

# Communication On Progress

Sustainable development, powering our growth

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No.10 - 2019/2020



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

Ayming is an international consultancy group, whose priority objective is to improve the performance of businesses in a strategic partner's role, by sharing our world-class expertise as well as risks and benefits to support our clients. Our purpose is to help businesses achieve sustainable growth and enhance the lives of their employees, clients, and communities, with the help of our long-term support.

It is our belief that businesses do not have to make a choice between profit and the planet's future, as sustainable responsibility has emerged as the only path for businesses to follow in order to remain profitable and continue their growth. However, the transition necessarily involves innovation. For this reason, we support business leaders throughout their innovation value chain.

In a broader sense, in our view, it is now a matter of necessity to rethink value-based capitalism. As such, Ayming has supported the Global Compact since 2010. The ten principles of this compact, in terms of human rights, labour, environment and anti-corruption standards, are perfectly aligned with the Group's CSR strategy and commitments.

This year, Ayming sought to roll out some ambitious HR projects aimed at making Ayming the first company in the sector where people were enthusiastic about coming to work and where they saw a future, alongside persevering in its commitment to protecting our environment.

As the Group's Chairman, I am honoured to renew Ayming's commitment to the Global Compact with a view to promoting its ten principles. In the tenth issue of "Communication on Progress", you will find out more about the achievements and progress made in 2019 along with our CSR roadmap for 2020.

Hervé AMAR  
Chairman



Hervé AMAR  
Président

# The 10 principles of the Global Compact

## Social

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### Principles 1-6

#### Human Rights: Businesses should

1. support and respect the protection of internationally proclaimed human rights,
2. make sure that they are not complicit in human rights abuses.

#### Labour Standards: Businesses should uphold

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

## Environment

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### 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.

## Economy

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### Principle 10

#### Economy - Businesses should:

10. work against corruption in all its forms, including extortion and bribery;

# Our CSR strategy



Social



Environment



Economy

## The 10 principles of the Global Compact

No. 1-2: Human Rights  
No. 3-6: Labour standards

No. 7-9: Environment

No. 10: Anti-Corruption

### Our commitments

Supporting Social Development for staff through a Human Resources Policy based on responsible recruitment, equitable career progression for all, ownership and promotion of the company's core values in day-to-day practices, and the integration of all social groups at all company levels.

Protecting the Environment by changing our day-to-day behaviour (travel, use of equipment, recycling, etc.) and our purchasing practices to make them more responsible.

Fostering Sustainable Growth for Ayming and its clients through responsible and ethical business practices, and also through the availability of innovative and value-creating new sustainable development-oriented offerings in its business portfolio.  
Promoting the ten principles of the Global Compact among our clients through corporate communications (website, brochures, etc.) and among our suppliers through awareness-raising initiatives and evaluations.

### Our achievements

- Attracting and retaining talent
- Developing quality of life at work for staff
- Digitising HR processes
- Reducing and controlling our travel-related CO2 emissions
- Mobility Plan launch
- Stepping up digitisation in the Group with a view to reducing paper and energy consumptions
- Reducing our electricity consumptions through the installation of LED lighting
- Intensifying anti-corruption measures through the roll-out of an alert system



*People are the group's most valuable resource.*

*To ensure the personal development of each and every employee now and in the challenges of the future, we are committed to managing our human resources in line with a resolute and committed social responsibility policy.*

## A few figures...



France



Poland



Canada



Italy



Belgium



Portugal



Slovakia

	France	Poland	Canada	Italy	Belgium	Portugal	Slovakia
Workforce in 2019	830	60	50	40	30	21	15
% permanent contracts	96%	100%	95%	98%	97%	100%	40%
% female	58%	52%	51%	81%	53%	62%	40%
% female managers	33%	73%	60%	15%	67%	29%	0%
% turnover	23%	18%	35%	40%	65%	-	73%
% remote working	48%	18%	100%	100%	40%	-	6%



## FRANCE

The Human Resources Division is rolling out ambitious HR projects to ensure that employees enjoy doing their job and working together and with the aim of making Ayming the first company in the sector where people are enthusiastic about coming to work and see a future.

Three strategic areas have been defined for the 2019/2020 period:

- RECRUITMENT
- RETENTION
- MANAGEMENT

## Recruitment

In 2019, Ayming's priority in terms of supporting and ramping up recruitment was **to raise the profile** of the employer brand, through increased **communication** on **social media** (LinkedIn, Job Boards, etc.) and by organising "Job Dating" events.

This recruitment method has been an ingrained part of Ayming's policy since 2018, such is the importance of recruiting personalities compatible with the Group's culture and values. Three Job Dating events were organised in Paris in 2019, attracting almost 160 candidates. **Job dating** events are now being organised in the various countries where the Group has a presence.

In 2020, they will be rolled out throughout France, with a view to supporting:

- ✓ the new regional sales set-up and Ayming's drive to be closer to its clients,
- ✓ the promotion of work-life balance for regional staff.

Our main challenge in terms of recruitment is to be able to improve sourcing in a tight market. This involves greater understanding of market realities on the part of managers, and awareness of recruitment challenges, along with the availability of new in-house resources:

- the creation of an Innovation Talent Sourcer position,
- temporary additional support for a senior sourcing and recruitment resource,
- outsourcing of the pre-qualified CV selection process.

In parallel, **partnerships with schools and colleges** are being bolstered, work/study training programmes continue to be developed, with the employability of new graduates being a priority for the Group.

Finally, in order to **attract** even more **candidates and stand out from the competition**, the Human Resources teams receive "HR storytelling" training with a scriptwriter. The objective of this coaching is to enable recruiters to get future hires on board through inspirational communication, bring our values to life, and portray the employer brand.

## Retention

**Employee retention** is a process applicable throughout a person's career and comes into play from their very first meeting with Ayming as a candidate.

Ayming has initiated and supports a conscious, resolute policy to set up a work environment and practices that foster employees' attachment to the Group, and maintain it over the long-term.

### ■ Induction

In 2019, the induction process was redesigned, enabling the creation of regular contact with the future hire, until they join the Group.

Intermediate reviews have been scheduled for the first months of induction, with management, the mentor, and with HR, and employee satisfaction evaluation measures have been put in place.

### ■ Career development

Within the framework of this retention process, Ayming has implemented a career development programme, the "**professional journey**" enabling each member of staff to play an active role in the development of their career.

The objectives of this programme are to:

- retain and entrench commitment to the Group,
- raise the profile of career options within Ayming,
- provide **career prospects** according to each individual's objectives and abilities.

The "Professional Journey" is based on a number of support programmes, particularly "Move with us" and "Boss of my worklife".

"**Move with us**" is Ayming's mobility platform, providing each employee with information on career and mobility opportunities, across departments or hierarchies, jobs and/or regions.

Through its dynamic and resolute internal mobility policy, Ayming endeavours on a daily basis to ensure that all recruitment requests and needs are linked up.

With the launch of “**Boss of my worklife**”, Ayming is seeking to offer its employees the opportunity to make their career dreams a reality.

Through this programme, each employee has the possibility of indicating their aspirations and submitting an application to make these plans a reality, with the help of a sponsor.

#### ▪ Training

Aymers’ skills development is a strategic concern for our company. This process enables each individual to adapt to changes in their own job, enhance their knowledge, develop new skills, and boost their performance and creativity in their day-to-day duties. Ayming has rolled out a catalogue to assist staff in their training choices and facilitate training provision.

Ayming is looking to go further in staff skills development, with the creation of “Ayming Academy”.

Ayming is launching a digital training platform which will initially enable all Aymers in the Group to receive in-service training on innovation-related topics.

Furthermore, Ayming is adopting a **mentoring**-based approach with a view to extending day-to-day sharing of knowledge and increasing transparency in terms of career prospects.

## Management

Ayming strives to place the manager at the heart of the process, with a view to supporting managers fully in their role and duties.

Through Ayming Academy, Ayming is creating a dedicated process aimed at making managers more autonomous, more responsible and more authentic.

This process will be based on in-house workshops, e-learning, and individual and collective coaching.

*In 2020, Ayming aims to continue, and step up, these programmes while continuing to roll out a culture of inclusion and HR process digitisation. A new project should also be introduced: mediation, aimed generally at promoting social dialogue and communication within the Group.*

*“Because extraordinary results are only possible with extraordinary relationships...”*



Since 2018, Ayming Italy has become a “**benefit corporation**”, aimed at creating general public benefit, having a significant positive impact on society and on the environment.

Consequently, Ayming Italy has identified the following objectives:

- broadcast the B Corp model, as a regenerating force for the company and the planet;
- contribute to the transformation and growth of a more stable, sustainable economic system, by means of initiatives having a high positive impact on people and the environment with a view to maximising long-term value creation.

Aware that its people are key to the company, Ayming Italy has implemented various initiatives contributing to staff well-being:

- specific training on each individual’s work;
- **skills development**;
- an incentive to make **healthy choices** (taking the stairs, smoking ban, healthy food choices in dispensers);
- tools to promote staff **career development**, such as “people reviews” (talent reviews and succession plans), etc.

In 2019, Ayming Italy signed a “**smart working**” agreement, offering its employees flexible working practices, both in terms of the workplace and working hours. The aim of “smart working” is to innovate and to increase efficiency, competitiveness and work rhythm, while reconciling employees’ individual needs with those of the company.

Ayming Italy has also sought to set up a **lunch voucher** system with a view to improving staff’s day-to-day lives and increase their well-being.





## BELGIUM

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In 2019, Ayming Belgium chose to focus on recruitment, with the organisation of **Job Dating** events, campus recruitment, and the Scoptalent software roll-out, as well as on **developing the skills** and employability of its staff through in-house training.

In addition, with a view to improving well-being in the workplace, a number of new practices have been introduced:

- access to **compensatory days off**
- roll-out of the Kimble tool for **more flexible work time organisation**
- organisation of meals by and on behalf of employees, aimed at **collecting money for charity**
- provision of a fruit basket for staff
- changes of offices to discover other departments
- set-up of a survey to find out more about co-workers

For 2020, in addition to continuing its recruitment initiatives, Ayming Belgium aims to focus on staff retention through the roll-out of a new training and skills evaluation tool, as well as through the **development of flexibility** in the workplace and **remuneration optimisation**.



## CANADA

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In 2019, as part of a drive to homogenise practices within the Group, Ayming Canada also focused its HR activity on **recruitment** through job dating events, as well as on **skills development** with the “talent manager project”.

In 2020, Ayming Canada set itself the objective of launching the **“Ikigai” project** to promote a passion for work and to support staff in their career development.

Ikigai is a Japanese life philosophy consisting of finding meaning in one’s life and balance in one’s day-to-day existence. In the workplace, the aim is to help staff consider their work as a source of fulfilment.



## POLAND

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In 2019, keen to promote its staff’s well-being, Ayming Poland sought to measure their degree of satisfaction by launching a survey. The results showed an **overall satisfaction rating of 4.3/5** among staff, with a 95% participation rate. Ayming Poland’s main strengths pointed out by staff were the overall atmosphere, rapport (with management and co-workers), pay, and benefits package.

In parallel, Human Resources focused on **skills development** among staff, with the provision of various training programmes. One of the major training programmes was the “Sandler training programme”, aimed at sales staff, to enable them to develop their sales process and provide them with the solutions they need to succeed.

For that matter, Ayming Poland is seeking to continue this approach in 2020, by increasing training: communication, project management, etc.

During the winter of 2019, Ayming Poland also organised an in-house Christmas market aimed at collecting funds for **charities** and orphanages.



# Environment

*The environment encompasses all biodiversity on land and in the sea. These natural resources are vital for the human species and the Earth.*

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



## FRANCE

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In 2019, Ayming set up an action plan stemming from its **Mobility Plan**, with a view to initiating behavioural change aimed at encouraging sustainable mobility and protecting our environment.

Three new measures have been introduced and others are planned for the years to come:

- a carpooling forum
- eco-driving training
- raising awareness among new hires on sustainable mobility via the induction booklet

Over the course of 2019, Ayming also analysed its **Carbon Footprint** and conducted an **Energy Audit** to identify the initiatives needed to reduce its energy consumptions,

Finally, new **catering services** were made available to staff at Gennevilliers, prioritising **locally-sourced and organic** choices, thereby lowering CO2 emissions and reducing pesticide use.



## ITALY

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In 2019, Ayming Italy rolled out an in-house communication programme aimed at encouraging and **raising awareness on environmental protection**. Indeed, it is important that all staff are aware of the impact of each day-to-day contribution, however small.

In parallel, **a number of concrete initiatives** were launched, such as:

- progressive reduction of CO2 emissions through the replacement of its vehicle fleet;
- tree planting via the Treedom platform, to grow Ayming forests “Ayming’s People” e “Ayming’s Followers”;
- water consumption monitoring and raising awareness of best practices;
- implementation of “Ayming Plastic free”: initiative to replace plastic plates, cutlery and glasses with compostable materials
- increase in the number of waste collection points in the company, etc.

In 2020, Ayming Italy set itself new development objectives, based on the circular economy.

Ayming Italy will also remotely follow the Global Compact anniversary celebration on 15 and 16 June 2020 in New York, trying to raise awareness among stakeholders in Italy with several initiatives, to demonstrate its commitment to these principles which are close to its heart.



## PORTUGAL

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Despite being more limited in its actions due to the size of its organisation, Ayming Portugal is very mindful of sustainable development. As such, it involves all its employees in protecting the environment, through **waste reduction and recycling** (plastic, glass, paper, etc.) and through the use of glass or ceramic containers with a view to **reducing plastic cup consumption**.



## BELGIUM

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Paper has a strong impact on carbon footprint due to the energy needed for its production, with a substantial impact on natural resources. Worldwide, one out of every 5 trees is felled to manufacture paper, and overconsumption exacerbates deforestation considerably.

For this reason, Ayming Belgium has focused its environmental protection strategy on **reducing paper printouts**, through some simple measures:

- printing only when needed and useful
- double-sided printing
- optimising the format and the number of pages printed

With this in mind, Ayming Belgium has endeavoured to **develop digitisation** in all of its processes.

Furthermore, by developing remote working, Ayming Belgium has succeeded in **lowering the CO2 emissions** generated by staff commutes.



## CANADA

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With an increasing number of people developing sensitivities to certain chemicals, in 2019, Ayming Canada sought to implement a **"scent-free" environmental policy** with a view to reducing the exposure of its staff and its clients to chemical substances.

The purpose of these "scent-free" policies, which are very common in Canada, is to reduce exposure to chemicals:

- by encouraging staff to use unscented body care products (perfume, lotions, etc.);
- by encouraging staff to refrain from using optional items giving off scents (air fresheners, flowers, etc.) ;
- by requesting cleaning personnel to only use cleaning products and disinfectants with the lowest possible toxicity and to store these products in hermetically sealed, well-ventilated locations away from staff and visitors.



## POLAND

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As Ayming Poland is also mindful of sustainable development, it plans to set up a **waste sorting and recycling management** process from 2020.



# Economy and ethics

*As highlighted by the UN, corruption is a serious crime that can undermine social and economic development in all societies and exacerbate inequalities and injustice.*



## FRANCE

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In 2019, one of Ayming's priority areas in relation to ethics was continued **awareness-raising initiatives** on corruption, intended for all stakeholders in the company.

As is the case every year, a **strategic supplier evaluation** was conducted, to comply with ISO 9001 standard requirements, verifying supplier performance over the previous year. This indicator enables Purchasing and other departments to decide whether to continue working with a supplier.

Finally, Ayming has set up a **referencing platform in respect of its suppliers** and subcontractors, to ensure that they are in compliance with regulations. This new tool has helped transform and facilitate the transmission of administrative documents from its suppliers with a view to ensuring, in an exhaustive manner, that they fulfil compliance requirements, particularly stipulated by labour regulations.



## POLAND

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Since 2018, Ayming Poland has implemented a number of **anti-corruption** monitoring initiatives:

- for each process, a cross-check is carried out. Amounts presented to Clients are systematically checked by a manager or a third party;
- negotiation parameters have been established with a view to defining threshold amounts for each negotiation. Beyond a certain threshold, manager or country manager approval is required;
- our staff are subject to a non-competition clause.

In 2019, the **strategic supplier evaluation** was launched, as is the case every year, in compliance with the ISO 9001 standard. The objective being to ensure that suppliers meet the Group's needs and standards.

In 2020, Ayming Poland plans to launch a **customer satisfaction survey**, in the context of ongoing customer relationship improvement, and to compile signs of customer satisfaction with a view to obtaining references and justifying its commitment to quality.