



avertim
innovation & management

2020

CSR
Report

Introduction of the report

We have the pleasure to introduce you the first edition of Avertim's CSR report. We created this report because, as a company, we strongly believe that it is of high importance to give figures, testimonies and stories about all the initiatives we have taken to positively impact the world around us, beyond the core business activities of Avertim. As a matter of fact, we believe that a company must positively impact both the economy and its environment, reaching way further the boundaries of the known economic activities.

Concretely, this report will describe the way Avertim takes initiatives in accordance to its specific CSR Strategy. Such strategy aims at more sustainable and responsible practices. Over the years, sustainability has become a strategic element at Avertim. Indeed, we believe that it is through collective and individual actions that improvements can be reached. The first edition taking place in 2020 will mainly report on the initiatives taken in 2019 but also on the most relevant ones of the previous years.

Finally, the report is telling a story reflecting on the purpose Avertim wants to instill within its CSR initiatives. Therefore, it is structured following the 3 pillars that compound its specific CSR strategy: People, Environment and Society. Our company has defined a very own way of approaching these 3 classical in terms of CSR activities, so that it matches with the core capacities developed by its collaborators on a daily basis. Therefore, Avertim ensures that its positive impact is aligned with its reality as economic actor. We strive for coherence. As a consequence, this CSR report details the initiatives run by Avertim in 2019 that enabled the company to move in the right direction regarding the CSR goals set in the long run. As a consultancy company, Avertim is aware of the current challenges that companies face related to these topics, but even more of the ones societies are facing. We all have a role to play for a better world, and we will do it all together.



Henri Lefebvre

Avertim's core role is to bridge the gap between Strategy & Operations

Organizations are facing major transformation challenges due to market, technological, social or political factors. In an ever-changing world, ensuring the bridge between Strategy and Operations is a driver of competitive advantage.

As Avertim we are a uniquely positioned Management Consulting Group that supports companies in defining and implementing solutions for effective alignment between Business, Technology and Management. We bring our clients' ideas and projects to life through a profound understanding of strategic business benefits, and then accelerate their performance with a pragmatic 'doing' mindset and approach.



2007

Creation of the company



+ 250 high skilled consultants



High growth
(+8,2% in 2019)



International expansion
4 countries



Telecommunication
& media



Bank & Insurance



Life Sciences & Chemistry



Transports & Mobility



Energy

The CSR strategy is aligned to the corporate one

In 2018, following the strong willingness coming from our collaborators to contribute to the current social and environmental challenges, the CSR team launched a project aiming at offering a clear CSR Strategy for Avertim. This aligned with its global business strategy. The CSR team, supported by Avertim's board, worked on defining Avertim's **CSR Vision & Mission**. Concretely, that is a framework to develop a cohesive CSR action plan and ensure CSR actions will enable Avertim to meet its objectives.

MISSION

Avertim's CSR mission is to create a community of fulfilled employees & partners who are stimulated to drive positive change for our society and our planet

People

As a consulting firm, we take employee respect & well-being to heart. Avertim drives people-oriented initiatives to meet employees' expectations and guarantees individual fulfillment for its employees all along their career.

Society

As a consulting firm, we are convinced that the vast expanse of knowledge of our employees should be shared. Avertim develops sustainable partnerships with local organizations that positively impact society and encourages employee engagement, especially when his or her skills can be beneficial

Environment

As a consulting firm, we set ambitious goals to support our employees in their mobility transition. Avertim takes actions to reduce its environmental footprint and builds this awareness in all its employees.

VISION

80%

Well-being at work

10+

Long-run partners

< 75% of car use

< 6kg of CO₂

Per Avertimer/day

People

Provide a work environment and a framework which enables the professional development of each Avertimer and increase the feeling of wellbeing at work above 80%.

Society

Build a network of 10+ long run partners with whom we strive to take meaningful actions which benefit society.

Environment

Increase the use of other transport modes by reducing car use to less than 75% and emit less than 6 kg of CO₂ emissions per Avertimer, per day.

These goals are set to let us move in their direction. The rest of the CSR report will give you more insight on how we concretely moved towards them in 2019.

Let's move, together!

Focus on Avertimers

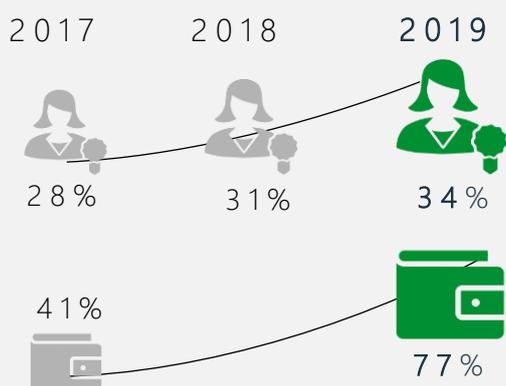
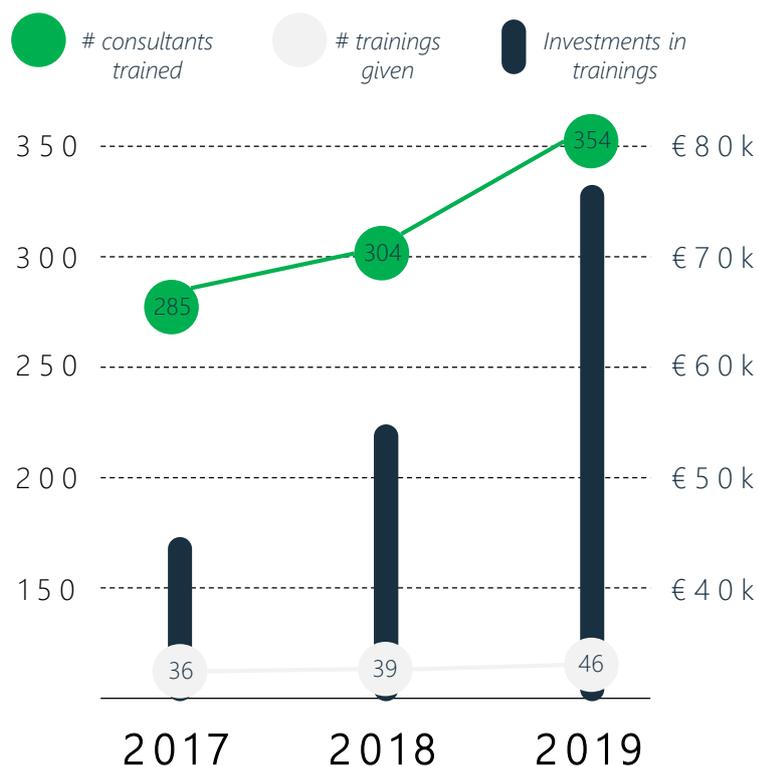
In order to understand its people oriented initiatives, one needs to acknowledge as few elements. Therefore, this section focuses on describing facts & figures that depict the reality within the company about gender equality, trainings and promotions.



Women account for **54%** in Junior functions

Consequently, come the initiatives and the policies implemented for **trainings of employees**. Avertim knows that its most valuable asset is the specific knowledge of Avertimers. Therefore, the company gives a great importance to professional development. Trainings are organized and offered to the Avertimers to ensure continuous learning and improvement possibilities. We see an increase in both the number of consultant trained and the amount of trainings given over the years: 36 in 2017, 39 in 2018 and up to 46 in 2019. As a matter of facts, one can simply observe that Avertim raised its investment in trainings by +41,64%. It depicts the willingness to place trainings and personal development at the core of our activities. It will continue this way in the future.

To begin with, **gender equality** is an important matter addressed by Avertim for a few years now. Gender equality is well-respected amongst the consultants that account for 80% of Avertim's employees. 51% of women and 49% of men shows a great balance and positively impacts the trends to observe at the corporate level. In addition, balance in gender is respected in the junior functions as well. Nevertheless, efforts are still to be made for staff, senior and top management functions. It is a fact that men are still mostly represented. That is an improvement point Avertim will face with great motivation.



Finally, there has been a rise in **promotions and salary increase** offered over the last years. This figure should be seen as depicting 2 very positive realizations for the company: the financial results are positive and allow such increase, and the positive results are to be granted to the qualitative work of all Avertimers. Recognition of it is simply the logical result, which we can proudly express with such figures.

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People

The Avertim CSR mission is to take employee respect & well-being to heart. The company aims to create a working environment where Avertimers can develop themselves professionally and personally. To do so, people-oriented initiatives are organized to meet individual fulfillment and the expectations of the collaborators all along their career.

This pillar will depict the initiatives taken that impact Avertimers' development inside the company. Some of them are implemented on the workplace and others outside. Both contribute to reach the CSR objectives set.

The pillar dedicated to people starts with a focus on career development at Avertim and its characteristics. It approaches the onboarding, learning and development inside the company by analyzing what Avertim is implementing to support its collaborators along their career path. Moreover, insight is given to Avertim's recruitment policies that explains the diversity and quality of Avertimers profiles.

An additional article deals with the way Avertim manages the recognition at work. It is becoming more and more important to collaborators. Moreover, Avertim has the chance to count young parents among its collaborators and therefore has taken measures to ensure the best for the continuity of their career.

Considering the "extra-office" life, it is depicted in detail in a section that describes Avertim's main events organized for its collaborators.

Another striking element in this section: the social barometer. It is a survey led in order to get the perception of Avertimers regarding their work environment, culture or employment. This rich tool that allows the company to better figure out the situation among its collaborators and to take adapted measures consequently. These learnings will help the Human Resources department to define the appropriate improvement path, maximizing the professional development of Avertimers. Consequently, the one of the company as a whole.

Finally, a last topic is made available for you: it concerns the respect of Avertimers' data privacy through the implementation and the continuous monitoring of the GDPR regulation at Avertim.

We wish you a pleasant reading of Avertim's 2019 initiatives improving the well-being of its People.



Career at Avertim

Beyond the observations describing the overall picture of the place given to people within the company, it is also crucial to focus on the specific elements implemented to develop the career of Avertimers. Indeed, well-being can be considered on a high level, but it remains important to dig into concrete actions taken at Avertim to enable a great Career development. Therefore, this section covers 5 core topics for which initiatives have been undertaken in 2019 for a better career experience:



At last, but not the least, a 6th aspect is approached since most of you participated in the Social Barometer. Specific CSR elements are detailed to you in a dedicated subpart of this chapter. In 2019, Avertim created the best environment to guarantee professional and personal fulfillment and to meet Avertimers' expectations all along their career. These initiatives were developed in line with Avertim's CSR strategy and sharing knowledge philosophy. We wish you a pleasant reading.

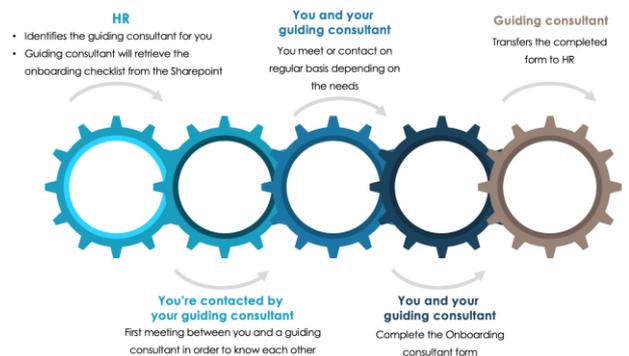
Onboarding i



Onboarding documentation for newcomers

As first step of the career within the company, the focus is on offering a good integration of new Avertimers through an **onboarding program**. As the citation quotes: *"You only get one chance to make a good first impression"*: it is very important for Avertim that newcomers do not start without getting the good mood of Avertim as from the first day. It seems logical but is a complex maneuver to implement. Concretely, a program was created. It aims at integrating the new members in the best way, should it be at Avertim's offices or at the client. This is done by providing newcomers with a dedicated support in the first 2 months.

In a nutshell, the **process** is simple: introduction days take place regularly to help newcomers meeting one another, discovering the offices and staff and receiving essential practical information. The brand new Welcome Guide documents all these pieces of information in a clear handbook. In addition, consultants volunteer to guide the newcomers: they give testimonies, introduce the company and assist them with the introduction information they receive. They ensure a good introduction day and remain available for any sort of question along the first 8 weeks. At the end of the two months, a meeting is held to exchange on the past weeks and wrap up the integration program. Finally, an onboarding form is filled, allowing Avertim to keep on improving the onboarding .



Onboarding process for newcomers

The onboarding journey is not rocket science but lots of efforts are put into it, making it real and sincere. Therefore, volunteering of colleagues and full dedication from HR team are considered as priorities to the success of this process. We can now work on more fine-tuning to enhance the experience of our beloved newcomers: Next years' edition of this report should be of great interest!

The development path of settled Avertimers and the learning possibilities offered are surely also a focus for Avertim. Avertim is committed to train consultants on both, soft and hard skills thanks to both, external training partners and internal experts. The training plan has always existed, but it keeps on improving itself.

The **Training Plan** is defined based on Avertim's career path as to create a logical evolution in the career of the consultants and staff. Thanks to the different training paths, namely *manage people* and *manage projects*, consultants can achieve a certain "expertise" and are expected to reach a result.

As base ground, career development is ensured through different constitutive elements repeated over the year. **Career management** is one of them: annual evaluation, mid-year review, project reviews or HR *one-to-one's*, notably.

Each consultant is helped to grow vertically as well as transversally based on their skills and ambitions. In addition, every Avertimer can benefit from a mentoring or a coaching program.

Coaching and Mentoring programs are tailor-made according to each individual's projects and development needs in order to reach personal and professional accomplishment. This is where seniors meet juniors, supporting them in the fulfilment of their career and sharing their experience every day, whatever the sector or expertise. Mentoring is more assimilated to (long-term) informal relationship, which helps Avertimers see the future and define their objectives.



Agile PM training



"The **coaching program** is more time-limited and is needs-based. It can occur to support a new Avertimer but also one starting a new mission, a consultant facing difficulties in an ongoing mission or even to allow any Avertimer to master the knowledge acquired during an in-class training. »



Stéphanie Bouts
Senior Consultant

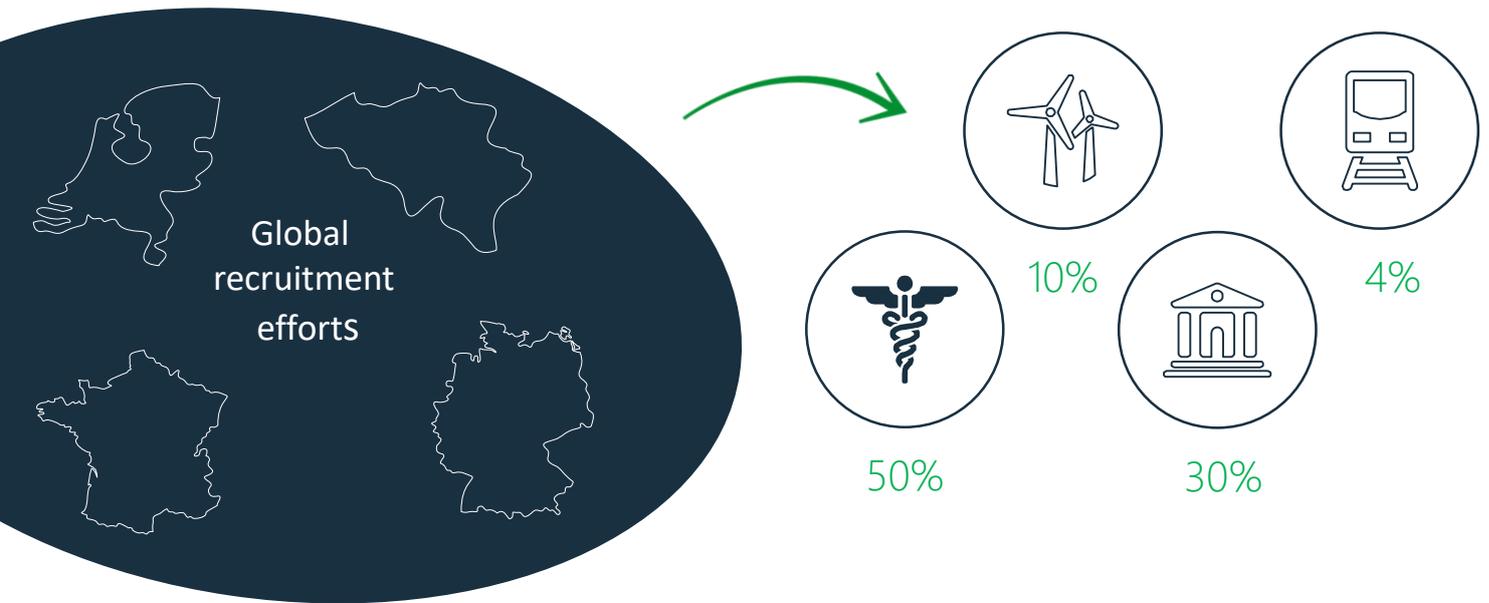
*"What helped me most to evolve as a consultant is **the input from my business managers.***

*I recall when I started my first mission at Cenexi, I was in a very different environment from what I was used to. I did not meet all the client's expectations and **it was a bit scary.** During the first project review the client expressed his frustrations to my manager, tough moment.... But he insisted on the fact that I had the capacities to handle the project : « I know that you can do it. », no matter the client thoughts at that time. **He was able to convince both of us that it would work out.** This made me confident to stay on the project and I finally performed, got the client's trust, and at the end the client did not want to let me leave Cenexi !*

*With this experience I really learned a lot on how to be a consultant and **it opened many doors for me.***

At Avertim, the recruitment is cross sectorial and cross country and is in the heart of company's core business. It is managed in a way to promote the mobility between the subsidiaries and the diversity amongst hired profiles. The group's recruitment policies are applied locally and are adapted to the market's realities and the clients' needs. The selection of candidates is based on their expertise, the competences (hard and soft skills) and the seniority of the applicants. Avertim is looking for highly-skilled and multidisciplinary profiles to complete its teams and guarantee the best services to its clients.

Last year Avertim hired **new consultants** in all the different countries where the company is active. These new arrivals come to reinforce 4 sectors of activity.



In addition to that, Avertim has expanded its staff team.

Germany and Belgium have expanded their Business Managers teams. At headquarters, staff functions such as Finance and Human Resources have also been growing to support development. Avertim is proud to say that 98% of its employees have at least a master's degree and a powerful consultant seniority with 44% with 8 years of experience.

98%

Master's degree

44%

Of consultants with more of 8 years of XP

51%

Of women



Campaign launched by the CSR team to promote recognition at work

On the picture on the left stands the slogan of the recognition campaign led in November 2019 at Avertim. The CSR team decided to dedicate one month to the recognition at work to sensitize all Avertimers and make them realize that a little gesture can have a big impact. Nowadays, recognition is even more important than before. Indeed, we are often more driven by our feelings and by well-being than by our salary and stability.

The CSR team wants to develop a true mindset about recognition and to make it become a part of Avertim's philosophy. That would allow to realize the CSR strategy aiming at increasing the well-being by the creation of an inspiring work environment."



Besides the month of recognition, a communication campaign was led to sensitize the business managers to recognition at work. It also promoted daily feedbacks and became part of the company culture. A sensitization training was also given to managers ahead of the yearly evaluation to emphasize that it represents the opportunity to recognize the work and efforts done by collaborators. Moreover, the most efficient consultants were and will remain rewarded at the Annual Party by the board of directors,

Studies prove that recognition can lead to numbers of benefits for collaborators and employers. Collaborators are more engaged and motivated in their work if they are recognized which leads to better results. A good recognition mindset also makes the company more attractive to potential candidates and to build a strong company reputation.

Increases employees' motivation

Increases employer's reputation

Increases talents' attraction



Avertim is a young company and counts many collaborators becoming parents. The company is committed to support them through the **crucial place given to parental leaves**. Logically, none has been denied in the last three years! Besides paternity and maternity leaves are also given by the company as legally foreseen. As proudness, Avertim celebrates the birth by giving a present to the new parents. We think **small gestures are crucial**. Moreover, the Saint-Nicholas event is dedicated to the families of Avertim and their children in order to enjoy a moment all together thanks to Avertim.



Because being an Avertimer is being part of a family and that the life is not limited to working hours, Avertim organizes different events through the year and for different reasons. This article will describe the main events organized and their objectives. It goes from the most frequent that is the monthly *afterwork* to the yearly event passing by *Conventions*, *Saint-Nicholas* or the *Christmas drink*.

Afterworks



Afterworks are monthly events held on the last Thursday of the month. They invite collaborators to get together but also to enhance staff-consultant proximity. It is an informal way of meeting colleagues. Avertim diversifies the formulas and places to make it even more exciting.

Conventions



Senior convention 2019

Conventions are organized in different frameworks; that of sectors or departments. Often associated with workshops, several variations exist within Avertim. The goal is to gather in order to develop content and initiatives contributing to both Avertim's and Avertimers' development. Each Business Unit meets approximately every six months to discuss a topic in a workshop. Regularly, these events are combined with *Team Buildings* in order to strengthen the links.

Sports



Bubble foot event

The mission of the Sport Team is to gather the Avertimers around sport events in order to Discover colleagues outside the work environment, Facilitate networking and Solidify relationships through team building benefits.

The year 2019 started with one of the greatest sport event: the bowling activity combined with an afterwork gathering more than 60 people. Through other sport evenings Avertimers also had to opportunity to discover new sports such as Kin-ball or Bubble football which were really appreciated by the players



Kin-ball event

Moreover, Avertim participated once again to the "20km of Brussels" sustaining the Escalpade association with this time 2 handibike teams and individual runners for a total of 20 participants. Last but not least, Avertim's sportive year closed with a climbing event where Avertimers could test their limits and the trust between them. Next year's ambition for Aver'Team Sports is to create more sport activities by putting in place a sport community allowing colleagues to sport every month. More information about this will be shared as soon as possible.

Annual parties



Annual party 2019

Every year, in June, the annual Avertim event is organized. For the occasion, all consultants and their partners are invited around a theme to celebrate the achievements done during the year. Several activities are organized, as well as presentations of the year's major projects and awards for teams and consultants. Around 250 people meet for a walking (and dancing!) dinner around different theme each year. The event provides an opportunity to get together once again and to strengthen the bonds for Avertim, between its staff, consultants, and their partners.

Christmas drink 2019



A variation is organized at the end of the year, the Christmas Drink brings together the consultants around a walking dinner and a speech by our CEO. The evening is an opportunity to sum up the closing year and to see the objectives for the years to come.

Sint-Nicholas 2019



St.-Nicholas' Day is also part of the end-year events. Parents and children are invited to come and share a morning with Saint Nicholas. Each child receives a gift that is as **eco-responsible** as possible.

The 5 previous sub-sections detailed improvement initiatives led by Avertim in order to reach the goals set regarding collaborators and the development opportunities they get while working for Avertim. However, the story would not be complete without the collection of Avertimers' perceptions towards the company. That is why **this sub-section focuses on depicting, through a survey, the way you perceive your career at Avertim.** The perception is expressed by specific elements resulting from the so-called "Social Barometer". The purpose of this study was to **evaluate the well-being of Avertimers inside the company.** The scope of the study is broader than pure CSR matters. Indeed, it aims at helping the company to identify rooms for improvement regarding various matters impacting people's development within the company. However, a great set of its content is directly linked to the CSR matter in term of People Development. Therefore, its details are presented in this report. We detail hereafter the facts that are valuable regarding the pillar "People" of our CSR Strategy. It does not aim at presenting concrete corrective improvements but rather the areas where achievement is high and topics where improvements is observed. Therefore, 3 themes are detailed: **General Well-being, Professional Development** and **Employer's image & perception.** Finally, possible improvement paths are assessed based on the exposed results.

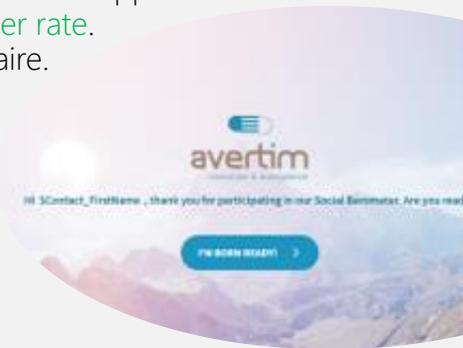
As to be complete, one needs to understand what the method was. A questionnaire was sent to **216 Avertimers** with 49 open questions. The possible answers varied but most embodied an appreciation on a scale from 1 to 5. The participation rate was very positive, with **65% of answer rate.** Indeed, out of the 216 sent emails 141 persons did start answering the questionnaire. It is relative but still very positive answer rate. Amongst the 126 respondents that fully finished the completion of the report, 114 (**82%**) are **consultants.** With Life science representing the greater share of the activities of respondents: **61%**. Therefore, one can affirm that the analyses and conclusions drawn from it are highly valuable while it gives very good indications of the existing trends within the company.

As stated in the strategy, Avertim's aim is to have 80% of Avertimers expressing a good feeling of well-being at work. This implies that expressed **well-being** needs to be expressed as positive by at least 80% of interviewed collaborators by the end of 2020. A first element that helps assessing it is the expressed personal satisfaction about their job. Indeed, one observes that **61%** of the respondents say they are **"very satisfied"** about their job.

In addition, there is a progression possible because **29%** considered themselves as **"satisfied"**. Therefore, the need is clear to better understand the structural improvements for those voting under 3 and the systemic potential to have more very positive Avertimers. A sure potential path lies in involving Avertimers in the defined improvement measures since **76%** of the respondents expressed they wanted to **"invest themselves more in the company"**.

Another striking fact to take into account regarding the well-being at work is that most of the respondents (**76%**) feel that their **work has an impact on their physical or mental health.** Fortunately, more than the half (**55%**) consider it as a **positive impact.** This relatively low number can be explained by the high level of stress in the consultancy sector at the clients: up to 40% of Avertimers feel stressed after a week of work.

Even if we have to keep in mind that these figures are impacted by the atmosphere at the clients, Avertim sees a clear room for improvement to help consultants cope with the existing stress and tackle the negative affect of their work on their physical or mental health. **Avertim believes it can help raising it to more positive figures.**



Job satisfaction
2019

 29%

 61%

Target
2020

80%

76%

Willingness to
invest
themselves
more

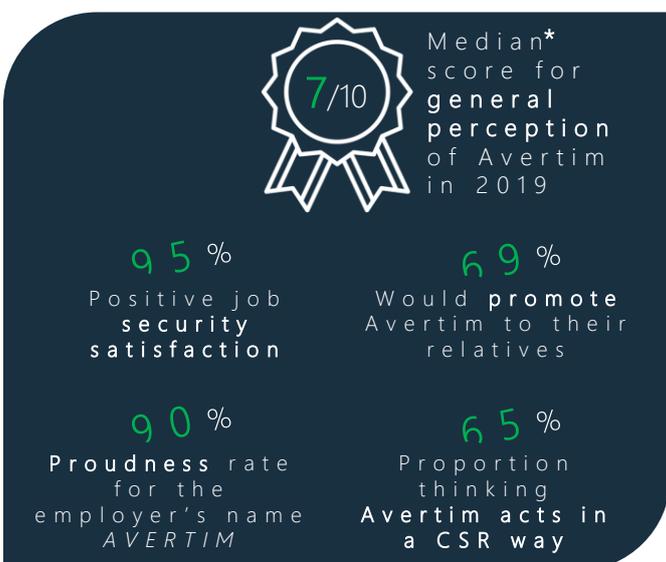
90%

Meaningful
job

Besides, it is also motivating to see that more than 66% of the respondents find their job very meaningful and 25% find it meaningful which leads to more than 90% positive feedback about the meaningfulness of their job. Such personal fulfillment is in the heart of the CSR concerns.

As second core aspect, is the analysis of perception of learning possibilities and professional development at disposal of Avertimers. Previously, it was expressed that the company gives importance to the follow-up given to its collaborators' career paths and the continuous feedbacks given.

Considering feedbacks, the results show that 55% of the respondents are very pleased by the feedback given by their hierarchy. Consequently, efforts are to be made to increase this satisfaction rate while maintaining the positive majority. Frequency and quality of feedbacks will become a standard. In addition, as described previously the offer of trainings increased: +16,5% of Avertimers trained and 7 new trainings. As qualitative learning, the social barometer depicts that there is an improvement possible for the job-related trainings' satisfaction. Indeed, 43,5% of respondents are "Ok" with the job-related trainings while 30% are very positive. Complementing these efforts opportunities for Avertimers to professionally and/or personally develop themselves is already in the pipe. CSR is launching partnerships that will help in such way. It is also a great vector to get to know each others better. Finally, 75% of the respondents answered they have the intention the pursue their career at Avertim for the next 3 years. This embodies a certain aspect of well-being depicting that the great majority sees themselves evolve within the company over the coming 3 years.



As third and final aspect, is the general perception of the company and its image: a first great indicator to consider is the perception Median being at 7/10, the grade reached by Avertim is positive but can still be improved. Another factor to observe is that 95% of the respondents are at least "satisfied" with the job security that the company offers. That could be a reason to explain that more than 69% of respondents would recommend Avertim to their relatives or friends. Another positive figure is that 65% of respondents estimate that "Avertim acts in a CSR way in its activities". That is a promising figure by its good results and to see that improvement margin is still possible. All those figures lead to the fact that 90% of respondents are proud of the name of their employer: Avertim!

In conclusion, it clearly comes out that Avertimers expressed a positive global perception of their company and the image they have of it. Nevertheless, improvement is still possible and thanks to this social barometer Avertim knows which are the priority works: as a matter of fact, the perceived negative impact on health from stress at work deserves a particular attention to ensure the complete well-being of collaborators. Moreover, additional specific job-related trainings seem to be considered as improvement opportunity to ensure a continuous learning and a professional development. Besides, isolated efforts could still be made to improve the feedback culture. Avertim takes this improvement path as a motivating and top-priority challenge. Next year edition will bring us the results. Stay tuned !

* The percentile 20 is of 6/10. The target for 2020 is 7/10

Privacy at Avertim

Nowadays, the data management has become a crucial topic for companies. In May 2018, a European Union regulation has entered into application to regulate the management of the data collected by any organization worldwide about [EU citizens](#).

The EU General Data Protection Regulation ([GDPR](#)) is the most important change in European privacy legislation in the last twenty years. It replaces the 1995 EU Data Protection Directive (European Directive 95/46/EC), strengthening the rights the European Economic Area (EEA) individuals have over their data, and creating a uniform data protection law across Europe.

As a consulting company, [Avertim takes its mission to protect any personal information it may collect extremely seriously and committed to act with respect and transparency](#). Within the scope of its consultancy activities, Avertim SPRL follows the guidelines of the applicable GDPR regulations. The collected personal data will always be processed with care and in accordance with the General Data Protection Regulation (GDPR).

To comply with the GDPR regulations, Avertim acts both externally and internally on 3 different levels, the candidates, the clients and the workforce.

① [Externally](#), regarding the applicants, a survey has been led to evaluate the efficiency of the treatment of the consent form. It came out that the paper form does not allow a fully efficient management of the consent signed due to some practical reasons (loss, lack of follow-up, ...). Consequently, Avertim decided to implement a tablet to enable the applicant to agree on the consent form. As a result, the data are automatically gathered and encoded in the system, which allows to be fully in line with the regulation. Moreover, candidates applying online must also agree to the consent form. And that is made possible on Avertim's website.

② Once the regulation enforced by EU, Avertim proceeded to [contact all its clients](#) to inform them about the implementation of the EU regulation and its consequences on the data management. The aim was to ensure their consent to the company's GDPR policy.

③ [Internally](#), to ensure the protection of its collaborators' data, Avertim has implemented a transparent and clear Internal Privacy Policy. The purpose of this Internal Privacy Policy was to explain which personal data Avertim collects, the reasons why Avertim uses and shares such data, how long they are stored, what the rights are and how they can be exercised. A communication campaign has been done by emails that have been sent to all the workforce (collaborators and freelancers) to inform the implementation of the GDPR policy. Besides, Avertim also gave trainings on GDPR to its internal staff to sensitize them and to ensure a general comprehension of the application of the regulation inside the company. Trainings for consultants have also been planned and organized but did not take place yet due to a lacking expressed interest so far. If one day, more interest is shown, these trainings will be planned again.

In addition to that, everyone (candidates, clients and workforce) can find easily all information on the website at any time. A [DPO](#) (Data Protection Officer) [is in charge](#) of the compliance to the regulation within Avertim and is available for the collaborators to solve any kind of questions related to the management of their data. If you have any question about the GDPR regulation at Avertim please contact : privacy@avertim.com. You can also visit our [Sharepoint](#) page dedicated to GDPR.

By these actions Avertim ensure the private life of its partners and collaborators, and so prove its commitment to their respect and their well-being that are in the heart of the CSR strategy implemented.



Society

Avertim CSR vision is to build long-term sustainable partnerships with local organizations that positively impact the society. Avertim's philosophy regarding social initiatives is based on the sharing of knowledge. These initiatives are chosen and selected to encourage collaborators to take part and bring their contribution using their professional or personal skills. They represent also opportunities where Avertimers can get to know each others better and develop themselves.

Avertim aims at becoming a major actor in its environment that leads to social improvement. In the following section you will find stories of initiatives that have been led by the company and contributed to support local organizations in the realization of their activities.

Firstly, a brand new partnership is presented: the one with TADA. Some Avertimers have had the chance to share their knowledge and to experience the art of teaching young children.

A second article details the sportive accomplishment of Avertimers at the 20km of Brussels running along with children of our partner 'Escalpade'. This article highlights the emotions and values shared during this challenge by all participants.

Thirdly, the voluntary solidarity of Avertimers is illustrated through the evolution of the company's participation at the Shoebox Campaign. It takes place every year around Christmas.

Finally, the implication of Avertim to support a student organization with a sustainable mindset is presented. Indeed, Avertim has been building a partnership with the LSM Cup. This partnership has been a unique opportunity for the company to share its knowledge while supporting a positive initiative amongst brilliant students.



Learning with TADA

As already explained, Avertim wants to build long-term partnership with organizations that have a positive impact on the society. Let us together discover the one we built with **TADA**. TADA stands for « **Toekomst Atelier – Atelier De l’Avenir** » and is a non-profit organization in the Brussels Region aiming at “**contributing to integration and emancipation of Brussels’ socially most vulnerable teenagers and their entourage**”.



In total, TADA supports over 1000 socially vulnerable teenagers thanks to a network that follows their evolution and coaches them during a program lasting several years. This program includes extra-scholarly activities such as experiential classes given by inspiring professionals volunteers that bring their domain’s knowledge and experience. Their aim is to introduce a wide range of different working areas to its teenagers to raise their awareness on their future working possibilities and to let them discover themselves.

TADA’s program reflects one of the values defended by Avertim which is to **share knowledge** for all. Moreover, Avertim wants to invest in a **strong partnership** with an institution that makes a difference, at one of its locations (Brussels) and where sharing knowledge is done in a way that it directly and positively impacts the society. Knowledge is the greatest asset of Avertimers, and is the reason why TADA is an ideal match. As a first step, the **CSR team Avertim assembled motivated and enthusiastic Avertimers to animate a class** about Entrepreneurship covering an entire day. Our volunteers contributed by teaching and coaching the youngsters on entrepreneurship and helping them define a Business Plan. However, Avertim does not want it to stop there: to build a strong relationship, we endeavour to regularly iterate the experience, and offer a knowledge transfer to directly help the development of the non-profit organization self-based on specific needs. Stay tuned as our partnership will continuously evolve.

Charlotte
Pedagogic &
Alumni Assistant

« Thank you to be part of this, motivated inspiring people are the heart of the success of the workshops »



Lisa Breyer
Consultant



“I was amazed by the enthusiasm and constructive input from the children and the day left me enriched by human interactions and certain sense of purpose. I am really happy that I got the chance to contribute to this amazing organization that is TADA through Avertim, and I will be back for sure!”



Martin Delens
Senior Consultant

“TADA’s team, the youngsters, Avertimers: everyone was full of positive energy and so did I end up the day. The interpersonal exchanges were simply unique. I was put out of my comfort zone and did realize how much “teaching” is a magnificent challenge. This forces admiration for TADA’s team: they open up the world of possibilities to amazing youngsters.”

This **partnership is fully aligned with the company’s belief** “that the vast expanse of the knowledge of our collaborators should be shared” (refer to the pillar Society of our CSR Mission).

20km of Brussels: *Run Avertimer, run !*

Does Avertim only share knowledge with its partners? No! Avertimers also share their courage and their energy to support a good social cause. Indeed, in 2019, Avertim took part to the 20km of Brussels in association with Escalpade for the third year in a row. Through the years and by the values shared, Escalpade has become an outstanding partner for Avertim. As a reminder, the non-profit organization "Escalpade" is a school offering adapted schooling to children with physical disabilities.

Last year, our Avertimers have experienced a true team-work experience by running in two teams compounded of five to six runners and two students from Escalpade sitting in wheelchairs, Amina and Clara. They both formidably succeeded in holding almost 2 hours in the fast-moving chaire, and relentlessly cheering and making noise for runners to achieve the goal. The Avertimers shared the efforts, also within the team by relaying each other's pushing the "handibikes" until the finish line. Solidarity and team-spirit were the key values to take on this challenge that offered all of them a fantastic time full in speed, sweat and cheering from the public. This run was also an opportunity for the Avertimers to get to know each other's better outside the office and to outstand themselves to overcome a challenge strong in emotion together. The vibe you feel while running behind the formidable kids you push is unique, outstanding.



Amandine Arias-Cuenot
Project Analyst

"I would say this kind of participation can make sense to your jogging workout and give you an objective. Another thing that impressed me was experiencing the sportive mental preparation. It will be a great memory of a shared success; I would easily recommend you to try it !

I would like to thank Clara for bringing us together, and also the CSR team for the initiative and organization !"



20 km 2019 in figures



The collaboration with Escalpade and the sport challenge matches with Avertim's CSR philosophy by answering to the willingness to develop sustainable partnerships with local organizations that positively impact society and encourage collaborators' engagement.

The Shoe Box: « Because everybody deserves a Christmas gift »



Beyond knowledge and energy, what could the Avertimers share more? The answer is wrapped in a box and distributed to the ones in needs year-end holiday period. Avertim takes part each year since 2017 at the shoebox campaign. This campaign was launched in 1999 by *Les Samaritains asbl* in Brussels. They collect each year more than 20,000 gifts for the **homeless and the poorer people of Belgium**. These gifts are distributed by various charitable associations (Les Samaritains, Les Restos du Cœur, Poverello...)

Avertim joins their voluntary, committed and altruistic approach by inviting Avertimers to drop a wrapped shoebox at the foot of the Christmas tree during the yearly Christmas drink. It is the opportunity for the Avertimers to contribute to a social initiative by supporting an association through a small gesture, and they seize it! Each year more and more boxes are collected for this generous initiative. It started with 50 boxes in 2017, to 60 boxes in 2018 and to 65 in 2019. These boxes ended up in unforgettable smiles from the receivers. This results reflects the willingness of the company to help organization that positively impact the society.

For more information on the initiative, please visit: <https://www.shoe-box.be/en/>



LSM Cup

Previously, it was said that Avertimers' knowledge was their most valuable assets. Sharing this knowledge at every possible occasions naturally became part of our CSR Strategy. Avertim started this dynamic by building its first partnership with a student association in September 2018, *the LSM Conseil*, a student organization offering engineering and management consulting services. In addition to that, they organize the **LSM Cup**, an event known as the largest student **CSR-oriented business game** in Europe.

The starting point of the collaboration was a demand from LSM Conseil asking Avertim to provide CSR related business cases to be solved by students during the business game. But the story did not stop there.

We greatly enjoyed the active process during the presentation and went out of this meeting with lots of new ideas and lots of motivation to launch the implementation of your recommendations.

Morgane Buydens
LSM Conseil HR Senior Consultant



Besides these cases, Avertim's CSR team identified more opportunities for the LMS Cup to reduce its ecological footprint. Avertim has assisted the students with their planning process. A first meeting was held in November 2018 to define the timeline of the organization and its milestones. Then two workshops took place in November and December in which Avertim's CSR perception was taught and decisional tools were given to allow the student organization to take sustainable decisions.

Feedbacks sessions were also organized during and after the planning of the event. A meeting took place in April 2019 to assess the support given by Avertim and the benefits LSM council. Moreover, the company has also proposed its robust CSR framework dedicated to the realization of sustainable events taking all stakeholders into account. Eventually, recommendations were given to ensure improvement for the next edition such as the potential implementation of ISO Standard 20121 (related to sustainable events) for the LSM Cup.

Geoffrey Laoureux
Consultant



"Few weeks earlier, the challenge was also for me as I had the opportunity to present the "Emotional Intelligence" training I am doing currently at Avertim. I say "challenge" as it was about transforming a 90-minute training for 15 people, into a 40 minute session for 30 people, and say "opportunity" as it was an occasion to face a new audience, composed of multidisciplinary students that represent the next generation of consultants.

Attending this event for the second year in a row with Davide F., Alexia V. and Didier V. whom also took part in the event, and as members of the jury added a convivial touch to this experience."



Environment

"The environment is everyone's business", "Energy is our future, let's save it", "You win, so does the planet" etc.

There are many slogans to remind us how essential it is to preserve resources and the environment. Some even consider it extremely urgent. Climate change shows us how important it is to act now and change our behavior towards a more sustainable life on Earth.

There are people who find this idea insurmountable, preaching that it is already too late. These are not Avertim's values. We do not share this point of view, because we believe there is still a chance. The CSR team believes that as individuals and as a company we can still have a positive impact on our environment for a brighter future. We are doing so by raising awareness and preparing for tomorrow's changes. We all know that *small streams make big rivers*, so each small effort counts and contributes to global improvement.

Consequently, Avertim wants to adopt a sustainable behavior and limit its negative externalities. In the following, you learn the way Avertim takes actions and initiatives to meet its sustainable objectives.

Firstly, our main challenge within the environmental pillar of the CSR strategy for Avertim is mobility. This global problematic is particularly relevant in the case of a consultancy company and actions have to be taken to ensure a significant progress.

The second topic tackled is waste sorting at the offices and the structure implemented to ensure its monitoring. Every little effort matters and leads to great success.



The mobility plan

Let us introduce with a major societal issue and a challenge for Avertim CSR strategy: **mobility**. In Belgium, and particularly in Brussels, the main objectives are known : reduce the congestion in cities and roads and preserve the environment. To achieve these objectives, adopting proactive actions and policies is imperative. Avertim is well aware of this and wants to become an actor of change! Being a consultancy company, Avertim is conscious that the major part of its polluting emissions come from the **journeys of its collaborators**. Therefore, Avertim focusses on initiatives supporting the collaborators' mobility transition while preserving their flexibility and reducing the negatives externalities produced.

Mobility diagnostic 2017*

% of **car emission** relative to total CO2 emissions per employee

96,4% Staff **99%** Consultants

62% % **ready** to change their mobility habits

% **willing** to change their mobility habits **16%**

From the analysis of the diagnostic, it was apparent that cars are a critical point to tackle and that the majority of Avertimers are considering to take action.

Consequently, the CSR team developed a **mobility plan** in 2018 that led to :

- The creation of the **Mobility Coordination Team** in charge of its realization and the implementation of related measures. The also act as a point of contact for Avertimers.
- Focus on **raising awareness** amongst Avertimers through increased communications on including the existing mobility alternatives, etc.
- The creation of the office's **multi-modal access plan**
- **Trial month of an electric car** (BMW i3)

BMW i3 trial

500

Km travelled

55

KG CO2 spared

Commute between Avertim office and clients'



Alexandre Janssen
Business Manager

"Thanks to the BMW i3 I could use my bike to go to work and use the electric car whenever I had a customer meeting outside the office. Besides being a real alternative for the day-to-day use of my car, it is a real pleasure to drive such an easy-going car."

The Mobility Coordination Team is currently conducting a study that will evaluate the feasibility of implementing a mobility budget at Avertim, a new structure supported by the state. If implemented, it would be optional and would involve swapping the car budget for a mobility budget per employee.

At the choice of the employee the mobility budget can then be used across 3 pillars: a greener car (more ecological or electrical), public/shared or alternative transport, cash compensation of the remaining budget. Clearly, the implementation of such a system requires careful consideration and planning. The Mobility Coordination Team and CSR expect to be able to show the results in the next edition of the CSR report 2021

Waste sorting

Hopefully, improving its environmental impact can also be achieved by small daily actions. Nowadays the amount of waste produced each day per person is enormous accounting to 413kg/person/year, 55% of which are recycled or composted. Generating waste is unavoidable while working in an office, but the negative externalities can be strongly decreased by waste sorting. We will tackle the way Avertim deals with the sorting of its waste and the initiatives taken. Last year, some Avertimers expressed the need to improve the waste management at Avertim contribute to more sustainable society. This willingness goes along with the CSR strategy which intends to decrease the company's environmental footprint.

Consequently, Avertim's CSR team answered by launching in 2019 a campaign to raise awareness amongst collaborators and to encourage waste sorting through indicative stickers. Informed workers would develop better habits both at the office and at home. It will become a mastered reflex.



For you or your kids, we suggest you play the sorting card games available on <https://www.hygea.be/uploads/docs/jeu-de-carte-tri-dechets.pdf>

It is an easy and educative game that allows you to learn how to sort your waste perfectly. The CSR team is there for you should you have any questions (csr@avertim.be).

Besides, in 2020 Avertim's headquarter has moved out and took place in the *Blue Tower* in Brussels. It is an extraordinary event since it takes place for the 2nd time in Avertim's history. This relocation has been seen as an opportunity to improve the waste sorting structure with plenty potential actions:

- *Collaboration with MCA to install clear sorting bins adapted to the region's regulation*
- *Collaboration with the cleaning team to ensure a correct monitoring of the bins*
- ...

With these measures implemented, it will be up to Avertimers to make efforts to sort their waste properly. Remember, sorting waste is possible! And since we are all concerned by the environment, let us turn this challenge in exemplary teamwork at Avertim!

To get more information about how to effectively sort waste, find out the specific rule in your regions. Indeed, sorting rules are closely dependent on the technology used by your city:



Frankfurt

An eye on the future



The focus of this report being on 2019, the future starts as from 2020. Compiling a report of great quality requires time and preciseness. However, some matters are to be exposed without waiting the full year to discuss it in next edition. Therefore, we selected 2 topics for which you might have interest in reading small pieces of information before 2021's CSR report.

COVID-19

Initiatives taken for the well-being of Avertimers

The year 2020 has been highly impacted by the Coronavirus crisis: that is a certitude! To protect Avertimers, enhance the cohesion and secure its business, Avertim implemented lots of initiatives. 2021 CSR Report will come back to it in the details. But here is a short list. Since it is not over yet: **Take Care !**

Dedicated Taskforce

Urgent contact email:
prevention@avertim.com

Salary compensation

Safety measures

Reinforcement of online trainings

"Distanced" activities

LinkedIn group, Ace your homeworking, dedicated communication, Quizz, Drawing, Sport, dining & cooking classes, etc.



Expand

New partnership



As long-lasting partnerships are key to our CSR strategy, the one with the LSM is highly representative. Indeed, we are currently preparing a brand new partnership with Expand consulting. It is a "Junior-Enterprise", a non profit organization created by students from the LSM, aiming at providing consulting services in Biotech and Sustainable development.

Avertim, as partner of the LSM Cup, will also help Expand to structure themselves and launch their activities.

Come along on this journey !



Having a positive impact as a Company is a long journey to accomplish. Thanks to our CSR Strategy, a clear framework exists aiming in the right direction.

Collaborators' happiness, long-term partnerships for positive impact and a concrete initiative for a better sustainable life in respect of the environment: we can clearly state that the journey realized in 2019 was more than positive.



People



Society



Environment

The CSR Team is there to launch initiatives pushing us in the right direction. All those efforts would not survive over time and be this meaningful without the involvement of dedicated individuals. Therefore, anyone willing to join the positive energy and enabling Avertim to positively impact the world as it has started to do, is more than welcome aboard. A quick email to csr@avertim.be is all it takes.

Let us make the results of 2020 even more precise, factual and full of **positive impact**.



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Report
2020