

Communication On Progress

Sustainable development, powering our growth

No. 11 - 2020/2021



CONTENTS

Declaration of continued support for the principles of the Global Compact.....	3
The 10 principles of the Global Compact.....	4
Our CSR strategy	5
Social.....	6
FRANCE.....	6
Health safety measures to protect our employees, customers, and partners	7
Measures to protect our business	7
Recruitment.....	7
Training and recruiting qualified young workers	7
Developing our School Relations Policy.....	8
Recruitment.....	8
Promoting employee loyalty through MyProfessionaljourney.....	8
Training through the Ayming Academy	8
Management	9
Our new life in the workplace	10
Guidelines for 2021.....	10
ITALY	10
BELGIUM.....	11
POLAND	11
Environment.....	12
FRANCE.....	12
ITALY	12
BELGIUM.....	13
POLAND	13
Economy and ethics.....	14
FRANCE.....	14
POLAND	14

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.

The year 2020 was unique and unexpected. Our Group rose to the challenge thanks to the dedication of our employees around the world. Our employees' ability to mobilise and use an entrepreneurial approach is crucial. This attitude was the key to success during the lockdown period. It allowed us to successfully carry out ambitious projects and gave everyone an opportunity to find meaning and fulfilment in their work. The group's diversity reflects its employees.

Attracting and developing the talent of a diverse range of individuals whose skills are an asset to the Group has been a key to the success of our corporate projects. Maintaining our employees' long-term employability is also an important factor in Ayming's success. Our employees' technical and commercial know-how and their ability to manage large-scale projects are the foundation of the Group's operational excellence and are essential to our growth. To ensure a high level of employee engagement, the Group has promoted a human resources approach based on respect for others, health, well-being in the workplace, flexibility, and freedom.

Because a company is first and foremost a human adventure, this ambition is based on the women and men who work at Ayming, both now and in the future. Ayming is a company that gives its employees the opportunity to grow and find fulfilment in their careers.

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 2020 along with our CSR roadmap for 2021.



Hervé AMAR
Président

The 10 principles of the Global Compact

Social

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

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

Principle 10

Economy - Businesses should:

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

Our CSR strategy



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

- Accelerating hiring and boosting the visibility of our employer brand
- Creating employee loyalty
- Placing management at the heart of everything we do
- Initiating a behavioural change to support sustainable mobility and environmental protection
- Identifying what needs to be done to reduce energy use
- Reducing CO2 emissions
- 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



Italy



Belgium



Portugal



Slovakia

Workforce in 2020	836	56	40	30	17	12
% permanent contracts	94%	96%	80%	100%	100%	41%
% female	58%	59%	70%	57%	47%	25%
% female managers	39%	73%	10%	50%	11%	2%
% turnover	18%	19%	5%	36%	NA	NA
% remote working	100%	100%	100%	100%	100%	100%



FRANCE

Three priorities (recruitment, management, and talent retention) have been a part of our HR policy since 2019, with the goal and the desire for every Aymer to enjoy what they do and to work together. We want Aymer to be the leading company in our sector for attracting talent – a company people want to work for.

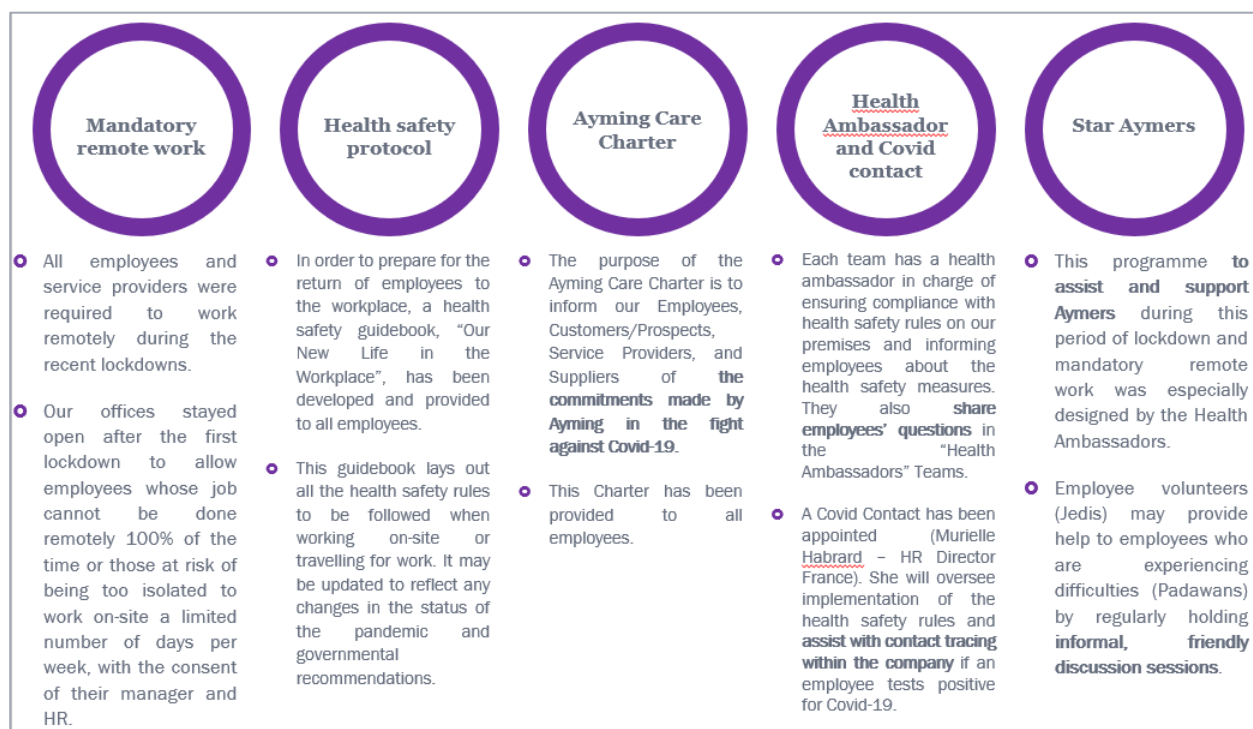
These three priorities have been maintained despite a tumultuous 2020.

The overall economic context and the pandemic have had a significant impact in France and throughout the world.

In this context, Aymer rolled out a number of measures aimed at preserving our employees' health and protecting our business and jobs.

Moreover, the unprecedented crisis that we have experienced has shifted the lines on new ways of working and this experience has pushed us to evolve, creating the need to find a balance in our new life in the workplace that combines the best of both worlds.

Health safety measures to protect our employees, customers, and partners



Measures to protect our business

Our only objective is to maintain our business and preserve our jobs.

That is why we have rolled out the following measures:

- Mandatory remote work for eligible workers – a new agreement was signed 6 October 2020
- Our new training, with an emphasis on distance learning
- A reduction in business activity

To support this strategy, and because Ayming's success depends on our women and men, Ayming is looking to hire and retain individuals with essential talents to tackle the professional and business challenges of today and years to come.

Recruitment

Training and recruiting qualified young workers

Ayming has launched a policy to actively recruit young workers on apprenticeship or professional training contracts or as trainees or international volunteer workers (VIE programme):

Contract	Number of FTE 2019	Number of FTE 2020
Apprenticeship contract	8.83	8.30
Professional training contract	6.14	4.11
VIE programme	5.50	7.75
TOTAL	20.47	20.15

This allows us to:

- Create a qualified talent pool;
- Develop the Company's employer brand and visibility in schools and among young graduates;
- Play a societal role in promoting the employability of young people;

Ayming's policy for the past few years has provided us with experience in integrating and managing young graduates.

Developing our School Relations Policy

The challenge for ensuring a successful experience for apprentices, trainees, and international volunteer workers is to anticipate our recruitment process and detect talented young students in advance by developing partnerships to proactively trigger a recruitment cycle.

To do this, Human Resources works closely with managers to both strengthen our existing partnerships with schools and to create new partnerships with schools whose programmes meet our business needs.

Each year, the Human Resources Department works with managers to carry out a number of initiatives to strengthen the company's relationships with schools:

- Participating in events held by schools (including school forums);
- Asking company employees to share their experiences at round tables;
- Representing the company at job fairs;
- Holding CV-writing and coaching workshops.

Recruitment

Ayming has continued its recruitment and on-boarding policy despite the ongoing pandemic and related restrictions.

We have integrated 169 new employees through our caring, hands-on management style, remote working options for everyone, specially adapted communication tools, and remote training programmes.

Promoting employee loyalty through MyProfessionalJourney

Ayming's career development programme, *MyProfessionalJourney*, has been designed to allow all employees to play an active role in preparing for their future.

The goal of the programme is to:

- Retain and entrench employee commitment to the Group;
- Inform employees of the different journeys within Ayming to reveal their talents;
- Provide visibility on career development according to each individual's objectives and abilities.

The *MyProfessionalJourney* includes a yearly end-of-year interview, a professional interview, a people review, career committees, and professional mobility through *MoveWithUs* and *BossOfMyWorkLife*.

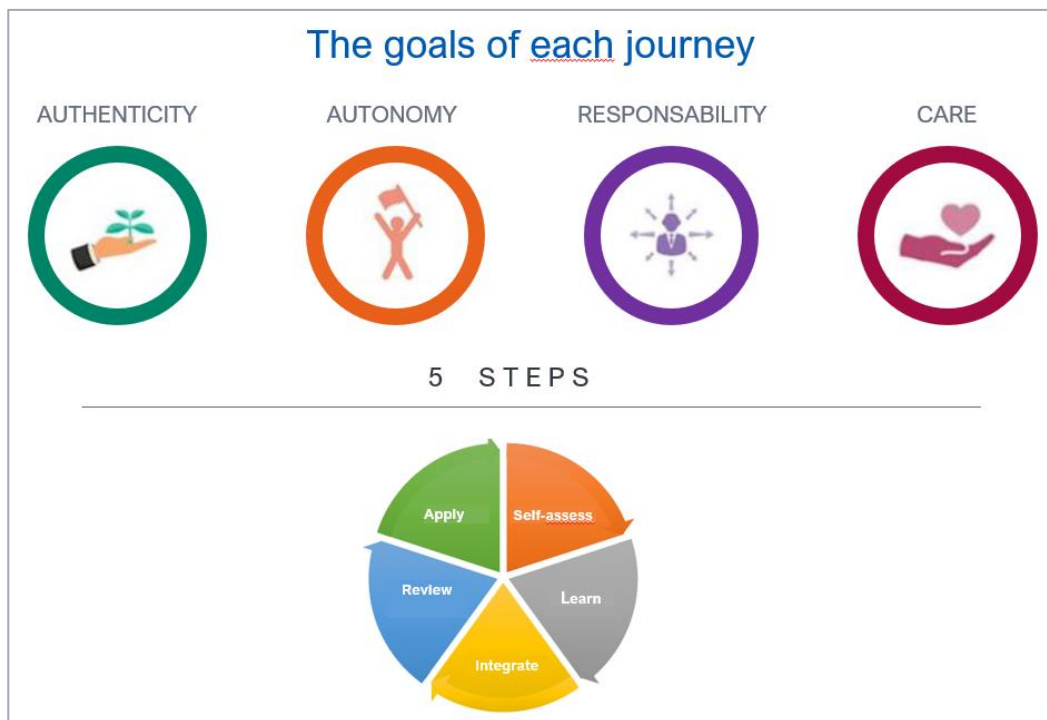
Training through the Ayming Academy

The Ayming Academy was launched in 2020.

The Ayming Academy helps employees develop their skills and potential by:

- Providing comprehensive, modern, and effective training to all of our employees (both group and individual training)
- Providing a shared framework for learning for all Group employees.

All training through the Ayming Academy is designed to develop responsibility, autonomy, authenticity, and a caring approach.



With its experienced coaches and high-level instructors from both inside and outside the company who train employees on various topics, the Academy uses a blended approach, offering both in-person sessions and e-learning, gamification, workshops, and more.

Each employee can build his or her programme by choosing the modules that best suit their own needs and career plans.

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. We redefined our managerial model in 2020:



In 2020, two pilot groups of around twenty managers each started their managerial journey at the Ayming Academy.

Our new life in the workplace

Ayming's goal has been to move towards a hybrid model in which a blend of in-person and remote work becomes the new normal. The workplace will become a place where we innovate together, enjoy our colleagues' company, and exchange ideas.

We have taken the first steps towards redefining our new life in the workplace.

To build this new framework, we drew on the results of our "How do you feel?" HR surveys and the feedback from our groups of volunteer employees and staff representatives.

We're moving from remote work as a requirement to remote work as a choice. We're making the workplace a place for discussions and creativity. Our future is one of autonomy, responsibility, transparency, and collaboration between teams. Our desire is to continue to pay more attention to others and cultivate empathy and kindness, and to develop a new leadership style that focuses on optimism and action.

We have negotiated a new remote working agreement to enable all employees, no matter their position, status, or level of seniority, to be able to work remotely from any location up to 84 days a year.

We are making major changes to how we work, our HR policy, and our managerial practices that are required to support these changes, which will continue through 2021.

Guidelines for 2021

2021 Guidelines : Tackling our new life in the workplace		
New ways of working	Our skills development policy: Ayming Academy	Professional Journey
<ul style="list-style-type: none"> Developing an entrepreneurial culture Flex office New workspaces New collaborative and digital methods 	<ul style="list-style-type: none"> Operational launch of Ayming Academy <ul style="list-style-type: none"> Manager journey Sales journey Consulting journey... ...and the Ayming Digital Academy : <ul style="list-style-type: none"> One Ayming Innovation 360 My innovation local lab 	<ul style="list-style-type: none"> Recruitment <ul style="list-style-type: none"> Continue to actively expand work-study programmes, VIE (international volunteer programmes), and traineeships 3% minimum work-study/international volunteers In-house mobility is our priority and must be given priority over outside hires 30% minimum in-house recruiting End-of-career <ul style="list-style-type: none"> 100% of eligible individuals are covered at the end of their career



In 2020, Ayming Italy wanted to promote its idea of a "culture of sustainability", with a focus on three strategic pillars:

- **The circular economy:** eco-design that creates a resource-efficient closed-loop system through partnerships with companies and organisations that follow the motto "Reduce, Reuse, Recycle";
- **Ayming LAB, an ideas and innovation workshop** through which Ayming Italy can communicate about its "culture of sustainability";
- **B Corp certification**, which allows Ayming Italy to harmonise its sales targets with its social and environmental objectives.



BELGIUM

In 2020, during the global pandemic, Ayming Belgium decided to focus its efforts on **improving its employees' well-being at work**.

Online events like e-coffee meet-ups, afterwork parties, online escape games, karaoke, and Pictionary were held to allow teams to come together to socialise virtually.

Ayming Belgium also invested in ergonomic sofas and indoor plants and green spaces to **make the office a more comfortable place to work**.

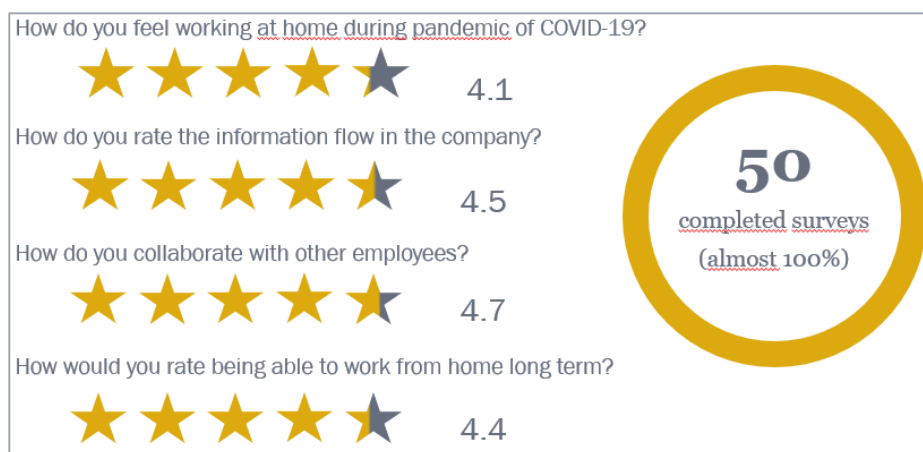
In 2021, one of Ayming Belgium's objectives is to become a **"best place to work"** by rolling out a vast range of initiatives:

- Training plans: Ayming Academy, Sandler training, and more
- Recruitment: job dating, Sceptalent software
- Onboarding new employees: digital welcome booklet, welcome days, improvements to the onboarding process
- Employee benefits: discounts on fitness subscriptions, birthday gifts (Arteel), e-events, more flexible working hours, home office, "silent boxes" in offices, and more.



POLAND

In 2020, Ayming Poland continued with its plans to measure its employees' **level of satisfaction** in a new in-house survey. Eighty-nine percent of employees responded with a satisfaction rating of more than 4 out of 5:



Human Resources also continued to **provide skills training** for employees. Sales staff received "Sandler training" on becoming more effective online. This training was all the more relevant given the public health crisis that occurred in 2020.

In 2021, consultants will be offered training to give them the keys to ensuring that project management is a success.

Like last year, 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

The unusual context in 2020 pushed the Group to accelerate our switch to digital technology:

- Paper restaurant vouchers were replaced with cards
- The secure digital vault was created to replace paper pay slips

This exponential shift to digital tools had a direct effect on **environmental protection** by significantly reducing our **use of paper and energy**.

In 2021 we will be adapting our expense report process by eliminating paper receipts.

The reduction of Ayming France's stock of computers allowed us to **recycle 259 pieces of equipment** (191 monitors, 58 laptops, and 10 PCs).

These items were recycled by **companies that embrace employees with disabilities** and resulted in the following **environmental benefits**:

- 550,999 litres of water were saved (the equivalent of 8,477 showers)
- 25,935 kg of CO2 emissions were saved (the equivalent of 157 vehicles driving from Paris to Marseille)
- 175,532 KW/h in savings (equal to the annual energy use of 25 French residents)



ITALY

Since 2019, Ayming Italy has 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.

Several concrete initiatives were rolled out in parallel in 2020, including:

- lower CO2 emissions through a reduction in work trips;
- tree planting via the Treedom platform: 97 trees have been planted;
- elimination of plastic plates, cutlery, and drinking cups.



BELGIUM

In 2020, Ayming Belgium continued its transition to **digital technology** by drastically reducing the use of printers and investing in the DocuSign software for online signatures.

Ayming Belgium also modified its office spaces to reduce its environmental impact:

- **Elimination of plastic drinking cups** at water coolers;
- Use of **LED** lamps;
- Selection of new chairs in meeting rooms and kitchen furniture made from **natural or recycled materials** and made locally.



POLAND

Ayming Poland is also mindful of sustainable development and set up a **waste sorting and recycling management** system in 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

In 2020, Ayming France continued its supplier monitoring initiatives:

- a **strategic supplier evaluation** was conducted to comply with ISO 9001 standard requirements and verify supplier performance over the previous year;
- a **referencing platform was set up for its suppliers and subcontractors** to ensure that they are in compliance with regulations.

Ayming France has also updated its **ethics policy** and its **anti-corruption charter** to provide all company stakeholders with a better understanding and visibility of how to fight corruption.



POLAND

In 2020, Ayming Poland launched a **customer satisfaction survey** as part of its efforts to continuously improve customer relations.

It also carefully **collected feedback from its satisfied customers** to use as references and highlight its commitment to quality.