

2023 ANNUAL SUSTAINABILITY REPORT

Creative Minds, Sustainable Future

15 May 2024



avertim
Perform. Innovate. Comply.

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About this report

This annual report provides a comprehensive overview of Avertim's performance during 2023 calendar year across key non-financial areas. Avertim SRL is a private company headquartered in Brussels.

Our subsidiaries are located in France, the Netherlands and Germany. We have included the consolidated information of Avertim Group, encompassing all our [subsidiaries](#) across various countries.

The document is designed to provide our stakeholders with a clear and transparent view of our progress toward achieving our sustainability goals, our commitment to corporate social responsibility, and our efforts to create a positive impact on society.

The report is structured around our five key pillars: Governance, People, Collectivity, Environment, and Customer. Each section provides detailed information on our initiatives, achievements, and future plans in these areas.

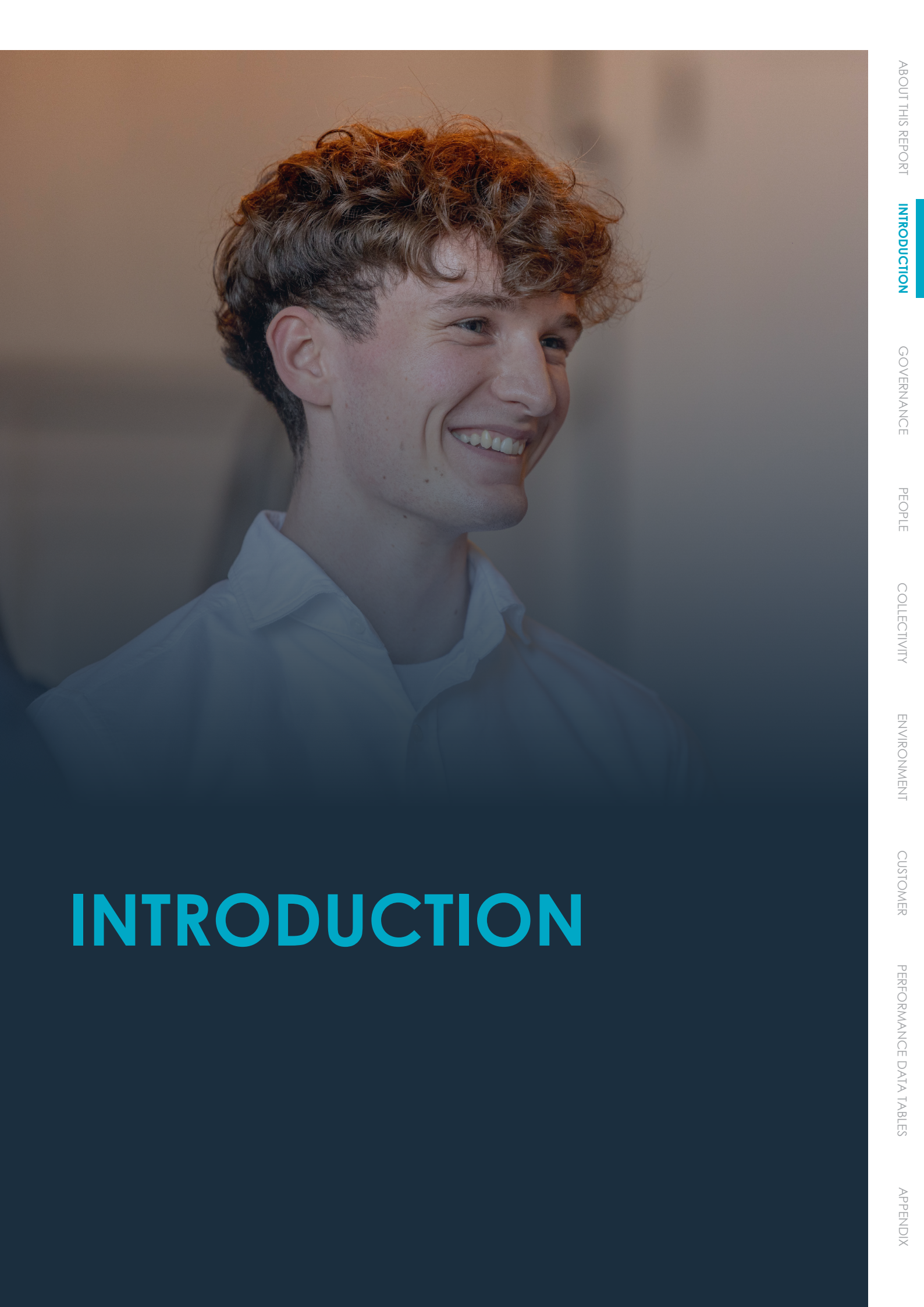
In line with best practices, we have ensured that this report is not only informative but also engaging. We have used clear language, visual aids, and a logical structure to make the information accessible to all our stakeholders.

We reported in accordance with the GRI standards for this reporting period. The GRI index can be found at the end of this report, providing detailed information on our disclosures and performance metrics. We have made every effort to ensure that the data and information are accurate and reliable.

The Sustainability Strategic Committee of Avertim has reviewed and approved this report, underscoring our dedication to responsible reporting practices. While it has not yet undergone external audit, we intend to have it audited in the future.

We hope that this report will provide valuable insights into our Sustainability performance and our commitment to creating a sustainable future. We welcome feedback from our stakeholders and remain committed to continuous improvement in our reporting practices. Thank you for taking the time to read this report and for your interest in Avertim's sustainability efforts. We look forward to sharing our progress with you in the future.

If you have any questions about this report, please send them by email to sustainability@avertim.com.



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INTRODUCTION

CEO Statement

Our world has evolved in ways that were unimaginable just a few years ago. The global pandemic has further underlined the interconnectedness of our world and the importance of resilience and adaptability. Avertim has not been immune to these changes. Our teams have shown resilience, adapting to new ways of working and maintaining strong client relationships despite the challenges.

Our commitment to the well-being of our Avertimers was and remains unwavering. We have continued to foster a culture of connection and support. We have stayed connected and engaged, demonstrating the strength of our community.

In response to the changing landscape and our commitment to continuous development, we launched our strategic plan, "DALI 2025". This plan encompasses 4 objectives: happy and engaged employees reflected in high retention, top client satisfaction demonstrated by recurring annuity business, being a sustainability role model in consultancy and achieving a critical mass in each of the countries where we are present.

In 2023, we achieved a significant milestone emphasizing our commitment to sustainability and corporate social responsibility. Avertim has indeed been awarded the EcoVadis Gold certification at group level, a recognition of our efforts. This certification is a testament to our ongoing commitment to sustainability and reflects our dedication to implementing best practices across our operations. We are proud of this achievement and are committed to maintaining and improving upon this standard in the years to come.

As we move forward, we will continue to strive for excellence enabling our customers to achieve their economic, environmental, and social objectives. In line with this commitment, we have adapted our company statutes to embed sustainability in our governance for the long run.

We recognize the transformative power of technology, particularly artificial intelligence in shaping the future of business and society. We believe the responsible use of AI and other advanced technologies can play a key role in addressing some of the most pressing challenges we face today. At Avertim, we are committed to leveraging these technologies to drive innovation, improve efficiency and create sustainable solutions that benefit not just our company, but the society.



Hervé Lefébure,
Avertim CEO

We believe every company has a role to play in creating a sustainable future, and we are proud to be part of this change. Our sustainability efforts are embedded in our daily operations and corporate strategy, reflecting our belief that sustainable growth is not just about top and bottom line, but also about making a positive impact on the world.

To achieve this and prioritize our efforts, we have reflected on our roots and defined our "causes", i.e. what we stand for: Health, Education, and the Environment. These 3 causes are the driving motivation behind our key actions, supported by our Avertimers, our driving forces.

As we look to the future, we are mindful of the challenges while also enthusiastic about the opportunities that lie ahead. We will continue to focus on helping our people grow, creating a safe and inclusive work environment and contributing to the well-being of our planet. We are committed to being a force for good: for our people, our clients, and our communities.

I invite you to explore this report and learn more about our 2023 sustainability initiatives. I am proud of what we already achieved and excited of the road ahead. Thank you for your continued support and engagement. Together, let's make a difference.

A handwritten signature in blue ink, appearing to read 'Hervé Lefébure', written over a light blue background.

About Avertim

KEY FIGURES

2007

founded by Hervé Lefébure

4

countries (Belgium, France,
Germany & Netherlands)

294

committed employees

60+

active clients

+13%

growth in 2023

OUR AMBITIONS

As an Innovation and Management consulting group, we are a bridge between Strategy and Operations. We translate our clients' strategies into actionable projects and enable Business, Technology, and Management alignment. Our ambition is to continue to be recognized as a trusted partner by top players in multiple sectors.

We are dedicated to creating sustainable value in an ever-changing world. Our ambition is not just about meeting the challenges of today, but also about anticipating tomorrow's uncertainties.

Our goal is to foster innovation, improve performance and enhance compliance across all our [service lines](#), from Strategy & Corporate Finance to Sustainability.

Our ambitions extend beyond our services. We are committed to unlocking the potential of top talents and fostering a culture of experience, excellence, and diversity. We believe in the power of our people and their ability to drive positive change for our society and our planet.

In line with our commitment to transparency, we aim to provide clear, reliable, and sharp data on a range of sustainability matters. Our ambition is to continue to meet and exceed the expectations of our business partners, and all other parties interested in our sustainability performances.

As we look to the future, our ambition is to keep on growing and innovating while maintaining our commitment to sustainability and ethical business practices. We are excited about the journey ahead and are committed to making a positive impact on the world we live in.

OUR SERVICES

Avertim offers a diverse range of services designed to bridge the gap between strategy and operations, enabling business, technology, and management alignment. Our services are tailored to meet the specific needs of our clients and are delivered by a team of highly skilled professionals with a strong academic background and seniority.



Strategy & Corporate Finance: We thrive on tackling complex strategy and finance challenges. Our approach involves identifying critical issues, understanding what truly matters, and assessing our client's decision-making processes. We offer tailored advice and support across various areas, such as business strategy, business adaptation, strategic sourcing, inorganic strategy, finance function excellence and post-merger integration.



Marketing & Sales: In the rapidly changing and competitive field of Marketing & Sales, we provide insights and tools to help businesses create and implement successful growth strategies.



Digital & Analytics: The rise of new technologies like Artificial Intelligence and Big Data is leading us into a new era of digital and data-driven organizations. Our Digital & Analytics services help businesses navigate in this digital landscape and leverage these technologies to their advantage.



Operations: Connecting strategy and operations is key for steering organizations to success. Our Operations services help businesses achieve ongoing excellence in today's changing market.



Sustainability: Corporate sustainability has become a high-priority topic, growing more urgent daily. Organisations must embrace and embed sustainability at their core - aligning people, planet, and profit. Our sustainability consultants support our customers in framing their sustainability approach and governance, carrying out social and environmental reporting, drafting recommendations and implementing initiatives aiming at improving their impact.



Business Transformation: In today's competitive environment, business model transformation is key. Our Business Transformation services empower businesses to enhance resilience and sustainability, thereby sharpening their competitive edge.



Quality, Risk & Compliance: Effective risk management is not just about compliance – it also eliminates issues, ensures quality control, and puts organizations in control of their circumstances. Our Quality, Risk & Compliance services help businesses manage these uncertainties effectively.

Our services are designed to help businesses navigate the complexities of the modern business landscape. We are committed to delivering value to our clients and contributing to a sustainable future.



Mission, Vision & Values

MISSION

Our mission is to bridge the gap between strategy and operations, translating our clients' strategies into actionable projects that have a positive impact on business outcomes.

This includes increasing performance, driving innovation, and leveraging compliance.

In the context of sustainability, this means Avertim is committed to creating value that is not only economically viable but also environmentally sustainable and socially responsible.



Increase
Performance



Drive
Innovation



Leverage
Compliance

VISION

Our vision is to be a European Innovation and Management consulting group recognized as a trusted partner by top players in multiple sectors.

We aim to 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, and diversity.

Our vision entails that:

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

OUR VALUES

Our values are a core part of who we are and play a decisive role in why clients choose to engage with Avertim. These foundational and tangible values are shared throughout our company and embedded in every client's projects.



We are ambitious in maximizing developmental growth, effectiveness, and efficiency by setting the highest standards.



We strongly emphasize providing value to our clients through quality services, tangible results, and measurable benefits.



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



We highly value diversity among people, ideas, beliefs, and points of view. It integral to our approach, demonstrating respect for our clients, colleagues, and every individual we encounter.



Honesty fosters mutual trust and enables transparency, reliability, and stakeholder involvement at any stage.



We strongly encourage our consultants to participate in internal initiatives and become key contributors to the company's development.



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

Our Approach

OUR CAUSES AND COMMITMENT TO THE SDG's

In 2015, the United Nations launched the 17 Sustainable Development Goals (SDGs) as part of a new sustainable development agenda. These goals provide a universal set of targets designed to end poverty, protect the planet, and ensure prosperity for all. At Avertim, we are dedicated to making a tangible, positive impact on these global challenges. Our commitment is to drive meaningful change in causes that align most with our values and where we can have the most impact.

We have chosen to focus on SDGs related to Health, Education, and the Environment due to their essential roles in building a sustainable society. Ensuring good health and well-being is fundamental to improving quality of life and fostering resilient communities. Quality education is essential for empowering individuals, reducing poverty, and driving economic growth. Environmental sustainability is critical for preserving our natural resources and ensuring a livable planet for future generations.

By concentrating our efforts on these critical areas, Avertim aims to make significant, measurable contributions toward the achievement of the SDGs.

HEALTH



EDUCATION



ENVIRONMENT



HEALTH



3 GOOD HEALTH AND WELL-BEING



8 DECENT WORK AND ECONOMIC GROWTH



We aim to enable individuals and communities to achieve an enhanced overall quality of life by contributing to advancements in healthcare and promoting a supporting environment.

Our unwavering commitment to the cause of Health is rooted in several dimensions:

1. Promoting health for thriving communities:

We recognize that healthy individuals are the bedrock of thriving communities. By prioritizing health, we invest not just in our employees' well-being but also in that of our clients and partners, understanding that their vitality fuels our collective success.

2. Cultivating ethical relationships and trust:

Avertim fosters a workplace environment prioritizing mental health awareness, pivotal in cultivating ethical relationships among employees. Our culture of empathy, understanding, and respect strengthens trust within the organization.

3. Ensuring organizational health for sustainable growth:

Healthy employees not only enhance productivity but also contribute to our sustainable growth. Our commitment to employee well-being transcends financial considerations; it's an investment in our shared future.

4. Contributing to a healthier society:

Through community health initiatives, employee wellness programs, and advocacy, we actively contribute to a vibrant and resilient society.

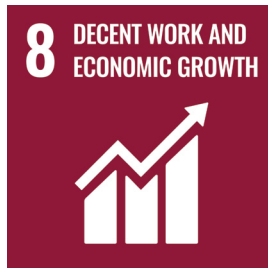
5. Empowering the healthcare industry:

Our engagement with the Life Sciences and Healthcare industry underscores our commitment to driving transformative impact.



Signature of the contract between Avertim and the ALS association

EDUCATION



Avertim is committed to unlocking the full potential of individuals from all background by providing them with the necessary knowledge and education for their personal and professional development. We believe that education is not only a means to success but a fundamental right for all.

Our dedication to education is firmly rooted in several aspects:

1. Education for our employees:

Avertim places immense value on the continuous development of its workforce. We recognize that an educated workforce is inherently more skilled, adaptable, and actively engaged. By fostering a culture of learning and growth, we empower our employees to thrive both personally and professionally.

2. Education for our clients and partners:

Avertim's expertise extends beyond project deliverables; it encompasses educating our clients about sustainable practices. By equipping them with insights and understanding, we enable them to drive meaningful impact within their industries.

3. Education for all:

We actively support educational associations and initiatives by sharing our knowledge beyond our immediate sphere: whether it is mentoring students, participating in workshops, or collaborating with educational institutions, we strive to make a difference.



Avertimers volunteering at TADA

ENVIRONMENT



In alignment with our commitment to environmental sustainability, Avertim is dedicated to help individuals and organizations to undertake environmentally responsible actions for the long-term benefit of our economies, communities and planet.

Our dedication to promoting environmental sustainability, aligned with the SDGs, is reflected in various aspects:

1. Implementing eco-friendly practices within our organization:

We recognize the importance of sustainability and eco-friendly stewardship. By embracing responsible practices, we actively work towards reducing our own environmental footprint.

2. Driving environmental responsibility among clients and partners:

Together we drive positive change, understanding that collaboration amplifies impact. Therefore, Avertim promotes environmental responsibility not only within our company but also withing our clients and partners.

3. Engaging in community sustainability initiatives:

Beyond corporate walls, we also actively participate in initiatives that contribute to a greener, more sustainable society.



Climate Fresk Workshop in the Avertim Belgian offices

MATERIALITY ASSESSMENT - METHODOLOGY & RESULTS

To align our sustainability strategy with stakeholders' expectations, we conducted a Materiality Assessment. This process aims to create a visual representation of sustainability topics significant to both our management and our stakeholders. This section outlines the assessment's methodology and presents the results, which guide our sustainability strategy and resource allocation to high-priority topics.

Methodology

1. Identification of potential material topics

To establish a robust foundation for our Materiality Assessment, we benchmarked industry-specific frameworks, standards, and reports, including Sustainability Accounting Standards Board (SASB), sustainability literature, Sustainable Development Goals (SDGs) and peer reviews. This research helped us compile an initial list of sustainability topics, categorized under our 5 pillars: Governance, People, Environment, Collectivity, and Customer.

2. Assessment of the importance of pre-selected sustainability topics

To evaluate the significance of the predefined topics from both Avertim's business and stakeholders' perspectives, and potentially identify additional topics, we implemented an engagement plan involving different stakeholder groups as listed in the "stakeholder engagement" section.

"Importance to business" evaluation

We distributed an initial questionnaire to our extended management board to assess the significance of these topics from a business perspective. Respondents rated each topic on a scale from "Very low priority" to "Very high priority" and could suggest additional topics and comments. With a 93% participation rate (14 responses), we positioned the topics along the "importance to business" axis.

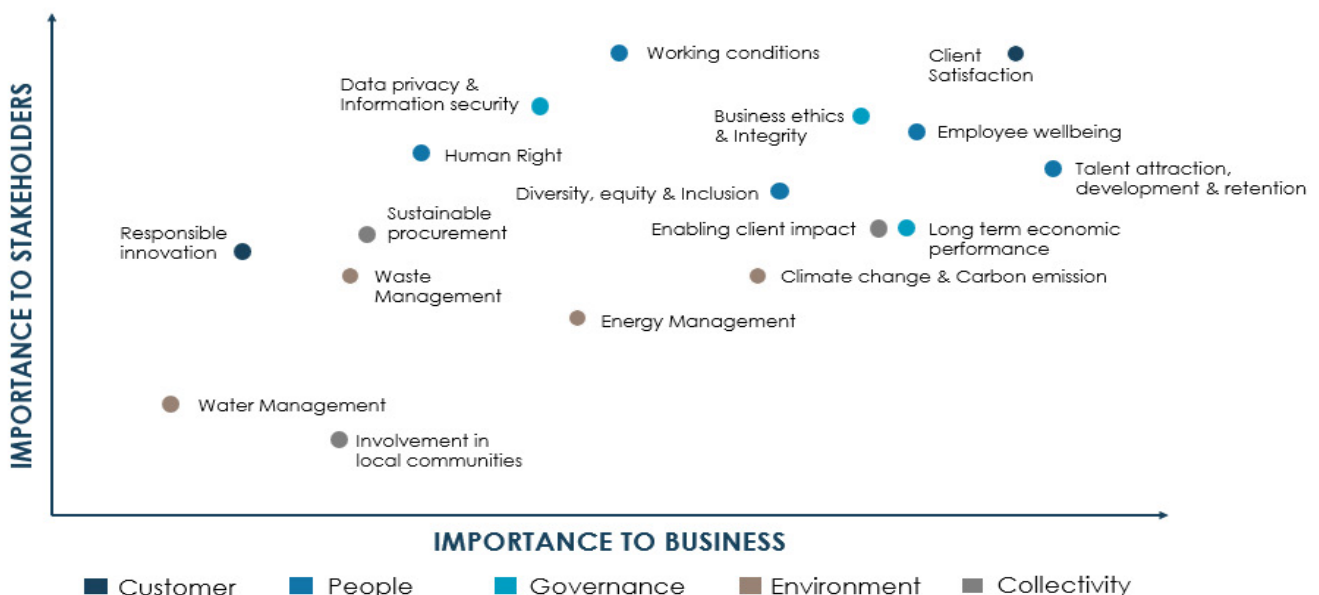
"Importance to stakeholders" evaluation

We sent a follow-up questionnaire to various stakeholders, including clients, employees, suppliers, NGOs, and future talents, incorporating feedback from the initial responses. With 69 responses, weighted according to stakeholder group importance, we positioned 17 final topics along the "importance to stakeholders" axis, revealing high-priority sustainability topics.

Results & Findings

After assessing the risks and opportunities associated with these material issues, we gained insights into their potential impacts on our operations and strategic objectives. Based on this analysis, we formulated actions to mitigate risks, leverage opportunities, and enhance our sustainability performance. These actions will integrate our strategy and operations, ensuring effective ESG impact management and contributing to sustainable development.

Moving forward, we will continue to engage with our stakeholders, reassess our material issues, and refine our actions in response to evolving circumstances and stakeholder expectations.



INTERNAL GOVERNANCE

1. Our 5 Pillars

Avertim Management Committee has the responsibility to manage every impact on economic, environment and people matter for each country with a focus on economics. Besides, our Sustainability Strategic committee (StratCo) prioritises specific subjects from a sustainability point of view and delegates to the Sustainability Steering Committee (SteerCo) the initiative to make proposals and implement sustainability projects.

To structure our sustainability efforts, we have divided our internal governance into 5 pillars:

GOVERNANCE



PEOPLE



COLLECTIVITY



ENVIRONMENT



CUSTOMERS



Governance

Vision: Ensuring ethical, fair and transparent business practices.

Objectives:

- Uphold unwavering integrity & business ethics.
- Comply rigorously with legal and regulatory frameworks, while also embracing internal policies.
- Foster enduring relationships with stakeholders, built on open communication and mutual respect.

People

Vision: Fostering a culture of professional and personal fulfilment.

Objectives:

- Prioritize the holistic well-being of our workforce—nurturing growth, balance, and mental health.
- Celebrate diversity, ensuring every voice is heard and valued.
- Invest in continuous learning, empowering individuals to reach their full potential.

Environment

Vision: Acting in an environmentally responsible way.

Objectives:

- Minimize our environmental impact—conserving resources, reducing waste, and adopting eco-friendly practices.
- Embed sustainability across our operations, from energy efficiency to responsible sourcing.
- Raise awareness about environmental challenges.

Customer

Vision: Increasing the stewardship of sustainability within our clients.

Objectives:

- Co-create solutions aligned with our customers' sustainability goals.
- Educate clients about sustainability, helping them integrate responsible practices into their strategies.
- Measure and communicate the positive change achieved through our joint efforts.

Collectivity

Vision: Supporting associations who stand for health, education and the environment.

Objectives:

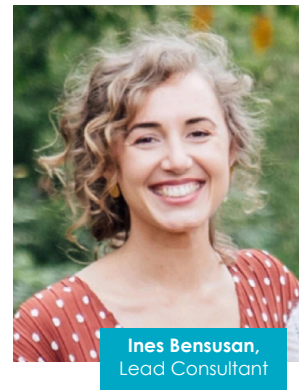
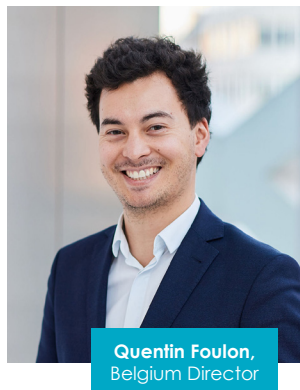
- Support health-focused associations, championing well-being and accessible healthcare.
- Collaborate with educational bodies, advocating for quality education and lifelong learning.
- Engage in projects that nurture a greener, more sustainable society.
- Raise our employees' awareness towards our causes and sustainability.

2. Involved Stakeholders

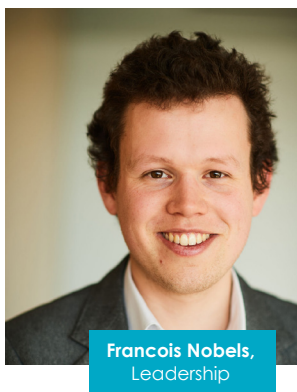
Numerous stakeholders are involved and can be structured around our 5 pillars.

a) Pillars Leads & Sustainability PMO:

Pillars Leads: Senior leaders oversee specific sustainability pillars within our organization. They provide strategic guidance and ensure alignment with our overarching sustainability and business vision and targets. The Pillar Leads include our Belgium Director, CFO and a Lead Consultant, demonstrating the strong endorsement of our top management in these issues.



Sustainability PMO: The PMO co-build the strategy and oversees the implementation of sustainability initiatives, monitors progress, and facilitates collaboration between various stakeholders.



b) Project owners & team members: Approximately 30 contributors including project owners and team members, drive our sustainability initiatives:

Project owners: They are the primary drivers' projects, such as carbon emission calculations, ethics training, or other sustainability initiatives. They are responsible for defining the project plan, coordinating the project team, and ensuring alignment with Avertim's overall sustainability goals.

Team members: They actively participate in working groups and projects delivery. Their diverse perspectives enrich our approach and ensure a comprehensive consideration of sustainability across the organization.

c) Monthly Strategic Committee Meetings: The Strategic Committee meets monthly to deliberate on high-level strategic issues, which are then relayed to the Board. The Strategic Committee is composed of the CEO, the sustainability sponsors, and the sustainability PMO. Each member is nominated by the CEO. The sustainability PMO is subject to renomination each year, while the other members remain in their roles as long as they wish. With the CEO playing a pivotal role in both the StratCo and the Board, there's a concerted effort to maintain cohesive leadership and alignment between these entities. The overarching goal is to uphold the integration of sustainability within our broader business strategy.

d) Quarterly Steering Committee Meetings: The Steering Committee meets quarterly and composed of the CEO, the sustainability sponsors, the sustainability PMO, and the project owners. Each year, the Strategic Committee nominates the members of the Steering Committee.

These stakeholders form a dynamic community, driving Avertim's sustainability journey. Their collective commitment ensures that sustainability is a lived reality within our organization.

STAKEHOLDERS ENGAGEMENT PLAN

Recognizing the value of our stakeholders' insights into our strategic decision-making process, we aim to actively engage with them to ensure our actions, initiatives, and reporting align with their needs and aspirations. To obtain this goal, continuous stakeholder engagement is vital in today's rapidly evolving business landscape, allowing us to swiftly adapt to shifting priorities and challenges.

Our key stakeholder groups encompass clients, employees, suppliers, NGOs, future talents, and business representatives. By actively listening to their viewpoints and maintaining transparent communication, we strive to cultivate trust and encourage collaboration. This commitment reflects our dedication to responsible business practices.

We customize our approach to engaging with each stakeholder group based on their individual needs and expectations:

Clients: We interact with our clients to understand their evolving needs and challenges, ensuring our offerings remain relevant and competitive. Our aim is to establish trust and foster long-lasting relationships.

Employees: We engage with our employees to enhance satisfaction, encourage engagement, and align them with our company's goals. We aim to cultivate a positive and supportive work environment that aligns with the desired employee experience.

Suppliers: We engage with our suppliers to ensure social, environmental, and economic performance in our procurement activities, manage risks, and foster mutual trust and reliability in the supply chain.

Future Talents: We engage with future talents to understand the factors motivating their career choices and to ensure our company's attractiveness.

NGOs: We engage with NGOs to address the most pressing societal and environmental challenges effectively and collectively. Our goal is to build strong collaborative partnerships aligned with our 3 causes.

Business Representatives: We engage with business representatives to establish the firm's strategic direction and priorities and to ensure alignment with industry trends and expectations.

Through our engagement efforts, we aim to build a robust and resilient organization that is responsive to the needs of our stakeholders and committed to sustainable growth.



2023 Highlights

In 2023, Avertim took substantial and meaningful steps forward in our commitment to sustainability. Here are some of the key initiatives and achievements that marked our journey:



Ethics Committee:

We established an Ethics Committee, reinforcing our commitment to uphold the highest standards of integrity and ethical conduct in our operations.



Code of Business Conduct:

We implemented a comprehensive Code of Business Conduct, providing clear guidelines for ethical behavior and decision-making across our organization.



Anti-Bribery Policy:

We introduced an Anti-Bribery Policy, demonstrating our zero-tolerance approach towards bribery and corruption in any form.



Sustainable Procurement Procedure:

We adopted a Sustainable Procurement Procedure, ensuring that our procurement practices align with our sustainability goals and contribute positively to our supply chain.



Environmental Policy:

We enacted an Environmental Policy, outlining our commitment to minimize our environmental footprint and promote sustainable practices.



Official Partnership Agreement with TADA:

We entered into an official agreement with TADA, marking a significant step in our collaborative efforts towards shared sustainability goals.



EcoVadis Gold Certification:

We achieved the EcoVadis Gold certification, a testament to our dedication to corporate social responsibility and sustainable operations.



Membership with the Shift:

We joined the Shift, a Belgian community uniting diverse members and partners to collaborate towards a sustainable transition.

As we move forward, we remain dedicated to further enhancing our non-financial performance and creating a positive impact on our stakeholders and the wider community.



GOVERNANCE

Pillar

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Introduction

Our Governance vision centers on cultivating ethics and fairness in business practices. We strive to create an environment where respect, transparency and trust are foundational and embraced by all Avertimers. Moreover, we seek to demonstrate and extend these values to our clients and suppliers, ensuring that our shared business relationships adhere to our established policies.

In 2023, we took concrete steps to uphold these values. Among other initiatives, we developed a Code of Business Conduct and Anti-Bribery Policy, and launched a foundational Ethics Training.

"Since its creation, Avertim has always aspired to establish long term partnerships, with its employees, clients & business stakeholders. This could not be achieved without mutual trust and respect, as well as fair business practices."

**Bruno Touzé,
Avertim CFO & Pillar
Lead Governance**



Code of Business Conduct

Our success is built on a foundation of personal and professional integrity. We are committed to the highest standards of ethical conduct in everything we do. We believe that honesty and integrity engender trust, which is the cornerstone of our business. We abide by the laws of the countries in which we do business, we strive to be good citizens and we take responsibility for our actions.

In 2023, our [Code of Business Conduct](#), crafted by our Ethics Committee and signed by our CEO, was outlined as a guide to making ethical decisions. This Code applies to every entity within the Avertim Group, as well as all our internal and external employees and corporate officers. We expect everyone to read, understand, and follow its principles. We communicate this code through multiple channels including employment contracts, onboarding processes, and the intranet.

Our Code of Business Conduct is based on the International Bill of Human Rights, the Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles, and the fundamental conventions of the International Labour Organization (ILO). It covers a wide range of business practices and procedures, including:

Ethical behaviour:

We are committed to conducting our business in an ethical way and in accordance with our values. We encourage employees to report any ethical concerns to our [Ethics Committee](#), which ensures that any report is investigated and appropriate actions are taken.

Equal opportunities & inclusion:

We promote equal opportunities within our teams because we believe our strength lies in our diversity. We prohibit all forms of discrimination and promote respect for our clients, colleagues, or any individual we meet.

Anti-corruption:

We forbid all forms of bribery, be it active or passive, direct or indirect. We are committed to complying with all anti-bribery principles applicable to our business activities.

Client data protection:

We abide by the deontology of our profession and will never use clients' information for personal use nor for the benefit of third parties. We commit to use clients' information for the sole purpose of the fulfilment of our missions at their side and the development of our consultants' expertise to serve them better.

Protection of the environment:

We make continuous efforts to prevent pollution and better manage our resources. We set ambitious goals to support our employees in their mobility transition and reduce our environmental footprint.

Human rights:

We uphold a steadfast commitment to human rights principles, echoing the core values that guide our actions. While our industry presents minimal risk of labor rights violations, we enforce a zero-tolerance policy against child labor and forced labor practices.

This Code of Business Conduct is more than just a document, it is the embodiment of our commitment to do business with integrity. It is a testament to our dedication to ethical business practices and good corporate citizenship. As we move forward, we will continue to uphold these principles and ensure that they guide our actions and decisions.



“With this Code of Conduct, we intend to further embed sustainability and ethics into our culture and strategy.

These governing principles will be our compass for the years to come.

Together with our teams, let's promote our values and help our clients perform, innovate, and comply, in an ethical way.”

Hervé Lefébure,
Avertim CEO



Ethics Committee

Objectives & scope:

The primary mission of the Avertim Ethics Committee is to ensure alignment between Avertim's practices, policies, and values. The committee is responsible for receiving and managing whistleblower alerts, conducting investigations, and ensuring confidentiality, objectivity, and impartiality. The scope of the Ethics Committee extends to breaches of Avertim's Code of Business Conduct, serious violations of laws or regulations, crimes, fraud, abuse of power, attempted influence, corruption, influence peddling, conflicts of interest, infringements on public health, safety, or the environment, breaches of safety, harassment, discrimination, serious violations of human rights and fundamental freedoms, and any other unethical behaviour.

Composition:

The Ethics Committee is composed of three permanent members: the Chief Executive Officer, the Chief Financial Officer, and the HR Director. Depending on the subjects dealt with and the ethical issues encountered, the committee may appoint and seek advice from one or more advisory members, including the Legal Counsel, the Data Protection Officer (DPO), a Business Representative, and a Country Representative.

Confidentiality and non-retaliation:

The Ethics Committee ensures the preservation of the identity of the author of the report and the person(s) concerned by it, at least until the facts have been established. By virtue of their function, the members of the Ethics Committee are bound by confidentiality. The whistleblower must act in good faith and have reasonable grounds for believing that the information reported was correct at the time of reporting. In this case, Avertim guarantees the whistleblower protection and undertakes not to retaliate against him/her.

Internal reporting procedure:

For an alert to be admissible, it must be expressed in good faith and the facts must be set out clearly, objectively, and exhaustively. The Ethics Reporting Manager will acknowledge receipt of the alert within 7 working days of its receipt and will convene the members of the Committee to decide on its admissibility within one month and to undertake the necessary due diligence.

External reporting procedure:

While the whistleblower is encouraged to prioritize the internal reporting procedure, external reporting to relevant authorities may be chosen for specific violations outlined in the areas specified by the Directive (EU) 2019/1937.

Penalties for breaching the policy:

Avertim Ethics Committee reserves the right to apply a sanction proportionate to the seriousness of the facts, ranging from an oral and/or written warning to dismissal for serious reasons, in accordance with local legislation. In 2023, three ethics committee sessions took place.

Ethics Training Program

In 2023, in order to fortify our commitment to ethical conduct and to promote a positive work environment, we have implemented an Ethics Training Program. As part of this program, we have developed an ethics foundation training.

This training primarily aims to deeply embed the ethical principles and values that guide our operations. We want to empower our team with the knowledge and skills to identify and navigate ethical dilemmas that they may encounter in their work. We believe in fostering a culture of ethics and encouraging ethical behaviours among peers.

Here are some topics covered in our ethics foundation training:

Ethical dilemmas:

Ethical dilemmas are situations where conflicting moral principles or values come into play. These can arise due to pressure from superiors, competing priorities, or conflicting loyalties. Mishandling ethical dilemmas can lead to damage to reputation, loss of trust from stakeholders, and legal liabilities. We provide guidance and resources to help our team navigate these dilemmas effectively.

Diversity, equity, and inclusion:

We are committed to promoting diversity, equity, and inclusion in our workplace. We believe these principles yield numerous benefits including attracting top talent, increasing overall performance, improving decision-making quality, and fostering creativity, insights, and innovation.

Confidentiality and data privacy:

We place a high value on safeguarding confidentiality and data privacy. We expect our team to handle confidential data responsibly and to respect the privacy of our clients and colleagues. Breaches of confidentiality can lead to loss of trust and potential legal liabilities.

Reporting unethical behaviour:

We encourage our team to report any unethical behaviors they witness or experience. We have established an Ethics Committee to handle such reports with confidentiality, objectivity, and impartiality.

Additionally, we have appointed Care Officers in all our offices. Avertimers can always turn to these trusted individuals for support (see Care officers' section).



“An ethical culture is the foundation of any company which wants to make a positive impact on society. But an ethical culture is more than just a set of guidelines or policies; it is a mindset - a way of thinking that is integrated within every level of the organization.

It is reflected in the behavior of leaders who foster an environment where ethical dilemmas are openly discussed and addressed.”

Katrina Go,
Confirmed Consultant
Life Sciences



Anti-Bribery Policy

At Avertim, we are committed to upholding the highest ethical standards across all our operations. In line with this commitment, we have developed an anti-bribery policy. This policy serves as a comprehensive framework to prevent and detect bribery and corruption in our business activities. It includes guiding principles and advice to steer ethical behaviour. Avertim's anti-bribery policy applies to all Group's entities and to all their internal and external staff and corporate representatives.

Our policy includes the following elements:

Definition:

The policy defines corruption as a conduct whereby a person offers, requests, or accepts, either directly or through an intermediary, a donation, offer or promise, gift or advantage to act, delay acting or refrain from acting directly or indirectly in the exercise of their functions, or to obtain or maintain a commercial or financial advantage or to influence a decision. It covers corruption in all its forms, active or passive.

Guiding principles:

Avertim has adopted a principle of "zero tolerance" in matters of corruption. Collaborators must not engage in corrupt practices and must not utilize intermediaries such as officials, consultants, advisers, or any other commercial partners with the aim of engaging in such practices.

The policy not only complies with the legal requirements but also aligns with the group's core values and principles, thereby fostering a culture of transparency, accountability, and good governance.

Specific rules:

The policy outlines specific rules regarding gifts and hospitality, donations, sponsorships and corporate patronage, conflicts of interest, influence peddling and public official, facilitation payments, and partnerships/mergers and acquisitions.

Implementation:

The policy is implemented through our Ethics Committee. The document not only complies with the legal requirements but also aligns with the group's core values and principles, thereby fostering a culture of transparency, accountability, and good governance.

Information security and responsible AI

Information security is a major challenge for consulting firms. With consultants often handling sensitive data, ensuring the confidentiality, integrity, and availability of information is essential. At Avertim, we have implemented robust security measures and proactive risk management strategies to ensure resilience and reliability in our operations.

IT policy:

At Avertim, we consider that IT hygiene is the foundation for managing any digital information effectively. We have gathered good practices in our IT policy that Avertimers must adhere and respect. This policy helps to protect sensitive and confidential information across all Avertim collaborators. It promotes good digital hygiene habits such as locking screen when working. It also states to avoid the storage of business-related sensitive data and the physical destruction of unused confidential document.

Privacy notice:

Avertim established its privacy notice in 2018 to explain and regulate how it handles all personal data. It covers all personal information related to clients, prospects, suppliers, employees, and candidates. Every employee who is responsible for processing personal data has signed adhere to a specific code of conduct related to their domain. Data are only accessible to employees who need an access to those data in order to perform their tasks, otherwise the data will be anonymised.

This year, a process has been implemented to streamline the obtention of all candidate's consent in Bullhorn. In addition, a monthly audit has been put in place to track the performance and ensure a smooth and respectful management of personal information. The privacy@avertim.com email address is still valid for privacy inquiries.

To reduce the risk of occurrence of malicious acts, all our computers and servers are encrypted. The access outside the office is possible via a VPN. And the physical access to our highly secure datacenters is regulated.

AI policy:

Since its launch in 2023, artificial intelligence has seen exponential growth. With free access to ChatGPT by OpenAI, the use of generative AI has spread worldwide. However, this new technology poses significant challenges related to rights, ethics, and security.

At Avertim, we aim to embrace Artificial Intelligence as a tool to drive business growth and enhance efficiency. However, we acknowledge the need for clear guidelines due to its inherent risks.

To ensure effective and responsible utilization of AI in a professional context, we have established an AI policy, providing a framework governing the use of AI such as ChatGPT, Bard, Bing, or similar technologies, by staff members, consultants, contractors/ freelancers collectively referred to as 'Employee(s)' within our organization.

The goal of this policy is that AI users adhere to Avertim ethical standards, legal requirements, and comply with all internal company policies.



Sustainability Labels

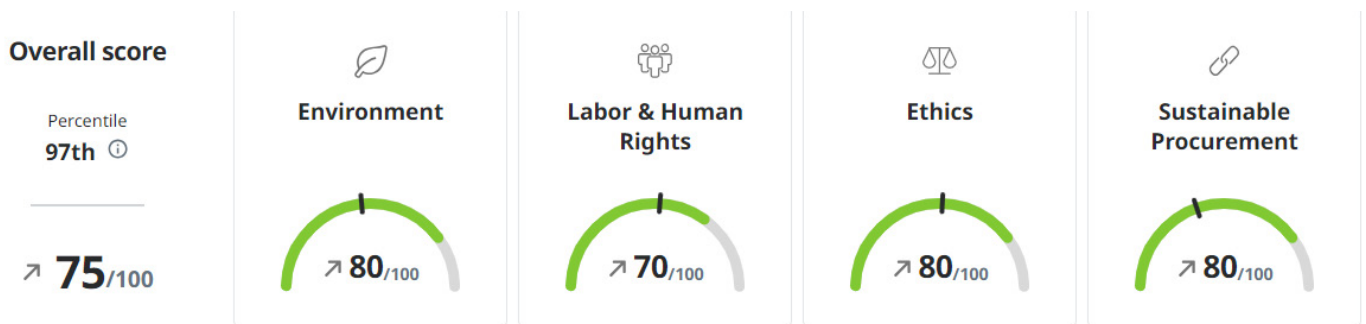
Certifications are the cornerstone guiding our journey towards sustainable practices, serving as a roadmap that helps us continually enhance our efforts and improve our credibility. In 2023, we reached a significant milestone by achieving a Gold Medal from EcoVadis at group level. Our score of 75/100 places us in the top 3% of companies globally, marking a 17-point improvement since our last assessment in March 2023. This achievement is a testament to the intensive teamwork and collaboration among all our stakeholders.

EcoVadis sets the global standard for business sustainability ratings, and achieving Gold certification is a prestigious recognition of our commitment across key domains, including Environment, Ethics, Labor and Human Rights, and Sustainable Procurement. This certification also underscores our achievements in our three causes: health, education, and the environment.

The Gold rating from EcoVadis highlights our dedication to reducing our environmental footprint, promoting social responsibility, and ensuring ethical business practices.

Maintaining this certification is a strategic priority for Avertim. It not only reinforces our commitment to sustainability but also creates more value for our employees and partners. It also enhances transparency, structures supply chain management, improves risk management, and supports the development of our sustainability service line to extend our impact to our clients.

Key figures:



* Source: Ecovadis Website

75/100

score for Ecovadis
Gold Medal





Ambitions for 2024

In alignment with our commitment to continuous improvement and transparency, we have outlined our governance goals for the upcoming year. These goals reflect our dedication to ethical practices, sustainability, and stakeholder engagement.

1. Integrating sustainability targets: We aim to integrate sustainability targets into our collective evaluation and bonus structure, reinforcing our commitment to sustainable practices across all levels of our organization.

2. Submitting for ecoVadis submission: We plan to submit our sustainability performance for EcoVadis assessment in June-July 2024. Our goal is to achieve a Platinum rating, reflecting our commitment to the highest standards of sustainability and corporate social responsibility.

3. Applying for B-Corp certification: We aim to submit our application for B Corporation certification by December 2024. This certification will further demonstrate our commitment to balancing profit and purpose.

4. Sustainability report compliance & double materiality assessment: We will start aligning with the Corporate Sustainability Reporting Directive (CSRD) framework and initiate a double materiality assessment. This ongoing process will keep us responsive, resilient, and committed to delivering value to our stakeholders and society.

5. Implementing advanced ethics training: We will implement advanced ethics training, with a focus on anti-bribery for high-risk functions. This will strengthen our ethical culture and help prevent misconduct.

6. Enhancing financial control procedures & assessing fraud risk: We will enhance our financial control procedures and conduct a thorough fraud risk assessment to safeguard our financial integrity.

7. Endorsing the United Nations global compact: We plan to join the UN Global Compact, which will further expand our network and collaboration opportunities.

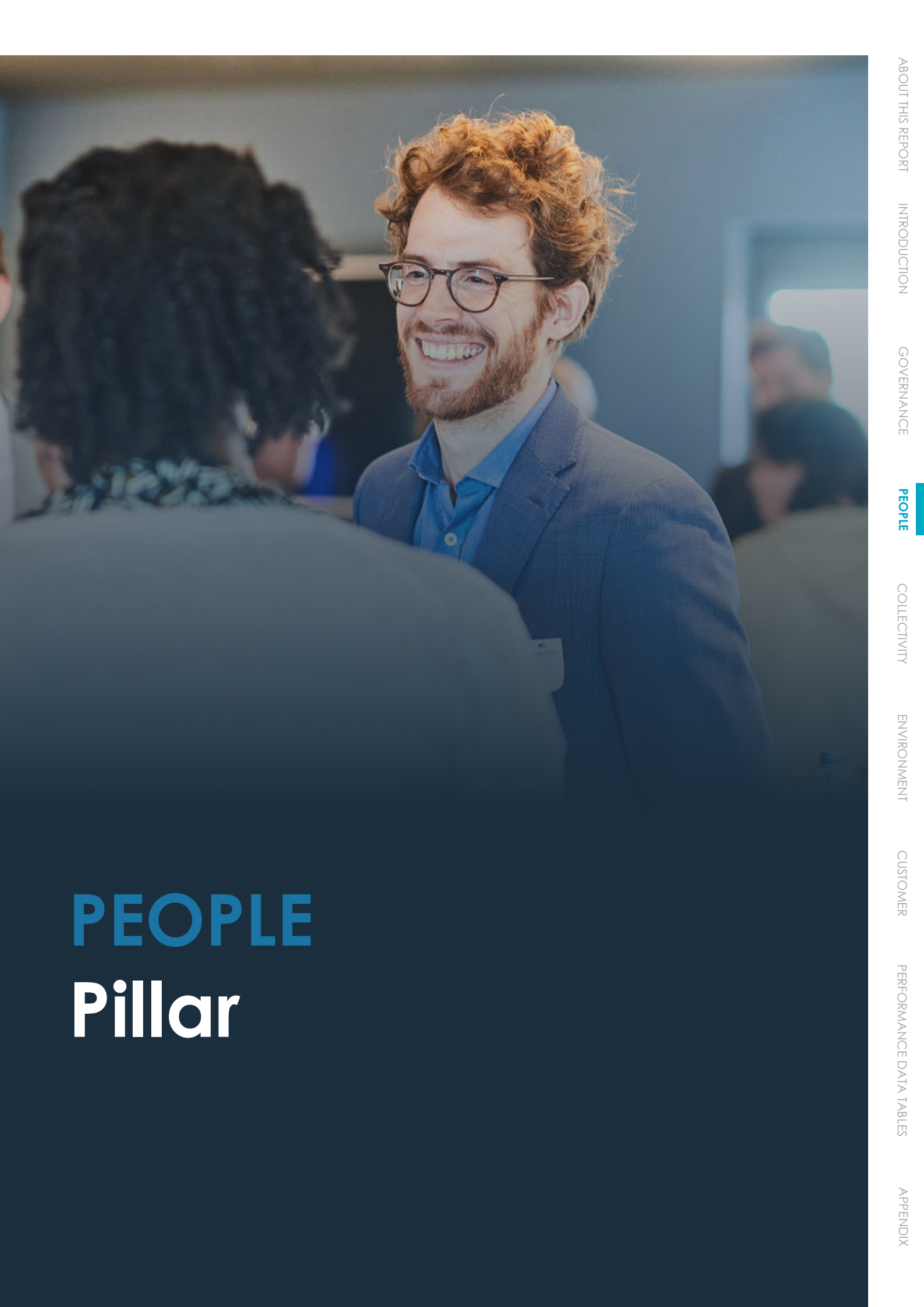
8. Participating actively in The Shift: We aim to actively participate in events organized by The Shift, contributing to the dialogue and action on sustainability.

9. Reviewing policies: We will review our policies and mechanisms to ensure they remain effective and aligned with our sustainability goals.

10. Conducting information security risk assessment: We will conduct an information security risk assessment to identify and mitigate potential cybersecurity risks.

11. Ensuring GDPR compliance in bullhorn CRM: We will ensure our compliance with the General Data Protection Regulation (GDPR) in our use of Bullhorn, protecting the privacy and data rights of our stakeholders.

12. Developing a comprehensive labor & Human Rights policy: We aim to develop a comprehensive Labor and Human Rights Policy. This will underscore our dedication to upholding ethical standards and ensuring the well-being of all individuals across our operations.



PEOPLE Pillar

Introduction

The People pillar embodies our commitment to cultivating a culture where both professional and personal fulfilment are prioritized.

We believe that when our people thrive, our entire company thrives. While we strive for an environment where every individual flourishes, we acknowledge that this is a never-ending journey with lots of challenges.

In 2023, we implemented several initiatives to improve our overall employees' experience. This included launching social surveys, developing our prevention program, revamping our knowledge space and promoting diversity and inclusion by organizing impactful events.



"At Avertim, we place a high value on diversity and inclusion, as well as the well-being of our employees.

We believe that a diverse and inclusive workforce is essential to our success as a company and to the personal and professional growth of our employees.

Our commitment to diversity, inclusion, and employee well-being is reflected in our policies and practices, and we are proud to support our team members in these areas"

**Sandra Maria Siegert,
Country Director DACH Region**

Talent attraction & retention

CAREER FAIR

Avertim actively participates in [career fairs](#) hosted by universities in the four countries where we operate. These events serve as platforms to connect with talented students and professionals, providing them insights into our work. We seize these opportunities to share our mission, create networking avenues, and attract individuals who align with our vision and our values. In 2023, Avertim participated in 17 career fairs.



LINKEDIN

LinkedIn has emerged as a key platform for our company. With a thriving community of over 33,000 followers, we have established a robust presence on this professional networking site. We maintain an active engagement with our community, posting updates approximately twice a week. These posts range from sharing industry insights to celebrating company milestones.

A key feature of Avertim's LinkedIn strategy is the publication of job offers. This not only attracts potential candidates but also showcases the growth and opportunities within the company. In addition, Talent Acquisition teams proactively reach out to talents directly on LinkedIn.

COOPTATION

Avertim's cooptation program embodies a collaborative approach to recruitment, leveraging the personal and professional networks of its employees to identify and onboard individuals who align with the company's values.

By empowering every member of the organization to participate, regardless of department, position, or seniority level, Avertim streamlines the hiring process while fostering a sense of ownership and engagement among its workforce. This initiative not only accelerates recruitment timelines but also ensures that new hires are well-suited to contribute effectively to the company's mission and culture, ultimately enhancing overall organizational performance.



Talent acquisition team representing Avertim at a career fair

RECRUITMENT PROCESS

Avertim aims to identify candidates who bring diverse perspectives and contribute to our collective success. Our recruitment process adheres to set standards, such as academic qualifications, typically requiring a master's degree or higher, along with language skills. Expertise in the relevant field and communication skills are also considered. Additionally, candidates' alignment with Avertim's values is assessed. We welcome individuals who express a desire for involvement and collaboration.

Avertim's recruitment process is designed to be efficient, and transparent, striving to ensure a positive experience for candidates at every step. Our proactive approach is aimed at optimizing the time-to-hire. Typically, we complete the process within 4 weeks, encompassing 3 weeks for the selection process and 1 week for contract finalization. Throughout this journey, candidates engage in discussions with a dedicated HR representative, a business manager, and a consultant. These discussions offer insights into their potential fit within our organization and provide a clearer understanding of the role. As highlighted later in this report, our commitment to diversity and equity is integral to ensuring a fair and inclusive recruitment procedure.



ONBOARDING

Avertim ensures a welcoming onboarding experience for every new team member. Starting with a friendly breakfast on day one, we prioritize a sense of belonging. Our HR team conducts comprehensive integration meetings covering administrative processes and insights into Avertim's vibrant life.

COMPENSATION & BENEFITS

We prioritize fair and equitable compensation, tailoring our salary according to our salary grid, considering factors such as seniority, experience, and competence. Our competitive compensation levels not only exceed minimum wage requirements but also offer a certain degree of flexibility through initiatives like our Mobility Budget or Cafeteria Plan, subject to local laws.

We understand the significance of adapting compensation packages throughout our team members' careers to provide continuous support. Our annual evaluations play a crucial role in this process, where compensation is negotiated according to individual performance against set objectives. This approach fosters a culture of fair recognition.

Our benefits

Our employees enjoy a range of benefits (1) aimed at promoting well-being and financial security, including:

Financial Benefits:

- Insurance Benefits
- Bonus and Pay supplements

Wellness and Support:

- Meal and Eco Vouchers
- Homeworking options
- Transportation and mobility contributions
- Allowances and reimbursements
- Pension Contributions

Parental Leave:

We provide parental leave benefits to ensure our employees can balance their professional and personal responsibilities. Specifically, 10 women and 3 men took parental leave in 2013. (2)

(1) Listed benefits offered to Avertim colleagues are not exhaustive and may vary by country. There is no distinction between benefits granted on permanent and fixed-term contracts.

(2) This does not include maternity leave or birth leave (for co-parents).

CAREER MOBILITY

Avertim acknowledges that enabling dynamic and diverse career paths, contribute both for individual employee growth and the overall enrichment of the organization. Employees are encouraged to drive their own development by exploring opportunities across various roles, business units and locations. This commitment is underscored through annual evaluations, providing a dedicated platform for discussions on promotions, acquiring new responsibilities, and exploring fresh opportunities.



“After almost two years working as a Talent Acquisition & HR Business Partner for the Life Sciences department at Avertim, I was given the opportunity to become an events coordinator.

Ever since I joined the company, I was given the opportunity to organize events alongside my recruitment role, which sparked a deep curiosity and passion for event planning. The events coordination part started becoming more and more important in my day to day and I decided to discuss the possibility of doing events coordination as a full time job to my manager.

I feel incredibly fortunate that Avertim was open to this career switch, allowing me to manage all aspects of events from A to Z and delve into communications. This transition has truly allowed me to feel fulfilled and to further explore my creative potential.”

**Cristina Valkenborgh,
Events Coordinator**

“I am a General Engineer with a second diploma in Project & Program Management. I joined Avertim in 2017 as a Project Manager.

After five years at GSK in the Life Sciences sector, I sought a new role focused on communication and stakeholder management. Avertim supported my transition, making it easy to move between business units. I quickly secured a position at Elia as a Contract Supplier Manager, managing supplier and internal stakeholder relationships.

This successful move, supported by Avertim, allowed me to discover a new passion for procurement and contract negotiation.”.

**Thomas Demarey,
Senior Consultant Energy**





Leadership Program gathering event in Brussels

LEADERSHIP PROGRAM

In 2019, Avertim launched its [Leadership Program](#) to provide young talents with the opportunity to gain a 360° view on how a consulting company operates. The 2-year program features dynamic job rotations across four tracks within the company, spanning IT, Talent Acquisition, Sustainability, Finance, Marketing & Communication, Business Management, Learning & Development. Additionally, there is a mandatory consulting track.

Each participant's track is individually tailored and guided by the Track Manager, considering their interests, strengths, weaknesses, and aligning with the organization's requirements. Trainees are given the opportunity to explore up to four functions, with the possibility of an international rotation, providing a comprehensive and personalized learning experience.

The program is enhanced by dedicated training sessions, offering participants valuable insights and knowledge.

Additionally, each person joining the Leadership Program is paired with a:

- **Buddy:** A leadership trainee from the preceding year. The buddy guides and assist newcomers during their initial months at Avertim, helping them integrate into the company.

- **Mentor:** An experienced Senior Avertimer with a commendable track record in consulting and/or business. The Mentor plays a pivotal role in guiding the candidate's career evolution, skill development, and helping them navigate their professional path.

The Leadership Program serves as a well-structured foundation for refining skills, acquiring knowledge, and cultivating leadership capabilities, laying the groundwork for a prosperous career journey at Avertim. Since its inception, 26 individuals have embarked on the program. In 2023, a new cohort of 9 participants initiated their leadership journey.

26

Total number of leadership trainees so far

17

Number of leadership trainees still in the program

9

Number of leadership trainees who started in 2023

Goals for 2024:

- 8 vacancies for new trainees to join the program for 2024
- Roll-out of program to affiliate offices (Paris, Amsterdam, Frankfurt) to ensure we can have local talent joining the program and offer rotations at the different offices and headquarters



"The Leadership Program allowed me to participate in interesting internal and external Avertim projects.

Leadership is a crucial characteristic for personal and career development.

I consider myself lucky to experience various managerial and lead roles with different responsibilities"

**Boriss Kamdem,
Leadership Trainee**

"As a young professional, taking part in Avertim's Leadership Program has been an incredible opportunity. This program offers a personalised experience tailored to everyone's abilities and career prospects.

During my three rotations, both internally within the communication department and business team and externally as a banking consultant, I have not only contributed to the growth of the company but have also explored and developed new interests such as Artificial Intelligence and the Banking & Insurance Belgian landscape.

Over the past two years, Avertim has witnessed my development and today I continue to grow every single day as a Business Manager while adding value to the company. The program has taught me that it's important to seize every opportunity."

**Clara Lebrun,
Leadership Trainee**



LEARNING & DEVELOPMENT

Trainings

Avertim has embarked on a comprehensive initiative to standardize its training paths, reflecting our ambition to provide consistent learning experiences for all employees.

This strategic undertaking is in alignment with our Dali 25 Strategy, emphasizing the importance of harmonizing Avertim overall ambition with the specific needs and perspectives of our workforce. Recognizing the evolving landscape of skills and competencies, we are committed to addressing new demands with agility.

To achieve this, we introduced in 2023 a competency-based learning approach that tailors training to the specific needs of individuals. The Learning and Development Team collaborated to deliver distinct training paths, categorizing them into three discernible tracks; Consultant track, Business track and Support functions. Each track includes essential onboarding modules, role-specific trainings, and trainings tailored to specific expertise.

This initiative aims to foster a dynamic and adaptive learning environment, ensuring that our workforce remains equipped with the necessary skills and knowledge necessary for both individual growth and collective success.

Knowledge

Avertim reached an important milestone in 2023 with the establishment of the Knowledge Space, a dedicated online repository designed to enrich the experience of Avertimers.

Aligned with our DALI 25 Strategy, this shared platform houses public files pertaining to business development, and consulting expertise, available for each service line, practice, and sector community.

Operating on a read-only access model, Avertimers can seamlessly navigate through specific industry or functional content, ensuring relevant insights are readily available for collaboration.

Our objectives include improving content accessibility, tapping into the wealth of organizational experience, and strengthening our ability to support customers effectively. This initiative aims to make lessons learned and best practices readily accessible to our consultants, contributing to a more informed and empowered workforce.

4300

Hours

32

Internal trainings

17

External trainings

Boost Program

The Boost Program, initiated in 2022, aims to foster the growth and development of all employees within Avertim, irrespective of their roles or seniority. This program is designed to cultivate a dynamic learning environment, nurturing a continuous growth mindset among our workforce.

The program encompasses three core components: tutoring, coaching, and mentoring, each tailored to address distinct facets of professional development.

- **Tutoring** sessions are structured to facilitate the transfer of essential knowledge, techniques, and tools pertinent to our operations.
- **Coaching** sessions provide a platform for employees to engage in reflective dialogue, supported by seasoned professionals within the company. These sessions cover topics ranging from communication and leadership to time and priority management, client relations, and conflict resolution.
- **Mentoring** aims at offering guidance, sharing experiences, and providing invaluable insights into career trajectories and organizational dynamics

Looking ahead to our goals for 2024, the program is prepared for a revamp aimed at enhancing its efficacy, sustainability and accessibility across the organization.

Key objectives include:

- Improving the **alignment and pairing** process between need and offer within the organization to optimize Boost Program effectiveness.
- Enhancing the **program's accessibility and relevance** throughout all levels of the company.
- Establish **clear key performance indicators (KPIs)** to monitor the program's impact and efficacy systematically.
- Providing **clear guidance and policies** for the efficient management and administration of the program, ensuring consistency and alignment with organizational objectives.

Through these strategic enhancements, we aim to fortify our commitment to employee development, nurturing a culture of continuous learning, knowledge sharing, collaboration, and excellence within our organization.

Lab

Avertim's Lab is an initiative crafted to optimize the potential of all our consultants when they are not engaged in client missions. Recognizing that downtime between missions presents valuable opportunities, the Lab channels consultant expertise into delivering impactful internal projects. By carefully aligning projects with individual expertise, we aim to create a fulfilling experience that benefits both our consultants and the organization.



Employee well-being

EMPLOYEE SATISFACTION

Social Barometer

Avertim is committed to fostering a culture of open communication, with the Social Barometer playing a crucial role in this effort. This annual survey provides a confidential platform for employees to candidly share their views, ensuring every voice is heard and valued. Conducted in December 2023, the survey assessed employee satisfaction and commitment across nine key areas: Ambassadorship, Sustainability, Management Performance, Work Environment, Career Development, Work Adequacy, Life at Avertim, Well-being and Work-Life Balance, and Compensation and Benefits.

We received 177 responses, with a diverse representation from the group consisting of 59% female and 62% male participation. These insights are invaluable for assessing our progress and shaping future initiatives to enhance the employee experience.

The survey results highlight strong commitments to sustainability, professional ethics, and workplace safety, with employees feeling safe, valued, and respected. We identified areas for improvement and conducted tailored workshops to explore these issues further, focusing on specific groups such as Women at Avertim, Consultants with 1-2 years of seniority, Branch offices, and Staff.

Based on insights from these workshops, we have identified key areas for improvement. In 2024, we will focus on these areas to ensure continuous growth and to better support our employees.

FLEXIBILITY

Our commitment to homeworking allows our team members to achieve a better work-life balance. We provide the necessary tools and support to facilitate remote work, ensuring seamless collaboration and communication. Recognizing the diverse needs of our workforce, Avertim promotes a flexible approach, enabling employees to tailor their work arrangements to suit individual preferences. Employees also have the option to work from home up to two days per week*, contributing to a reduced environmental impact by minimizing commuting.

To further promote the well-being and satisfaction of our employees, our policy allows teleworking for up to two weeks per year from abroad, allowing for a change of scenery. Moreover, any employee who becomes a parent is entitled to parental leave.

Additionally, employees who have been with Avertim for three years are eligible for a threefour-month sabbatical leave **(1)**. During this period, Avertim offers partial financial support up to 60% of salary for those who opt to volunteer for the company's three key causes.

91%

of employees rated Avertim highly in professional ethics

96%

of employees expressed feeling safe within the work environment

91%

of employees feel valued and respected

(1) Subject to compatibility with the mission requirement/context.

PREVENTION PROGRAM

Avertim is dedicated to creating a safe and supportive work environment while promoting a healthy work-life balance. To support this, we launched our Prevention Program in 2022 to reduce occupational risks such as physical hazards, ergonomic issues, and workplace stress. The program's goal is to raise awareness on these prevention topics, facilitate contact information for relevant concerns and take concrete actions to improve workplace conditions.

The Prevention Program is structured around three pillars:

- 1. Well-Being at Work:** This pillar addresses various aspects of workplace well-being such as ergonomic posture, workstation layout, office work guidelines, the right to disconnect, and effective time management.
- 2. Workplace safety:** This pillar focuses on preventing workplace accidents by outlining procedures, identifying types of accidents, and addressing road risks.
- 3. Psychological well-being:** The third pillar delves into psychological well-being, covering topics such as stress, burn-out, harassment, addictions. It also includes the provision of care officers for additional support.

Different roles are in place to guide employees through these topics, such as Care Officers and Safety Officers. Additionally, in early 2023, we officially launched the Ethics Committee to collect and manage ethics-related concerns at the Group level. These concerns may include breach of safety, harassment, discrimination, serious violations of human rights and fundamental freedoms, and any other unethical behavior.

Care and Work-Life Balance Survey

To support the Prevention Program roll-out and set its priorities for 2023-2024, we initiated a Care and Work-Life Balance Survey in June 2023.

Developed collaboratively by the HR department and the Avertim'Her community, the survey involved 100 participants representing diverse demographics.

Results were encouraging, with 89% expressing satisfaction with the work environment and 70% with work-life balance.

The survey highlighted areas for improvement, leading to a structured action plan:

- 1. Flexibility:** Continue offering flexible solutions to support work-life balance.
- 2. Engagement and workload:** Encourage time management training and facilitate communication with line managers.
- 3. Reporting and ethical behavior:** Implement ethics training and promote the roles of Care Officers and the Ethics Committee.
- 4. Behavioral issues:** Raise awareness of discrimination through training, involve Avertim'Her in promoting inclusiveness and respect, and foster a caring corporate culture.

89%

satisfied/high satisfied with the working environment

70%

satisfied with work life balance

82%

appreciated Avertim's flexible work-place options



Care officers

The role of care officer has been created in 2022, and we now have at least one Care Officer in each office.

The role of a care officer is to provide support for the people working at Avertim. Their primary objective is to listen, provide guidance, and support our employees who may have experienced discriminations, discomfort, or any form of workplace psychosocial risk such as stress or harassment.

Employees can discuss a variety of topics with the Care Officer, including:

- Challenges in maintaining a healthy work-life balance,
- Increasing personal life matters encroaching upon your time,
- Declining motivation,
- Issues involving other colleagues or managers,
- Instances of harassment or intimidation,
- Any conflict of interest.

All conversations with Care Officers are strictly confidential unless stated otherwise. Employees can express themselves freely without fear of reprisals or information disclosure.

Trainings

Avertim currently offers a training on **Emotional Intelligence** and plans to introduce additional well-being related training courses.

The Emotional Intelligence training introduces participants to the concept of emotional intelligence and its practical application in daily life. It explores how to utilize emotional intelligence and non-violent communication techniques to enhance personal and professional interactions.



LIFE @ AVERTIM

Afterworks

At Avertim, our mission goes beyond merely providing fun events and initiatives; we strive to offer experiences that resonate deeply with our employees. For instance, in late 2023, we organized an after-work gathering at Café Joyeux to support their admirable efforts in promoting the professional integration of individuals with Down syndrome and to raise awareness among our team members. In 2024, we plan to have two impactful after-work events under our belt. These events will serve as pivotal moments to showcase our dedication to meaningful causes and our collaborative efforts in making a positive impact.

Communities

Avertim is committed to building a vibrant community within the organization. Initiatives like “Art’vertim” and “Avertim Sport” showcase our dedication to fostering a sense of camaraderie and shared interests among employees, contributing positively to the personal and collective development of our community.



Art’Vertim

Art’vertim represents a community dedicated to building stronger connections among individuals and providing a broader perspective on our society, culture, and self-awareness. The array of artistic activities that we curate, including guided tours, art classes, screenings, debates, and conferences, serves as avenues for individuals to engage in enjoyable experiences, acquire new knowledge, and establish meaningful connections with fellow Avertimers.



Avertim Sport

Avertim Sport aims to promote a healthy work-life balance and strengthen bonds within our organization through engaging events such as fun activities and competitions. Friendly runs are also organized every Wednesday near the Belgian office, providing a regular opportunity for members to participate in physical activities together. This initiative emphasizes the importance of an active lifestyle, contributing not only to the overall health of our members but also enhancing teamwork, collaboration, and mutual support.



Aver’ Games

Aver’ Games was established in 2023 to unite the board game interests of Avertimers, offering monthly sessions for exploration and enjoyment of new games, catering to all experience levels. In addition to these sessions, a variety of new gaming events are scheduled for 2024.

Diversity, Equity & Inclusion

At Avertim, we are committed to fostering a workplace that values diversity and inclusion, reflecting our dedication to equal opportunities and fairness. We aim to mirror the richness of the society we operate in by appreciating diversity as both a human and professional asset.

Our efforts include comprehensive DEI training, inclusive recruitment practices, a strong focus on employee well-being, and the promotion of an open and respectful workplace culture. Additionally, we place a special emphasis on empowering women through Avertim'Her initiative, which supports and advances women's careers within our organization.

Supporting an inclusive workforce

At Avertim, we are committed to building a diverse team in terms of experiences, skills, and life paths, in order to better meet the varied needs of our clients and their projects. This diversity is a strength that we actively support and which is reflected in the diversity of our company.

Beyond the mere recruitment process, our commitment to diversity is reflected in opportunities for professional development such as tailored training and personalized career guidance, such as coaching and mentoring. We firmly believe in the importance of providing equal opportunities to all our employees, ensuring that talent and merit are the only criteria for advancement within our organization.

Recruitment procedure based on talent and mindset

Our recruitment process is firmly rooted in principles of fairness and inclusivity, assessing candidates solely on performance, hard and soft skills, professional experience, and cultural fit.

Avertim maintains a strict non-discrimination policy, enforced through the Code of Business Conduct and the Ethics Foundation Training ensuring all employees are treated equally regardless of origin, religion, disability, appearance, health, age, gender, sexual orientation, political views, nationality, or family status.

Open and respectful workplace

At Avertim, we foster a culture and workspace where individuals thrive, feeling valued, empowered, and supported in their career. We are committed to upholding the principles of freedom of thought, conscience, and expression. Our dedication to employee well-being is evident in all our initiatives, as emphasized in the Employee Wellbeing section.

We respect diverse viewpoints and refrain from advocating personal beliefs, ensuring a neutral and harmonious workplace. Adhering to our Code of Business Conduct, we prioritize mutual respect, regardless of individual perspectives.

General training on DEI

In 2023, we launched a Diversity, Equity, and Inclusion (DEI) training program through our Ethics Foundation Training.

This program emphasizes the importance of DEI, its benefits, and provides practical advice on respect, raising awareness about (unconscious) biases and microaggressions, as well as identifying discriminatory behaviors and preventing discrimination during recruitment interviews.

48%

of women at Avertim

39/40

Gender Pay Gap Score (1)

15/15

Difference of gender promotion

(1) This KPI, which is based on the methodology of the professional equity index, compares the average earnings of men and women at Avertim within pre-defined age group categories and grade levels. A score of 39 out of 40 on this KPI, indicates a neutral salary policy between genders.

Avertim'Her

In 2022, Avertim embarked on a journey to build a robust women's community with the objective of supporting and advancing women's careers and development, while promoting an equitable workplace. Recognizing the unique challenges women face professionally, we aim to empower our women employees through tailored activities and workshops, leadership development opportunities, and a strong support network, ensuring that they can thrive and achieve their full potential.

This initiative highlights Avertim's dedication to diversity, inclusion, and gender equality, strengthening a culture where every employee can succeed. Avertimers across all levels are enthusiastic about fostering an equitable and inclusive work environment, with [AvertimHer](#) leading this transformative effort.

Our Mission:

Our mission is to create a supportive community that champions gender equity, nurtures female leadership, and fosters a workplace where everyone thrives. We are committed to breaking barriers, fostering inclusion, and promoting personal and professional growth. Structured around three key themes - Thriving leadership, Work-life balance, and Care - AvertimHer is dedicated to working towards the following objectives:

1. Building an inclusive community: Our aim is to establish a robust and inclusive community where individuals of all genders can come together, connect, and collaborate to drive necessary changes.

2. Promoting women's advancement: We are committed to fostering an environment enabling the retention and progression of women into senior and leadership roles across all our initiatives.

3. Creating a safe and respectful work environment:

We strive to raise awareness regarding inappropriate behaviors, cultivate an accommodating work environment, and foster a culture of diversity and respect.

4. Advocating for work-life balance and well-being:

We are dedicated to contributing to nurturing an inclusive workplace culture that allows work-life balance, and promotes the well-being of all employees.

Our Actions:

In 2023, our community organized a series of events across our offices aimed at fostering dialogue and collaboration on topics crucial to gender equity. These included gatherings with colleagues to spark collaboration and generate fresh ideas, discussions such as "inclusive versus exclusionary attitudes in the workplace", addressing "gender implicit bias", and "fostering women's solidarity". The events also served as platforms to gather ideas for future initiatives.

We launched several initiatives planned for implementation in the upcoming year, such as organising an After-work during Women's Day with an external speaker, a blog series featuring successful women's stories, organising discussion groups for (to be) parents to address their needs and supporting Avertim's Boost program.

Additionally, AvertimHer actively participated in other internal initiatives, such as launching the Care Officer role in the different countries and contributing to the Care Survey. Through these efforts, AvertimHer continues to drive impactful change and pave the way for a more equitable and inclusive workplace for all.





Ambitions for 2024

After analyzing insights from surveys like the Care Survey and Social Barometer, we have outlined our main goals for the coming year. These goals reaffirm our dedication to building an inclusive, growth-oriented, and healthy workplace culture

1. Strengthening our Prevention Program & supporting our Care Officers: We will launch communication campaigns to address the findings of the Care Survey and reinforce the importance of our Prevention Program. Our focus will be on providing comprehensive training for all care officers to ensure they are equipped to support our employees effectively. Additionally, stress management training will be integrated to prioritize the well-being of our workforce.

2. Developing a DEI plan: We are committed to developing a comprehensive Diversity, Equity, and Inclusion (DEI) plan. Beyond gender, we plan to define additional focus groups based on insights gathered from DEI discussion groups and social barometer surveys. Our aim is also to review and enhance various aspects of our organization, including recruitment practices, onboarding processes, and training programs, to foster inclusivity. Furthermore, we will assess and refine our workplace policies and practices to cultivate an inclusive culture and strengthen our external positioning as advocates for diversity and inclusion.

3. Introducing a Professional Equality index: In 2024, we will introduce a Professional Equality Index inspired from the French index, aiming at reaching a score above the 75% threshold set as the level below which companies in scope need to implement remediation plans.

4. Ensuring transparency in compensation and benefits: We plan to make our compensation & benefit process & policy more transparent to our employees to demonstrate our efforts to avoid bias and foster fairness in this sensitive topic, especially when it comes to gender equity.

5. Initiating a Buddy program: We plan to launch a buddy program where seasoned Avertimers will extend a warm welcome and provide valuable support to newcomers. This initiative aims to cultivate a sense of community and facilitate knowledge-sharing, ensuring that new team members quickly integrate into our dynamic work environment.

6. Launching our Alumni network: We plan to create a dynamic community bridging past and present Avertimers, fostering enduring connections, mentorship, and collaboration. The aim is for alumni to play a pivotal role in advocating for us, offering insights, and serving as a talent pool, thereby enriching careers and fueling innovation.



COLLECTIVITY

Pillar

Introduction

Avertim's commitment to Collectivity focuses on supporting our key causes: Health, Education, and Environment. We recognize the significant impact we can make in the communities we serve and the desire of our employees to contribute to the greater good. Therefore, we strive to empower our team and international offices to engage in various collective actions.

In 2023, we structured our commitment to Collectivity by focusing on three key themes: strengthening our partnerships, organizing awareness activities, and participating in donation programs. By doing so, we aim to make our efforts more cohesive and impactful.



"We firmly believe that investing in our communities is essential for long-term sustainability and the creation of a fairer society, benefiting both our business and society as a whole.

As advocates for positive change, it's not only our knowledge that matters, but also how we share it. "

**Ines Bensusan,
Lead consultant Energy &
Transport, and Pillar Lead
Collectivity**



Our partnerships

Avertim has a rich history of making a positive difference through its active involvement in various initiatives. As we continually seek ways to amplify our impact and give back to society, we strategically decided in 2023 to refine our focus and structure a purposeful partnership approach. In this pursuit, we recognized that forging more intimate collaborations with selected non-profit associations aligns seamlessly with our mission of creating a meaningful external impact on our communities.

Mission

Avertim partnership's mission is to collaborate with associations addressing crucial issues and apply our knowledge to enhance our social and environmental impact positively. We aim to create a significant positive impact on local communities by serving causes through mutually beneficial partnerships.

Through our collaborations, we seek 3 different objectives:

- Support associations by volunteering Avertim resources and expertise.
- Foster innovation and collaboration by addressing social and environmental issues.
- Provide opportunities in terms of skill development, purposeful work and community involvement.

In 2023, we have been strengthening our bond with [TADA](#), [ALS Liga](#) and [Sport Dans la Ville](#).

Volunteering & Pro-bono services key figures:

13

Total Initiatives

575

Total Hours

32

Unique participants

TOEKOMST ATELIER DE L'AVENIR

TADA

Our enduring partnership with [TADA](#), initiated in 2018, is a testament to our commitment to making a positive impact in our community.

TADA, or “Toekomst Atelier – Atelier De l’Avenir,” is an institution in the Brussels Region that addresses the educational inequalities prevalent in Brussels, particularly in socio-economically disadvantaged areas. Their mission is to provide additional, voluntary, motivational, and society-oriented education to children aged 10 to 14.

TADA organizes practical classes covering diverse and hands-on topics, engaging professionals from various companies to provide real-world insights. This approach aligns seamlessly with our values, and partnering with TADA was a natural choice for Avertim.

By supporting an organization dedicated to integrating and emancipating socially vulnerable teenagers through extra-scholarly activities, we are actively contributing to the well-being and empowerment of the younger generation.

In December 2023, Avertim and TADA signed a major agreement. This partnership formalizes the cooperation that began back in 2018. It also marks a significant milestone as it underscores our commitment to sustainability, especially in education.

Here are some of the activities carried out with TADA:

[Volunteering at “Weekend schools”: Finance & Entrepreneurship:](#)

Avertim provided support to TADA by assisting in the organization of four weekend schools, an extracurricular activity aimed at children aged 10 to 14. These schools offer opportunities for children to explore society, discover a wide range of career options available to them, and embark on a journey of self-discovery. Seven Avertimers led workshops focused on entrepreneurship, while six others facilitated sessions centered around finance at the Molenbeek branch of TADA.

[Running the 20km with TADA:](#)

In collaboration with Avertim's Sport Community, 16 Avertimers laced up their shoes to run the 20km of Brussels alongside TADA. This joint effort aimed to raise awareness and provide greater visibility to TADA's incredible work.

[Efficient time management training:](#)

A dedicated session on Efficient Time Management from our internal training program was delivered to 14 TADA employees. This session facilitated discussion and experience sharing among their staff, enhancing their skills and productivity. For Avertim, it provided an opportunity to share our knowledge and experience with others.

[Working on “Mass Market” pro-bono project:](#)

Recognizing the significant challenge non-profits encounter in fundraising, Avertim has partnered with TADA to devise a strategy aimed at engaging mass market donors. Three of our consultants generously volunteered their time, leveraging their expertise to support this impactful initiative.



"I find my role of Key Account Manager for TADA, one of Avertim's partner, truly enriching. It allows me to develop a diverse skill set by working on various projects and collaborating with both Avertim and TADA stakeholders. This dynamic environment constantly challenges me to grow and adapt.

Moreover, this role aligns perfectly with my personal values and commitment to community impact. Helping the community is important to me, and I am grateful that my position enables me to contribute to this effort.

It is rewarding to see our partnerships evolve and mature, and I take pride in playing a part in this progress."

**Ines de Galember,
Confirmed Consultant
Life Sciences**



Official partnership agreement event between Avertim and ALS association



ALS Liga

Avertim's vision centers on fostering a community of fulfilled employees and partners dedicated to driving positive change for society and the planet. This commitment is reflected in our dedication to supporting the [ALS League](#).

The league's mission since 1995 includes providing support and information to individuals with ALS (Amyotrophic Lateral Sclerosis) and their families, as well as fundraising for essential research to find a cure for ALS. Supporting their mission perfectly aligns with our goal of enhancing the overall quality of life for individuals and communities.

In 2022, Avertim organized the 'Climbing for Life' cycling tour to Mont-Ventoux, in solidarity with the Valéry Perrier Race against ALS fund. This initiative deepened our involvement in the ALS cause, establishing connections with the ALS League and the research team at the academic hospital Gasthuisberg in Belgium.

Building upon these foundations, our efforts in 2023 focused on strategic actions and strengthening our partnership. We revamped the ALS League's website to encourage greater donations and designed a roadmap for events and communication strategies leading up to Global ALS Day on June 21st.

In 2024, our commitment to supporting the ALS League will continue to evolve. We will actively contribute to shaping event roadmaps, offer training sessions to enhance the league's organizational maturity, and explore new avenues for supporting the research team at the academic hospital.

To further amplify our impact, Avertim plans to initiate a volunteer program, encouraging our employees to participate in ALS League activities and events. This program aims to foster a deeper personal connection with the cause and build a robust support network within our community.

Through these efforts, Avertim remains dedicated to making a tangible difference in the fight against ALS, reflecting our broader commitment to driving positive change for society and our planet.



SPORT DANS LA VILLE

In 2022, our Paris office colleagues eagerly participated in a volunteering program with [Sport Dans la Ville](#) through the [Vendredi](#) platform, sparking inspiration for deeper involvement and potential partnership exploration.

By 2023, our collaboration was formalized, leading to joint initiatives involving Avertim as a whole.

For 24 years, [Sport dans la Ville](#) has been the leading sports-based integration association in France. It operates 60 sports fields and supports thousands of young people annually. The program aims to promote social and professional integration, contributing significantly to participants' progress and personal development. Notably, 91% of participants in the "Job dans la Ville" program successfully transition to training or employment, thanks to personalized guidance provided throughout the year.

We began our collaboration in the last trimester, initiating a familiarization period to ensure alignment and cover a few initial initiatives before formalizing the partnership. We concluded the year with a successful pro-bono project and developed a comprehensive plan for the upcoming year. Planned activities include pairing employees to practice English with Sport Dans la Ville staff, launching a marketing campaign for a sports campus, and supporting the design and promotion of a sports race.

Here are some of the activities carried out with Sport dans la Ville:

Enrolling in Sport Dans la Ville Mentorship program

In 2023, we participated to the Sport Dans la Ville Mentorship Program, which involved a Managing Partner and a consultant. They each sponsored a young person for approximately 6 months to 1 year, providing guidance on their professional path.

Contribution to Sport Dans la Ville annual Charity Event

We successfully delivered our first pro-bono project, the 'Charity Event,' during the Sport Dans la Ville annual charity event in 2023. This initiative, led by three consultants, aimed to improve donation amounts. By focusing on better communication and a solidarity crowdfunding campaign, we raised ten times more funds than the previous year.



Avertimers in France, part of the CCI Challenge

Identifying that only 10% of participants donated the previous year, we aimed to increase awareness and transparency about the impact of donations. We introduced a campaign with a fixed goal and detailed the tangible outcomes of contributions, such as funding a basketball court.

Utilizing digital solutions for donations and enhancing communication efforts, our mission resulted in a significantly higher collection.

Donation Campaigns

In 2023, Avertim participated in both financial and in-kind donation initiatives across our offices. As part of our commitment to corporate social responsibility, we engaged in various philanthropic activities aimed at making a positive impact in our communities.

Here are some highlights of our charitable endeavours in 2023:



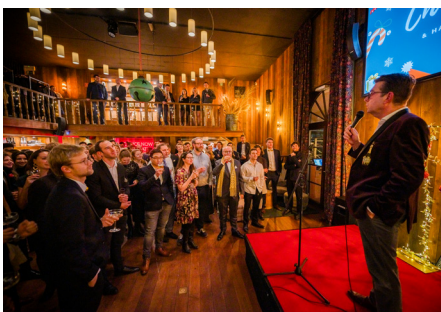
Red cross Emergency Campaigns

In 2023, we decided to participate in the following emergency [donations campaigns](#) organised by the Red Cross: Syria-Turkey earthquake and Morocco earthquake. Avertimers were invited to contribute to the campaign and for each donation Avertim committed to top-up by 100%.



International Women’s Day: essential goods for women and children

In March 2023, Avertim France decided to get involved for Women’s Rights and to take part in the collection of essential goods for women and children in precarious situations in partnership with NGO MaMa-Ma through the platform Vendredi.



Sinterklass & Christmas Solidarity Action

In December, Avertim offices across four countries rallied together to spread joy during the holiday season. Each office collected gifts from Avertimers to donate to various charitable causes. Our colleagues in the Dutch office collected gifts to contribute to Sintvoorieder, where 30,000 presents were being wrapped for children in need, ensuring every child experiences the magic of Sinterklaas. The Frankfurt office supported Kinderbüro Frankfurt’s “Christmas Campaign,” aiming to bring smiles to children in challenging situations by fulfilling their Christmas wishes. Moreover, Avertim’s Brussels office participated once again to the Shoebox operation with the Samaritans, spreading joy and kindness during the festive season.

Raising Awareness

At Avertim, our commitment to social responsibility drives us to continually seek meaningful ways to make a positive impact in our communities.

In line with our mission, we launched a series of activities aimed at raising awareness around three key causes that resonate deeply with our values. Leveraging international important dates that align with our mission, we orchestrated targeted campaigns and initiatives to amplify awareness and inspire action.

Additionally, we actively participated in various running events, harnessing the power of physical activity to further champion our causes.



"Being part of a Sustainability initiative is not only about recognizing that our impact extends beyond the office walls. It's also about joining forces with inspiring colleagues who bring unique perspectives, skills, and experiences to tackle pressing challenges and drive meaningful change."

"I am deeply proud of my team, whose diversity and dedication shine through in every project we undertake"

William Grotto,
Senior Consultant Energy & Transport
and Project Coordinator Collectivity



World Blood Donor Day

Every June, Avertim joins the [international blood donation](#) movement. Across our offices, we actively encourage our employees to join this noble cause by donating blood during working hours. In Belgium, we are fortunate to take part in the Red Cross donation drive organized for the entire building, alongside other companies. Blood donations play a crucial role in supporting patients undergoing medical treatments, surgeries, and emergencies.

Breast Cancer Awareness Month

The month of October marked [Breast Cancer Awareness Month!](#) At Avertim, we care about creating a workplace where we not only excel in our careers but also support important causes. Avertimers from Brussels, Amsterdam, France, and Germany went pink this month to raise awareness and show our solidarity with those affected by breast cancer. By wearing pink to the office, we were not just making a fashion statement; we sent a powerful message of support and unity. Avertimers also participated in [Race for the Cure in Brussels](#), and [Odyssea in Paris](#) which supports the collection of funds for scientific research for Breast Cancer.



World Mental Health Day

We organised a company-wide [Mindfulness Workshop](#). The morning was dedicated to the practice of mindfulness, with a strong emphasis on the importance of cultivating a resilient and sound mind. Guided by an expert, the workshop explored different ways to be mindful, helping us handle stress better and stay more focused. Starting our day with purpose and mindfulness shows our dedication to improving mental well-being and making it easier to talk openly about mental health without stigma. In our ongoing pursuit of prioritizing well-being, it's vital to recognize that even seemingly small steps, such as starting the day mindfully, can yield significant impacts.



November

Men face unique health challenges, from mental health stigma to prostate and testicular cancer, and it is crucial to break the silence surrounding these issues. This [November](#), we challenged our Avertimers to grow mustaches, not just as a style statement but as a symbol of solidarity - to change the face of men's health. We encouraged open conversations about the importance of regular health check-ups, destigmatizing mental health discussions, and encouraging healthier lifestyle choices.

World Clean Up Day

In line with our commitment to foster sustainability and environmental responsibility, our teams across all four Avertim offices actively participated in the [World Clean Up Day](#). This annual event unites millions of volunteers, governments, and organizations in 191 countries annually, serving as a global initiative to combat the waste crisis and promote a sustainable future. Its primary goal is to raise awareness by mobilizing all sectors of society to participate in clean-up actions.



European Mobility Week

As part of Avertim's commitment to driving positive change for society and the planet, our Avertimers actively participated in the [European Mobility Week](#) on September 16th, 2023. The goal was to raise awareness about sustainable and eco-friendly mobility options. To further incentivize our efforts towards sustainability, we joined the Move Against Carbon Challenge in collaboration with [AtlasGo](#).



Driven by their fun and competitive spirit, 67 Avertimers from our 4 offices took part in this 2-week challenge. Together they avoided a total amount of 5759.09 kg CO2 emissions compared to the emissions from taking a car. This represents an average of 85.96 kg CO2 emissions avoided per participant.



RUNNING CHALLENGES

In 2023, Avertim employees actively engaged in various events that showcased our commitment to environmental sustainability, health promotion, and community support.

Ecotrail 2023

Avertim employees participated in Ecotrail 2023, an event focused on environmental preservation through a sporty exploration of Paris and the Ile-de-France region. The organizers promoted eco-friendly practices by offering free transportation and shuttles, and reducing plastic use by connecting to the local drinking water network. Our team members participated in different race categories, demonstrating their dedication to the cause.

Odyssea Paris and race for the Cure

We took part in [Odyssea Paris](#), contributing to fundraising efforts for breast cancer research. Additionally, employees participated in the Race for the Cure in Brussels, supporting breast cancer awareness by walking or running while wearing symbolic pink and white T-shirts.

J.P. Morgan Corporate Challenge

In Frankfurt, Avertim participated in the [J.P. Morgan Corporate Challenge](#), the world's largest corporate running event. This race promotes fitness, friendly competition, and supports education and health charities.

INTER-COMPANY CHALLENGE WITH THE CCI

A highlight of the year was our participation in a sports challenge organized with the Chambre de Commerce et d'Industrie (CCI). Twenty employees engaged in this inter-company and inter-country event to support the Belgian Paralympic Committee.

The challenge emphasized team-building and sustainability, encouraging eco-friendly habits such as waste sorting, healthy eating, and plastic use reduction. Sustainable mobility was also promoted by advocating walking and cycling, aiming for carbon neutrality. The funds raised were donated to the Belgian Paralympic Committee.

These activities exemplify Avertim's dedication to promoting health, supporting charitable causes, and fostering team spirit, all while positively impacting our environment and community.

SUPPORTING THE ASSOCIATION "CAFÉ JOYEUX"

Since its establishment in 2017, [Café Joyeux](#) has been committed to addressing the employment challenges encountered by individuals with mental and cognitive disabilities, particularly in France.

In 2023, the organization furthered its impact by launching a new café, expanding its reach and support within the community.

At Avertim, we deeply value the mission of Café Joyeux and recognize its profound impact on society. This acknowledgment led us to support their cause by renting their venue to host an afterwork event.



Ambitions for 2024

In the upcoming year, we have outlined several strategic initiatives aimed at enhancing our community engagement and social contributions.

1. Strengthening our partnerships and our community engagement:

We are committed to deepening our partnerships with organizations such as ALS Liga and Sport Dans la Ville through formal agreements and enhanced collaboration. Additionally, we aim to expand our network by forming alliances with associations in our Dutch and German offices. This initiative will provide our colleagues with more opportunities to volunteer and make meaningful contributions to their local communities. Our goal is to increase volunteer participation and pro-bono hours, fostering a culture of philanthropy within our organization and amplifying our external impact.

2. Refining our donation strategy:

We will refine our donation strategies to maximize their effectiveness and support causes aligned with our values. By optimizing our approach, we aim to ensure our contributions have the greatest possible impact.

3. Increasing our Sustainability Awareness:

We are dedicated to raising awareness and empowering our colleagues to actively participate in the sustainability movement. Our objective is to cultivate a workforce of informed advocates capable of driving meaningful change both internally and externally.



ENVIRONMENT

Pillar

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Introduction

Our environmental pillar focuses on making a positive impact to the environment and reducing our environmental footprint.

Following our carbon accounting and materiality analysis, we were able in 2023 to prioritise concrete actions across all aspects of our operations.

These measures encompass energy efficiency, waste reduction, responsible water usage, sustainable sourcing, and integrating eco-friendly methods. We acknowledge that this is an ongoing process and have set ambitious goals for the coming years, to continuously improve ourselves.

"Showing respect for nature and generations to come is a cornerstone of our development."

**Quentin Foulon,
Belgium Director &
Pillar Lead Environment**



Environmental Policy: purpose & scope

Avertim has elevated its commitment to sustainability by implementing an environmental policy at group level.

This initiative marks a substantial step forward in our collective mission to reduce our environmental footprint and promote responsible business practices across all our operations.

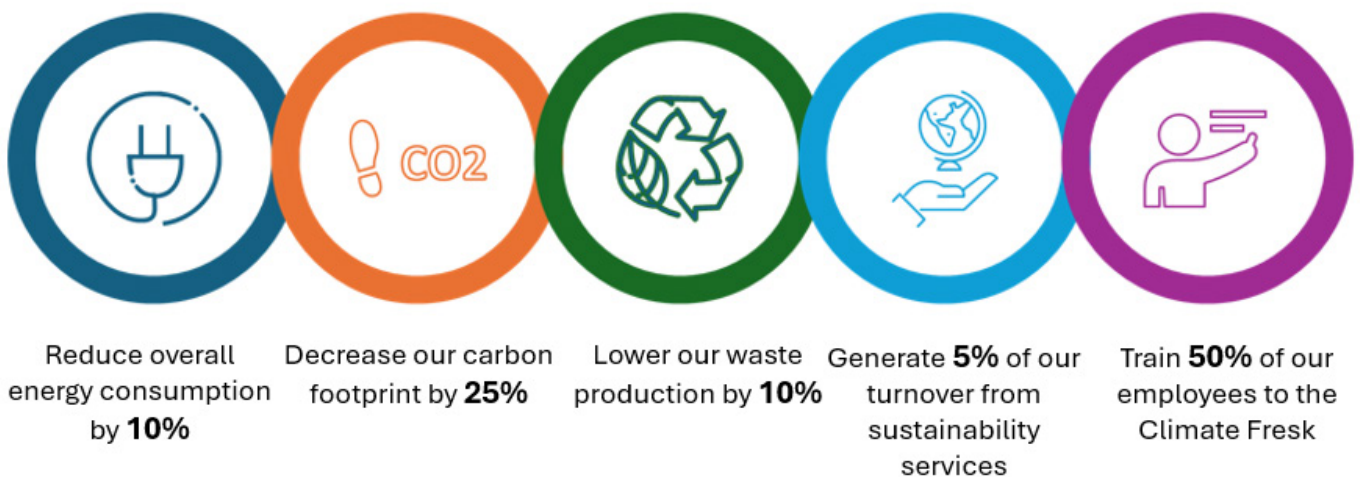
Through this policy, Avertim outlines measurables and quantitative objectives to guide our actions and monitor progress towards environmental sustainability.

As part of this policy, we are committed to achieving the following targets by 2025 compared to 2023 baseline levels:

These objectives reflect our commitment to implementing environmentally friendly practices and preserving our planet for future generations.

We expect all employees to be aware of our exposure to climate change and implement solutions to mitigate such risks.

By tracking these key indicators and embedding environmental sustainability into our daily operations, we are firmly committed to realizing our vision of a greener, more sustainable future for our company, our stakeholders, and society as a whole.

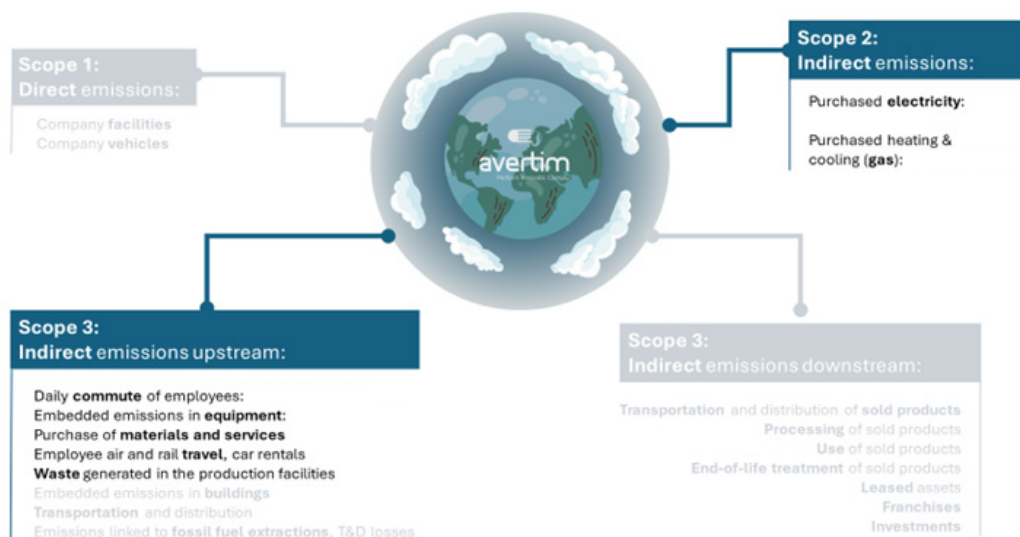


GHG Emissions

We are committed to reducing our greenhouse gas emissions. To achieve this, we calculate them using the GHG Protocol methodology, which serves as our guiding framework.

Reporting

To track our progress, we have established Key Performance Indicators (KPIs) and conducted annual reporting for the years 2021, 2022, and 2023. Avertim Belgium consolidates all emissions and provides one report which accounts for the different carbon factors in each energy mix, commuting practices and other upstream emissions.



Scope 1 : We rent all our offices and vehicles, and therefore, we do not account for the production or disposal emissions associated with these assets.

Scope 2 : We collect the kWh consumption for electricity and gas for each office, including private and shared common areas. We then multiply the kWh by the CO2 equivalent emissions per kWh, based on our energy contract’s mix. This gives us the total emissions from our electricity and gas usage. The analysis is limited to the company’s physical boundaries due to a lack of data on emissions generated at client sites and from remote work. Currently, our analysis is confined to the physical boundaries of the company due to insufficient data on emissions generated at client sites and during remote work.

Scope 3: As a service-oriented company, we focus on upstream emissions, given that we do not manufacture physical products. Although emissions from consultants commuting to client sites could be considered downstream, we categorize all commuting-related emissions as upstream.

	2021	2022	2023*	2025
Emission scope 1 (Total gross – tCO2e)	0	0	0	-
Emission scope 2 (Total gross – tCO2e)	20,7	18,1	12,96	-
Emission scope 3 (Total gross – tCO2e)	-	372,8	237,0	-
Total carbon emissions – tCO2e		390,0	249,77	-25%
Emission scope 3 – total downstream tCO2e	N/A	N/A	N/A	-
Emission scope 3 – total upstream tCO2e	-	372,8	237,0	-

Avertim is committed to reducing its carbon footprint by 25% by 2025 compared to its 2023 baseline.

**We have revised our methodology from 2022 to 2023, making it difficult to compare both years. Nevertheless, we intend to adjust the 2022 data to conform to the updated methodology.*



Key initiatives to reduce our carbon footprint

Our commitment involves implementing initiatives to reduce travel and associated carbon emissions, while preserving our ability to meet our clients' requirements.

These initiatives encompass:

Encouraging alternatives: We advocate for alternatives to car by promoting the mobility budget, public transportation, and carpooling.;

Promoting electric cars: Whenever it's possible, we offer electric cars sourced, from renewable energy .

Reducing travel: We actively promote teleworking and limit non-essential corporate travel, including conferences, meetings and training events, which can be conducted online.

Avoiding air travel: Our strict internal travel policy underscores our commitment to minimizing air travel. In fact, we only finance air travel when no alternative transport can be used within four hours timeframe. In 2023, 97,7% of business trips were completed by train.

97,7%

of business trips were completed by train

Mobility budget

To address climate change and provide greater flexibility to employees, Avertim has implemented a Mobility Budget program.

Employees can choose to exchange their company car for a Mobility Budget equivalent to its Total Cost of Ownership (TCO).

This budget can be used in three ways:

- 1. Opting for a low-emissions car** provided by the employer, including full-electric, hybrid, or low-emission (less than 95g CO₂/KM) vehicles.
- 2. Financing alternative means of transportation** such as soft mobility, car rentals, pedestrian or bike commuting premiums, as well as reimbursement of rent or loans if the employee lives within a 10 km radius of Avertim's main office.
- 3. Unused funds** are paid out to employees at year-end, taxed at 38.07%.

We actively encourage employees to choose the Mobility Budget instead of a company car whenever it is possible for them.

In 2023, 44 employees opted for the mobility budget, marking a 193% increase from 2022.

This initiative is a significant part of Avertim's commitment to reducing its environmental impact and promoting sustainable practices. It represents a tangible step towards achieving our goal of reducing greenhouse gas emissions.



Energy consumption

Our energy conservation strategy is holistic, including the promotion of daily eco-friendly practices across all offices, transitioning to renewable energy contracts, and infrastructure upgrades.

In Belgium, we hold a green energy certificate and actively promote daily eco-gestures. These incremental actions are a part of our collective effort to cultivate a more energy-conscious workplace culture.

Water consumption

Water represents a minimal use of our resources, but we recognize the vulnerability of our site to water-related challenges. Therefore, we are committed to ongoing efforts to preserve this resource and to implement initiatives aimed at reducing our overall consumption whenever feasible.

Waste Management

Our objective is to reduce waste generation (including single-use plastics) while simultaneously intensifying our recycling efforts. Guided by principles of circularity and zero waste, we have implemented initiatives to minimize waste and increase recycling rates.

In this spirit, we encourage our collaborators to limit their waste by providing them with food containers and water fountains. Avertim favors recycled and environmentally friendly office supplies (paper, pens, notebook, etc.). We provide sorting bins in all offices while raising awareness among employees about the importance of waste sorting. Proper disposal of hazardous materials is also ensured.

To further our efforts, we aim to reduce our waste generation by 10% by 2025.



Sustainable Procurement

As part of our commitment to becoming a responsible organisation, we aim for responsibility throughout the entire value chain. Moving forward, we will prioritize suppliers who share our values and contribute to our environmental and social objectives. This ambition is formalized in a procedure described in our new Sustainable Procurement policy which integrates environmental, social and ethical criteria into our selection procedure. Our process allows us to track improvements, monitor progress, and report progress against our targets regarding our relationship with suppliers.

Supplier selection criteria

Our supplier selection process is designed to prioritize suppliers who are committed to continuous improvement and whose ambitions align with the 2015 Paris Agreement and OECD Guidelines for Responsible Business Conduct.

We refrain from contracting with suppliers who contravene fundamental ethical values, respect for human rights, or who have been recently convicted for serious ethical, social, or environmental issues.

Suppliers will be selected or renewed according to their economic, environmental and social performance.

Procurement procedure

We have classified our suppliers into risk groups in order to adapt the procedure to the associated level of risk. This classification depends on the nature of the goods or services they provide, as well as their criticality to our organization's operations:

Risk Associated with Goods and Services Supplies: Suppliers are categorized based on their risk level. High-risk suppliers include those with access to sensitive data or operating in industries with elevated ethical or environmental risks, while low-risk suppliers demonstrate minimal ethical or environmental issues and adhere to applicable laws and regulations.

Criticality: Suppliers are evaluated in terms of criticality to our operations. Critical suppliers are those whose failure could substantially hinder our ability to deliver services, whereas non-critical suppliers' failure would have a lesser impact on our operations.

Depending on the level of risk, action is required to assess and mitigate the risk. High-risk suppliers will have to go through a thorough referencing process to ensure compliance with our Supplier Code of Conduct.

For medium-risk Supplier, we will conduct a pre-assessment, ensuring compliance with relevant laws and regulations. For low-risk Supplier, for reasons of administrative efficiency, no specific action is required.

Supplier code of Conduct

Our Supplier Code of Conduct establishes the standards and behaviors we expect from all our suppliers. In the conduct of its activities, we are committed to respecting the laws, regulations, and national and international conventions in force, in particular regarding business ethics, social rights and environmental protection. We expect our suppliers to strive to exceed international and industry best practices.

Moreover, we expect them to encourage their own suppliers and subcontractors to strive to comply with the principles of this Supplier Code of Conduct and to work with them in this regard.

Recognizing that adherence to these standards is an evolving process, we require our suppliers to continuously enhance workplace conditions.

Our Supplier Code of Conduct includes a self-assessment form. This form gives us the opportunity to encourage our suppliers to put in place a remediation plan if they are not fully in line with our values.

Training for our business owners

We intend to provide training and raise awareness among business owners and suppliers about sustainable procurement policies. This includes:

Training business owners: Procurement staff will be trained on how to evaluate the sustainability of products and services and how to integrate sustainability criteria into procurement decisions.

Raising supplier awareness: Suppliers will be informed about sustainability criteria and the organization's commitment to sustainability through the diffusion of our Supplier Code of Conduct.

Progress on our targets

We defined targets on our procurement activities that we monitor and report annually.

75%

of targeted suppliers who have signed the Supplier Code of Conduct

75%

of targeted suppliers covered by a Sustainability Self-Assessment

43%

of all buyers trained on sustainable procurement

Environmental education

We actively promote environmental education by raising awareness about our environmental policy, climate change and encouraging employee to participate in sustainability initiatives.

Climate Fresk

2023 marked the introduction of the [Climate Fresk](#) in our training catalogue.

This workshop is an innovative training designed to raise awareness and train our staff on the critical issues related to climate change.

Guided by internal facilitators, it provides an immersive and engaging approach to understanding the causes, consequences and possible actions to mitigate impacts of climate change on our planet and society.

By offering the Climate Fresk to our employees, we seek to cultivate a culture of engagement towards environmental sustainability and strengthen our collective capacity to address the climate challenges facing our planet.

Environmental-focused sustainability initiatives

European Mobility Week x Atlas Go

As we champion sustainability, the promotion of soft mobility and the introduction of car alternatives have become seamlessly integrated into our sustainability and strategic efforts.

In this context, Avertimers participated in the 2023 European Mobility Week with the goal of raising awareness about sustainable and eco-friendly mobility options.

World Clean-up Day

Our teams across all four Avertim offices actively participated in the World Clean Up Day, to reinforce our commitment to environmental preservation.



Avertimers participating in the Climate Fresk workshop at the office



Ambitions for 2024

As we look ahead to the coming year, we set our sights on our ambitious goals that will propel us toward a greener, more resilient future.

1. Accelerating electric fleet transition:

Our first commitment centers around accelerating the transition to an electric vehicle fleet. By investing in electric cars, we aim to significantly reduce our carbon emissions from transportation.

2. Strengthening reporting and auditing:

Transparency is the bedrock of progress. We pledge to strengthen our environmental reporting process, implementing audits to ensure accuracy and accountability. By scrutinizing our data, we empower ourselves to make informed decisions and communicate openly with stakeholders.

3. Expanding Climate Fresk workshops:

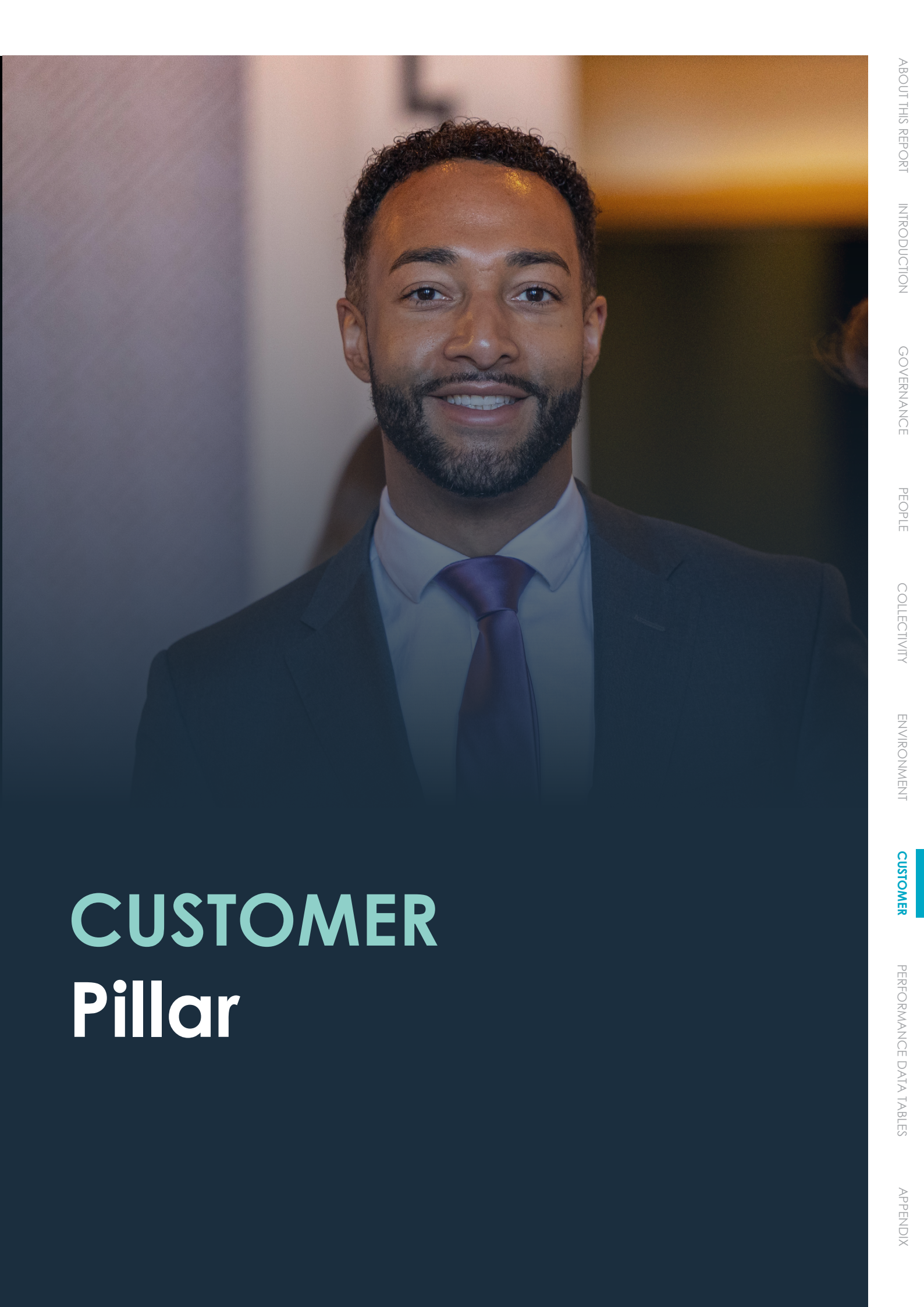
We aim to deliver Climate Fresk workshops in French, Dutch, and English across all four countries in 2024, empowering our team to become informed advocates for change.

4. Zero waste strategy:

In 2024, our ambition is to develop a zero-waste strategy that encompasses employee engagement, efficient sorting practices, and innovative solutions. When feasible, we aim to extend the lifespan of our broken computers by repairing and donating them to [Digital for Youth](#), empowering young people with access to digital equipment.

5. Committing to local sourcing:

Our ambition for 2024 is to exclusively source from local catering suppliers. This commitment extends to catering for all training sessions and events throughout the year.



CUSTOMER Pillar

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Introduction

The main purpose of the Customer Pillar is to increase the stewardship of sustainability of our clients. For Avertim, as a consultancy company, we believe that our impact on the planet and society will be all the more important in our services.

Our main impact lies in our added value. This means that on the one hand, we want to increasingly integrate ESG dimensions into existing projects (e.g. Sustainable Project Management), and on the other, leverage our expertise in sustainability.

To date, our efforts have focused mainly on the second part: supporting our customers on their sustainability-related challenges and objectives.

“Guiding the development of our Sustainability Service Line is an opportunity to help our customers have a positive impact, and therefore for me to have an indirect positive impact on the planet and society”

**Francois Nobels,
Leadership in
Sustainability**



Our Sustainability Service Line

In 2023, the launch of our Sustainability Service Line enabled us to adopt a structured approach, develop in-depth knowledge, understand our added value, and develop our go-to-market strategy.

Our first step to achieve this was to conduct two workshops with our business teams. The first was designed to understand the trends and challenges of our four sectors in which we operate and the latest legislation.

The second was practical with roleplays to identify customer needs and brainstorm on the best solutions. In this way, we were ready to discuss these issues with our customers.

Our added value

Our close relationship with our customers enables us to understand the challenges they face, with sustainability emerging as one of them. This is especially the case for our sector-leading clients, under pressure from their stakeholders and legislation.

We initiated discussions with some of our customers and other contacts to find out exactly what challenges they were facing and what role Avertim, bridging strategy and operations, could play in meeting them.

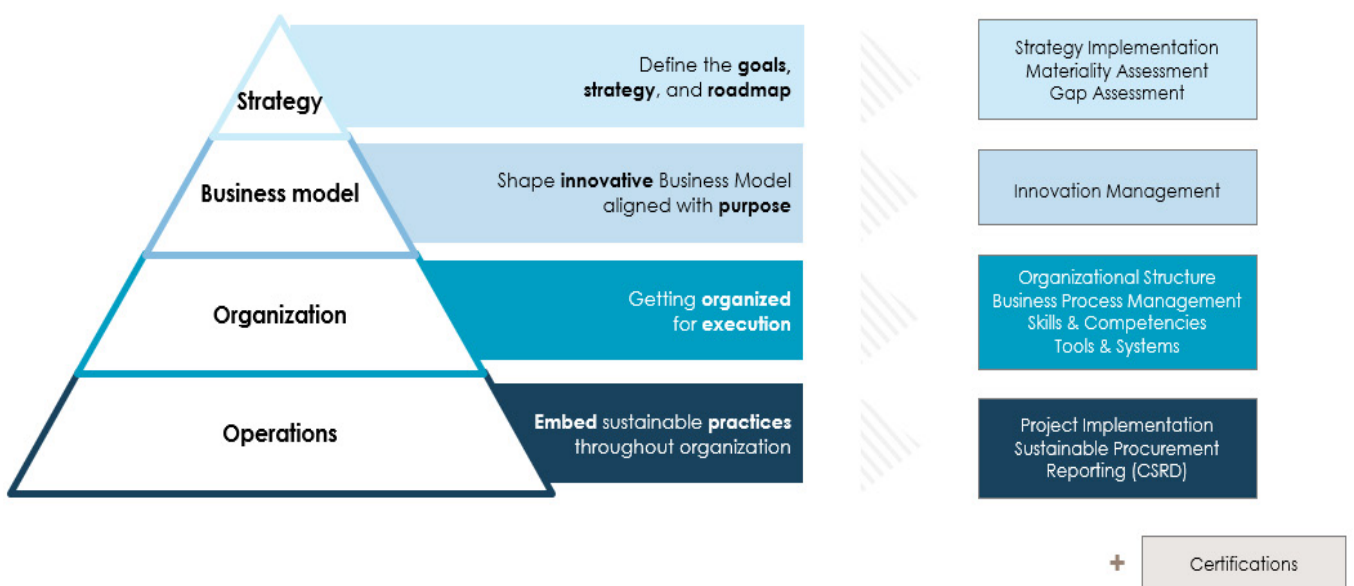
Additionally, Avertim’s own implementation of sustainability serves as its testing ground. Naturally, we have faced numerous challenges, which we have addressed and resolved before encountering new ones. It helped us to offer relevant solutions to our customers and draw their attention to the challenges they might face. In the spirit of sharing knowledge, we have written an [article](#) on some of our insights and best practices.

We concluded that sustainability is a transformation program, and it should be approached accordingly. Our expertise in transformation is highly applicable to sustainability efforts.

While we acknowledge that we may not be able to solve all sustainability-related challenges on our own, we complement the expertise of specialist consultancies and leverage tools developed by start-ups. Our understanding of other players in the market allows us to remain flexible and closely aligned with our customers’ needs.

Our approach

Our methodologies support every aspect of a company’s sustainability structure, including strategy, business model, organization, and operations.



Strategy

Strategy implementation: We specialize in determining and translating strategic visions into actionable and cohesive roadmaps.

Materiality assessment: We support prioritizing the most crucial sustainability topics to address, ensuring that your efforts focus on the issues that matter most to your stakeholders and business success.

Gap assessment: Through meticulous analysis, we identify and bridge the gaps between your current state and desired outcomes, encompassing reporting requirements, certifications, and strategic aspirations.

Business Model

Innovation management: We support in elevating business model towards resilience and growth through the introduction of innovative products or services, strategically transforming how organization generates revenue.

Organization

Organizational structure: We support establishing robust leadership teams and cross-functional groups, fostering collaboration and accountability to drive sustainable change throughout the organization.

BPM: Our expertise lies in mapping existing processes, designing new ESG workflows, and seamlessly integrating them into decision-making processes, ensuring efficiency and alignment with sustainability goals.

Skills and competencies: We empower workforce through tailored coaching and training programs, equipping them with the skills and knowledge needed to thrive in a sustainable business landscape, while integrating sustainability into roles, responsibilities, and incentives.

Operations

Project implementation: We rely on our seasoned project management expertise to successfully execute sustainability-related initiatives, delivering results on time and within budget.

Sustainable procurement: We support embedding sustainability into procurement practices by integrating due diligence into processes, communicating and training buyers through change, and supporting suppliers in their sustainability journey through audits and transformation initiatives.

Reporting: We ensure compliance with the CSRD, enabling transparent and meaningful communication of sustainability performance.

Avertim's team of experts empower clients with the knowledge and tools necessary to navigate the complexities of ESG, offering a collaborative approach far from an outsourcing model.



Case Studies

Improving waste management through Change Management

With high sustainability standards and an imminent EHS&S audit, our client, - a global medical company - requested Avertim expertise in change management to reach ambition targets in waste management for a state-of-art production facility site.

The main objectives of the project are:

1. Increase recycling rates,
2. Refine waste management procedures, with a focus on plastic waste refinement,
3. Align with ISO-14001 standards and get prepared for an Environmental Health Safety & Sustainability (EHS&S) Assurance Audit.

Avertim's approach involved change management strategies for on-site waste handling, identifying gaps and defining corrective actions, and raising company-wide awareness about waste management. Finally, we optimized stakeholder engagement and communication.

The results aligned with the expectations, including the introduction of new methods of waste segregation, an improved and compliant waste procedure, and the selection of waste coaches.

This [case study](#) demonstrates Avertim's ability to leverage its change management expertise to sustainability-related issues.

Creating a strategy for efficient energy consumption

Our client, a leading multinational fitness company, is facing challenges related to rising energy costs and the achievement of ambitious sustainability goals. Existing initiatives are bottom-up and poorly aligned with the strategic plan, resulting in a lack of results.

Avertim approach focused first on defining common goals, followed by identification and prioritization of key initiatives. Then, for each initiative, we created a business case describing the business opportunity and the implementation efforts. Afterwards, we defined a roadmap for effective implementation. The last step covered the preparation for reporting by implementing new indicators and database in line with sustainability reporting standards requirements.

A project manager to reach CSRD compliance

As part of the implementation of sustainability standards, a Belgian insurer launched a project dedicated to the creation of an integrated annual reporting system that adheres CSRD.

[Avertim's approach](#) followed a sequential process aimed at achieving the goals effectively. Firstly, we delimited the scope of reporting by identifying mandatory and material indicators that must be collected and consolidated (quantitative + qualitative). Then, we collected available data to implement and performed a gap analysis to identify the required missing KPI. Our efforts culminated in the production and disclosure of a compliant 2025 annual report, summarizing achievements during the reference period of 2024. Throughout this process, Avertim diligently coordinated stakeholders, suppliers, and resources to meet established milestones and respect the deadlines.

We assist a Belgian insurer with its CSRD reporting implementation. As project manager, our goal is to ensure the assimilation of this directive into our client's annual reporting framework which encompasses the following objectives:

- Become familiar with EFRAG standards
- Anticipate the implementation of CSRD in the 2023 report published in 2024 (dry run)
- Identify and implement the potential IT developments needed to provide the data required to comply with the various regulations
- Publish in 2025 the 2024 report compliant with CSRD

Upon joining the project during its execution phase mid-2023, we orchestrated a thorough re-planning process that involved a recalibration of timelines, resource allocation, and risk mitigation strategies. We prioritized relevant KPIs and coordinated the different contributors to ensure the timeline for data collection and report redaction were met. Our efforts culminated in the production of a 2024 integrated annual report disclosing a first exercise of double materiality assessment, as well as a beginning of alignment to the CSRD.

In 2024, after supervising a thorough gap analysis, we continue to support our client on its reporting preparation, through the coordination and facilitation of a new double materiality assessment aligned with the EFRAG guidance, the organization of workshops on material datapoints, the identification of available and missing data, and the preparation of a first draft of the 2025 report.



Ambitions for 2024

Looking ahead, our ambitions focus on three key areas:

1. Expanding sustainability services:

We will broaden our range of sustainability services to better serve our clients' evolving needs. Our objective underlining this commitment is our target to generate 5% of our turnover from sustainability services by 2025.

2. Integrating sustainability across projects:

We aspire to integrate sustainability into each of our projects, by understanding how we can unlock sustainability in our existing projects beyond assignments strictly related to sustainability issues.

3. Enhancing client engagement and feedback:

Finally, to ensure a lasting relationship with our customers, and to listen to their concerns, we want to engage them to discuss and give feedback on the quality of our services.



Performance Data Tables

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Governance

GOVERNANCE & ETHICS	2021	2022	2023	Target 2025
% adherence to our CBC	0	0	81%	100%
% of employees trained on ethics and anti-corruption policies (1)	0	0	5%	≥ 90%
Number of confirmed corruptions related incidents (2)	0	0	1	0
Number of confirmed information security incidents (3)	0	0	0	0
Number of incidents reported through the alert procedure	0	0	1	0

(1) The training was given for the first time in September 2023. Avertim aims to reach 90% of its population trained on ethics by 2025 (excluding people with less than 6 months' seniority who have not yet received the training). In 2023, only 5% of employees were trained on Ethics and anti-corruption policies. By May 2024, this figure has increased to 77.9%.

(2) Confirmed corruption related incidents refer to incident of corruption, fraud, conflict of interest.

(3) We didn't encounter any information security incidents in 2021, 2022, and 2023. If you have any questions, please contact our DPO at: Jan.sente@avertim.be

People, Social & Human Rights

EMPLOYEMENT	2021	2022	2023	Target 2025
Number of employees (4)	233	248	294	≥ 400
% of permanent employees	-	-	97%	-
% of temporary employees	-	-	3%	-
% of full-time employees	-	-	95%	-
% of permanent employees	-	-	5%	-
Belgium	-	-	81%	-
France	-	-	5%	-
Netherlands	-	-	8%	-
Germany	-	-	6%	-
Retention Rate (5)	-	-	87,5%	≥ 85%

(4) Headcount (number of employees) includes permanent and temporary workers on Avertim's payroll but excludes contingency workers.

(5) Retention rate:

Calculation method = number of employees at 12/31/2023 divided by (the number of employees at 1/1/2023 + the number of new hires in 2023) = 294/(238+98).

DIVERSITY WITHIN AVERTIM	2021	2022	2023	Target 2025
% Consultants employees	-	-	81,3%	-
Women	-	-	39,8%	-
Men	-	-	41,5%	-
% Staff employees	-	-	18,7%	-
Women	-	-	8,3%	-
Men	-	-	10,4%	-
% of women in the whole organisation	45%	48%	48%	50%
% of men in the whole organisation	55%	52%	52%	50%
% of women at top management position (6)	24%	19%	19%	≥ 25%
% of women at Director Level (7)	6%	11%	11%	≥ 15%
% of employees ≤ 30 years	-	-	50,5%	-
Consultants	-	-	40,8%	-
Staff (Governance)	-	-	9,7%	-
% of employees 30 ≤ x ≤ 50 years	-	-	48%	-
Consultants	-	-	39,8%	-
Staff (Governance)	-	-	8,3%	-
% of employees ≥ 50 years	-	-	1,4%	-
Consultants	-	-	0,7%	-
Staff (Governance)	-	-	0,7%	-
% of collaborators ≥ 50 years at top management level	-	-	21%	-
% of parents in the organisation	-	-	13,6%	-
% of parents at top management level	-	-	46,1%	-
Professional Equality Index (8)	-	-	87%	≥ 75%
Score gender pay gap (9)	-	-	39/40	-

(6) Top management: this includes C-level positions, directors, partners, principal consultants, managing consultants and senior managers.

(7) Director level: this includes C-level positions, directors, partners and principal consultants.

(8) Equality index: elements taken into account :

- Gender pay gap (by group and age bracket)
- % increase in 2024 Women/Men
- % promotions in 2024 Women/Men
- Number of women in the top 10 salaries

(9) This KPI, which is based on the methodology of the professional equity index, compares the average earnings of men and women at Avertim within predefined age group categories and grade levels. A score of 39 out of 40 on this KPI, indicates a neutral salary policy between genders.

WORKING AT AVERTIM	2021	2022	2023	Target 2025
Average hours of training/employee	4	8	16	40
Men	-	-	16	-
Women	-	-	16,9	-
Consultant	-	-	16,4	-
Staff	-	-	15	-
% of employees covered by annual evaluations	100%	100%	100%	100%
% of employees covered by collective bargaining agreements (10)	-	-	86%	86%
% of employees with access to personalized career development plan (11)	-	-	100%	100%

SOCIAL PROTECTION, SECURITY & HEALTH	2021	2022	2023	Target 2025
% of employees covered by social protection (12)	100%	100%	100%	100%
% of employees covered by undertaking's health and safety management system (13)	100%	100%	100%	100%
Number of fatalities as a result of work-related injuries and work-related ill health	0	0	0	0
Number and rate of recordable work-related accidents (14)	-	-	3	0

(10) Bargaining agreements: Belgium = CP 200 and France = convention Syntec

(11) Access to personalized career development plan: Calculation method = employees with more than 6 months' seniority present at Avertim at the 31/12/Y divided by the total number of employees at the 31/12/Y.

(12) Social protection through public programs or through benefits offered by the undertaking, against loss of income due to any of the following major life events:

- Belgium: 1st month covered by Avertim plus coverage by Axa for over 1 month (10% of the part not covered by the mutuality).

- France: no waiting period for employees with more than 1 year's seniority (therefore continued salary).

- Netherlands: 100% employer-sponsored coverage for the first 2 years.

- Germany: 100% employer-sponsored coverage - partial reimbursement by mutual insurance companies.

(13) Health & safety management system based on legal requirements and/or recognised standards or guidelines: Securex and CNIE.

(14) Only physical information on other types of diseases (psychological health, burn-out, etc.) cannot be obtained because the cause of the disease is not indicated on the medical certificates.

WELL BEING & WORK LIFE BALANCE	2021	2022	2023	Target 2025
% of employees entitled to family related leave through social policy and/or collective bargaining agreements (15)	100%	100%	100%	100%
% of employees participating in the Social Barometer Survey	-	52%	63%	70%
% of employees who feel safe working at Avertim	-	-	95%	100%
% of employee who are satisfied with their work-life balance	-	-	82%	85%
% of satisfaction at work	78%	74%	74%	80%

WAGES	2021	2022	2023	Target 2025
% of employees paid above the minimum wage (16)	100%	100%	100%	100%

(15) Family-related leave: in Belgium it is called “petit chômage”, there exists the equivalent in the other countries, always corresponds to the legislation in force in the country concerned.

(16) Adequately remunerated work is work where wages and compensation for a standard working week, excluding overtime, meet legal and industry minimum standards, and are sufficient to meet the basic needs of workers and their families, and to provide them with some discretionary income.

KPI's	2021	2022	2023	Target 2025
Total Partnerships	-	-	3	-
Volunteering & pro-bono services			13	-
Total Hours	-	-	575	600
Total Donations actions	-	-	6	-
Awareness / Collective Actions	-	-	16	-

TOTAL	2021	2022	2023	Target 2025
Total actions	-	-	35	-
Total participation	-	-	333	-

Environment

GHG EMISSIONS	2021	2022	2023 (17)	Target 2025
Emission scope 1 (total gross - tCO ₂ e)	0	0	0	-
Emission scope 2 (total gross - tCO ₂ e)	20,7	18,1	12,96	-
Emission scope 3 (total gross - tCO ₂ e)	-	372,8	237,0	-
Total carbon emissions - tCO ₂ e	-	390,9	249,77	- 25%

SCOPE 3 GHG EMISSIONS	2021	2022	2023 (17)	Target 2025
Emission scope 3 upstream tCO ₂ e	-	372,8	237,0	-
Emission scope 3 downstream tCO ₂ e	N/A	N/A	N/A	-
Total emission scope 3 tCO ₂ e (18)	-	372,8	237,0	-

ENERGY CONSUMPTION	2021	2022	2023	Target 2025
Total energy consumption (MWh)	206	214	183	- 10%
Total renewable energy consumption (%)	52%	54%	54%	60%

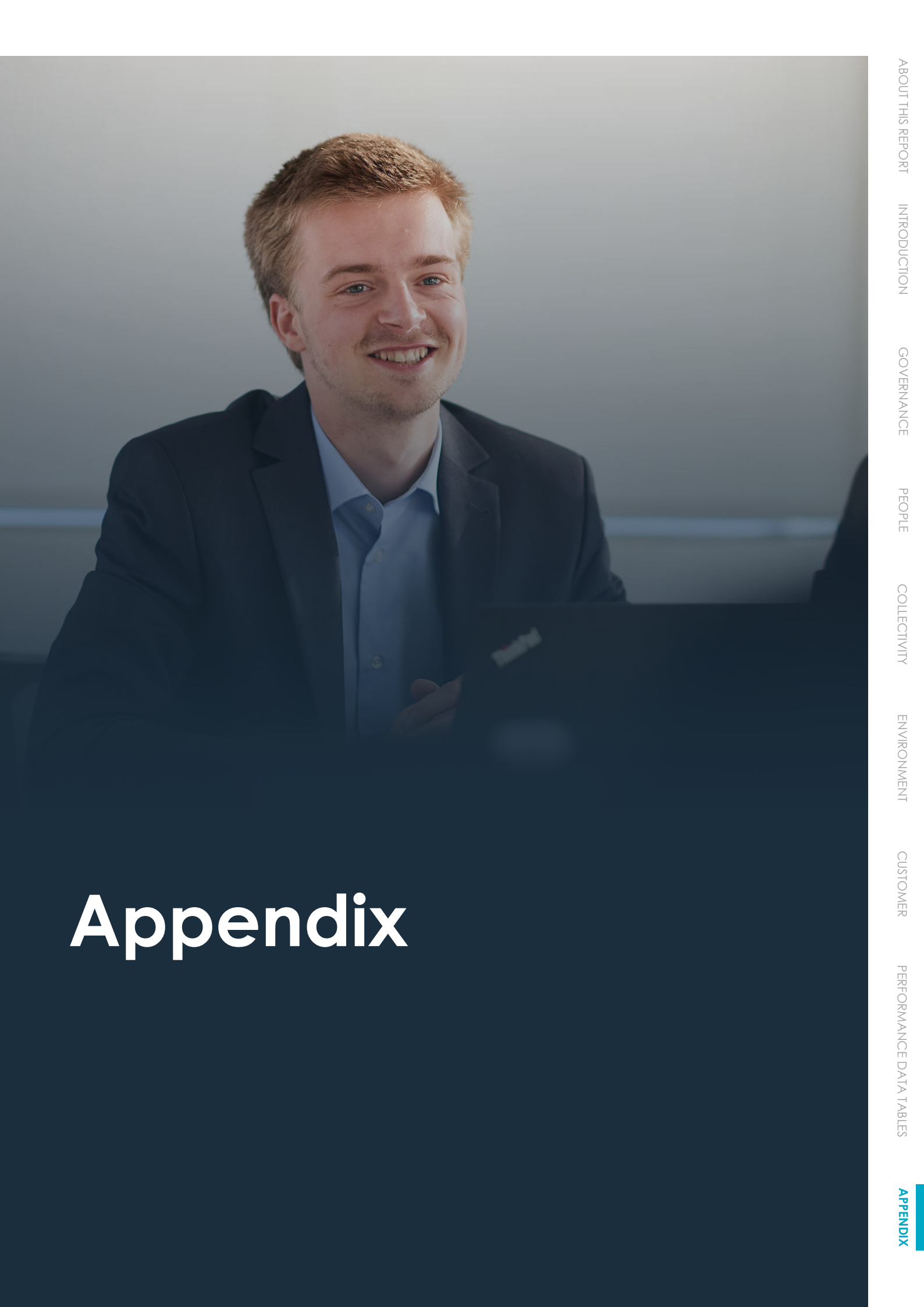
(17) We have revised our methodology from 2022 to 2023, making it difficult to compare both years. Nevertheless, we intend to adjust the 2022 data to conform to the updated methodology.

(18) This includes only upstream emissions, as our activities do not generate downstream emissions (see GHG Emissions).

WASTE MANAGEMENT	2021	2022	2023	Target 2025
Total weight of hazardous waste (t)	-	0,08	0,08	-
Total weight of non-hazardous waste (t)	-	4	4,8	-
Total weight of waste recovered (t)	-	65%	69%	-
Total weight of waste (t)	3,9	3,1	4,9	10%

ENVIRONMENTAL SERVICE & ADVOCACY	2021	2022	2023	Target 2025
% of employees trained on Climate Fresk	0%	4%	9%	50%
% of turnover from the sustainability service line	0%	0%	3,5%	5%

SUSTAINABLE PROCUREMENT	2021	2022	2023	Target 2025
% of targeted suppliers who have signed the supplier Code of Conduct	0%	0%	75%	≥ 80%
% of targeted suppliers covered by a sustainability self-assessment	0%	0%	75%	≥ 80%
% of all buyers trained on sustainable procurement	0%	0%	43%	≥ 80%



Appendix

GRI Content Index

Avertim has reported in accordance with the GRI standards for the period 1 January 2023 to 31 December 2023. GRI1: Foundation 2021 has been used. No applicable sector standards have been used because none are available

GRI 2: GENERAL DISCLOSURES

DISCLOSURES	LOCATION (PAGE NUMBER)
2-1 Organizational details	About this report (page 3)
2-2 Entities included in the organization's sustainability reporting	About this report (page 3)
2-3 Reporting period, frequency and contact point	About this report (page 3)
2-4 Restatements of information	No significant restatements required
2-5 External assurance	About this report (page 3)
2-6 Activities, value chain and other business relationships	About Avertim (page 6) Avertim
2-7 Employees	Performance Data Tables (page 72)
2-8 Workers who are not employees	Due to confidentiality restrictions, we cannot disclose all the information
2-9 Governance structure and composition	Internal Governance (page 15)
2-10 Nomination and selection of the highest governance body	Internal Governance (page 15)
2-11 Chair of the highest governance body	Internal Governance (page 15)
2-12 Role of the highest governance body in overseeing the management of impacts	Internal Governance (page 15) Ethics Committee (page 23)
2-13 Delegation of responsibility for managing impacts	Internal Governance (page 15) Ethics Committee (page 23)

2-14 Role of the highest governance body in sustainability reporting	About this report (page 3)
2-15 Conflicts of interest	Ethics Committee (page 23) Anti-Bribery Policy (page 25) <u>Code of Business Conduct</u> (page 21)
2-16 Communication of critical concerns	Ethics committee (page 23) Performance Data Tables (page 72)
2-17 Collective knowledge of the highest governance body	Internal Governance (page 15) Ethics Training Program (page 24) Environmental Education (page 64)
2-18 Evaluation of the performance of the highest governance body	Not applicable – missing data
2-19 Remuneration policies	Due to confidentiality restrictions, we cannot disclose all the information
2-20 Process to determine remuneration	Due to confidentiality restrictions, we cannot disclose all the information
2-21 Annual total compensation ratio	Due to confidentiality restrictions, we cannot disclose all the information
2-22 Statement on sustainable development strategy	About this report (page 3) CEO Statement (page 5)
2-23 Policy commitments	<u>Code of Business Conduct</u> (page 21) Anti-bribery Policy (page 25) Information security and responsible AI (page 26) <u>Supplier Code of Conduct</u> (page 63)
2-24 Embedding policy commitments	<u>Code of Business Conduct</u> (page 21) Anti-bribery Policy (page 25) Information security and responsible AI (page 26) <u>Supplier Code of Conduct</u> (page 63)
2-25 Processes to remediate negative impacts	<u>Code of Business Conduct</u> (page 21) Ethics Committee (page 23) Prevention Program (page 39)
2-26 Mechanisms for seeking advice and raising concerns	<u>Code of Business Conduct</u> (page 21) Ethics Committee (page 23) Prevention Program (page 39)
2-27 Compliance with laws and regulations	Due to confidentiality restrictions, we cannot disclose all the information

2-28 Membership associations	Avertim is member of The Shift and the Chamber of Commerce and Industry (CCI) , and is partner of the association TADA.
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2-29 Approach to stakeholder engagement	Stakeholder Engagement Plan (page 17)
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2-30 Collective bargaining agreements	Performance Data Tables (page 72)
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GRI 205: ANTI CORRUPTION

GRI 3-3 Management of materials topics	Materiality Assessment (page 14) Anti-bribery policy (page 25) Code of Business Conduct (page 21)
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205-1 Operations assessed for risks related to corruption	The information is unavailable at the moment. The process is being put in place for 2024.
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205-2 Communication and training about anti-corruption policies and procedures	Code of Business Conduct (page 21) Anti-bribery policy (page 25) Performance Data Tables (page 72)
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205-3 Confirmed incidents of corruption and actions taken	Performance Data Tables (page 72)
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GRI 305: EMISSIONS

3-3 Management of materials topics	Materiality Assessment (page 14) GHG emissions (page 58)
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305-1 Direct (Scope 1) GHG emissions	GHG emissions (page 58) Performance Data Tables (page 72)
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305-2 Energy indirect (Scope 2) GHG emissions	GHG emissions (page 58) Performance Data Tables (page 72)
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305-3 Other indirect (Scope 3) GHG emissions	GHG emissions (page 58) Performance Data Tables (page 72)
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305-4 GHG emissions intensity	The information is unavailable at the moment.
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305-5 Reduction of GHG emissions	GHG emissions (page 58) Performance Data Tables (page 72)
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GRI 401: EMPLOYMENT

GRI 3-3 Management of materials topics	Materiality Assessment (page 14) Talent attraction & retention (page 31)
401-1 New employee hires and employee turnover	Performance Data Tables (page 72)
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Compensation & Benefits (page 32)
401-3 Parental leave	Employee Well-being (page 38)

GRI 404: TRAINING & EDUCATION

GRI 3-3 Management of materials topics	Materiality Assessment (page 14) Learning & Development (page 36)
404-1 Average hours of training per year per employee	Performance Data Tables (page 72)
404-2 Programs for upgrading employee skills and transition assistance programs	Learning & development (page 36)
404-3 Percentage of employees receiving regular performance and career development reviews	Performance Data Tables (page 72)

GRI 405: DIVERSITY & EQUALITY

GRI 3-3 Management of materials topics	Materiality Assessment (page 14) Diversity, Equity & Inclusion (page 42)
405-1 Diversity of governance bodies and employees	Performance Data Tables (page 72)
405-2 Ratio of basic salary and remuneration of women to men	Performance Data Tables (page 72)

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