



ayming

business  
performance  
consulting

## Communication on Progress

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**No 9 - 2018/2019**



Sustainable development, the energy that fuels our growth



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

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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 since 2010. The 10 principles of the pact are perfectly aligned with the Group's CSR strategy and commitments in terms of human rights, labour and environmental standards and anti-corruption measures.

This year, Ayming decided to expand its message by adding an international dimension with indicators and actions for several of its European subsidiaries.

As Group Chairman, I am honoured to renew Ayming's commitment to the Global Compact, in order to promote its ten principles. I invite you to read our ninth 'Communication on Progress', which sets out our achievements and progress in 2018, together with our new CSR roadmap for 2019.



**Hervé AMAR**  
Président



# Our CSR approach

	Social	Environmental	Economic
<b>The 10 Global Compact principles</b>	1-2: human rights 3-6: labour standards	7-9: environment	10: anti-corruption
<b>Our commitments</b>	<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>To promote the ten principles of the Global Compact among our clients, via our corporate communications (website, brochures, etc.) and among our suppliers, through awareness-raising and assessment.</p>
<b>Our previous achievements</b>	<ul style="list-style-type: none"> <li>• Harmonising our HR policies at Group level</li> <li>• Establishing the Quality of Life at Work barometer</li> <li>• Developing a recruitment policy that focuses on young people in training and recent graduates</li> <li>• Creating career pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing our CO<sub>2</sub> emissions by:               <ul style="list-style-type: none"> <li>- cutting the number of business trips</li> <li>- developing remote working solutions and reducing how much we all commute</li> </ul> </li> <li>• Reducing how much paper and energy we use by digitalising our business</li> </ul>	<ul style="list-style-type: none"> <li>• Raising awareness among our employees on our anti-corruption policy</li> <li>• Continuously improving client relations</li> <li>• Carrying out annual assessments of our suppliers</li> </ul>



# Social

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## 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 rights. Companies are invited to:

3. uphold 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.*



## FRANCE

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In figures...	2017	2018
<b>French workforce</b>	836	<b>852</b>
% permanent contracts	98%	<b>98%</b>
% women	60%	<b>56%</b>
% women managers	38%	<b>38%</b>
% turnover	13%	<b>16%</b>
% working remotely	35%	<b>37%</b>

**2018**  
2017



To support this commitment, the Ayming Group Human Resources Department has created the HR Corporate and Innovation Division, which is responsible for leading a number of ambitious HR projects. The objective of this new division is to roll out projects and social policies within each country's HR department, with the overall aim of creating more global harmony and coherence while capitalising on the specific characteristics of each country.

Three strategic focuses were set out for 2018:

- ✓ **Attract and retain talent**
- ✓ **Improve our employees' quality of life at work**
- ✓ **Digitalise our HR processes**

## Attracting and retaining talent

- ***Designing and implementing a new dynamic approach to 'Job Dating', in order to identify both the general and technical skills we need from our future talent.***

In 2018, we organised **5 job dating** events in France and abroad in Paris, Lille, Brussels, Aix-Marseille and Madrid.

### Our challenges:

- Operational growth and productivity within the Group
- Internal customer satisfaction
- Our brand as an employer
- Multiple constraints: deadlines, a tense marketplace, turnover, etc.

### Our concept:

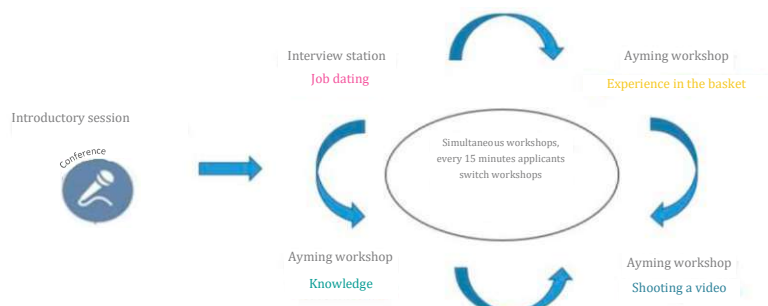
#### For applicants

- + more than sourcing: **DISCOVERY**
- + more than information: **A STORY**
- + more than HR: **A PERSON**
- + more than service: **AN EXPERIENCE**

#### For Ayming

- + **STREAMLINING** the recruitment process
- + **MOBILISING** our operations
- + **IMPROVING** our brand as an employer and our visibility
- + **REDUCING** recruitment costs

**Job dating format:** creating a totally different candidate experience!





**Our results: 11 firm recruitments, a pool of 25 candidates.**

▪ ***Developing a placement programme, allowing young people to confidently enter the world of work***

Over the course of 2018, we established and developed several partnerships with the goal of welcoming placement students to Ayming, helping young people in training take their first steps in the professional world with us, including:

- 3 prestigious business schools (*Ecole Supérieure de Commerce de Paris ESCP, Ecole Management de Lyon* and Montpellier Business School)
- The University of Diderot as part of their scientific writing masters
- Sorbonne University as part of their SIRH masters

We supported more than 20 placement students at Ayming France in 2018, mainly from these schools, but also from a range of other educational backgrounds, all contributing to the employability of these young talents.

▪ ***Rolling out an international volunteer programme, helping people develop their careers overseas***

Ayming operates in 16 countries in Europe, North America and Canada, and has developed a partnership with Business France to help our younger colleagues develop their careers overseas.

As part of the scheme, in 2018, Ayming Canada hosted 2 employees and Ayming Belgium hosted another.

▪ ***Filling vacancies internally and identifying and supporting our talent so they can progress at work, whether moving up or across, by establishing our HR Innovation Division***

Retaining talent is a key priority for the Ayming Group and the HR Innovation Division has created and rolled out a new talent management pathway designed to promote:

- career and geographic mobility (with the creation of our Move With Us platform)
- promotions (creating support pathways, including assessments, mentoring training, etc.)

Furthermore, because Ayming firmly believes that our employees' careers are first and foremost in their own hands, the HR Innovation Division has created a dedicated support programme, #BossOfMyWorkLife, which helps employees achieve their career goals.

## Improving quality of life at work

Ayming has formally committed to supporting and developing our employees' quality of life at work through a variety of initiatives and actions. The most significant actions carried out in 2018 were:

▪ ***Strengthening female leadership by creating a working group and attending the International Women's Forum in Toronto***



Setting up a delegation of some of our female colleagues at Ayming has resulted in the creation of the IWILL programme, the goal of which is to enable women to further their careers (either in positions with greater responsibility or in roles traditionally held by men)

- ***Reinforcing respect for human rights by adhering to the GDPR and updating our IT Charter***

Protecting personal data is a priority for the Ayming Group, whether that data concerns customers, suppliers or staff.

With the implementation of the General Data Protection Regulation, our Group's data processing systems have been strengthened in all the following areas:

- Human resources management
- Managing staff training and careers
- Payroll management
- Managing job applications
- Managing the employee savings scheme
- Providing staff with communications and ticketing IT tools
- Identity and permissions management
- Systems permissions management
- Handling incidents on our IT systems
- Managing system connection and activity logs
- Managing telephony services in the workplace
- Workplace security passes
- Video surveillance
- Car fleet management
- Managing business travel
- Managing the Employment and Business Council's (CSE) activities
- Managing the Employment & Business Council (CSE)/staff representative body meeting minutes
- Managing staff representative terms of office
- Managing workplace elections
- Processes related to quality of life in the workplace
- Whistleblowing procedures
- Disciplinary actions
- Dispute handling
- Data anonymity and destruction
- Producing an in-house directory on myayming (with photos)
- Managing documentation produced by employees
- Managing requests to access and correct data

- ***Opening local spaces to improve quality of life for our remote employees***

Since the start of the year, we've opened 6 regional agencies in France:

- Grenoble
- Lille
- Rennes
- Toulouse
- Strasbourg
- Bordeaux

Indeed, it is essential for us to maintain and support our regional roots because, beyond our position as an international player, it is above all our significant regional knowledge and active local involvement that means we can bring innovative and tailor-made solutions to our customers.

Our colleagues who are based in various regions will now be able to meet and share their knowledge in friendly and connected spaces. This new closeness also promotes the quality of our relationships with our regional partners, including scientific experts, accounting experts, legal firms, doctors, banking institutions, competition clusters, professional federations, whilst also giving us better availability to meet with our clients.



## Digitalising our HR processes

The digital transformation affects recruitment, representing a real challenge for Ayming France, US, Belgium, and others.

We've benchmarked and selected a 100%-online tool called Scoptalent. This will help manage recruitment processes, recruitment campaigns and our pool of talent. It provides a clear workflow between HR and our operational departments, streamlining the entire recruitment process as a result. This tool also means we can post details of our open vacancies on multiple jobs boards.

There's also a redesigned career page and 'join us' page on our website, [www.ayming.fr](http://www.ayming.fr). These changes are all currently in development and will be put into practice in December 2018. As before, our main objective is to simplify the applications procedure, shortening turnaround times and lowering the costs associated with recruitment campaigns.

The same changes will take place on all Ayming websites.

We've also provided our employees with a chatbot to help answer their queries regarding the roll out of the new pay-at-source income tax system in France.

## 2019 - Our roadmap

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Numerous projects have been launched throughout 2018 and will continue into 2019 so we can fully feel the benefits.

Beyond pursuing these projects, a number of new approaches related to developing skills and bringing about a new culture to enrich our 2019 roadmap will also be given particular attention, including:

- Increasing our visibility and Ayming's brand as an employer by marketing our concept of job dating in collaboration with the Communications Department (our logo, brand line, digital marketing tools, etc.).
- Creating an inclusive culture (measuring and assessing our diversity for overall performance, supporting managers faced with new diversity challenges).
- Developing a culture of mediation to overcome our differences and understanding what makes each of us different to find agreement in disagreement.
- Developing a mentoring programme in order to accelerate skills and experience sharing, enhancing our employees' skills, employability and performance as a result.
- Setting up 'meetings with...' events and offering employees the chance to attend conferences with inspirational speakers, thinking beyond the challenges of their core business areas. The first 'meeting with...' took place in November exploring ideas around mediation. Subjects will alternate between culture, technology and working together.





- Setting up a level 1 programme helping to support employees in their 'Consultant - Agile Project Manager' training. The programme is broken down into 5 skills blocks, including customer relations/advice, agile service management, contractual and financial management, communications and interpersonal relations, as well as legitimising the role of consultants in the jobs market. It will also aid in the development of additional skills ensuring all the necessary development advice for our consultancy services designed for our customers is available.
- Pursuing support for consultants with 'Consultant - Agile Project Manager' training in order to set up a programme targeting 5 skills blocks, including customer relations/advice, agile service management, contractual and financial management, agile management and support, as well as communications and interpersonal relations.
- Continuing our digitalisation drive for administrative and payroll processes, helping our employees concentrate on their core work and simplifying their everyday lives at work by going paperless with payslips, for example.
- Developing innovative training pathways to help local managers prepare to become the leaders of tomorrow, giving them the tools they need to react to ever-changing environments and providing energising management for themselves and others.



## POLAND

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In figures...	2018
Polish workforce	53
% permanent contracts	93%
% women	57%
% women managers	73%
% turnover	25%
% working remotely	Unspecified

2018

Corporate Social Responsibility also depends on the job security companies can offer their employees, which is why permanent contracts are the preferred course of action for all new arrivals at Ayding Poland.



In terms of quality of life at work, several actions have been taken to improve the everyday lives of our employees, such as the option to change their working hours to help them find a better work/life balance, as well as the possibility to adapt their working hours when returning from maternity leave.

Finally, throughout the year, training sessions have been carried out amongst our leaders and managers focussing on team management, change coaching, etc., in order to properly support them in underpinning well-being at work.

## 2019 - Our roadmap

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- Launch a satisfaction survey across Ayming Poland to find out how our employees see their working conditions and environment.
- Carry out new training sessions throughout the year to maintain and develop the employability of our staff.



## GERMANY

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In figures...	2018
German workforce	25
% permanent contracts	92%
% women	36%
% women managers	17%
% turnover	12%
% working remotely	16%

2018

In terms of quality of life at work, several actions have been taken to help our employees find a better work/life balance, as well as improving their everyday lives, including:

- giving them the option to change their working hours;
- giving them the option to adapt their working hours when returning from maternity leave;
- introducing remote working.



## 2019 - Our roadmap

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- Strengthen cooperation between our 3 business lines.
- Carry out training sessions throughout the year to maintain and develop the employability of our staff.



ITALY

In figures...	2018
Italian workforce	51
% permanent contracts	78%
% women	71%
% women managers	18%
% turnover	37%
% working remotely	0%

2018

## 2019 - Our roadmap

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- Launch a satisfaction survey across Ayiming Italy to find out how our employees see their working conditions and environment.



## BELGIUM

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In figures...	2018
Belgian workforce	24
% permanent contracts	100%
% women	64%
% women managers	80%
% turnover	64%
% working remotely	20%

2018

Throughout 2018, as part of our jobs and skills forecast management process, the Group's careers monitoring and workplace assessment tools were rolled out in Belgium. This has helped to harmonise and make employee annual appraisals more objective.

We've also innovatively developed our recruitment processes by posting open job vacancies on social networks using videos. This has helped us reach a broader target market, while conveying a more accurate representation of our company.

Finally, training sessions were made available to our employees to extend their skills and improve their employability.

## 2019 - Our roadmap

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- Launch a partnership with the Solvay School in Brussels



# Environmental

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## Principles 7-9

**Environmental.** Companies are invited 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 represents all the biodiversity of our planet, both on land and in the sea. These natural resources are indispensable to life and the human race on earth.*

*Protecting our environment is a major challenge and requires strong will and commitment from everyone.*



## FRANCE

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### ▪ **Transport and business travel**

One of the leading causes of pollution and environmental damage are the CO<sub>2</sub> emissions generated by travel. That's why we're trying to reduce and control these emissions year on year. Reducing the amount our employees travel, whether that's by taking fewer business trips or avoiding the need to commute by working remotely, has helped us reduce our CO<sub>2</sub> emissions.

This year, we've also introduced our Mobility Plan, designed to help us streamline the amount of travel related to our business. An accessibility study at two of our main sites and a survey on our employees' travel habits have been carried out to draw up an action plan looking to promote the use of alternative modes of transport that are more environmentally-friendly.

### ▪ **Paper and energy**

The ever-increasing digitalisation of our company also acts as an environmental protection measure by significantly reducing how much paper and energy we use.

To reduce electricity consumption at our headquarters, we've implemented a plan to replace all halogen light bulbs and spotlights with LED technology.



## 2019 - Our roadmap

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- Introduce a plan of action based on our Mobility Plan, in order to create behavioural changes aimed at contributing to sustainable mobility and environmental protection.
- Carry out a carbon footprint assessment and energy audit to identify the actions we need to take to reduce our energy consumption.
- Introduce a new catering offer, focussing on local and organic produce to reduce our CO<sub>2</sub> emissions and use of pesticides.
- Prepare our fleet of vehicles for the energy transition: 94% diesel vehicles



## POLAND

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Our Polish offices are situated in the centre of Warsaw in a business district that is well-served by public transport. This is helping us limit the CO<sub>2</sub> emissions generated by our employees driving to and from work. As a result, 90% of our employees now use public transport for their daily commutes.

This year, we also reviewed our policy on allocating company cars by adding a condition related to the CO<sub>2</sub> emissions of each vehicle.

Still focussing on a sustainable development approach, several other actions have been taken to protect the environment:

- a filtered water fountain has been installed, in order to eliminate the use of plastic water bottles;
- reusable crockery has been made available to employees in our canteen to limit the use of plastic dishes;
- light sensors have been installed;
- PIN codes have been added to photocopiers to raise awareness and limit paper waste.

## 2019 - Our roadmap

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- Institute waste sorting and recycling.
- Persevere with our fight against CO<sub>2</sub> emissions.



## GERMANY

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Over the course of the year, several actions have been taken to protect the environment:

- a filtered water fountain has been installed, in order to eliminate the use of plastic water bottles;
- double-sided printing is now used by default on all photocopiers to raise awareness and limit paper waste.

Furthermore, half of our employees now use public transport for their journeys to and from work, which is helping to limit our employees' CO<sub>2</sub> emissions.

## 2019 - Our roadmap

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- Institute waste sorting and recycling.
- Persevere with our fight against CO<sub>2</sub> emissions.



## ITALY

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- We have measured greenhouse gas emissions, energy usage and water consumption.
- We have implemented waste sorting (glass, metal and batteries).

## 2019 - Our roadmap

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- Reduce our energy consumption and greenhouse gas emissions



## BELGIUM

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In order to limit our CO<sub>2</sub> emissions, this year, we've reviewed our policy on allocating company cars by adding a condition related to the CO<sub>2</sub> emissions of each vehicle.

Also in the context of environmental protection, we've begun sorting and recycling our office waste by making separate bins available to all our employees.

We've also limited the amount of printing our employees have to do and, as a result, reduced unnecessary use of paper and energy by requiring a PIN code to print.





# Economic

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## Principle 10

**Economic.** Companies are invited to:

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



## FRANCE

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*As outlined by the UN, corruption is a serious crime that weakens society by curbing social and economic development and exacerbates inequality and injustice.*

As part of our fight against corruption, and following awareness campaigns for our employees on our commitment to integrity and the practices and behaviour we all need to follow as part of our everyday lives, we've developed an alert system.

This system, open to all our employees, allows them to report any breach of Ayming's code of conduct in terms of corruption or insider influence.

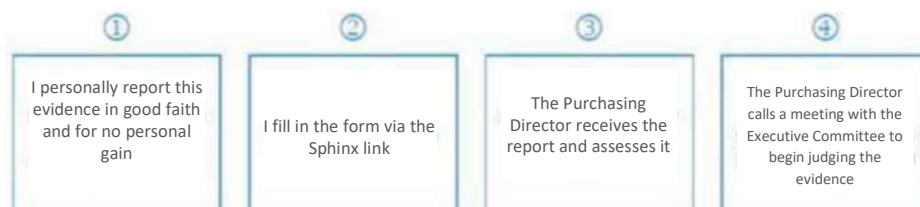
### What is a whistleblower?

*A whistleblower is an employee who discloses or reports, in good faith and for no personal gain, a breach of our guidelines on preventing and fighting corruption.*

*They must have personal knowledge of the facts.*

### How to report a breach?

*Any employee wishing to disclose evidence must bring it to the attention of the Purchasing Director via the questionnaire available online.*



### Protecting whistleblowers

*France's Sapin 2 Law establishes a framework scheme for protecting whistleblowers and collecting their evidence. Decree law 2017-564 as stipulated by the text was published in France's Official Journal on 20 April 2017.*



## 2019 - Our roadmap

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- Pursue our communications campaign to raise awareness amongst all stakeholders in our company on the issue of corruption.
- Introduce a referencing platform for all our suppliers and subcontractors to ensure they comply with the regulations in force and within the framework of the law in this duty of care.



## POLAND

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Like every year, and in accordance with ISO 9001 standard, an annual assessment of our strategic suppliers was carried out to check that they are able to meet our needs and requirement levels correctly. We were able to ensure that 100% of our suppliers were in line with our expectations.

As part of our fight against corruption, we also introduced a number of monitoring actions:

- For every one of our processes, cross-checking is now mandatory. Figures presented to our customers are systematically checked by a manager or a third party.
- A scope for negotiation has been put into place to define threshold amounts for each negotiation process. Beyond a certain threshold, checks by managers and country managers will become necessary.
- A non-competition clause must be signed by all our employees.

## 2019 - Our roadmap

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- Launch a satisfaction survey amongst our customers as part of our continuous improvement strategy for customer relations.
- Collect customer satisfaction scores to establish a reference point and justify our quality commitment.



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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 four 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 things, it's called **Open Performance**. **Open Performance** is about opening up the scope of possibilities for our 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 **OPQCM-qualified** 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.

For more information, please visit [ayming.fr](http://ayming.fr)

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