



# 2022

# Non-Financial Report

Written by  
Avertim's CSR community







# ABOUT THIS REPORT

Having a Non-Financial Report can really set you back in coming up with concrete actions. Too many companies treat Non-Financial Reports as just another piece of document to impress their stakeholders, but for Avertim it is a great way to capture how our year went by and set concrete next steps and ambitions for the future. The Non-Financial Report is part of our overall CSR strategy and englobes our CSR approach, our actual and future actions and long term ambitions.

Dive into our report and don't hesitate to come back to us if you see opportunities, new challenges or solutions you would like to tackle together. Let us be united in a positive change towards the environment and the society.



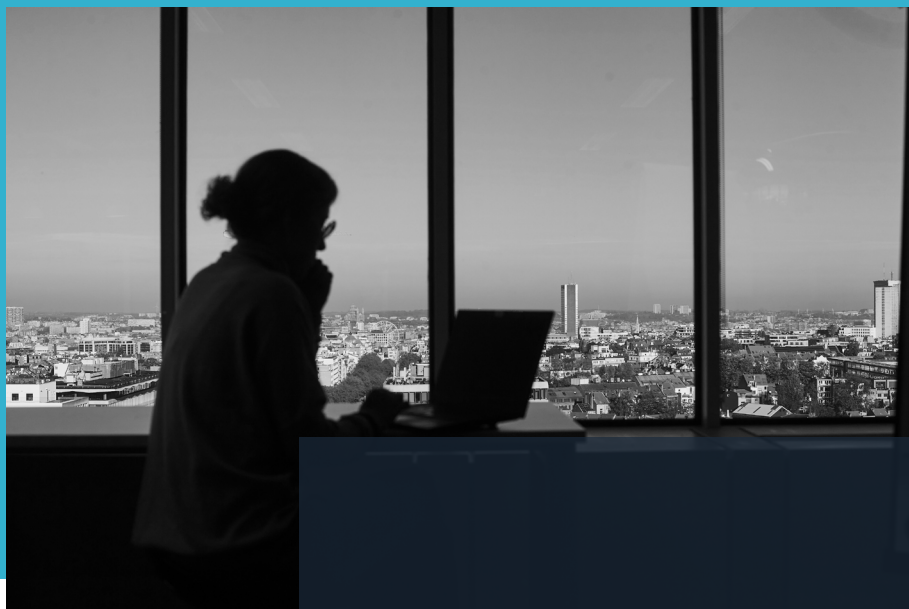
## CONTACT US

[csr@avertim.be](mailto:csr@avertim.be)

<https://www.avertim.com/en/embedding-csr-everything-we-do>

# **BUSINESS CANNOT BE SUCCESSFUL WHEN SOCIETY AROUND THEM FAILS**

*Paul Polman*



# TABLE OF CONTENTS

## GENERAL INFORMATION

CEO Statement	<a href="#">P6</a>
About Avertim	<a href="#">P7-9</a>
How we deliver our CSR Mission	<a href="#">P10-14</a>

## GOVERNANCE PILLAR

Our philosophy towards governance	<a href="#">P17-18</a>
A Strong CSR Team	<a href="#">P19</a>
Guaranteeing Confidentiality, Privacy, & security	<a href="#">P20</a>
QMS	<a href="#">P21</a>
Accreditations	<a href="#">P22</a>
Ethics and transparency	<a href="#">P23</a>
Goals for next years	<a href="#">P24</a>

## PEOPLE PILLAR

Our philosophy towards People	<a href="#">P27</a>
An eye on our HR Policy	<a href="#">P28</a>
Our Avertimers	<a href="#">P29-31</a>
The Avertim Journey	<a href="#">P32-34</a>
Our L&D strategy	<a href="#">P35-36</a>
Career	<a href="#">P37-39</a>
Diversity & Inclusion	<a href="#">P40-41</a>
Well-being	<a href="#">P42-43</a>
Avertim Events	<a href="#">P44-45</a>
Recognition @work	<a href="#">P46-47</a>
Goals for next years	<a href="#">P48</a>

## COLLECTIVITY PILLAR

Our philosophy towards collectivity	<a href="#">P51</a>
Volunteering	<a href="#">P52-56</a>
Avertim Donations	<a href="#">P57</a>
Goals for next years	<a href="#">P58</a>

## ENVIRONMENT PILLAR

Our philosophy towards environment	<a href="#">P61</a>
Mobility Plan – Nemo 22	<a href="#">P62</a>
Environmental impact of the offices	<a href="#">P63</a>
Environmental policy	<a href="#">P64</a>
Atlas Go	<a href="#">P65</a>
Cleanup	<a href="#">P66</a>
E-Waste	<a href="#">P67</a>
Goals for next years	<a href="#">P68</a>

## CUSTOMER PILLAR

Our philosophy towards customer	<a href="#">P71</a>
CSR Offers	<a href="#">P72-73</a>
ESG Offering	<a href="#">P74</a>
Implementing a CSR strategy	<a href="#">P75</a>
Goals for the next years	<a href="#">P76</a>

## COME ALONG THIS JOURNEY

Come along on this journey	<a href="#">P78</a>
----------------------------	---------------------

# CEO STATEMENT



The world has changed since our last report was published (2019/2020). We have been living with COVID-19 for over 2 years now and this has impacted our lives immensely, not only on a professional level, but on a personal one as well. Avertim was not excluded, nor was the consulting industry in general. Some of our teams were already working remotely, being involved in global or multi-site projects, but the distance with client offices has surely increased. Over the last 2 years, we have taken the right measures to always maintain excellent client relationships and ensure business continuity, as well as satisfaction in our services. However, one of our main concerns was, and still is, taking care of our Avertimers' well-being. They were the primary concern, and I am incredibly proud of how we, as a company and its people, were able to work together to make the most of the situation at hand. We kept seeing each other (virtually of course) by organizing virtual work out sessions, quizzes, and digital events which helped us to remain connected with Avertim and each other. We continued working hard, even though, for a lot of us, working from home full time was not always easy. All this makes me look forward to the following year!

This post-pandemic world also paved the way for our new strategic plan: "DALI 2025". Avertim's Management Board had the opportunity to work on the group's strategy and launched the DALI program. This focusses on developing Avertim along 6 different

programs, to ensure our ambitions will be met by 2025: sector diversification & key accounts, service lines & corporate services, talent acquisition, talent management, the development of a hybrid business model, and external growth.

Since our last publication, our focus on our corporate sustainability responsibilities has not wavered and has ensured our values are embedded in the day-to-day HR projects and the corporate strategy. We are convinced that each company should participate and rally its teams in taking actions for change that will make tomorrow's world a welcoming one. Through this vision, we want to be a part of the change-maker companies and support positive and sustainable growth.

As we embrace new ways of working and communicating, I am convinced that Avertim will always continue to focus on helping its people grow, creating a safe work environment, and doing its best for the planet, the environment, and those in need.

I encourage you to dive into this report, as I am excited to show you all the wonderful CSR actions and projects Avertim has introduced and worked on over the past 2 years.

**Hervé Lefébure**  
CEO Avertim

**PERFORM.  
INNOVATE.  
COMPLY.**



# ABOUT AVERTIM

Avertim is a **European innovation and management consulting group** recognized as a trusted partner by top players in multiple sectors.

We support our clients in **managing their challenges and achieving their complex transformation programs, to ensure sustainable change.**

Avertim unleashes the potential of top talents who are proud to join an **attractive group and live a culture of experience, excellence & diversity.**

We are a community of **fulfilled employees & partners committed to drive positive change for our society and planet.**



## OUR AMBITIONS

In today's rapidly changing world Avertim strives to:

- Better serve our clients internationally
- Continue to support our clients in further transforming their organization to be able to adapt to a potential crisis (such as the pandemic, war in Ukraine, climate change, etc.)
- Further increase our CSR footprint by proposing CSR services to our clients, strengthen initiatives and partnerships, and to embed CSR in our processes, way of working and mindset.
- Further build trusted relationships with clients, partners, employees, associations, etc.

## OUR SERVICES

Now acting as a European partner, having reached a critical size to support cross-countries companies, Avertim, as always, positions itself between strategy and operations, translating its clients' strategies into actionable projects through three Service Lines:

- Increase performance: ensure that all the company resources, systems, and people are aligned with the strategic objectives and priorities
- Drive innovation: help identify trends and rapidly profit from them
- Leverage compliance: transform regulatory pressure and risk mitigation constraints into competitive advantages

Our values are an essential part of Avertim. Both fundamental and tangible, they are shared throughout our company and embedded in all client projects we carry out.

# OUR VALUES



**A**MBITION

We are ambitious in the way we maximize development growth, effectiveness and efficiency by setting the highest standards.

**V**ALUE

We put a strong emphasis on providing value to our clients with quality services, tangible results and measurable benefits.

**E**XPERIENCE

The strong academic background and seniority of our consultants are the best guarantee for the success of a project.

**R**ESPECT

We value diversity among people, ideas, beliefs, and points of view. It is part of our approach to show respect for our clients, colleagues and any individual we meet.

**T**RUST

Honesty makes mutual trust possible and allows for transparency, reliability, and stakeholder involvement at any stage.

**I**NVOLVEMENT

We strongly encourage our consultants to take part in internal initiatives and become major actors in the development of the company.

**M**INDSET

Our people value a high work morale, positive attitude, visible energy and... sense of humour.



# AVERTIM NUMBERS

## DIVERSITY

**45%**  
Women

With 45% Women and 55% men, Avertim is pushing gender equality within consultancy. Still Avertim is taking action to improve with concrete actions like the creation of the AvertimHER community.

## CUSTOMER

**50+**  
Active Clients

Avertim has a broad network of clients and will act as advocate of ethical business and promote positive social and/or environmental changes.

## VOLUNTEERING

**6**  
Partners

Avertim is dedicated to partner up with different associations. Today Avertim has 6 fixed partners with whom we collaborate on a yearly basis to increase our impact on society and environment.

## DIVERSITY

**14**  
Nationalities

Within Avertim, we are committed to fostering a diverse and inclusive culture where each person is fully integrated and feels a sense of belonging. 14 nationalities are represented nowadays within Avertim.

## CAREER

**77**  
Trainings

Avertim knows that its most valuable asset is the knowledge of its people and gives great importance to the professional development of its Avertimers. 77 training sessions have been organized in 2021 in various domains and topics.

## ENVIRONMENT

**15**  
Mobility budgets

Since April 1st, 2022, it has been possible for Avertimers to choose a mobility budget above a normal car. 15 employees have already opted for this and several others are planning to opt for it later during the year.

# HOW WE DELIVER OUR CSR MISSION

Through the nature of who we are (an international consulting company) and what we do (our positioning), we are convinced that we have an important role to play in helping to address the most pressing social and environmental issues. We started our CSR journey in 2014, by organizing ad hoc initiatives such as a fruit collection, running for charities, education on women's rights or collecting donations. Since then, we have constantly improved our CSR maturity and footprint by structuring the teams and ways of working, increasing our portfolio of activities and by making the best usage of our diverse expertise, knowledge, and capabilities.

In 2021, it was time for us to go a step further. In order to have a more structured approach, cover a broader scope of CSR activities and have a greater impact, we launched an exercise to redefine the governance at group level and go from 3 to 5 pillars (detailed in the next section). The key objective of that initiative was to ensure that CSR is embedded in any project or activity we launch at the Avertim Group, to be lived by all Avertimers and to promote our values.



# RESHAPING CSR AT AVERTIM

Being socially and environmentally responsible has always been an important factor within Avertim. However, this year, we have reshaped our corporate vision and mission to formally include a CSR dimension embedded in our Avertim Corporate Vision.

## 5-PILLAR FRAMEWORK



At the end of 2021, the CSR team, supported by Avertim's board, worked on re-defining Avertim's CSR Structure to meet the growing number of projects and actions we wanted to realize.

Concretely, the framework has been adapted and structured into 5 strategic pillars across the Avertim Group: Governance, People, Collectivity, Environment and Client.

This framework ensures our CSR actions will meet our objectives of having a positive impact on society, connecting with local communities, creating environmental awareness, and increasing the stewardship of our customers.

# CSR HISTORY

## 2014-2017

**2007**  
**START OF**  
**AVERTIM**

Launch of the CSR Community with regular meetings to monitor recurrent and on-demand initiatives (Brussels race-hand bike, fruit collection, shoebox operations, LSM Cup partnership activities etc.). Gradual professionalization from on-demand initiatives to structured governance to managed CSR Activities (recurrent tasks with set up of governance, meetings, ways of working, etc.)



## 2017

Appointment of a CSR Manager

## 2018

CSR Strategic Exercise: Definition of a mission, vision and strategy, definition of the 3 pillars and priorities, Roadmap, KPIs, yearly action plan, updated governance, visual identity, creation of a dedicated SharePoint, etc.

## 2019

Implementation of the CSR Exercise: definition of strategic partnership (SINGA, TADA, Escalpade, Etc.), deployment of prioritized initiatives per pillar, creation of CSR Processes, launch of Social Barometer, launch of Start-Up Support (BIGH, Olympic Urban Festival), creation of a Mobility Plan, etc.



Society



People



Environment

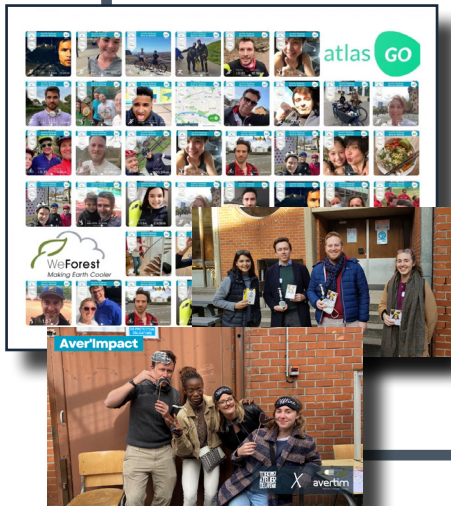
# 2020

Release of our first non-financial report, launch of a dedicated program for COVID initiatives



# 2021

Transformation of CSR Pillars, creation of CSR Governance at Group Level with Country CSR leads, launch of CSR initiatives in subsidiaries. Avertim supports the launch and becomes an active member of the CCI CSR Committee. Key projects initiated: "Weforest" challenge on AtlasGo, SINGA partnership, cleaning days, CSR conference



# 2022

New company mission & vision including CSR, release of 2nd NFR, social barometer 2022, Ecovadis Bronze + BCorp and many projects on track.



# WHEN CSR MEETS SDG

## CLOSING THE BOUNDARIES BETWEEN OUR CSR VISION AND THE SDGS.

« The United Nations Sustainable Development Goals (SDGs), adopted by all United Nations Member States in 2015, represents an ambitious plan for achieving sustainable economic, social, and environmental development by 2030. The 17 goals are designed to stimulate collective global action in areas of critical importance for humanity and the planet. »

At Avertim, we have taken the first step in our SDG journey, learning more about each of the goals, the relevant targets, the KPIs and assessing how they were directly and indirectly related to our business activities. The work being done within Avertim and the priorities we have set contribute to the following SDG's:





WE ARE CONVINCED THAT EACH  
**COMPANY** SHOULD PARTICIPATE  
AND RALLY ITS TEAMS IN **TAKING**  
**ACTIONS** FOR **CHANGE**  
THAT WILL MAKE **TOMORROW'S**  
**WORLD A WELCOMING ONE.**

*Hervé Lefébure*  
CEO Avertim



# GOVERNANCE

## Pillar



# OUR PHILOSOPHY TOWARDS GOVERNANCE

Having a strong governance is essential in a consulting company, but what does it mean exactly?

It creates an environment where credibility, transparency and ethical management are part of our foundation and are known and embodied by all Avertimers. Furthermore, it ensures that our clients and providers share the same values and respect our policies in our business relationships.

To be more precise, this entails projects related to anti-corruption, confidentiality and privacy, a code of conduct on how to act and attaining certified labels.



# CSR PART OF THE OVERALL VISION STATEMENT

15 years of existence. Yet, the future is in front of us, so the question is 'what is the plan'?

At Avertim Group level we gathered in September 2021, analysed the constantly changing world, the added value management consultants can bring to organisations and what role Avertim should play in this. We are moving towards an economic-social system where 3 elements are key:

**Human factor, Technology** (digitalization, importance of data, metaverse,...) and **Environment**.

Being lead by these 3 elements, Avertim re-adapted its vision statement. We decided to mark 2025 as a next milestone where we should be able to realise objectives in line with our vision. Avertim must go through a transformation journey. Dali '25 was born as the program covering all corporate strategic projects that should lead the way to the 2025 horizon.

## RE-ADAPTED VISION STATEMENT

Avertim is a European innovation and management consulting group recognized as a trusted partner by top players in multiple sectors.

We support our clients in managing their challenges and achieving their complex transformation programs ensuring sustainable change.

Avertim unleashes the potential of top talents proud to join an attractive group and live a culture of experience, excellence & diversity.

We are a community of fulfilled employees & partners committed to drive positive change for our society and our planet.

**DALI'25:  
DEVELOPING  
AVERTIM TO BE PART OF  
ANOTHER  
LEAGUE AT THE  
INTERNATIONAL LEVEL.**

Having a strong CSR Team is essential to allow us to find the right balance between completing Global and Local initiatives, to provide a strong structure in combination with flexibility and agility, to harmonize both long term and short-term initiatives, to ensure consistency between our different offices, and to mutualize team efforts.

### A devoted team at group level



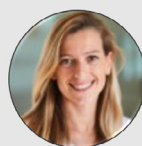
Maxime Prouvost



Louis de Verdelon



Hervé Lefébure



Alix d'Abadie

The Group Stratco Team consists of 4 members of the Executive Committee: The CEO, the Director of Talent Development, the Director of the Solution department and a French Partner.

### A dedicated team at country level



Kirsten Johnson



Pauline Leban



Floris Van Waes



Ingmar Schneider

Each country has a CSR Country lead which allows for a more hands-on approach tailored to the specific needs and priorities in that country. Within each country the teams are divided within the 5-pillar strategy with a team lead and team members. Hereby the different team leads per country:

Belgium: Camille Bajon-Arnal, Arthur Fabre, Valerie Neven, Yves Dumont, Kirsten Johnson

France: Pauline Leban, David Echeverria Cepeda, Cecilia Cai, Charles-Edouart Loubet, Guillaume Cribier, Kamila Zouaoui Rabah

The Netherlands: Timo Koopman, Floris Van Waes, Meinske Haak, Thomas van Sieburg, Simone Gorny

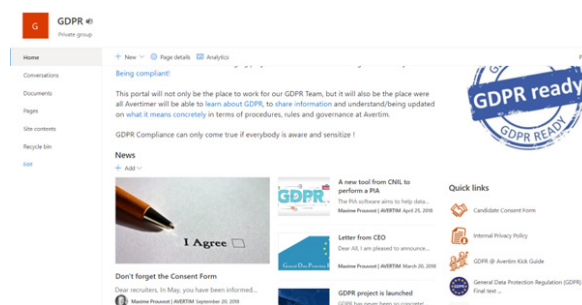
Germany: Ingmar Schneider

# A STRONG CSR TEAM

Protecting data is something that is becoming more and more critical to manage, especially considering potential cyber threats which continue to evolve. Avertim protects its data by thorough internal procedures as well as technology related intelligence.

The Internal Privacy Policy at Avertim emphasizes the importance of protecting confidential and personal information. Furthermore, it describes which personal data Avertim collects about its staff and consultants, how long it is stored, who it is shared with, and why certain information is shared.

Since 2018, to comply with the GDPR Regulation, Avertim can rely on a robust governance, approach and tools, such as the appointment of a DPO, rigorous processes and procedures, dedicated SharePoint spaces, awareness, training sessions, guides and policies, etc.



# GUARANTEEING CONFIDENTIALITY, PRIVACY, AND SECURITY

## LATEST UPDATE ON PROJECTS

Projects ranging from security to collaboration are top priority. In 2021, we delivered projects such as the implementation of a 2-factor authentication login, encryption of laptops, deployment of an advanced antispam, security sensitization programs, etc.

Besides that, 2 major projects to optimize our IT infrastructure are being developed:

The first project is called Avertim Digital Library (ADL). Our staff works with NAS, which is a limiting technology that no longer meets Avertim's growing needs. To address this, we are migrating all our data to SharePoint. This is an opportunity to establish a single location for all of our documents.

But more than a data transfer, it is a chance to increase efficiency within our company. The functionalities are multiple, starting with collaboration. Gone are the days of exchanging files between colleagues via email attachments. Being able to work together on the same document from different locations will increase team productivity and make projects more dynamic.

The second project is called OneLogin. It aims at securing our passwords and access management. 80% of attacks involve passwords, 72% of people have trouble remembering them and 70% of employees reuse their private passwords for their job. So, the human security risk is high. In addition to eliminating the human factor, OneLogin is much more robust in terms of IT security. This solution takes the form of a browser add-on. All platforms used by our employees will be listed there. Depending on the access granted, an employee will be able to log in to all the platforms he or she needs with just one set of credentials. Everything else will be managed by OneLogin. OneLogin uses SmartFactor Authentication which assesses the risks related to the context of each login. As a bonus, it saves time and raises user experience for our Avertimers!

To summarize, by implementing these new projects, productivity will be enhanced and security strengthened.



# QUALITY MANAGEMENT SYSTEM

At the end of 2021, Avertim decided to implement a new Quality Management System (QMS). Thanks to this initiative, Avertim wants to meet the following 3 objectives:

1. **Ensure good performance and good quality tracking for every department by formalizing R&R, processes, KPIs, documentations etc.**
2. **Ensure compliance with legal requirements, our standard and our contractual engagements**
3. **Communicate and update our quality standards towards internal and external stakeholders**

To reach these objectives, the QMS project team followed a clear path. First, they needed an agreement on the High-Level Process Map, as it defines the way the organization is structured and how processes are categorized. Second, the team, together with the Process Owners, redesigned the organizations n-1 processes and mapped it in a standard tool (Visio). Simultaneously, they identified and selected key performance and quality indicators to ensure a good monitoring of these processes through data management, a good management of the flows of information, and ultimately, to guarantee that the QMS

supports Avertim's objectives. Lastly, the team set up a proper governance by appointing a Quality Manager and a Quality council, as well as planning periodic review meetings.

The current QMS is composed of 10 core processes and 34 subprocesses, monitored by 57 key indicators and 15 process owners and analysts.

As the last step of launching the Quality Management System, Avertim is finalizing the creation of the Dashboard and templates to support the process owners.

One of the major objectives for 2023 is to launch an ISO 9001 certification process.

**AVERTIM IS DEEPLY CONVINCED THAT QUALITY IS A CULTURE, A MINDSET TO EMBRACE AND TO ADOPT IN EVERY PART OF THE COMPANY.**

*Arthur Collas*  
Quality Manager & Solution  
Senior Manager

# CUSTOMER SATISFACTION SURVEY

At the end of each mission, a Customer Satisfaction Survey will be sent to the client to collect their feedback. The survey includes questions about subjects such as Avertim's performance, the strong points of Avertim's intervention, the difficulties (if any) encountered during Avertim's intervention, improvements, recommendations, the reason why they chose us and whether they would recommend our services.

In a nutshell, the benefits of the survey are two-fold: not only does it allow us to get closer to our clients by getting to know them better, it also shows our interest in them. We developed this survey to improve our daily operations, but especially because we care for the quality of our deliveries and the everyday challenges and needs our clients are facing. We offer our services and our expertise to fulfil our clients' needs with professionalism, achieving tailor made solutions.

## ACCREDITATIONS

As part of our CSR strategy and because of an increasing request from our clients, Avertim decided to work towards the accreditation of both Ecovadis and BCORP in 2021.

### ECOVADIS

Ecovadis is an Eco-label founded in 2007 and has since grown to become one of the largest providers of business sustainability ratings, with a global network of more than 90.000 rated companies.

Through an assessment based on 4 criteria (Environment, Labour & Human Rights, Ethics and Sustainable Procurement), Avertim has been credited with a bronze medal.

Based on this first scorecard, Ecovadis' assessors highlighted several improvement areas we need to work on, especially regarding formal documentation and policies.

Our objective for 2023 is to improve our ranking by working on our major improvement axes and to attain the silver medal. Step by step, by filling in the gaps, documenting, and taking the right actions, our next goal is to obtain the gold medal by 2025.

### B Corp

If a company is B Corp Certified, it is meeting high standards of verified performance, accountability and transparency on aspects ranging from employee benefits and charitable giving to supply chain practices and input materials.

Avertim France has been on a journey to becoming B Corp certified, with the objective of obtaining this certification by 2024.



Certified



Corporation

# ETHICS AND TRANSPARENCY

We believe that building a culture of trust and transparency is fundamental while conducting business. The way an individual representing Avertim behaves is essential to sustaining our culture of ethics. We want to create an environment which encourages people to raise concerns, should that be needed at any time during their employment at Avertim.

## BUSINESS CODE OF CONDUCT

Avertim's approach towards business ethics and integrity is captured in our Global Code of Conduct, which sets a clear set of standards for how we behave and treat each other, as well as our clients and suppliers. Avertim does not tolerate any form of harassment or discrimination and wishes to create a safe work environment for all Avertimers.

To this end, our first Code of Conduct will formally be published in 2022 and is applicable and binding for all countries in which the Avertim Group is active. Each Avertimer joining our company will be made aware of the existence of the Code of Conduct and will be expected to act accordingly.

## ANTI-BRIBERY AND CORRUPTION

Avertim is opposed to corruption and bribery in any way or form and recognizes the importance of its actions and behaviour. In that regard, an anti-bribery and corruption policy will be implemented in our Code of Conduct. The policy addresses topics such as bribery (direct or indirect), gifts and entertainment, and any other form of payment. It clearly states that none can be accepted or offered to gain competitive advantage. In the event of a violation of this policy,

any employee of the Avertim group is liable to disciplinary sanctions set by Avertim.

We have created an action plan to sensitize, to build a safe communication line for internal warnings and to create real engagement against corporate corruption. Avertim's employees will be required to read the anti-corruption policy embedded in our Code of Conduct. In the Paris offices, an online certification for all collaborators was required as well, exposing them to real life scenarios in which they were confronted with difficult situations. Every collaborator has to pass this certification.

The anti-corruption policy established at Avertim is in accordance with the OECD convention on the fight against corruption of 1997 and with the United Nations convention against corruption of 2003. It also follows the framework law n° 2016-1691 of December 9 2016 on transparency, the fight against corruption and the modernization of economic life.

Overall, we commit ourselves to respect any applicable anti-corruption law of any country where the Avertim Group is active and to comply with our clients' anti-corruption policies.





# GOALS FOR NEXT YEAR

What is next for our governance pillar?

The past year, we have launched several initiatives to support this pillar and, in the coming years this will only increase. We'll keep working towards being a company that embodies ethics and transparency, and will work towards attaining accreditations that will reflect our CSR achievements.





THE GOVERNANCE IS MORE THAN A WAY OF WORKING. THIS IS THE **TRANSLATION** OF OUR **PHILOSOPHY, ENGAGEMENTS AND AMBITIONS**. WE DESIGNED IT VERY CAREFULLY TO BRING **STRUCTURE AND AGILITY, GUIDANCE BUT LIBERTY, METHODS AND SPACE FOR CREATIVITY, AIMING FOR GLOBAL IMPACT WITH LOCAL INITIATIVES.**

*Maxime Prouvost*

Solution Director & CSR StratCo Member



# PEOPLE Pillar

# OUR PHILOSOPHY TOWARDS PEOPLE

AS A CONSULTING FIRM, WE TAKE **EMPLOYEE RESPECT & WELLBEING** TO HEART. AVERTIM DRIVES PEOPLE-ORIENTED INITIATIVES TO **MEET EMPLOYEE EXPECTATIONS AND GUARANTEES INDIVIDUAL FULFILMENT** FOR ITS EMPLOYEES THROUGHOUT THEIR CAREER.



The purpose of this pillar is "to provide a work environment and a framework which enables the professional development of each Avertimer and to increase the feeling of wellbeing at work above 80%". In 2022 we almost reached that goal, as 77% of the employees surveyed in our Social barometer declared being satisfied in terms of wellbeing at work, compared to 61% in 2019.

Additionally, our employee satisfaction rate has progressed from a 7/10 in 2019 to an 8/10, and this despite the impact of the COVID-19 pandemic.

## MANAGING TEAMS IN THE CONTEXT OF COVID-19

Due to the Covid-19 crisis, 2020 and 2021 have not been easy years, and saving operations and finances was not simple. But our most important task as an employer was certainly related to employee

wellbeing. For the first time, Avertim Group was simultaneously faced with the same sudden urgency: harmonizing our teams and keeping them motivated remotely. It was important to ensure the well-being of our employees, who were stuck in front of their computer at home. For HR professionals, this went far beyond the retention issue that all companies should anticipate. In this case, it was much more related to the psychological impact of Covid-19 on the general mood of the teams. HR staff, as well as managers, had to manage performance while also being the best happiness managers.

Avertim tackled this situation in the best possible way, through online events and trainings, e-coffee corners, inspirational events, e-cooking or e-fitness classes, consultant-led yoga sessions, digital escape rooms and more. All these events naturally flourished during the past months, often with bottom-up initiatives which the organization enabled.

**WE AIM AT ADOPTING THE LATEST HUMAN RESOURCES TRENDS THAT SHOULD REFLECT THE REALITY OF TODAY'S EVER CHANGING WORKPLACE.**

*Davide Flandroy*

Senior Talent Acquisition Manager



## **AN EYE ON HR POLICY**

Our HR policy reflects how a wide range of initiatives and topics should be handled within Avertim. It provides practical guidance for all employees on a span of employment topics going from talent acquisition, onboarding, learning and development, talent management, to well-being at work.

This policy aims to put in place more sustainable and responsible practices in line with the values of the company, all while respecting employees' expectations. It plays a key role in allowing us to support fairness and consistency across Avertim. It is applicable to the entire Avertim Group and will be communicated and shared in 2022.



Avertim's commitment to excellence begins with its people. Let us discover some key facts and figures about the company's main stakeholders: the Avertimers.

The Avertim family is diverse in terms of gender, nationality, skills, and personality. This is what makes us strong.

Our employees include a large variety of profiles and backgrounds: business engineers, civil engineers, bioengineers, PHD graduates and professionals with experience in Business, Finance, Marketing or HR. Our teams are driven, engaged, responsible, open and determined to work in new ways.

Avertim stands against gender discrimination and takes concrete actions at every level of the company: recruitment, career follow-up, mentoring or promotion. Our current numbers show that overall women are well represented within Avertim, especially in junior and medior profiles. However, at senior level we still see a significant difference between men and women, especially in director positions.

**Women** accounted for **54%** in junior functions

**51%** of consultants (consultants represent 80% of Avertim employees) and **41%** of staff are **women**

**Managerial Positions:** **41%** women, **59%** men

Women represented **70%** of the **seniors who left** in 2021 (20% of Avertimers are parents)

**Senior level** **76%** men and **24%** women at senior level + lack of women in director positions: 94% men and 6% women

**32%** of women evaluated have been **promoted** vs. **40%** men

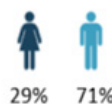
# OUR AVERTIMERS



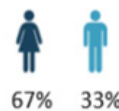
**BELGIUM**



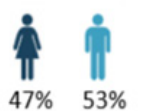
**FRANCE**



**NETHERLANDS**



**GERMANY**



Supporting women in their career development is one of the reasons why we created our AvertimHer community (see dedicated section below).

# SOCIAL BAROMETER

At Avertim, it is important for us to monitor employee satisfaction through a yearly satisfaction survey: the Social Barometer. In March 2022, the Social Barometer measured employee appreciation and their commitment towards their work environment, culture, and employment.

The Social Barometer focuses on several topics:

- **General questions about Avertimers**
- **Talent Management**
- **Prevention**
- **CSR**
- **Diversity & Inclusion**
- **Employee Satisfaction**

The purpose is to define the satisfaction rate of Avertimers in a completely anonymous way. This survey is their chance to express their honest and candid opinions.

## KEY RESULTS & TRENDS

In general, the results are positive, especially when compared to the previous Social Barometer. 274 Avertimers were surveyed on 83 questions this year, compared to 216 in 2019. The completion rate after one month was encouraging, with a result of 52%. There is a good balance between men and women and most of the respondents have a consulting position (74%) and come from the Life Sciences sector (71%).

Overall, the employees are satisfied with their work and 92% indicate they have a good relationship with their manager, which is nearly 10% more than in 2019. They are also increasingly satisfied with the availability of their manager (86%) and the feedback provided, but the frequency & listening capabilities could be improved, with 72% being satisfied.

75% of Avertimers are convinced that Avertim is committed to their professional development by providing a meaningful and satisfying job and have the feeling that they can put their talent and expertise into practice. With respect to the learning possibilities, the satisfaction rate could be improved, even if we did see a clear increase since 2019: 48% said they were satisfied with the job-related trainings available at Avertim, compared to 30% in 2019. Furthermore, 38% of the Avertimers surveyed said they could benefit from internal mentoring.

Additionally, 64% feel they receive enough recognition marks within the company, with verbal personal praise

being the most important one for them. But we need to keep progressing on the annual objectives' setting, as only 60% consider it to be relevant and achievable. In terms of points of improvement, there are some expectations regarding the gross salary and the compensation & extra-legal benefits offered, as Avertimers rated their satisfaction with these at respectively 44% and 74% this year. Nevertheless, we can notice a progression of 10 points on these dimensions compared to 2019.

Avertim pays special attention to the impact of the job on the wellbeing of its people. The past two years have been shaped by COVID-19, which had a significant impact on the Avertimers, with the implementation of home office for most of our teams. Hence, it was essential for us to assess this homeworking experience and its impact on the workplace wellness. 83% of the people surveyed expressed the fact that their work had an impact on their physical and mental health, of which almost 70% in a positive way. One out of four experienced a feeling of loneliness. Avertim did its best to keep the link with its people and the results speak for themselves: more than 70% was satisfied with the communication with their co-workers and even more with the communication with their manager.

Our prevention policy is showing promising results: less than 30% of our employees feel stressed after a work week and 70% are able to identify and manage the causes of stress.

**WE FOUND THAT THE RESULTS WERE IN LINE WITH OUR OBJECTIVES, AS AVERTIM IS FULLY COMMITTED TO ENSURE GOOD HEALTH AND WELL-BEING WITHIN THE WORK ENVIRONMENT. THIS HAS BEEN ACHIEVED BY LAUNCHING PEOPLE-ORIENTED INITIATIVES TO MEET EMPLOYEE EXPECTATIONS AND TO GUARANTEE INDIVIDUAL FULFILMENT FOR AVERTIMERS THROUGHOUT THEIR CAREER.**

Finally, the general perception of the company and its image is also positive. 8 out of 10 Avertimers (vs 7/10 in 2019) are ready to recommend the company to friends and relatives and more than 70% are proud of Avertim and satisfied with the high job security. Furthermore, 2/3 see themselves working at Avertim during the next 3 years. Among the many aspects that could have influenced this desire to recommend Avertim, we notice the fact that 66% find the recruitment process fair and 76% feel respected and valued. 60% of Avertimers feel that Avertim is sensitive to "Diversity & Inclusion", a perception that Avertim hopes to see grow in the coming years.

Concerning the CSR aspect, the overall assessment of Avertim's commitment to CSR is quite positive, with a perception median of 7/10 for 62% of the respondents. This announces a great continuity for Avertim and its CSR commitment.

In conclusion, the perception of the Avertimers towards Avertim is positive. Nonetheless, some improvements are needed and will give direction to the HR policy in the coming months. We are looking forward to improving ourselves even more.





# THE AVERTIM JOURNEY

At Avertim, each applicant is accompanied from the first contact until the end of the recruitment process. What does the Avertim Journey look like?

## RECRUITMENT

Avertim is determined to keep expanding its activities across different sectors and countries. This is where recruitment plays a central role.

We take several steps to ensure that the recruitment process goes as smoothly as possible, all while promoting mobility between subsidiaries, as well as diversity and inclusion.

## PRE-REQUISITES

Avertim is proud of the quality of the teams hired. To select top talents, we have set standard criteria like academic level (master or more), language skills, and the candidate's expertise acquired through a first professional experience.

But on top of these requirements, we are searching for talents who share our vision and company values. This will make a real difference during the recruitment process. We are searching for talents willing to

be involved in Avertim's projects, with excellent communication skills, the ambition to go the extra mile and the ability to think outside the box.

## CANDIDATE EXPERIENCE

Avertim is committed to offering the best candidate experience through a personalized, transparent, and efficient recruitment process, by being highly proactive, maintaining contact and providing feedback. In addition to that, Avertim offers a diversified recruitment process involving different stakeholders: a discussion with an HR member, a Business Manager and a consultant will undoubtedly provide an added value to the candidate and give them a concrete view of the job.

The entire time-to-hire usually takes 2-3 weeks.

- Discover Avertim
- Discover the Business Unit/Department
- Challenge Soft/Hard Competences



# JOB FAIRS



Avertim participates in job fairs of renowned universities in the four countries where the company is present. This is the perfect opportunity to introduce the company to young people who are finishing their studies and want to take their first step in the business world. But it is also an opportunity to promote Avertim to tomorrow's consultants. The objective is twofold: to recruit the next Avertimers and to promote Avertim's image.

## JUNIOR ENTERPRISES

For several years now, Avertim has been actively supporting "Junior-Enterprises", non-profit organizations created by students in the academic environment. <https://www.junior-enterprises.be/junior-enterprises/>



**SHARING KNOWLEDGE HAS ALWAYS BEEN AN IMPORTANT VALUE FOR AVERTIM AND FOR ME. MY PARTICIPATION IN THE JUNIOR ENTERPRISE PROGRAM WAS THEREFORE SELF-EVIDENT. I BELIEVE THAT BY SHARING OUR EXPERIENCE, EXPERTISE AND METHODOLOGIES, WE ARE ENCOURAGING STUDENTS TO OPEN THEIR MINDS TO NEW PROFESSIONAL POSSIBILITIES AND ENCOURAGE THEM TO CONTINUOUSLY LEARN TO ACHIEVE THEIR GOALS.**

*Alexia Virone*  
Business Manager

# ONBOARDING



At Avertim, the Employee Experience starts with a first step: the onboarding phase. Our top priority is to give the employees a good first impression and to welcome newcomers in the best possible way, whether they should start internally or at a client.

## @ AVERTIM

On the first day, as soon as the newcomers arrive at Avertim, they are immediately welcomed by their new colleagues with a breakfast and receive a tote bag with lots of useful goodies: pen, water bottle, post-its, etc. Afterwards, integration meetings are planned with the HR Team to present the company, the career path, training possibilities, administrative topics (i.e., Mobility Plan) and life at Avertim.

## @ THE CLIENT

On the client side, welcoming the new Avertimer is a priority as well. There, it happens under the supervision of the business manager, who is dedicated to the onboarding as well as to putting the new Avertimer in contact with another consultant working for the same client. This is called the buddy program and allows the new Avertimer to have an internal point of contact at the client.

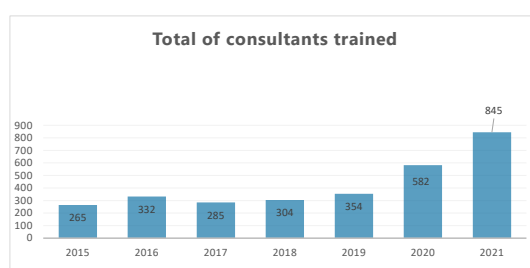
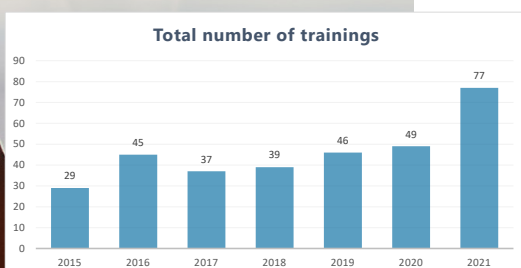
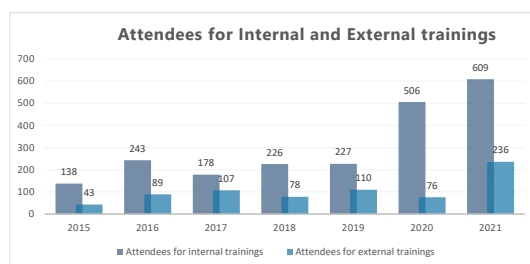
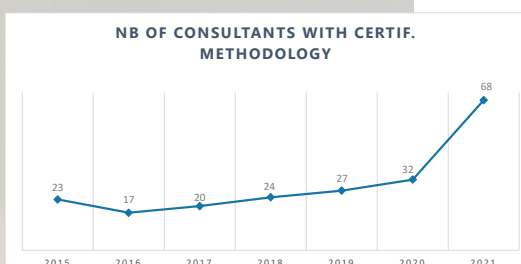
## INTERNATIONAL ONBOARDING

Avertim is present in four countries. Therefore, bringing together consultants from our different locations and developing the internal network is very important. This is how the international onboarding was born.

In November 2021 and in March 2022, more than 20 consultants from Belgium, France, Germany and the Netherlands came to Brussels for two days of corporate presentations, leadership training and, above all, to meet each other and create a bond. The goal was to bring new consultants together and present the strategy & programs developed at the Group level.

# LEARNING & DEVELOPMENT STRATEGY

Avertim knows that its most valuable asset is the knowledge of its people and gives great importance to the professional development of its Avertimers. Trainings are organized and offered to ensure continuous learning and improvement possibilities. We have seen an increase in both the number of consultants trained and the number of trainings given over the past years. Key Numbers: 49 trainings given in 2020 and 77 in 2021! More than 25% of our consultants have followed certifications in 2021



## YEARLY BUDGET FOR OVERALL TRAININGS

	2017	2018	2019	2020	2021
<b>BUDGET</b>	45.277 €	43.590 €	87.552 €	28.493 €	71.338 €

# LEARNING & DEVELOPMENT

THE PROCESS TO INITIATE THE COACHING WAS **QUICK AND SIMPLE!** DURING THE FIRST SESSION WITH THE COACH & MY MANAGER, WE DIRECTLY TARGETED THE **SKILLS THAT I COULD IMPROVE AND DEFINED THE OBJECTIVES AND THE LENGTH OF THE COACHING TOGETHER.**

*Chloé Reul*

Talent acquisition specialist

Avertim believes that supporting the professional development of its employees starts by providing them with the tools to help drive their career. A successful learning path is a combination of training, coaching and mentoring, but also knowledge sharing.

The L&D team has developed the Training strategy and Training Catalogue to better answer the Avertimers' expectations when it comes to developing their skills.

## BOOOST Tutoring, Coaching, Mentoring. program

In order to facilitate collaborative learning and connection with colleagues with simple and supportive frameworks, Avertim has reshaped its initial coaching program to create the Boost Program. The purpose of this program is to support Avertimers in key moments of their career via Tutoring, Coaching and Mentoring, and foster knowledge transfer as well as career development inside Avertim.

### TRAINING STRATEGY & CATALOGUE

In this ever-changing world, we believe it is necessary for our Avertimers to build timeless foundations adapted to our consulting activities, with an in-depth understanding of the sector we are working in.

Therefore, we designed our Avertim Consulting Essentials for any Avertimer joining us, regardless of their background. These consulting essentials are also a great way to build a common culture & mindset amongst all Avertimers within the group.

On top of this package, we encourage our Avertimers to build their own tailored pathway, with the support of the HR team, their manager and our coaches & mentors. They can combine soft & hard skills certification trainings to develop the right competencies.



# CAREER

Every Avertimer plays a key role in Avertim's success, whether their interests lie in advising clients across industries, managing a team or supporting the company's operations. Avertim provides guidance and helps Avertimers to grow vertically as well as transversally based on their skills and ambitions.

## CAREER PATH

Avertim is continuously searching for new ways to support the career and the personal development of its employees. Recently, the full career path of both staff members and consultants have been reviewed, and a new hybrid role has emerged: the engagement manager. This role combines business, key account management and consulting expertise in one position.

Our vision is to empower and develop the talents within Avertim and to offer them the best Employee Experience, via appropriate career opportunities, close follow-up, and professional development. Next to the new engagement manager role, Avertim offers career possibilities such as the leadership program or internal and international mobility opportunities.



# LEADERSHIP PROGRAM

3 years ago, Avertim launched a Leadership Program. The purpose is to offer young talent the possibility to discover the main aspects of the business management role via a system of job rotations within the corporate department, combined with a consulting project. This tailor-made traineeship program helps the trainees to develop their skills, invest in their future, and to support their professional growth to become the leaders of tomorrow.

During a maximum of 24 months, the trainee will experience a maximum of 4 different challenging functions (among a set of 6 different possibilities) and will be trained to develop their skills under the supervision of their Track Manager and Mentor.

I STUDIED BUSINESS ADMINISTRATION, A VERY BROAD FIELD, AND HAD THIS **“WHAT NOW” MOMENT**. I WAS INTERESTED IN MANY DIFFERENT ROLES, AND I REALLY WANTED TO HAVE A FIRST EXPERIENCE IN EACH OF THEM.

I HEARD ABOUT **AVERTIM'S TRAINEESHIP** AND THAT SEEMED TO BE THE PERFECT FIT FOR ME: A 24-MONTH TAILORED-MADE PROGRAM, EXPERIENCING 3 CHALLENGING FUNCTIONS, HELPING ME TO FIND THE MATCH. FROM DAY ONE, I MANAGED END-TO-END PROJECTS AND HAVE BEEN WORKING ON INITIATIVES WITH LOTS OF RESPONSIBILITIES. I LEARNED A LOT FROM EACH PROJECT; THEY WERE MEANINGFUL AND VERY CHALLENGING FOR A JUNIOR POSITION. AVERTIM WANTS US TO **DEVELOP OURSELVES** AND GIVES US THE TOOLS TO DO SO.

**I COULDN'T HAVE HOPED FOR A BETTER FIRST JOB!”**

*Pauline Ghosez*  
Leadership trainee

# EVALUATION

Avertim aims to have regular follow-ups with Avertimers, and about the work performed by the consultants. These involve different stakeholders (Business Managers, clients, HR team, colleagues, etc) and take place at different times during the year. First, yearly evaluations take place in order to make a synthesis of the past year and then define the development plan for the coming year. The digitalization of this process ensures a more qualitative process on a regular basis and makes it easier to follow KPIs. Then, every quarter, project reviews are conducted with the client, the consultant and the manager to evaluate the ongoing project. Finally, in between, monthly evaluations are planned with the HR-manager to have a more regular format and update.

## COMPENSATION & BENEFITS

Avertim offers a competitive package in line with the market and includes a certain degree of flexibility, with for example our Mobility Plan. This classic package includes extra-legal benefits that meets the needs and best covers the expectations of our team. Finally, it is important for Avertim to express its recognition to Avertimers regarding the qualitative work achieved, which is why the package is in constant evolution during an Avertimer's career.



Within Avertim, we are committed to fostering a diverse and inclusive culture where each person is fully integrated and feels a sense of belonging. Several initiatives have been launched to take concrete steps in promoting a diverse and inclusive workplace.

### **DIVERSITY AND INCLUSION POLICY**

To demonstrate our commitment, we have embedded our practices in a policy whose main goal is to create a diverse and inclusive culture that will help each Avertimer to feel valued as an individual, but also to ensure equal opportunities. The Diversity and Inclusion Policy is applicable to the entire Avertim Group and will be shared in the fall of 2022.

The Diversity & Inclusion Policy is based on the fact that we value talent and mindset above all. No difference is made during the recruitment process or a further career at Avertim, regardless of gender, marital status, religion, age, colour, sexual orientation, gender identification, nationality, or disability.



# AVERTIMHER

We are proud to announce that Avertim has launched a new community, AvertimHer. By creating this community, Avertim wants to go a step further and bring together men and women who are eager to support and promote women leadership. After the first workshop, which was organized on the 8th of March, a mission and vision was created based on the thoughts and expectations of the attendees with four adequate pillars which will be the drivers of this community: Leadership empowerment, Career development, Work-life Balance, Care improvement.

**OUR VISION**  
**EMPOWERING AND SUPPORTING**  
**EVERY AVERTIMER IN THEIR CAREER**  
**DEVELOPMENT WITHOUT GENDER**  
**DISTINCTION.**



**OUR MISSION**  
**RAISING AWARENESS AMONG OUR**  
**TEAMS AND ACTIVELY SUPPORTING**  
**WOMEN LEADERSHIP, PROVIDING**  
**GUIDANCE AND PROMOTING**  
**ROLE MODELS BOTH INTERNALLY**  
**AND EXTERNALLY TO ENSURE EQUAL**  
**CHANCES OF SUCCESS AT AVERTIM.**

# WELL-BEING

Avertim is highly concerned with the wellbeing of its employees. In addition to the Prevention Program (see later on) and trainings, Avertim also implements small actions that contribute to the well-being of Avertimers: healthy food (fruit, teas, etc.), sport events, balance between professional and private life, homeworking rules, posture and workstation layout guidance, etc. To gain insight into improvement points, Avertim frequently communicates about the wellbeing initiatives on a cross country level and assesses the employee satisfaction on these topics (i.e., Social Barometer).



**AFTER A DAY OF HARD WORK AT THE OFFICE, IT WAS GREAT FUN TO GO OUT WITH MY COLLEAGUES TO PLAY SOME PADEL. IT IS OF COURSE NOT EVERY DAY WE EXCHANGE OUR SUITS FOR SPORTS CLOTHES. THIS WAS AN EXCELLENT WAY TO WORK TOGETHER AS A TEAM IN A NEW ENVIRONMENT, WHILE ALSO BURNING SOME CALORIES!**

*Sjoerd Quint*  
Consultant

# PREVENTION PROGRAM

The commitment of Avertim to create a safe work environment and a healthy work-life balance led to the creation of a Prevention Program. This program ensures a series of measures to avoid or reduce occupational risks and also safeguards health and improves the well-being of our Avertimers.

The objective is to raise awareness on different prevention topics, but also to launch concrete actions related to prevention and well-being at work. So, throughout 2022, a specific theme will be communicated every 2 months, followed by a concrete action related to this specific topic. The topics include time management, burn-out, work-life balance, posture & workstation design and workplace accidents.

## WORK ENVIRONMENT

Assessing Avertimers' wellbeing at work remains among the top priorities of the group. With that in mind, several initiatives were launched to ensure that Avertimers have every tool at their disposal to make their adventure with Avertim as good as possible.

To prevent Avertimers from physical health injuries, Avertim pays attention to the working conditions and tries to provide as many ergonomic devices as possible in each country where they are active. From smart office design to the provision of ergonomic equipment, simple practices are promoted to ensure an ergonomic posture: adjusting the chair, the monitor, work surfaces and support, using an ergonomic device for laptops, new ergonomic seats, hot desks, etc.



# AVERTIM EVENTS



Being an Avertimer means being part of a big family. Therefore, we meet regularly and for different occasions throughout the year, whether it is for professional reasons or having a fun time during an afterwork.

## **Social party - Afterwork**

Every last Thursday of the month, an afterwork takes place in a new location. During this event, the Avertimers have the opportunity to meet outside of work and get to know each other more easily by sharing experiences.

## **Professional parties**

Conventions are organized in different frameworks between business units or departments. Often associated with workshops, the goal is to gather our teams to develop content and initiatives contributing to both Avertim's and Avertimers' development. For example, in 2021, a Senior Convention was organized to gather our Senior Consultants and reflect on the roles & responsibilities of Senior functions at Avertim. It was a great opportunity to come together after the Covid pandemic and to strengthen the bonds among this group.

# AVERTIM EVENTS

THE AVERTIM AFTERWORKS ARE THE PERFECT OPPORTUNITY TO **RECONNECT WITH THE AVERTIMERS** YOU MIGHT NOT BE WORKING WITH EVERY DAY AT THE CLIENT.

AS A FLEMISH CONSULTANT, I'VE BEEN AMAZED TO SEE OUR **SUBSIDIARIES GROW TO SUCH AN EXTENT** THAT THEY HAVE 'THEIR OWN' AFTERWORKS NOW TOO. TO BE GIVEN THE OPPORTUNITY TO CONNECT WITH AVERTIMERS IN THIS WAY HAS ALLOWED ME TO BROADEN MY VIEWS, BOTH FROM A BUSINESS PERSPECTIVE AS WELL AS A PERSONAL PERSPECTIVE.

*Evelyn Verstraete*  
Senior Consultant



ALTHOUGH HAVING A **"FESTIVE SPIRIT"** WILL NEVER BE AN OFFICIAL VALUE OF AVERTIM, IT DEFINITELY COULD BE. WITHOUT THE AFTERWORKS, AVERTIM WOULD LOSE AN IMPORTANT PART OF ITS IDENTITY.

DURING EACH UNIQUE AND SOUGHT-AFTER EVENT, ONE CAN ONLY REALIZE HOW THRILLED THE AVERTIMERS ARE TO BE **REUNITED**, DEMONSTRATING THE STRONG BONDS THAT UNITE THEM. PERSONALLY, I ALMOST NEVER MISS ONE. IT IS REALLY A PERFECT OPPORTUNITY TO RELAX WITH COLLEAGUES WHO HAVE BECOME FRIENDS.

*Bruno Weber*  
Confirmed Consultant



# RECOGNITION @ WORK

We believe that Avertimers are more engaged and motivated when they feel recognized, which leads to better results and encourages team spirit.

Every year we organize the Avertim Awards to put some Avertimers in the spotlight and reward them in terms of company involvement, communication and management, consulting excellence, international development, digital innovation, young potential etc. On top of that, Avertim has also developed a recognition wall where each Avertimer has the chance to recognize the excellence and professionalism of their peers. This fosters regular feedback and has become an integral part of the corporate culture.

Another example is the creation of a board by the Dutch CSR Team, which includes a picture of a colleague, their name, interchangeable role and their responsibility at the current mission. A nice way to recognize the work of consultants and their projects each month!



## AVERTIM AWARDS

During the last Christmas event, which took place online due to the safety measures related to COVID-19, we organized the Avertim Awards. The purpose was to look back over the past year and take the time to compliment the Avertimers in different categories:

- 1) **Contribution to development**
- 2) **Communication & Management**
- 3) **Consultancy Excellence**
- 4) **Young Potential**
- 5) **Team award**
- 6) **Special price on INNOVATION**



# AVERTIM AWARDS

2021 WAS A BIG YEAR FOR ME WITH A LOT OF CHALLENGES, GOOD RESULTS AND THE MEETING OF GREAT PEOPLE. I WAS HAPPY TO BE NOMINATED FOR "**CONTRIBUTION TO DEVELOPMENT**" AND MOVED BY THE NICE WORDS SHARED AROUND MY NOMINATION. I WAS NOT READY AT ALL FOR BEING NOMINATED IN A SECOND CATEGORY. I GOT THE AWARD OF "**COMMUNICATION AND MANAGEMENT**" WHILE BEING COMPLETELY UNABLE TO LIST ALL THE PERSONS I WANTED TO THANK. IT WAS AN INTENSE CONSECRATION OF THE WORK PERFORMED. I AM VERY PROUD OF THIS AWARD AND GRATEFUL TO THE PEOPLE WHO WERE INVOLVED IN THIS SUCCESS.

*Thibault Hallaert*  
Avertim Alumni



SINCE I JOINED AVERTIM, I'VE BEEN LUCKY TO WORK WITHIN THE SOLUTION DEPARTMENT, THE MARKETING DEPARTMENT AND AS A TRANSFORMATION CONSULTANT. THESE THREE ROLES GAVE ME THE OPPORTUNITY, BUT ALSO THE CHALLENGE TO WORK ON VARIOUS INNOVATION LEVELS AND APPROACHES.

WHEN PEOPLE THINK OF INNOVATION, THEY OFTEN REFER TO INSPIRATION, BUT THE MAIN PART OF INNOVATION IS TEAMWORK. I'M VERY HAPPY BEING THE **AWARD WINNER OF INNOVATION FOR 2021** AT AVERTIM, BUT THIS ACHIEVEMENT IS SHARED, SO THANK YOU AVERTIM AND THE TEAMS WITH WHOM I WORKED TO CHALLENGE MY INNER ENTREPRENEUR.

*Laurence Guldentops*  
Marketing & Solution Manager



# GOALS FOR NEXT YEAR

The People pillar plays a central role at Avertim. Our ambition for the upcoming years is to keep increasing the well-being of our teams from their onboarding day and all along their employee journey.

By challenging our recruitment practices and employer reputation on the market, we wish to attract people who will feel the inner value of our company from their first contact with our teams.

We want to keep developing the best employee experience by offering a robust career and training path and bringing more guidance and knowledge sharing amongst our teams, with the support of our coaches & mentors. With this in mind, we wish to apply for the Best place to work award in 2022-2023.

Our ambition is to cultivate a culture of diversity & inclusion and offer equal chances of success to all Avertimers, all while caring and rewarding our teams as per our prevention engagement.

Avertim is a big family and is very keen on keeping the great company atmosphere and human, positive mindset shared by all our employees.







**OUR GOAL IS TO CREATE A BREEDING GROUND  
FOR PERSONAL AND PROFESSIONAL  
GROWTH THROUGH AN OPTIMAL EMPLOYEE  
EXPERIENCE.**

*Alix d'Abadie*  
HR Director & CSR StratCo Member



# COLLECTIVITY Pillar

# OUR PHILOSOPHY TOWARDS COLLECTIVITY

Avertim attaches great importance to supporting our society and establishing partnerships with outside organizations that share positive values. As a consulting company, we firmly believe that the vast knowledge of our employees should be shared to support our society. Therefore, we give our people the opportunity to use their knowledge and time to make a difference. We work together on various topics with local associations who stand for education, diversity, health, and the environment. Over the past years, we supported individuals, associations, and start-ups, either by providing them with resources or by professionalizing their activities and ways of working. We have participated in many initiatives such as giving vulnerable people access to knowledge, supporting associations in raising money and enlarging their service portfolio or coaching start-ups in their development.

Obviously, the COVID-19 crisis had a strong impact on this CSR pillar, as certain initiatives were cancelled due to the social distancing restrictions. Nevertheless, we also supported some of our partners in reorganizing and adapting by doing online initiatives. Thankfully, since the beginning of 2022, most of the initiatives are back and we have put a strong focus on reorganizing and reinforcing the links we have with our partnering associations.



# VOLUNTEERING

Our volunteers have spent a significant amount of time with 2 non-profit associations, dedicating their free time to causes aligning with their values.

## LEARNING WITH TADA



One of our long-term partnerships is with TADA. It was initiated in 2018.

What is TADA? TADA stands for « Toekomst Atelier – Atelier De l’Avenir » and is an institution in the Brussels Region aiming at providing “additional, voluntary, motivational and society-oriented education to kids (10-14) living in Brussels’ most socio-economic disadvantaged areas”. Everything started from the observation that inequality in education is very high in Belgium, especially in Brussels. Concretely, they organize very practical classes for these kids around diversified and hands-on topics, involving professionals from different companies to get input from the “real” world.

Partnering up with TADA was a natural choice. What better way to concretize our beliefs than supporting an

association which dedicates its energy to integrating and emancipating socially vulnerable teenagers by offering them extra-scholarly activities while equally fostering their wellbeing.

Today, Avertim supports TADA in their Entrepreneurship module. During several weekends, we teach and coach students on the life cycle of a business creation: from generating the idea, to the sale of the product or service. Sessions have been held in February and March 2022 and some others are planned for September and October of this year.

<https://www.tada.brussels/>

# TADA

THIS WAS MY FIRST-TIME VOLUNTEERING FOR TADA, AND IT WAS AN AMAZING EXPERIENCE TO SHARE WITH MY COLLEAGUES. CHILDREN ARE SO RESOURCEFUL AND INSPIRING! WE COULD EXPLAIN OUR DIFFERENT CAREER PATHS, TALK ABOUT WHAT WE LOVE DOING, AND CONVEY KEY CONCEPTS AROUND ENTREPRENEURSHIP AND SALES. I HAD THE CHANCE TO PARTICIPATE IN AND ORGANIZE TWO DIFFERENT WORKSHOPS AND SEE HOW CHILDREN EMBRACE THIS OPPORTUNITY TO LEARN AND HAVE FUN! I'M DELIGHTED THAT AVERTIM CREATES THESE PARTNERSHIPS, ALLOWING US TO HAVE A POSITIVE IMPACT ON OUR COMMUNITY.

*Ines Bensusan*  
Senior Consultant



THROUGH THE TADA INITIATIVE, I GOT THE OPPORTUNITY TO HELP CHILDREN GET INSPIRED AND INFORMED ON WHAT THEIR FUTURE COULD LOOK LIKE. GETTING TO BRAINSTORM WITH THESE CHILDREN ON HOW WE COULD COMMERCIALIZE OUR PLAN WAS ESPECIALLY FUN, AS THE CHILDREN DO NOT LIMIT THEIR THINKING AS AN ADULT WOULD. BEING ABLE TO SEE THEM ENTHUSED BY THE PROFITS CREATED BY THEIR OWN WORK WAS ESPECIALLY REWARDING, AS IT GAVE ME THE FEELING THEY REALLY LEARNED SOMETHING ABOUT THEIR POTENTIAL THAT DAY. **I VALUE THE PARTICIPATION AVERTIM BRINGS** TO THIS INITIATIVE, AS I BELIEVE IT REALLY MAKES A DIFFERENCE IN THESE CHILDREN'S LIVES.

*Joran Sellier*  
Consultant



# CONNECTING INDIVIDUALS WITH SINGA

SINGA is a social reintegration association that creates spaces for exchange, meetings and collaboration between newcomers to Belgium (migrants, refugees, etc.) and the local population.

In 2021, Avertim offered its help on several levels according to the needs of the association:

- Helping newcomers find a job by training and coaching them on how to successfully create a CV.
- Providing guidance and methods on how to prospect companies to collect funds (creation of packaged product, pitches, etc).
- Training internal teams and volunteers to manage complex situations. In 2021, 2 types of training were given: "giving and seeking feedback" and a training on non-violent communication.

<https://www.singa-belgium.org/>



# RUNNING FOR A CAUSE



Each year, throughout the different offices, Avertim encourages its people to participate in a “running for a cause” event, with the intention of boosting a sense of purpose, staying healthy and fostering stronger bonds between Avertimers.

Some of the running events were unfortunately cancelled in 2021, but in 2022, Avertim is ready to run again:

- Belgium: 10 miles of Antwerp and the 20Km of Brussels
- France: the Odyssea Paris
- Germany: JP Morgan Corporate Chase
- The Netherlands: ZuidasRun

For every running event, Avertim supports a local association.

# PRO BONO ACTIVITIES

More than ever, Avertim is motivated to launch a Pro Bono program, with the goal of sharing our knowledge by providing our consulting services free of charge to non-profit organizations.

To materialize this effort, the Parisian office has partnered with a platform, Vendredi. They are dedicated to connecting companies who want to invest their time to help others with associations who need resources or skills. This will help raise awareness amongst Avertimers on all key issues related to social and environmental change.

The same platform will be used by the Brussels office, where Avertim will offer its consultants the opportunity to work 2 days per year pro-bono. Moreover, we are looking into launching it in our German and Dutch offices as well.

## WHAT IS “VENDREDI”?

“Vendredi” is a digital platform that allows companies to connect with non-profit organizations to provide direct support in CSR initiatives. This support can take on various shapes: mentoring, professional reinsertions, workshop animation or providing help during social events. In a nutshell, Vendredi helps companies to take a more solid role in social change.

Avertim France has chosen two associations: “Hôp We Care” and “Sport dans la ville”.

“Hôp We Care” aims to entertain patients in hospital facilities by providing artistic animation, such as concerts, art exhibitions, workshops or interactive museum visits.

Avertim participated in the organization of a concert: the French artist Amir performed in a Parisian hospital for the Adolphe Rothschild Foundation. Sharing a

common social purpose, multiple companies and their employees were mobilized for this project.

“Sport dans la ville” is the second association Avertim France works with. It specializes in professional integration through sports in France and also provides coaching and mentoring to underprivileged youth. As of this year, several consultants have started a one-on-one relationship with their mentees to help them in their educational and professional paths.

It is a unique opportunity to give meaningful time to an association and bring cohesion and motivation to the team for a common goal. Moreover, it cultivates the desire to work together and be a part of a committed project.

<https://en.vendredi.cc/>







## DONATIONS FOR UKRAINE

Due to the crisis in Ukraine and the urgent need for support, Avertim decided to help Ukrainian refugees by making a donation to the Red Cross: Avertim invited its Avertimers, on a voluntary basis, to convert half a working day (unpaid leave) into a donation. Avertim then rounded up the donations with an additional 50%. Thanks to the generosity and support of all Avertimers, Avertim was able to raise 7,160 euros (including the 50% top-up of Avertim).

## CLIMB FOR LIFE

A new initiative launched in May 2022 for supporting the KU Leuven research against the ALS disease. ALS stands for Amyotrophic lateral sclerosis, which is a disorder of the nervous system that is characterized by a weakening of the muscles and impacts on physical abilities. In the case of this disease, the nerve cells are altered, causing them to lose their functional characteristics in the muscles. The cause is unknown.

With the climb for life challenge 5 Avertim athletes took up the challenge to climb to Mont Ventoux in the South of France. All benefits went to the Valéry Perrier against ALS association.

<http://valeryperrierraceagainstals.com/>



## SHOEBOX OPERATION

Every year since 2017, Avertim has taken part in a Shoebox campaign, which was launched in 1999 by Les Samaritains asbl in Brussels. More than 20 000 gifts for the homeless and less fortunate are collected and distributed by the association each year.

During the yearly Christmas drink, the Avertimers are invited to come and leave a wrapped shoebox containing non-perishable foodstuffs at the foot of the Christmas tree. By contributing to this social initiative, they support people in need. In 2021, due to the sanitary crisis and homeworking policy, we did not get the opportunity to organize a physical Christmas drink. Nevertheless, we asked our Avertimers to bring a shoebox to the office or to the association of their choice during the month of December.

<https://www.shoe box.be/en/>

# AVERTIM DONATIONS



# GOALS FOR NEXT YEAR

If it was not clear before, recent events such as the sanitary crisis and the Ukrainian war demonstrated the importance of collectivity in our society. This Collectivity pillar is one of the key elements we want to focus on over the next years. Obviously, some of the partnerships have been impacted by the cancellation of initiatives for safety reasons, and associations' needs have evolved. Our main goal will be to remain a trusted partner for these associations while further developing new partnerships in line with our vision, mission, and priorities. To do that, we set up some key objectives to reach by 2025:

- Strengthen our current partnerships and develop new ones, with a goal of 10 long-term partnered associations and offering them 300 days of work.
- Standardize our collectivity pillar at group level by deploying connecting platforms for pro bono activities.
- Embed collectivity activities in the day-to-day activities of Avertim (by allocating at least 20% of consultants' time in the Lab<sup>1</sup>)

<sup>1</sup> The Lab is the place where we valorize the work of consultants not allocated to a mission by working on corporate projects and initiatives.



**AVERTIM'S INVOLVEMENT TOWARDS  
ITS COMMUNITY REFLECTS THE VALUES  
OUR CONSULTANTS SHARE SUCH AS  
INVOLVEMENT, TRUST AND RESPECT.**

*Louis de Verdalon*  
French Partner



# ENVIRONMENT

## Pillar

# OUR PHILOSOPHY TOWARDS ENVIRONMENT

Acting in an environmentally responsible way is the main message of this pillar. It shows our commitment to reducing our environmental impact by, for example, introducing a new mobility plan that will reduce our CO2 emissions or creating awareness amongst the Avertimers. As a consulting firm, we set ambitious goals to support our employees in their mobility transition.





# MOBILITY PLAN - NEMO 22

## MOBILITY PLAN: GREEN & FLEXIBLE MOBILITY AT AVERTIM

The need to act against the climate crisis and to reduce the negative consequences of unsustainable mobility is becoming increasingly urgent, with global warming and CO2 emissions at the centre of our concerns. Each person has a role to play, which is why, as part of the DALI 2025 strategic plan, Avertim wishes to accelerate its contribution towards a CO2 neutral world.

These climate concerns have encouraged the emergence of new alternative mobility solutions in recent years. These include, among other things, the growth of Uber, shared vehicles (Cambio, Poppy, etc.), but also electric bikes and steps. The government is also pushing for green mobility, with the recent expansion of the eligibility of the Mobility Plan.

The current circumstances, as well as Avertim's desire to offer more flexibility to its employees to find the mobility solution best suited to their needs, have led to the implementation of the Mobility Plan within the Company.

### IN A FEW WORDS, WHAT IS THE MOBILITY PLAN?

Employees can choose to give up their company car and opt for a Mobility Budget, the amount of which is equal to the Total Cost of Ownership (TCO) of the company car for which they are eligible. This budget can be used for expenses within the following 3 pillars:

- 1) The employee can opt for a green car provided by the employer (full electric car, hybrid car, fuel car with less than 95g CO2/KM).
- 2) The employee can use their budget to finance their alternative means of transportation. Sustainable

transportation means: soft mobility, car rental, pedestrian or bike commuting premium and rent or loan reimbursement if the employee lives within a 10 km radius of Avertim's main office.

- 3) The balance not used for pillars 1 and 2 will be paid to the employee and is taxed at 38.07%.

The choice is therefore left to the employee whether or not to give up their company car for an alternative solution which might better suit their needs.

### IMPLEMENTATION OF THE MOBILITY BUDGET WITHIN AVERTIM

Since April 1st, 2022, it has been possible for Avertimers to choose pillars 2 and/or 3. 15 employees have already opted for those pillars and several others are planning to opt for it later during the year. The 1st pillar is not yet available but seeing the enthusiasm of the employees (almost one third of employees say they are interested in a green car instead of their current company car), its implementation is at the centre of discussions.

Avertim's first step towards a green fleet was the acquisition of 30 hybrid Lynk&Co cars in early March 2022. The aim is to evaluate the attractiveness of a hybrid car and to identify the best solutions for compensating employees for the costs of recharging the car's electric battery.

### SO, WHAT'S NEXT?

As soon as possible, Avertim will try to inaugurate the 1st pillar of the Mobility Budget. The mobility team is currently looking for hybrid or electric car models that best meet the diverse needs of the employees. The objective is to progressively move towards a fully electric vehicle fleet.

# ENVIRONMENTAL IMPACT OF THE OFFICES

## ANALYSIS: CO2 EMISSION IMPACT OF COVID ON OUR FLEET

	Average of monthly global diesel litres consumed (L)	Average of monthly global petrol liters consumed (L)	Average of monthly global electricity consumed (kWh)	Average of monthly global CO2 consumption <sup>3</sup> (kg)	Average number of cars in the fleet	Equivalent in monthly CO2 consumption by car (kg)
<b>BEFORE LOCKDOWN<sup>1</sup></b>	12,779.6	2,162.4	0	39,745.6	178.6	222.6
<b>DURING COVID-19<sup>2</sup></b>	7,870.7	4,424.6	0	31,068.5	193.3	160.7
<b>GLOBAL RATE</b>						<b>- 27,8%</b>

<sup>1</sup> From January 2019 to February 2020

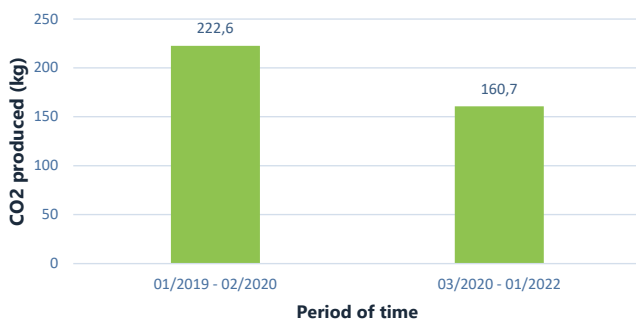
<sup>2</sup> From March 2020 to January 2022

<sup>3</sup> Based on the monthly fuel consumption and the following conversion factor:

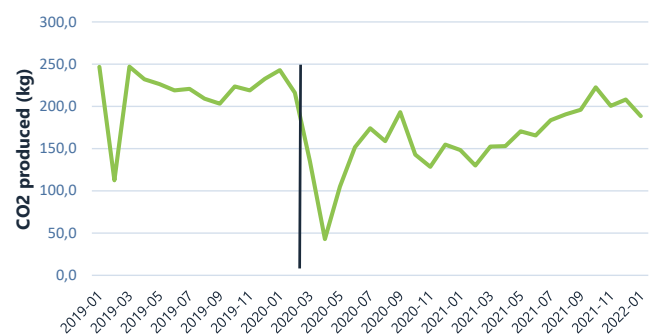
- Diesel: 2.66 kg CO2/L
- Petrol: 2.29 kg CO2/L

\* We know Covid definitely made an impact due to the crisis and lockdowns. On the other hand Avertim is engaged to keep some of the actions to lower the monthly CO2 consumption. Possible actions are the introduction of the flexible homeworking and the introduction of th hybrid cars within the Avertim fleet.

**AVERAGE MONTHLY CO2 PRODUCTION BY CAR**



**AVERAGE MONTHLY CO2 CONSUMPTION BY CAR**



# ENVIRONMENTAL POLICY

Avertim France has implemented an “Environmental Policy” that targets several objectives regarding the effects of our activities on the environment. For the time being, the policy has only been in effect in the Paris office, but we are looking into expanding it to the entire group.

## OUR CONVICTIONS

As the last GIEC report (AR6) clearly states, global warming is an urgent matter that can no longer be ignored. We must all act to make a positive impact. At Avertim, we are dedicated to reducing our carbon footprint.

As of today, our measures target a number of initiatives such as waste management, water and electricity consumption, paper reduction, office furniture, internet use, office cleaning, etc.

### HOW DID WE TURN OUR CONVICTIONS INTO CONCRETE ACTIONS AND RESULTS?

Our actions target 3 main objectives: to reduce our waste, to reduce our use of energy and to incentivize our collaborators.


#### 1. OBJECTIVE 1: WASTE REDUCTION

We identified that the major source of waste at Avertim is related to food consumption. To prevent people from buying plastic cutlery, Avertim always has a fully equipped kitchen with cutlery, dishes, olive oil, water fountain, etc. Furthermore, bean coffee machines were installed to replace the capsule ones, fruit is delivered to the offices each week and Avertim provides recycling bins in the office spaces to allow waste sorting, including nudging signs to support the process.

#### 2. OBJECTIVE 2: ENERGY REDUCTION

In each of our offices, Avertimers are invited to pay attention to electricity consumption by turning off the lights behind them. In the Paris office, the team has decided to go one step further by switching from their usual electricity contract to a green energy one: from now on, EDF will provide them with green and renewable energy. In 2021, the Paris office consumed 315 KWH on average per month for an office of 150 square meters. With this change, they hope to reduce it even further.

Moreover, at group level, a green signature was established to encourage every individual to think about their impact:

 Do not print this document unless it is necessary, consider the environment  
Do not answer this email unless it is necessary

 Please consider your environmental responsibility before printing this e-mail

#### 3. OBJECTIVE 3: TO INCENTIVIZE OUR COLLABORATORS

To ensure the above objectives are respected, we motivated our collaborators with an email-based incentivization campaign. Additionally, we proposed that every employee in the Paris office set Ecosia as their new search engine, since Ecosia donates 80% of its profits to non-profit organizations that focus on reforestation.

To reduce our waste, the best practices shared are:

- Remember to sort your waste in dedicated garbage cans available in the office
- Use the dishes the fridge, the coffee machine and the water fountain at your disposal
- Reduce printing by not printing when unnecessary and printing on both sides and in black & white whenever possible

To reduce our use of energy:

- Unplug your computer equipment at the end of the day and do not use the heater or air conditioner with the window open.





# ATLAS GO

At Avertim, we love having the opportunity to contribute to several initiatives in a fun and interactive way. Moreover, due to the working conditions in 2021, we felt the need to incentivize our people to move and go outside, to limit the time spent behind a screen. Thus, it was the perfect time to launch a corporate virtual challenge with an amazing common goal: inviting all Avertimers to run, walk, swim, cycle, 'do it yourself' or cook, in a collective effort to reach a set goal for a donation campaign related to reforestation.

For two months, our employees from all departments and countries registered their activities on the Atlas Go mobile app. There, kilometres and time were converted in trees and purchased by Avertim from the WeForest association, to support a reforestation project in Brazil. More precisely, the project we selected consisted in helping to restore the Atlantic Forest to its natural state, which allows endangered species to be restored in their environment.

In a nutshell, ensuring the well-being of our employees while participating in the reforestation of the planet was the perfect combination of our CSR missions. We are very proud to say that our Avertimers successfully

contributed to the planting of 2000 trees in less than two months! It made our environmental responsibility a reality.

<https://atlasgo.org/fr/>

<https://www.weforest.org/>

## ABOUT WEFORREST

**WITH MORE THAN 32,000,00 PLANTED TREES AROUND THE WORLD, WEFORREST IS AN INTERNATIONAL NON-PROFIT ORGANIZATION DEDICATED TO SUSTAINABLE REFORESTATION IN AREAS IMPACTED BY THE MINING INDUSTRY. THEY WORK WITH COMMUNITIES, LOCAL ORGANIZATIONS AND NGOS TO DEVELOP REFORESTATION PROJECTS AND MOBILIZE COMMUNITIES TO RESTORE THE DEGRADED SOILS AS WELL. WEFORREST STRIVES TO COLLABORATE, RESTORE, AND IMPROVE LIVELIHOODS. BEYOND PLANTING TREES, REGAINING ECOLOGICAL INTEGRITY IS ALSO A PART OF THEIR GOAL, TO ENSURE THE FOREST WILL BE PROTECTED IN THE LONG TERM. CURRENTLY, THEY ARE LEADING PROJECTS IN BRAZIL, ZAMBIA, MALAWI, ETHIOPIA, AND TANZANIA.**

# CLEAN-UP

Avertim has a particular interest in environmental responsibility, so we are always searching for new ways to contribute to the protection of our planet.

## PEPINSTER CLEAN-UP

In September 2021, following the floods in Belgium, Avertim wanted to help in any way we could. To do so, the Avertimers went to Pepinster to help clean up the rivers with River Clean-up, an association that brings helping hands to the affected areas.

<https://www.river-cleanup.org/en/river-solidarity>



**SUNDAY WAS A VERY REWARDING DAY. WE HELPED CLEANING UP ALL THE GUNK LEFT BEHIND BY THE FLOODS ON THE RIVERBED. WE FOUND A HAMSTER CAGE, WEBCAMS, TABLECLOTHS, A DOOR, BIKE FRAMES, TEDDY BEARS, ... YOU NAME IT. IT WAS THERE.**

**WE WERE SPOILED WITH FOOD & DRINKS, THEY EVEN HAD SOME LOCAL BEERS FOR US TO TRY. DRIVING BACK, WE REALIZED THERE IS STILL A LOT OF WORK TO DO! SO IF YOU CAN SPARE THE TIME, HAVE A LOOK AT THEIR WEBSITE TO REGISTER YOURSELF FOR ANOTHER CLEANUP. IT IS AS EASY AS SHOWING UP AND PARTICIPATING.**

**I HOPE THAT AVERTIM JOINS THIS EFFORT ONCE AGAIN.**

*Tinne Boeckx*  
Avertim Alumni

## BEACH/CANAL CLEAN-UP

In June 2022, a similar event took place in The Netherlands. 17 participants first took part in a workshop on personal change management and then joined a Beach Clean-up during 2-3 hours for two associations: Nederlandschoon and Stichting de Noordzee. Thanks to several sponsors (Gemeente Amsterdam, Toolkit Stichting de Noordzee and Nederland Schoon) the team was able to collect 5 garbage bags worth of waste, or 20kg.

<https://www.nederlandschoon.nl/#slide-2>  
<https://www.noordzee.nl/>



# E-WASTE

E-waste is a real challenge for every company. Combining shorter product life spans with rapid innovation, e-waste has now become one of the fastest growing waste streams. At Avertim, we want to tackle this e-waste challenge. We have put several initiatives in place in Belgium and The Netherlands. France will follow in 2022, as will Germany with NABU.

## BATTERY AND OLD PHONE COLLECTION (THE NETHERLANDS)

In The Netherlands, old batteries, power banks and phones were collected to be correctly recycled. To achieve this project, we reached out to the association "Stibat" for support. This association organizes the collection, sorting and recycling of old batteries and provided some reading material and a collection box. At the moment, 198 batteries, 1 power bank and 2 old phones have been collected. The team aims to keep a collection box at the office so recycling will always be convenient.

<https://www.legebatterijen.nl/>

## COMPUTER RECYCLING (BELGIUM)

In Belgium, we decided to partner with BruRec and TicHarmony. BruRec is a socio-professional reinsertion project launched by the ASBL Tic Harmony. This initiative is centred around 3 dimensions: economic, social, and environmental.

The computers we cannot use anymore will be recycled or readapted to be used. In 1 year, more than 15 computers have been recycled or reconditioned.

<https://brurec.be/>

<https://tic-harmony.be/>



# GOALS FOR NEXT YEAR

Within the environment pillar there are 2 ways a consulting company can contribute to a CO2 neutral world. On the one hand, we can adapt and innovate to make Avertim a CO2 neutral company, while on the other hand, we can advise major multinational companies on how to rapidly become more environmentally conscious. To achieve these objectives, Avertim decided to focus on the following initiatives and projects:

1. Reduce the Avertim environmental impact by:
  - Promoting and extending the mobility budget
  - Scaling down HQ energy consumption and waste
2. Help industry leading clients to offset their environmental footprint by:
  - Leveraging accumulated CSR environment knowledge and skills to support and bolster clients in their CSR journey





**AVERTIM ENCOURAGES EMPLOYEES TO OPT FOR ENVIRONMENTALLY FRIENDLY MOBILITY SOLUTIONS. THAT IS WHY AVERTIM HAS OPTED FOR THE MOBILITY BUDGET. THE AVERTIMERS CAN SPEND THIS BUDGET ON THE SUSTAINABLE ALTERNATIVES OF THEIR CHOICE.**

*Marie-Charlotte Verstegen*  
Payroll & Fleet Manager



# CUSTOMER Pillar



# OUR PHILOSOPHY TOWARDS CUSTOMER

CSR is becoming increasingly important, not only within Avertim, but also to our customers. Therefore, a strategic exercise in 2021 led to the change from 3 to 5 CSR pillars, introducing a brand-new pillar to Avertim, namely the customer pillar.

## WHAT DOES THE CUSTOMER PILLAR ENTAIL?

The mission of the Avertim customer pillar is two-folded and has as main goal to increase the stewardship of CSR within Avertim's clients. To do so, Avertim is engaged to increase its number of CSR related projects by developing dedicated service offerings and participating in projects with a positive impact on our world. For example, Avertim is developing skills in ESG within the Banking sector, CO2 neutral within the transport industry or participating to the de-nuclearization for 2025.

Learning from these projects, in addition to our experience in adapting and improving our own CSR strategy and approach on a yearly basis, Avertim is able to guide other companies to set up and implement a CSR strategy with a dedicated approach. Helping companies with CSR methodologies, lessons learned logs, templates and tools is part of Avertim's future engagements and ambitions.



# CSR OFFERS

## WHY DID CSR BECOME A PART OF THE AVERTIM SERVICE OFFERING?

Starting in 2007, our focus was to increase the footprint of Avertim. Now, we strongly believe that the nature of our positioning in the market and our relationship with various large industry players allows us to influence our clients on an economic, social and environmental level.

Moreover, over the past couple of years, Avertim started to gain cross-sector CSR-related experiences. In the transportation sector for example, Avertim led the roll-out of a “safe at work” cultural program, focusing on beliefs, leadership and behaviour. Furthermore, for a client in the energy sector, we managed a server virtualization program resulting in a server reduction by a factor of 30, a lower power consumption and a decrease in CO2 emissions. Finally, at a large vaccine manufacturer, we set up asbestos inventories for all industrial sites and rolled out improved environment, health, and safety programs (EHS).

We notice an increasing demand for CSR related projects with a positive economic, social, or environmental impact, not only within Avertim itself, but at our clients as well.

At the same time, the momentum and importance of CSR within Avertim was increasing. We set up

our first CSR initiatives in 2014 and have matured to a group-wide CSR community covering 5 pillars in 2022, which has enabled us to capture lessons learned, best practices and key success factors.

## PROJECT WITH ENVIRONMENTAL IMPACT: DE-NUCLEARIZATION

The need to gradually close down nuclear plants, ending nuclear capacity in Belgium is coming from both environmental as safety reasons. On the other hand, the grid operator, is still responsible to guarantee our security of supply for the coming years without nuclear plants. To guarantee this energy supply, a Capacity Remuneration Mechanism has been created to allocate capacity to different suppliers. Five Avertim consultants are active within this de-nuclearization project. The introduction of a CRM for the Belgian market is part of the federal government's energy strategy which lays out a number of new measures designed to guarantee Belgium's security of supply in the long term. This project is an example of Avertim becoming active in projects with an impact.





## CSR RELATED PROJECTS AT OUR CLIENTS

In a fast-growing and competitive world, financial institutions need to adapt and transform their business model and behaviour, to comply with new regulations and expectations from their clients. Nowadays, Corporate Social Responsibility plays a major role in the banking and insurance industry. This awareness is reflected in the initiatives that are launched. Indeed, each new project undertaken must be in line with a well-defined Environment, Society and Governance (ESG) criteria. Therefore, an organization acting as a financial institution must increasingly consider the ESG criteria and provide the impact and transparency clients are looking for.

The Environmental criteria seek to analyse a company's waste management policy, reduction of greenhouse gas emissions and commitment to prevent all environmental risks in its activity.

The Social criteria consider the prevention of accidents and psychosocial risks, staff training, respect for employee rights, the organization of the subcontracting chain and the quality of social dialogue.

The Governance criteria verify the independence of the board of directors, the gender balance of the management team, the management structure and the presence of an audit committee.

In addition to a purely financial evaluation, these criteria allow clients to gain insight into a company's strategy in a different way. The ESG criteria are at the heart of the labeling process for Socially Responsible Investment (SRI) funds, thus ensuring a balance between the search for performance and the responsible orientation of savings.

Complying with such important requirements drives organizations to continuous transformation. At Avertim, we believe in the importance of these new transformations and help guide our clients toward achieving them.

Through our experience, we are convinced that 5 priorities must be addressed: transformation, data, risk, regulations and client.

## THE FIVE ESG PRIORITIES WITH WHICH AVERTIM FRANCE CAN HELP FINANCIAL INSTITUTIONS.

Avertim France has identified 5 priorities that must be set by financial institutions to meet the new ESG requirements:

1. Transform to implement ESG at all levels of the organization. From defining an ESG strategy to its implementation by the business units, ESG represents a major transformation for financial institutions.

2. Define and implement a new ESG data management and reporting policy. From collection to exploitation, data is a major stake for financial institutions which must comply with increasingly stringent regulations and integrate ESG into their strategy. This entails collecting standardized and qualitative data and using it with modern IT tools.

3. Define and manage ESG risks. Financial institutions increasingly need to provide information on their exposure to ESG risks, including the physical risk and the transition risk. It is important to define and map the risks as well as identify actions to mitigate them.

4. Comply with regulations. Financial institutions must carry out their activities in an increasingly regulated context: European regulations (SFDR, European taxonomy, NFRD, etc.), regulation of investment funds (UCITS, AIFMD) and regulation of financial products (e.g. MIFID II). A lot of work still has to be done in order to comply with these, which will be applied in the short-term.

5. Meet client expectations. Financial institutions must work in a context of increased customer awareness of ESG issues. Therefore, it is fundamental to propose services that meet ESG criteria. This may also include the implementation of a certification process to prove the ESG value of the offered services.

Avertim helps its clients to transform and adapt to these new ESG challenges through fund labeling initiatives, the identification of new business opportunities and the implementation of extra-financial reporting, from data extraction to ensure data quality, to the delivery of consolidated, innovative, and tailored ESG reports to end clients.

Besides supporting our clients in missions with a positive impact on our society and planet, we have the potential to leverage our experience in maturing their internal CSR strategy, governance, and policies. We can for example support them in setting up a CSR governance structure, increasing CSR awareness, implementing a business code of conduct, conducting an employee engagement assessment, publishing a non-financial report or supporting Ecovadis or B-Corp certification.

# ESG OFFERING



# IMPLEMENTING A CSR STRATEGY

Not only does Avertim have a cross-industry experience in projects with a positive economic, social and environmental impact, it also has a strong internal CSR focus and group-wide governance. In turn, this allows Avertim to leverage internal experience and share lessons learned, best practices and key success factors with companies looking to implement a CSR strategy or improve their actual CSR initiatives.

Avertim has a CSR Solutions Toolbox to support you in your CSR journey. From increasing your CSR awareness to implementing a governance structure, improving your employee engagement, conducting a non-financial report, creating the business code of conduct or even help out with CSR certifications, Avertim is engaged to help partners and clients to improve their overall CSR impact.

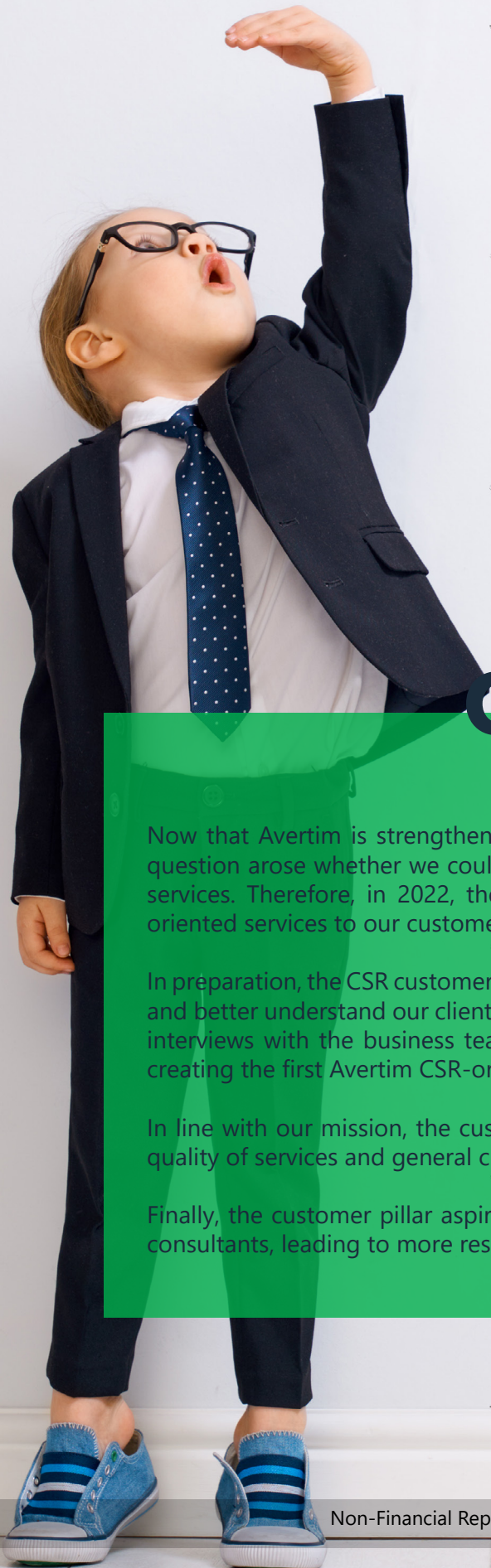
## CCI FRANCE BELGIQUE

In the beginning of 2021, Avertim was contacted by the CCI (the Walloon Chamber of Commerce in Belgium) as they wanted to create a “CSR Committee”. Quickly, we took on an active role in the launch of the initiative: defining the mission and vision of the committee, defining a way of working together and deciding on a first action plan.

More than just a committee, it is an opportunity to connect and share knowledge among motivated members who want to increase their positive impact on people, society and the planet. The mission of the CCI CSR Committee is to facilitate creating CSR initiatives for its members, by mobilizing the know-how and expertise of its network of local and international actors in the economic, social and environmental domain. Furthermore, the vision of the CCI CSR Committee is to be an essential platform for collaboration and a catalyst for innovation for CCI members aiming to build a greener, more sustainable and more inclusive society in Europe and beyond.

<https://www.cci-francebelgique.be/>





# GOALS FOR NEXT YEAR

Now that Avertim is strengthening its CSR strategy and initiatives internally, the question arose whether we could expand our current portfolio with CSR-oriented services. Therefore, in 2022, the focus will be on creating and marketing CSR-oriented services to our customers cross-industry.

In preparation, the CSR customer team dedicated the first quarter of 2022 to identify and better understand our clients' needs by performing a benchmarking study and interviews with the business team. Leveraging the outcome, we look forward to creating the first Avertim CSR-oriented service by end-2022.

In line with our mission, the customer pillar also aims at positively impacting the quality of services and general client satisfaction.

Finally, the customer pillar aspires to instill the CSR mentality within all Avertim's consultants, leading to more responsible and sustainable project outcomes.



**WE ASPIRE TO INSTILL CSR  
INTO THE VALUES OF OUR  
CONSULTANTS, MAXIMIZING  
THE POSITIVE IMPACT ON  
OUR WORLD AND BY DOING  
SO, INSPIRING OTHERS.**

*Valérie Neven*  
Manager & CSR pillar lead Customer

# COME ALONG ON THIS JOURNEY

Avertim has come a long way since the start of its CSR journey, from the launch of the CSR Community, to the definition of the first CSR pillars, to their transformation. We keep striving to grow each year, whether that is by launching or participating in new initiatives or by growing our team. Having a positive impact on society remains the goal.

<p><b>GOVERNANCE</b></p> 	<p><b>PEOPLE</b></p> 	<p><b>COLLECTIVITY</b></p> 	<p><b>ENVIRONMENT</b></p> 	<p><b>CUSTOMER</b></p> 
<p>Incorporate CSR in the overall Avertim brand with the Dali'25 Strategic exercise.</p> <p>Working towards a company that embodies ethics and transparency.</p> <p>Attain accreditations such as an improvement in the Ecovadis label and become B-Corp certified.</p>	<p>Increasing the well-being and cultivate a culture of diversity &amp; inclusion.</p> <p>Keep developing the best employee experience by offering a robust career and training path and apply for the Best place to work award in 2022-2023.</p>	<p>Strengthen our current partnerships and develop new ones by allocating dedicated resources to these partners.</p> <p>Standardize our collectivity pillar at group level by deploying connecting platforms for pro bono activities.</p>	<p>Within the mobility budget Avertim is working on solutions that give the possibility to the employee to opt for a green car.</p> <p>The environmental policy will be adopted on a group level and Avertim will keep environmental activities into its scope.</p>	<p>Creating the first Avertim CSR-oriented service by end 2022.</p> <p>Avertim is engaged to increase its number of CSR related projects by developing dedicated service offerings and participating in projects with a positive impact on our world.</p>





**THROUGH ALL THESE STRUCTURED **CSR**  
**INITIATIVES**, THIS **NON-FINANCIAL**  
REPORT ILLUSTRATES WHAT AVERTIM  
STANDS FOR: HELP OUR PEOPLE, CLIENTS  
& **COMMUNITIES PERFORM, INNOVATE**  
& **COMPLY, IN A SUSTAINABLE WAY.****

*Bruno Touzé*  
CFO Avertim



# avertim

**Non - Financial report**  
**2022**

**PERFORM.**  
**INNOVATE.**  
**COMPLY.**

*Non-Financial Report 2022*

Written by  
the CSR Department