 years old and were all based at the Andromeda site in Blagnac-Toulouse. Participants were asked about a list of 25 CSR challenges that needed to be assessed on a scale of 0 to 5 and according to 4 criteria: risk factor, opportunity, preference or differentiation as well as capacity for action. Given the limited sample size, the results are not necessarily representative of the general opinion of our employees. However, this focus group met our objective, which was to have an insight into the views and expectations of key stakeholders.

Rank	No.	Challenge	Average global importance
1	14	Develop well-being and quality of life in the workplace and provide a framework conducive to innovation and creativity	4.75
2	2	Ensure that our services are excellent	4.67
3	3	Develop the complementarity of our offers/markets/areas of expertise/agencies	4.58
4	17	Enhance the attractiveness of our employer brand	4.50
5	36	Ensure the confidentiality of projects and key data	4.50
6	18	Develop mobility and offer an exciting career	4.25
7	19	Ensure the employability and agility of our employees through training or their involvement in research projects, in particular during international contracts	4.25
8	6	Integrate digital technology into our tools and processes	4.17
9	31	Ensure the performance of the Group and control growth (projects and workforce) and profitability/margins	4.17
10	32	Explain our vision, our project and our strategy to get our stakeholders on board	4.17

Rank	No.	Challenge	Average global importance
1	2	Ensure that our services are excellent	4.67
2	31	Ensure the performance of the Group and control growth (projects and workforce) and profitability/margins	4.67
3	8	Combat all forms of corruption in our markets	4.50
4	3	Develop the complementarity of our offers/markets/areas of expertise/agencies	4.00
5	17	Enhance the attractiveness of our employer brand	4.00
6	18	Develop mobility and offer an exciting career	4.00
7	32	Explain our vision, our project and our strategy to get our stakeholders on board	4.00
8	6	Integrate digital technology into our tools and processes	3.67
9	11	Develop a collaborative relationship with our suppliers to facilitate innovation	3.67
10	36	Ensure the confidentiality of projects and key data	3.67

APPENDIX B / TABLE OF INDICATORS

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INDICATORS (GRENELLE 2 – Art. 225)		GRI	ISO 26000	Global Compact	UNITS	2017			2016			2015			
SOCIETAL INFORMATION						Group	France	Germany	Czech Republic	Group	France	Germany	Group	France	Germany
26	Employment or regional development	EC8/EC9	6.8.5												
27	Local, economic and social impact of the activity on local or local populations	EC1/EC6	6.8												
28	Conditions of dialogue with these people or organisations (integration companies, teaching institutions, NGOs, residents, etc.)	4.14 - 4.17	5.3.3												
29	Partnerships and sponsorship	EC14.11- 4.13	6.8.9												
30	Consideration of societal and environmental issues in the purchasing policy	EC6/HR2/HR5- HR7	6.6.6	1 / 2 / 9											
40	Importance of outsourcing and consideration of their societal and environmental responsibility in relations with suppliers and subcontractors	3.6 et 4.14			%	11.2%	ND	ND	ND	12.0%	ND	ND	11.3%	ND	ND
	Amount of services entrusted to companies in the protected sector				€K	ND	491	ND	ND	ND	363	ND	ND	ND	ND
41	Action to prevent corruption	SO2- SO4/SO7/ SO8	6.6.3	10											
42	Measures taken for the health and safety of consumers	PR1/PR2	6.7.4	1 / 2											
43	Measures taken in favour of human rights	HR	6.3												

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