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Communication on progress

No. 8 - 2017/2018



Sustainable development, the energy that fuels our growth



Declaration of ongoing support for the principles of the Global Compact

Ayming is a leading business performance advisor with branches in 16 countries. The Group supports clients as they improve and boost performance in areas of value-creation in four domains of expertise: human resources, operations, finance and innovation.

When facing new environmental and social challenges, this value creation process can only be achieved as part of a policy that supports social development and the environment; this approach not only reduces risks but also offers genuine opportunities.

Ayming has supported the United Nations Global Compact for seven years. The 10 principles of the pact are perfectly in line with the Group's CSR strategy and commitments in terms of human rights, labour, environmental standards and anti-corruption measures. Additionally, an anti-corruption charter will be implemented within the Group this year.

As Ayming Group Chairman, I am honoured to renew our commitment to the Global Compact in order to promote its ten principles. I invite you to read our eighth "Communication on Progress", which sets out our achievements and progress in 2017, together with our new CSR roadmap for 2018.



Hervé AMAR
Président



Our CSR approach

	Social	Environment	Economy
Ten Global Compact principles	No. 1-2: human rights No. 3-6: labour standards	No. 7-9: environment	No. 10: anti-corruption
Our commitments	<p>To support social development for employees through a human resources policy based on responsible recruitment, fair professional development for all, the appropriation and promotion of the company's fundamental values in everyday practices, and the integration of all social categories at all levels of the company.</p>	<p>To preserve the environment by changing our day-to-day behaviour (travel, use of equipment, recycling, etc.) and our purchasing practices, to make them more responsible.</p>	<p>To promote sustainable growth for Ayming and its clients by means of responsible and ethical professional practices, together with the provision of new solutions in its business portfolio which are sustainable development-oriented, innovative and value-generating.</p> <p>Promoting the ten principles of the Global Compact to our clients via our corporate communications (website, brochures, etc.) and our suppliers through awareness-raising and assessment.</p>
Our previous achievements	<ul style="list-style-type: none"> • Creation of a questionnaire on quality of life at work • Signature of agreements on: <ul style="list-style-type: none"> - Working hours - Generation - Gender equality - Quality of life at work • Launch of a project to file a certification with the RNCP (French national directory of professional certifications) • Creation of an internal group mobility process and policy 	<ul style="list-style-type: none"> • Conserving water and energy at our 2 main sites in France • Improving waste-sorting and recycling by recovering biodegradable waste • Reducing our CO₂ emissions from: <ul style="list-style-type: none"> - Business trips - Our vehicle fleet 	<ul style="list-style-type: none"> • Implementation of an anti-corruption programme • Continuous improvement of client relations • Annual supplier reviews



Social

Principles 1-6

Human rights: Companies are invited to:

1. Support and respect the protection of internationally proclaimed human rights in their sphere of influence
2. Ensure they are not complicit in human rights abuses

Labour: Companies are invited to:

3. Uphold the freedom of association and the effective recognition of the right to collective bargaining
4. Eliminate all forms of forced and compulsory labour
5. Abolish child labour
6. Eliminate discrimination in respect of employment and occupation

The men and women that make up the Group are its most important asset.

To ensure that each employee can achieve professional fulfilment both today and when faced with the challenges of tomorrow, we are committed to implementing a human resources management system that is part of a resolute and committed policy of social responsibility.

In numbers	2016	2017
National workforce	875	836
% permanent contracts	98%	98%
% women	57%	60%
% women managers	40%	38%
% turnover	10.3%	13%
% remote workers	29%	35%

2017
2016

In terms of labour relations, one of 2017's major projects was standardising HR policies across all countries where the Group operates.

Global policies were created to ensure standardisation across the entire Group, not just in terms of labour relations, but also purchasing management, travel policies, and IT regulations such as the right to log off.

Specific considerations for each country have also of course been taken into account so as to comply with local laws and customs and to avoid creating tax wedges.



Group-wide standardisation is also an integral part of our HR Department:

- International HR teams are in charge of labour relations in countries within their remit in all of our regions, as well as ensuring that their region of responsibility is in line with the France region.
- There are HR representatives in all of our international organisations to ensure group-wide cohesion.

In 2017, we also wanted to assess the wellbeing of all of the Group's employees through a quality of life at work survey. This survey gave us a better understanding of how employees feel and highlighted various things they'd like to see improved. Based on the results of the survey, working groups were established within each department to draw up an action plan to improve the wellbeing of our employees.

Following on from this study, we signed a collective bargaining agreement last year on the right to log off. We truly believe that the world of work will see a significant overhaul in the future in how it operates and employee autonomy. The agreement is based on the mutual trust between the Group and its employees and aims to first and foremost improve working conditions for our staff by focusing on their wellbeing.

This programme wouldn't be possible without focusing on the human aspect of the business and contact between employees. That's why we also developed a programme to allow all employees to stay in touch with the rest of the Group while also protecting their work/life balance.

As part of the HR planning process, we wanted to get a more comprehensive understanding of our performance review procedures by extending our tool worldwide for both international standardisation and to make annual employee evaluations more objective.

A HR planning agreement was also signed on 7 December 2017 based on the following three priority areas:

- Focusing on the employability and career management of all employees
- Encouraging skills development
- Communicating with employees on the company strategy
- Supporting professional mobility

2018 - Our roadmap

- Increasing the number of women in leadership positions by training a working group and participating in the International Women's Forum in Toronto.
- Filling positions from in-house employees and identifying and then supporting employees showing potential to pursue opportunities for promotion, either horizontal or vertical, with the creation of a HR Innovation Department.
- Opening spaces in our regional locations to improve the quality of life of our remote workers.
- Showing our commitment to human rights by complying with RGPD certification stipulations and updating our IT charter.



- Creating and implementing a new dynamic 'job dating' format to identify general and technical skills among potential future employees.
- Digitising our HR processes to allow our employees to focus on the job at hand.
- Implementing a job placement programme to give students an introduction to the working world.
- Rolling out a VIE programme to help employees develop international careers.
- Instigating a 'Mission, Vision, Purpose' company focus to help each employee define their work goals.
- Increasing remote work by revising the collective bargaining agreement signed on 23 April 2015.

Environment

Principles 7-9

Environment: The companies are asked to:

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

The environment includes all land and marine biodiversity. These natural resources are essential for human life and the planet.

Protecting our environment is a major challenge and requires motivation and commitment from everyone.

One of the major causes of pollution and damage to the environment are CO₂ emissions from travel. As such, we are trying to reduce and control our emissions each year.

In 2017, we reduced the number of business trips to reduce our impact on the environment. Thanks to strict monitoring and several communication campaigns, we have:

- Reduced air & rail travel by **6%** over the past year
- Reduced the number of days using car rentals by **2%** over the past year

By increasing the number of remote workers, we've reduced commutes and consequently CO₂ emissions.

Increasing digitisation at the company has also had a positive impact on the environment by significantly reducing paper and energy consumption.



2018 - Our roadmap

- Create a mobility plan to encourage a change in behaviour to increase sustainable travel and protect the environment
- Perform a carbon footprint assessment and energy audit to identify the necessary steps to reduce our energy consumption

Economy

As outlined by the UN, corruption is a serious crime that can undermine social and economic development in all societies and exacerbates inequality and injustices.

Principle 10

Economy: Companies are asked:

- 10.** To fight against corruption in all its forms, including extortion and bribery.

One of our priorities in 2017 was to adopt a zero-tolerance policy for corruption and to put in place a programme to prevent corruption by:

- Preventing risks of corruption within our company
- Verifying that our suppliers have implemented an anti-corruption programme adapted to their own risks
- Responding to our clients' and sponsors' expectations by implementing our own such programme

A code of conduct was sent to all of our employees to raise awareness on our commitment to integrity and to inform them of the practices to follow and behaviours to maintain as part of their work.

2018 - Our roadmap

- Create a warning system to prevent corruption risks in our company insofar as possible
- Continue communication campaigns to raise awareness amongst everyone involved in the company on corruption



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About Ayming

Established in **16 countries** in Europe, North America and Asia, **Ayming** provides high added value consulting services to help its clients to improve and develop their value-creation performance in 4 major domains of expertise: **Human Resources**, **Operations** (strategic and indirect purchasing, WCR, Supply chain), **Finance** and **Innovation**.

The improvement of a company's global performance is maximised by managing and preventing risks (**secure**), optimising processes, organisational structure and financing (**accelerate**), and finally by understanding and foreseeing its development (**anticipate**).

This is why we offer our clients a global approach to consulting for improving performance: **Business Performance** consulting.

Ayming has a unique way of doing its job: **Open performance**. Open performance is about opening up the scope of possibilities for its clients' performance, being innovative where you least expect it by considering performance at every level of the company.

Ayming's priority is to develop a close relationship with its clients, by being constantly at their service and creating a long-term partnership.

The group is **OPCQM-certified** by the Office Professionnel pour la **Qualification** des Conseils en Management (the French management consulting regulatory body), a member of **Syncost** and **Syntec Conseil en Management** and is **ISO 9001 certified by AFNOR Certifications**.

The Group is a member of the professional associations Syncost and Syntec Management Consultants.

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