

2014 CSR REPORT



econocom



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PRESENTATION OF THE GROUP

1.1. Presentation of the Group

1.1.1. Profile

2014 group key figures :



econocom:
a european company specialising in the digital transformation of businesses

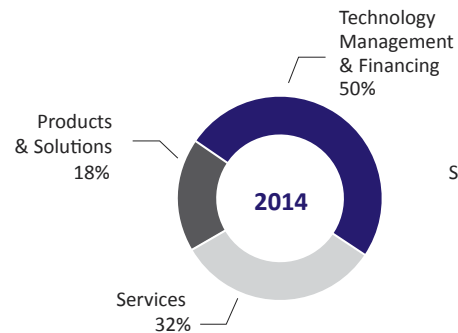


13,093 tonnes of CO₂ emitted by the Group in 2014

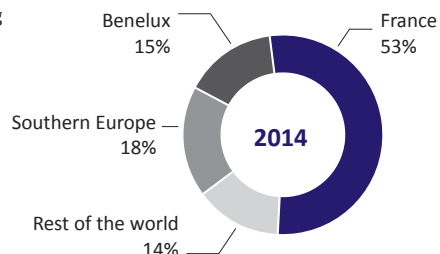
1.6 tonnes of CO₂ emitted per employee in 2014

01.

Business Mix



Revenue by geographical area



About Econocom

Econocom designs, finances and oversees companies’ digital transformation. With over 8,500 employees in 19 countries and revenue in excess of €2 billion, Econocom has all the requisite abilities to ensure the successful implementation of large-scale digital projects: consulting, sourcing and technology management of digital assets, infrastructure services, applications and digital solutions, and project financing.

The Econocom Group share has been listed on the Euronext NYSE in Brussels since 1986 and is part of the BelMid and Tech40 indices.

Our business segments

Econocom Group has four areas of expertise.

TECHNOLOGY MANAGEMENT & FINANCING: Innovative, tailored financing solutions to ensure more effective administrative and financial management of a business’s digital assets.

PRODUCTS & SOLUTIONS: Services for IT, mobile, telecoms and multimedia hardware and software: consulting, sourcing, storage, customisation, delivery, installation, maintenance and recycling.

INFRASTRUCTURE SERVICES, APPLICATIONS & DIGITAL SOLUTIONS: Recognised knowledge of infrastructure (IT systems governance and security, consulting and integration, cloud transformation, IT outsourcing, maintenance) and applications (digitalisation, new uses, collaborations, mobile solutions, Big Data, etc.) to support companies’ digital transformation.

DIGITAL MARKETPLACE: A catalogue of cloud-based business solutions built and developed in-house and run on its own host infrastructure: mobile solutions for various business

sectors; expert multi-OS mobile fleet management services comprising integration, roll-out, maintenance and support; telecom expense management, public & private cloud hosting, 100% cloud-based SaaS HRIS solutions.

With these areas of expertise, Econocom helps businesses transform their IT systems and oversee their digital projects.

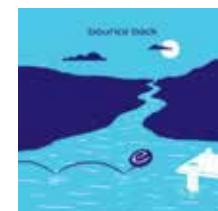
Infrastructure Services, Applications & Digital Solutions and the Digital Marketplace are grouped together under the Services business line.

Our values

Our values are a central part of our corporate culture and our Corporate Social Responsibility (CSR) policy.



Econocom likes to be enterprising and likes people who are enterprising. We have built our success on this entrepreneurial spirit which is cherished and encouraged among our teams. At Econocom, anyone can be enterprising because they have the freedom to explore new avenues and put their ideas into practice. And we will support them in this initiative-taking as it is a source of innovation, and we will value the results.



We are continually confronted with new obstacles and challenges in our projects. At Econocom, we look upon the obstacles we face as opportunities to test our limits, gain a better understanding of a problem and thus find new solutions. Ultimately, we will bounce back and move forward, all the more confident, skilled, and ready to start over.



Facing reality is about wanting to know. In order to maximise the chances of success, we need to know the background, our clients’ expectations, the market situation and our competitors’ strengths and weaknesses. But at Econocom, self-knowledge is just as important: being able to assess our strengths objectively so we can surpass ourselves and reveal our full potential, as well as our weaknesses, so we can analyse them and remedy their consequences.



The solutions we devise for our clients combine the talent, energy and creativity of our financial engineering, distribution and services teams with our partners' technologies.

At Econocom, we want to help our clients become more competitive and build innovative, effective solutions with them that leverage the potential and complexity of digital technologies.



At Econocom, we take responsibility for all the actions we undertake with respect to our clients, employees, suppliers and the community.

We also take responsibility for our failures because they are the proof that we have been daring, and we can learn from them, start over and succeed.

We are proud of our successes, both individual and collective.



At Econocom, Respect is the respect that we strive to have and the respect we inspire.

The respect we strive to have is the respect for other people and our self-respect. Respect for our promises, our commitments, for a job well done, for diversity and the environment.

The respect we inspire is for the skills we each have in our particular field, through our courage, creativity, our ability to anticipate and our open-mindedness.

1.1.2. 2014 key events

Acquisition of Osiatis Group

In September 2013 Econocom Group acquired Osiatis Group. Following the acquisition, the group devoted considerable efforts to structuring its CSR policy with the aim of expanding on the initiatives implemented by Osiatis.

2014 was the first year in which the new group combined its respective CSR policies. This report for 2014 is thus Econocom Group's first CSR report including Osiatis.

Strategic plan

Overview of the Mutation 2013-2017 strategic plan

As part of its strategic plan, Econocom aims to become the European pioneer of financing and technological integration for digital solutions. The plan should enable Econocom to double in size in five years.

Thanks to its original positioning which combines technological and financial innovation, Econocom aims to help its clients adopt new digital technologies rapidly and leverage them to support their business strategies.

In order to achieve this ambition, the group has stepped up its expertise in digital services. The acquisition of Osiatis has enabled Econocom to establish itself as the partner of choice for defining and integrating companies' digital solutions.

The group aims to use its expertise to assist its clients in their digital transformation.

Econocom is rolling out its international expansion strategy depending on the maturity of each country, and as such has identified four strategic regions:

- France and Benelux: the group's main contributors and drivers for change
- Southern Europe: rolling out the multi-activity business model
- Northern & Eastern Europe: targeted business approach
- The American continent: opening new horizons.

The group thus aims to double its annual revenue to €3 billion by 2017.

Review of the first two years

2014 saw the successful completion of the major construction and consolidation measures planned as part of Econocom's Mutation strategic plan:

- The complete integration of Osiatis and building a powerful Services division
- A new group organisation in line with the digital market: simpler, more responsive, closer to clients, and as always, with a focus on entrepreneurship and empowering employees
- Setting up Digital Dimension and speeding up the deployment of B2B, digital, cloud-based solutions
- Over 8,000 employees and three complementary business lines covering the full value chain of digital transformation programmes
- A healthy financial structure.

This positive situation means the group is now in a position to successfully address clients' needs and projects, irrespective of the scale or degree of complexity.

Regarding its medium-term expansion plans in terms of industry sectors and areas, the group will be focusing on the following:

- **Security:** audit, consulting, cyber-security for IoT. This is to address a growing need from corporate clients who are digitalising their business models and internal processes. As a major partner handling these projects, Econocom plans to offer its clients a comprehensive, leading-edge service catalogue.
- **Infrastructure and network consulting:** the cutting-edge skills required from the outset of digital transformation projects.
- **Web & mobile business solutions:** mobile and web business apps, e-commerce, enterprise social networks, etc. are increasingly requiring innovative, and in particular open-source platforms.
- **eHealth:** in a rapidly-growing market, Econocom plans to be a major player in clinical Big Data, systems for optimising healthcare establishments and processes and interoperability of medical systems.

Structuring the group's CSR policy and defining the CSR strategy

In 2014, the group decided to strengthen its CSR policy. This major project, which was launched at the beginning of 2014, aims to set a goal for the group's CSR policy and combine the initiatives implemented by Osiatis Group and Econocom Group by sharing best practices.

In order to understand the sustainable development challenges of the industry and address the expectations of our stakeholders as effectively as possible, we conducted interviews with around 14 internal and external stakeholders. The interviews, conducted by an external consultancy firm, were intended to encourage open discussions on all the sustainable development issues relating to Econocom and its industry.

The group has now begun the rollout phase of its CSR policy.

1.2. Chairman's pledge



As a European provider of business-to-business digital services, with over 8,500 employees in 19 countries since the acquisition of Osiatis in September 2013, we are aware of:

- **The impact of our activities on the environment**, via the solutions we offer and in terms of our own energy consumption and emissions.
- **Our social responsibility**, as a service provider, all the more so because as Econocom Group grows, more and more people come to rely on us: employees, clients, suppliers, financiers, banks, etc.
- **Our ethical role**, in terms of our business practices and everyday behaviour.

We therefore believe that our growth must be based on responsible value creation, i.e. products and services that respect people and the environment. For this reason we have pledged to implement, since 2012, a Corporate Social Responsibility (CSR) policy called "Ecoresponsible".

Above and beyond the purely legal requirements, we have also made a number of commitments:

To our shareholders: Ensuring transparent corporate governance

To our employees: Focusing on social progress and employee wellbeing

To our clients and partners: Developing responsible solutions

To our suppliers: Implementing a responsible purchasing policy

To society: offering tailored, sustainable digital solutions that focus on beneficiaries.

For this reason, we have been a member of the United Nations Global Compact since 2012.

The Group is proud to be responsible and to be involved in this sustainable approach.

By honouring its commitments the company can incorporate, build and reorganise its resources, both internal and external, in order to keep pace with the rapidly-changing environment. It's also about sharing: sharing experiences, difficulties, successes and value creation.

Jean-Louis Bouchard
Chairman of Econocom

OUR CSR AMBITION

02.

2.1. Our mission and commitments

Econocom's CSR policy: completely digital and strongly socially-committed

In line with the group's strategy, our CSR policy is central to the digital transformation, Econocom's key target market. In order to successfully oversee both our own and our clients' mutation, we have made our CSR policy a key part of our strategy so it can be a driver for progress and development that can benefit all our stakeholders.

As a recognised player in the digital service industry, we must incorporate and promote the ethical aspects of organisations' digital transformation. At Econocom, CSR is essential for business and can enable us to offer innovative solutions to our clients.

Major social issues such as education, healthcare, town planning, energy and the environment represent immense opportunities and require the right digital solutions and an approach that focuses on beneficiaries' needs. This is why our CSR policy is central to all our business lines and activities and thus an integral part of the solutions we offer. We aim:

"To give organisations the benefits of digital by offering innovative, realistic, sustainable solutions to major social issues."

Our ambition:

We strive to be recognised as a trustworthy partner that can offer digital solutions to address major social issues. We are firmly committed to societal challenges such as education and innovate with our ecosystem to offer responsible solutions which contribute to organisations' overall performance and competitiveness. In order to achieve these objectives, our employees' contribution is essential, which is why we intend to promote and reinforce employees' commitment by involving them in projects that are beneficial for Econocom and society.

Our commitments

In order to fulfil our CSR ambitions, we have identified two key commitments, both internal and external, which cover the following areas:

To make our employees the first instruments of change and corporate responsibility	Promote a collaborative, cross-departmental organisation
	Ensure employee satisfaction
	Promote training and career development
	Promote diversity
	Adopt ethical behaviour and good governance rules
To be a pioneer of Corporate Digital Responsibility by developing projects collaboratively, in the interests of society and sustainable development	Offer solutions to reduce the negative impact across the entire lifecycle
	Commit to the societal challenge of education
	Promote entrepreneurship within our ecosystem
	Develop a responsible purchasing policy
	Design solutions to help improve companies' competitive edge

2.2. Responsible governance

Different levels of management in charge of the CSR strategy

The CSR policy is managed at C-level, and overseen by Bruno Grossi, Executive Director in charge of Strategy, Acquisitions and Communication.

Véronique di Benedetto, VP France, is in charge of implementing the CSR policy, and is assisted by Manon Petit who oversees the deployment of the group's CSR initiatives.

Econocom Group joined the United Nations Global Compact in 2012 and as such pledges to promote the ten principles of the Global Compact with respect to human and labour rights, the environment and anti-corruption.

The Ethics Charter: guidelines for behaviour

Econocom wanted to unite all the group's staff by drafting an Ethics Charter which sets forth the best practices and behaviour they should adopt on a daily basis, and in line with the corporate values.

In 2013, the group adopted the Ethics Charter, which was drafted jointly with the employee representative bodies and is based on the conventions of the International Labour Organization (ILO) and the principles of the United Nations Global Compact. This Charter lays down a set of intangible principles that should guide the actions of all the group's employees. Employees thus pledge to uphold the values of the principles of integrity, respect, compliance, exemplarity, equity and responsibility.

The group's Ethics Charter is available in six languages. All the managers in charge of communicating and promoting the charter to their teams are familiar with all the aspects of the document.

The Ethics Charter is available on the group's website: www.econocom.com



FOCUS ON THE ETHICS CHARTER

Econocom runs its business according to a strict ethical framework. This Charter forms an integral part of the general principles governing its activities, along with compliance with applicable laws and regulations.

- **Conflicts of interest:**

Econocom wishes to avoid any conflicts of interest. This implies that no employee may deliberately compete, directly or indirectly, with the group, or possess a financial interest in the business of a supplier or partner in competition with the group. If such a situation were to arise, Management should be informed. It will then ensure that any decision or choice arising from this situation is made by individuals who are impartial and able to guarantee the integrity of Econocom Group.

- **Passive or active corruption:**

Econocom condemns all active or passive corruption or attempts to corrupt, whether direct or indirect.

Active corruption occurs when an Econocom Group employee offers any client, prospect, authority or partner a benefit, invitation or gift that violates applicable laws or goes beyond the limits of what is reasonably acceptable in a business environment or that could be construed as an attempt to influence the impartial judgement of that third party.

Passive corruption occurs when an Econocom Group employee accepts a benefit, invitation or gift offered by a supplier or partner in violation of the legal and regulatory framework or that goes beyond the limits of what is reasonably acceptable or that could be seen as a means to influence his or her impartial business judgement.

It is strictly forbidden to accept any gifts, invitations or benefits of any kind during invitations to tender from clients or suppliers.

Any employee faced with such a situation should immediately inform his or her superiors who will recommend an appropriate course of action and will, if necessary, consult the group's legal department.

- **Use of the company's assets or financial data:**

Econocom Group condemns any use of company assets, resources, equipment, data or finances for personal reasons or in an unauthorised manner.

- **Communicating on the company's offering and products:**

Econocom endeavours to provide information on its offerings and products in good faith.

Anti-corruption

In accordance with its Ethics Charter and its membership of the United Nations Global Compact (in particular the 10th Principle of the Global Compact), the group pledges to fight against corruption.

Econocom has implemented a set of procedures to fight corruption and prohibit the use of company goods, resources, equipment, data or financial elements for personal use or any unauthorised non-professional purposes. This involves conducting audits of the various departments involved:

- As a client: the Purchasing dept., for example: drawing up a list of approved suppliers, allocating purchases, etc.
- As a supplier: Econocom has implemented a number of measures to prevent corruption:
 - No circulation of substantial volumes of cash within the company
 - Expense claims are inspected and approved by line managers
 - The only commissions paid to third parties are to Business Partners for introducing deals. The financial terms and conditions (calculating the commission, billing, payment, cap on commissions, etc.) are set forth in our contracts.

Every year, the "gifts for clients" column in our Accounts features a negligible amount.

Conflicts of interest, fraud, money-laundering

Conflicts of interests are limited as a number of people are involved in the process. To ensure tighter control, Econocom has introduced a second signature system.

Econocom's internal memos set forth its ethical policy. Any arbitrations are made by managers or by the appropriate channels.

Money-laundering is prevented as all incoming funds are checked against invoices by our Statutory Auditors.

MAKING OUR EMPLOYEES THE FIRST INSTRUMENTS OF CHANGE AND CORPORATE RESPONSIBILITY

03.

3.1. A collaborative, cross-departmental organisation

Developing new ways of working and combining our expertise

The digital transformation of organisations and in particular our own digital transformation implies new ways of working and combining the organisation's different areas of expertise.

buzz'n'talk

In early January 2014 Econocom launched its own enterprise social network, Buzz 'n' Talk, in order to introduce new communication methods and promote a culture of cooperation within the group:

- Over 2,500 members
- Around 200 communities

All the Community Managers were given training in how to use the tool and collaborative organisation.

In 2014, the group deployed a new internal instant messaging system to enable better communication between employees across the group's various subsidiaries. This has resulted in fewer emails being sent and encourages cross-departmental collaboration.

In 2013, the group's headquarters relocated to new premises which were designed to promote collaboration between employees. The premises feature a number of collaborative workspaces with the aim of encouraging better communication and coordination between departments.

To encourage cross-departmental communication and facilitate team collaboration, all the group's managers organise monthly communication meetings. The material for the meetings is prepared by the Communications department and is the same for all the group's employees. These meetings are also an opportunity for Senior Management and the other managers to discuss the latest group news and any imminent changes or projects.

93 Econocom runners took part in the Médoc Marathon in September 2014

Following the acquisition of Osiatis Group, a sporting challenge was launched in order to promote synergies between employees from the group's different departments and business lines.

Thus, 93 runners took part in the Médoc Marathon in the south of France in September 2014. Employees from the Greater Paris area had 7 months' training with professional personal trainers. There was also a sponsoring system to encourage team spirit among the runners.

In 2014, Econocom decided to set up a Cross-Business Line Sales Department in order to create a more cross-disciplinary organisation and combine the expertise of the group's various departments.

The proportion of revenue generated by the cross-business line solutions delivered by Enterprise Solutions increases steadily every year and accounted for 13% of total revenue in 2014. This is a testament to the group's commitment to offer multi-business line solutions to its clients based on coordination between business lines and the cross-functional organisation.

3.2. Employee satisfaction

The SHARE programme in France (excluding Econocom-Osiatis)

share

Introduced by Senior Management in France in 2011 (excluding Econocom-Osiatis), Econocom's employee wellbeing scheme, "SHARE", is designed to improve quality of life in the workplace. Measures have been implemented in three main areas:



Improving wellbeing in the workplace by providing services for employees:

- A range of services at preferential rates (ironing, shoe repairs, dry cleaning, clothes alterations, fruit and vegetable basket deliveries, help with administrative paperwork, etc.). The employee services club has its own office at each of the main offices in the Greater Paris area, whilst employees in the rest of France can order services online.
- An optician service is available for employees at the headquarters in Puteaux near Paris. Employees can virtually try on different frames and benefit from a number of free services such as eye testing and glasses repairs.
- An emergency childcare service.
- An online tutoring service for employees' children. The teaching material is created by qualified teachers and covers the school curriculum (from primary school through to the end of senior secondary school level) in a fun, interactive way.
- Free personal training sessions are available to encourage employees to exercise. They have unlimited access to fitness training sessions tailored to their objectives, physical capabilities, preferences and time. A choice of activities is available: keep fit, step, yoga, relaxation, salsa, etc.
- A number of free online lessons are available (the highway code, foreign languages, music, relaxation, office automation, etc.).
- Massage sessions are regularly provided at the headquarters in Puteaux.
- A "Share'n'Shop" community has been opened on Econocom's internal social network so employees can buy and sell second-hand goods. The community is also designed to encourage employees to contribute to the circular economy by recycling their belongings.

The employee services club delivered **6,500 services** in 2014 with a **99.9%** satisfaction rate



Modernising work schedules

As achieving a better work-life balance is central to ensuring better quality of life for employees, Econocom has implemented a number of options for working remotely or part time.

- Remote working: a flexible, modern system that enables staff to work from home or at different offices for one or two days a week (providing it is compatible with their job description). To ensure maximum efficiency, all remote workers are required to attend a training course.
- Working from home on an occasional, one-off basis. In the event that staff cannot make it to the office due to exceptional circumstances (e.g. public transport strikes or bad weather), employees are allowed to work from home.
- Part-time: employees who wish to spend more time with their families or on personal activities may work four days a week (in accordance with predefined conditions).

In order to harmonise the group's employee satisfaction policies, working from home agreements have been signed by some of Osiatis Group's legal entities. Those which have not yet signed agreements are currently negotiating with the trade union representatives.

Thanks to the Share programme,

227 employees

currently work from home,

i.e. **28% of staff** (excluding Econocom-Osiatis).

46 new requests were processed in 2014



Financial and social support

Difficult situations can arise in life, situations which are difficult to get through alone and require help and support.

The SHARE programme therefore offers a number of services designed to make employees' personal and working lives easier:

- Financial assistance: in the event of a change in circumstances or unplanned expenses, employees may apply for an advance on their salary.
- Counselling: an anonymous counselling helpline is available 24/7 with trained psychologists from our partner PsyFrance.
- Relocation assistance is available for staff (help in finding rented accommodation, financial support for employees with financial difficulties, etc.).

100% of requests for financial support were granted in 2014.

Initiatives to promote wellbeing in the workplace in other countries

EcoLife plan in Italy

In Italy, Econocom has set up a programme called EcoLife which aims to ensure employee wellbeing, a better work-life balance and encourage Econocom Italy staff to become involved in charity and volunteer work. All Italian employees are entitled to work from home on some days, and working hours have been made more flexible to allow for employees' family arrangements. They are also entitled to extra days off for doctor's appointments for themselves or their children.

In addition, Econocom Italy offers assistance to employees who have decided to foster children, and has implemented various measures to safeguard employees' health, such as offering twice-yearly blood tests and free flu vaccines.

Other countries

In the United Kingdom, sales staff may work from home one to two days a week, and flexitime has been introduced for employees with young children.

Every year in Belgium, Econocom invites employees and their families to "Family Day", a day out designed to build team spirit and encourage socialising among colleagues.

3.3. Diversity policy

In terms of recruitment, choosing partners and promotion, Econocom has always given priority to the skills of each individual and condemns all forms of discrimination. It has included this policy in its Ethical Charter and actively promotes it to all its employees and stakeholders.

Gender parity

We firmly believe that diversity is the key to open-mindedness and collective performance. We strive to create a working environment that is merit-based and conducive to collaboration.

Econocom Group pays particular attention to gender parity and encourages women to join what is traditionally a male-dominated profession. We are committed to equal opportunities in terms of career development and strive to ensure a more balanced mix of male and female employees.

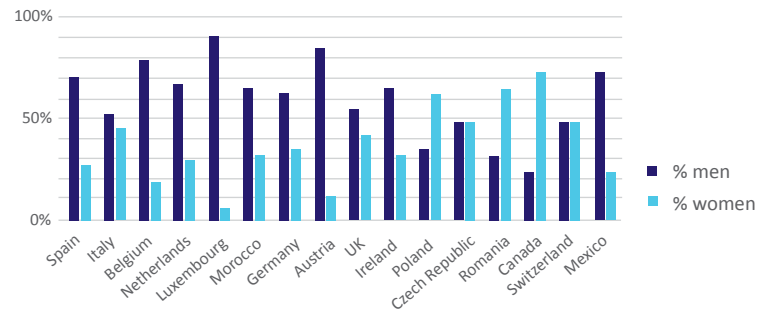
In a notoriously male-dominated industry, Econocom Group employs, as of 2014, over 1,700 women out of a total of 8,200 people, i.e. 21% of the group's workforce. As the group's Services division has a large number of engineers and technicians, which are predominantly male professions, it has the highest male population of all the group's business lines.

In France, excluding Services, women accounted for 49% of the workforce in 2014.

We ensure that men and women receive equal treatment: 95% of female Econocom employees in France have permanent contracts, compared with 96% of their male counterparts.

We also take care to ensure that career opportunities are the same for men and women. In France, 50% of the group's female employees have executive status, compared with 46% of male employees. In France, women who attended training courses in 2014 received an average of 22 hours of training, versus 26 hours for men.

Ratio of men to women in the group's other countries



Véronique di Benedetto VP France, Chairman of Femmes du Numérique

Femmes du Numérique was created in July 2011 at the initiative of the Syntec Numérique (a professional body representing the digital industry). The aim of the organisation is to attract young women to the digital industry and promote gender parity in the field. A number of companies in the industry actively support Femmes du Numérique (around 80 companies and over 120 volunteers).

To find out more, see the website: www.femmesdunumerique.com (in French)

Fighting against discrimination and helping people enter the job market

In addition to its commitment to gender parity, the group also strives to help people with difficulties entering the job market.

In France, Econocom has implemented a number of actions to employ young people and graduates: we offer a number of internships and work placement opportunities, many of which may lead to more permanent positions with the group.

For its Services business, Econocom Group encourages the recruitment of graduates or final-year undergraduates on sandwich courses. Econocom-Osiatis is actively committed to training young people and provides tutoring (technical and non-technical) for its sandwich course students.

The group currently has almost 200 sandwich course students and interns, i.e. around 3% of the total workforce in France.

As Econocom's Services division has greater recruitment needs than the group's other business lines, it has set up partnerships with universities via a variety of actions:

- Keynotes on technical topics by consultants
- Sitting on juries
- School forums
- CV-writing workshops
- Serving on Boards of Directors.

Econocom-Osiatis' partner schools:

- **GOLD partners:** EPITA, ESIEA, EFREI, IUT Vélizy, POLYTECH Lille, INSA Rennes, INSA Lyon, CFA AFTI.
- **SILVER partners:** CESI Nord-est, UTBM Belfort, IUT d'Ilkirch, University of Strasbourg, ENSIIE Strasbourg, EURIDIS, IPI, ESGI, EPF, Sciences U Lille, ISEN, ENI, IMIE, POLYTECH Sofia, ENSIMAG, ISIMA Clermont-Ferrand, Telecom Saint-Etienne, Epitech Lyon, EPSI Lyon and Grenoble, Sciences U Lyon, 3IL, Exia Cesi Toulouse
- **BRONZE partners:** SUPINFO Lille, SUPINFO Lyon, SUPINFO Strasbourg, SUPINFO Paris, SUPINFO Nantes, SUPINFO Grenoble, SUPINFO Toulouse, Afpa Meudon, ASTON, ETNA, ISTY

In order to extend its policy for employing young people, Econocom has signed "generation" agreements for its various French subsidiaries in order to:

- Facilitate long-term employment of young people
- Employ and retain senior citizens in the workforce
- Ensure intergenerational skills and knowledge transfer.

This agreement is also designed to create inter-generational synergies among employees by sharing knowledge, which is a major asset for the company and a source of innovation. The agreement therefore involves both young recruits, senior citizens, as well as all the generations in between: older employees have a crucial role to play in lending younger employees the benefit of their experience and skills.



A partnership with the *Journée Nationale Des Jeunes* (National Youth Day) to help young people plan their future careers, particularly in the digital industry.

Once a year, Econocom holds an open day for schoolchildren so they can gain insights into the corporate world and find out about jobs in the digital industry. The group's managers address the schoolchildren on future career possibilities.

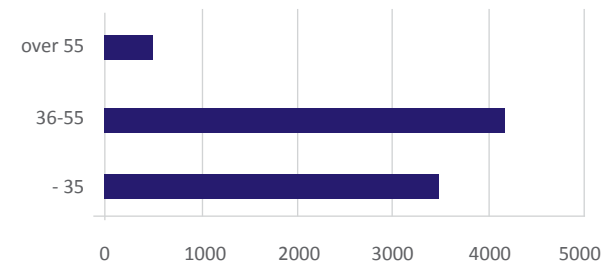
Career advice and assistance for over 45s available in France (excluding Econocom-Osiatis)

From the age of 45 onwards, employees can have a Career Review to discuss their future career prospects and undergo a skills assessment test through a specialist external firm. They also have priority access to training and support from HR should they wish for promotion or a transfer to another department.

Over 55-year-olds also have additional benefits such as a day's paid leave once every two years to have a medical check-up. They also benefit from a number of options to manage their work schedule (part time, flexitime, working from home, etc.). Lastly, the group offers them the opportunity to pass on their skills to younger colleagues via a mentoring scheme.

Age pyramid

Workforce on 31/12/2014



As part of our diversity policy, we are committed to employing disabled staff. We are currently rolling out a disabled programme called “Mission Handicap” for our Services division, which employs 85% of the group’s workforce.

Econocom-Osiatis’s commitment to disabled staff



Econocom-Osiatis is firmly committed to helping the disabled. “Mission Handicap” is a unifying corporate project which was officially launched with the signing of an agreement in November 2014 with AGEFIPH (*Association pour la Gestion du Fonds pour l’Insertion Professionnelle des Personnes Handicapées*), a non-profit organisation which helps disabled people enter and remain in the job market. AGEFIPH’s support has enabled us to implement a number of measures to raise awareness among Econocom-Osiatis staff on the importance of employing disabled staff and facilitating their inclusion. We have also decided to procure goods and services from companies specialising in employing disabled people.

In order to optimise the conditions for recruiting and welcoming disabled staff, a training scheme for management and employees has been organised. In addition, Econocom-Osiatis has implemented a series of measures to raise awareness among staff, including e-learning modules depicting typical situations disabled staff experience in the workplace, a “dark lab” bus tour of France so that employees can experience life as a visually impaired person, and a dedicated Intranet area.

Econocom-Osiatis is reviewing its purchasing policy to include suppliers and service providers which specialise in employing the disabled. We aim to allocate a substantially larger proportion of our purchasing budget to organisations specialising in the professional integration of people with disabilities, particularly for sourcing packaging, reprography, and office maintenance. We have also signed an agreement with GESAT, the French national network of professional integration organisations.

Lastly, Econocom-Osiatis is continuing to invest, along with 11 other leading digital players (Accenture, Akka, Altran, Assytem, Atos, Capgemini, CGI, GFI, Open, Orange and Sopra-Stéria) in the “Handicap et Numérique” (Disability and Digital) collective, which was founded in 2010 by the Syntec Numérique. The collective runs the www.handi-numérique.com website, which went online in 2014, and is the first website dedicated to jobs in the digital industry for people with disabilities. Handi-numérique.com offers information on job opportunities in the industry and the specialist training courses available.

Disabled staff currently account for around 1.1% of the group’s workforce.

3.4. Training and career development

Training policy

Training helps speed up employees’ adoption of digital technologies and directly contributes to their satisfaction, which in turn improves customer satisfaction. We are constantly striving to enhance our training offering for all the group’s employees. We also firmly believe that training is a major asset to attract and retain talents, which is why it is a central part of our CSR policy.

In 2014 in France, 2,151 employees, i.e. 34% of the total workforce, received a total of 63,803 hours of training.

In addition to the classroom training provided by both our in-house teams and external partners, employees may also benefit from a range of e-learning modules.

Econocom-Osiatis employees have access to a wide range of e-learning courses, including over 5,000 technological modules and around fifty on methods, customer relations and management. A technical library of over 8,000 documents is also available. This knowledge base is constantly updated and enhanced to keep pace with changing technologies.

The Econocom Management Academy (EMA)



In 2012, Econocom set up an in-house management training facility, the Econocom Management Academy (EMA). The aim of this ambitious project is to offer training programmes designed to improve employees’ management skills. The EMA’s management training courses help develop a common managerial language and culture within the group, whilst the multi-disciplinary courses promote the “Build together” value.

Since the EMA was created, 316 managers have received training in managerial skills and behaviour. A total of 357 days of training, for groups of 10 people, i.e. 3,400 man days, have been given. 95% of attendees rated the EMA training courses as very good or excellent, and satisfaction rates have always been over 90% since the inception of the EMA.

Skills management

In order to monitor employees’ career development, Econocom’s manager hold annual appraisals with their teams.

The purpose of this appraisal is to:

- Review the employee’s roles and responsibilities
- Assess performance in terms of the employee’s skills and achievement of the objectives set
- Set targets for the coming year
- Discuss the employee’s career plans and any requests for promotion/transfer.

In 2014 3,060 employees in France had annual appraisals, i.e. around 50% of staff. The group aims to increase this percentage each year until all employees are given a performance review.

TO BE A PIONEER OF CORPORATE DIGITAL RESPONSIBILITY BY DEVELOPING PROJECTS COLLABORATIVELY, IN THE INTERESTS OF SOCIETY AND SUSTAINABLE DEVELOPMENT

04.

4.1. Solutions geared towards reducing the negative impact across the solutions' lifecycle

Managing end-of-lease equipment in the interests of the social and solidarity economy

As part of its Technology Management & Financing business, Econocom is required to arrange for its used EEE (Electrical and Electronic Equipment) to be collected. Every year Econocom handles 500,000 collections across the group, half of which is in France. In the interests of the social and solidarity economy, Econocom recycles all its products, thus complying with both its disabled policy and the WEEE (Waste Electrical and Electronic Equipment) directive, and as part of an overall CSR approach.

Under the new European directive applicable by the French decree n°2014-928 of 19 August 2014 we are required to verify that all refurbished equipment is in good condition. From now on, any dysfunctional hardware is deemed as waste, and cannot be reused. Econocom has set up a number of partnerships with third-party providers specialising in professional insertion and a prison workshop in France in order to encourage the circular economy and ensure that all used equipment is fit for reuse.

This approach also allows us and our clients in France to comply with the French law of 11 February 2005 on employing disabled staff. The law requires all companies with more than 20 employees to employ 6% of people with disabilities, thus promoting the professional insertion of disabled staff. Half of these disabled staff (3%) may be sub-contract staff from professional insertion companies.

Any products deemed dysfunctional upon verification by our accredited partners must be disposed of in accordance with environmental legislation. To that end, we have signed an agreement with Ecologic, a state-accredited organisation that specialises in collecting and processing companies' WEEE. The partnership allows Econocom to ensure that all equipment is tracked and processed in accordance with environmental standards.

As part of its CSR policy, in addition to handling end-of-lease equipment, Econocom also offers to process any used equipment owned by its clients.

In 2014, as part of the group's Technology Management & Financing business in France, of the 200,000 units collected by Econocom, 63 tonnes were recycled by our accredited partners. 97.5% of the equipment collected was reused, as part of the group's commitment to reusing all equipment in good working order.

Econocom and Schneider Electric lend their support to help people enter the job market

In March 2014, Econocom and Schneider Electric signed a joint agreement with non-profit organisation "Travailler et Apprendre Ensemble" (TAE) to lend their support in helping people enter the job market. The agreement requires Econocom to support the charity, initially by donating second-hand IT equipment which TAE can then refurbish and sell on.

"Travailler et Apprendre Ensemble" is a pilot project launched by ATD Quart Monde for the purpose of helping people who do not have access to stable employment. Its original approach involves uniting within the same organisation both people who were previously without stable jobs or fixed income and former corporate employees who have chosen to take time out from their career to help build a more solidarity-oriented organisational model.

Based on the firm conviction that job security is the key to professional, personal and social stability, the organisation guarantees all its employees a full-time, permanent employment contract after their initial, subsidised contract expires.

TAE's employees refurbish and resell second-hand equipment to clients, depending on the charity's clients' needs. As part of the new partnership, Econocom and Schneider Electric aim to donate around one thousand machines (PCs, laptops, etc.) every year.

Véronique di Benedetto, VP France, said: *"Econocom's corporate culture is based on values which underpin all our actions, behaviour and successes. Two of these six values are 'Respect' and 'Responsibility'. This initiative is part of a community-minded approach that aims to give pride and dignity to marginalised members of society by giving them gainful employment."*

Watt's Green: a solution to reduce the carbon footprint of clients' IT systems

Econocom has devised a solution, Watt's Green by Econocom, to help clients manage the energy consumption of their IT system. Watt's Green enables companies to measure the electrical consumption of their IT system and the equivalent in CO₂ emissions, and thus produces an accurate map of all the equipment based on published statistical data and taking into account the type, power and age of all the equipment. The solution also enables clients to target the most energy-guzzling areas of their IT system and simulate various types of energy-consumption scenarios.

Econocom launches a new sustainable solution to cover the entire lifecycle of equipment via a circular economy approach.

This new offering, which combines environmental and social considerations, allows our clients to control the energy consumption of their IT infrastructure, reduce their carbon footprint and outsource the management of their used Waste Electrical and Electronic Equipment (EEE) to a partner specialising in employing disabled people. Equipment is reused whenever possible and any dysfunctional equipment is recycled in compliance with environmental legislation.

4.2. Promoting entrepreneurship within our ecosystem

Econocom is constantly being enterprising and likes to support fellow entrepreneurs, in keeping with one of our six corporate values: “Be enterprising.” It is only natural therefore that Econocom encourages the development of startups and any entrepreneurial initiative in general.

Econocom supports French entrepreneurship with the Partech Shaker

After joining the seed fund Partech Entrepreneur in October 2013, Econocom has consolidated its partnership with Partech Ventures by becoming a partner of the Partech Shaker to support digital entrepreneurship in France.

Partech Shaker is the world’s first dedicated open innovation campus, initiated by venture capital firm Partech Ventures. This 2,200 m² space on 9 floors will eventually welcome around forty startups for which Partech Ventures is providing seed funding as well as some major international companies investing in open innovation.

Open innovation is now an essential complement to traditional R&D methods; startups, meanwhile, can benefit from being in contact with large enterprises in order to boost their growth.

Partech Entrepreneur is the most active seed fund in Europe with 26 investments made in 18 months. For the resident startups, Partech Shaker offers *“A flexible working environment ideally suited to their growth, a pleasant environment to attract the world’s best talents, a place to exchange best practices and a venue to receive customers that enables them to focus on their core business and become world leaders,”* says Romain Lavault, General Partner at Partech Ventures.

As a Corporate Innovation Partner, Econocom will organise, among other things, an annual calendar of business events with the other Partech Shaker companies on the theme of disruptive innovation and the Internet of Things.

Econocom partners 100,000 Entrepreneurs

Econocom supports non-profit organisation 100,000 entrepreneurs in order to create ties between education and the corporate world and promote entrepreneurial spirit among young people.

100,000 entrepreneurs arranges for volunteers from the business world to give testimonials at schools and colleges.

Coordinated in conjunction with the French Ministry of Education, the purpose of these addresses is to encourage students to be entrepreneurs, give them practical insights into the corporate world and show them the relevance of the subjects taught at school.

Econocom encourages its managers to give addresses at schools and entrepreneurs’ forums in order to inspire young people to be entrepreneurs by sharing their experiences and passion.

We have addressed around 500 students since the beginning of the partnership.

Econocom: a partner of “Club Open Innovation” since 2013

The Club Open Innovation puts large enterprises in touch with startups, in an open innovation rationale. The Club manages around twenty startup incubators in Paris, representing a community of 500 startups.

Through this partnership, we can identify innovative solutions developed by startups and give them the opportunity to add them to our portfolio of offerings. The startups, meanwhile, benefit from the credibility of a major group.

In 2014, the products of three startups, discovered through the Club Open Innovation, were incorporated into our Digital Center (showcase for digital solutions).

Econocom also took part in three innovation speed-networking events in 2014.

Partnership with StartUp 42, a digital startup incubator sponsored by EPITA

Econocom supports “Startup42”, a startup accelerator that promotes innovative digital projects developed by students at EPITA engineering school and young external entrepreneurs.

The aim is to give the entrepreneurs technological and sales support to help them kick-start their project, consolidate their business plan and increase their profile through ‘Startup42’ and its partner networks.

This initiative is perfectly in keeping with Econocom’s DNA: innovation is an integral part of our growth model. With digital technologies constantly offering new business opportunities for our clients, we devise and implement smart solutions every day to help them be successful and innovative in their business.

For 4 months, spread over twice-yearly sessions, startups receive support from experts from EPITA’s innovation laboratory, 3ie. In addition to working infrastructures, they also have special access to a community of technical experts (teachers, researchers, experienced developers, consultants), support from marketing and business development specialists, and feedback and advice from members of the digital innovation ecosystem (entrepreneurs, investors, researchers).

Econocom invites each group of startupper to its headquarters in Puteaux so they can present their projects with a view to looking into possible collaborations.

4.3. Our commitment to the social challenge of education

We are firmly committed to the deployment of digital tools in schools in order to reduce the digital divide and promote access to technology. The group aims to become a leading player in this field.

The French government has decided to promote digital technology in education as France is somewhat behind other countries in this area. Econocom wants to be part of this movement and offer schools solutions that address the requirements of teachers, students, parents and local authorities.

Econocom aims to help transform the education experience by engaging students, introducing new teaching methods and encouraging greater parental involvement in children's schooling.

In order to encourage the introduction of digital technologies in education, we have decided to focus on two main areas.

The first is equipment. In today's world, digital is playing an increasingly important role and students need to be properly equipped to face the challenges of tomorrow. We therefore need to deploy digital equipment in the classroom so that all students may improve their digital skills.

The second area concerns assisting teaching staff throughout the digital transition. This is essential as these digital tools will create a new teacher-student dynamic. We meet regularly with teaching staff to identify their needs and expectations and offer the right solutions to address them.

Econocom also encourages debate on the subject of digital in schools via its "Digital for All, Now" and emedia blogs. These feature testimonials from stakeholders who share their expectations and concerns on the matter. The articles posted on www.digitalforallnow.com and the Econocom emedia blog thus stimulate public debate on the use of digital technologies in schools.

Our projects in the education sector:

The Seine-Saint-Denis Departmental Council chose Econocom for a comprehensive project covering supply of digital equipment and integration, roll-out, maintenance and desktside support services.

As a result, for the 2014 academic year 12 new "totally digital" junior secondary schools opened in France's youngest department. All these schools, each of which have an average of 600 pupils, now have state-of-the-art equipment and ultra-fast broadband access, all set up and integrated by Econocom.

This innovative project, one of the first such large-scale digital deployments in the education sector, is part of an ambitious environmental, technical and functional programme launched by the Seine-Saint-Denis Departmental Council four years ago.

A strong partnership with NGO Passerelles numériques:

Since 2006, Econocom has been a partner of the NGO Passerelles numériques which gives young people from impoverished backgrounds in Cambodia, Vietnam and the Philippines access to training and skilled employment in the ICT sector.

In 2014 three classes were sponsored by the group, meaning a total of 75 students received training from Passerelles numériques. One of these, a class of 25 students, graduated in October 2014. Since 2006, 250 students have been sponsored by the group.

As part of this partnership, Econocom has also set up a corporate volunteering scheme. In 2014, five of the group's employees lent their skills for a total of 12 weeks. Since 2007, 40 employees have gone on volunteer schemes for over 100 weeks.

Bruno Grossi, Executive Director of Econocom in charge of Acquisitions, Strategy and Communication, joined the Passerelles numériques team in 2014.

Econocom supports Passerelles numériques for the Médoc Marathon

In September 2014 93 employees took part in the Médoc marathon. During the summer training sessions prior to the race, Econocom decided to turn the runners' performances into financial support for Passerelles numériques: the longest distances run were then converted into money which was donated to the NGO.

Thanks to these donations, Passerelles numériques will be able to finance two years' tuition for a student at its training centre in the Philippines.

In 2015, Econocom set up a partnership with École 42, a free computer programming school known for its innovative teaching methods. École 42 aims to secure employment for its students whilst offering digital companies the talent they need.

4.4. Our responsible purchasing policy

In accordance with Econocom's CSR approach, our Purchasing department:

- Complies with the principles upheld by the International Labour Organization (ILO) as well as current labour laws
- Observes the 10 principles of the UN Global Compact
- Is committed to risk prevention and complies with current health and safety legislation
- Strives to protect the environment and control its carbon footprint, in compliance with the RoHS directive.

In order to encourage our suppliers and sub-contractors to adopt more responsible behaviour, the group plans to improve its responsible purchasing policy in 2015. To that end, it is currently working on defining the main areas the group wishes to focus on with respect to responsible sourcing.

4.5. Innovative digital solutions to improve the competitiveness of European companies

We firmly believe that the digital transformation of companies boosts local economies and innovation. Digital solutions can also be a major driver for organisations' productivity, competitiveness and sustainability. This is why we are constantly striving to devise new digital solutions to improve companies' competitiveness which focus on new uses that make life easier for end-users.

"We build solutions
that are tailored
to clients' and end-
users' needs."

OUR ENVIRONMENTAL POLICY

Greenhouse gas emissions accounting

As part of our CSR policy, we have implemented a series of measures designed to limit our carbon footprint. As Econocom Group is a service company, we do not generate any greenhouse gases from manufacturing equipment. Moreover, the geographical location of our premises means our impact on biodiversity is minimal.

In order to control our environmental impact and implement the requisite measures to reduce it, we have measured our greenhouse gas emissions since 2011 by conducting greenhouse gas emission audits.

Our greenhouse gas emissions audits are conducted in accordance with the GHG (Greenhouse Gas) Protocol but also use elements from the French National Agency for Energy Management's (ADEME) database of emission factors. These factors are used in France as they are deemed more accurate than those of the GHG Protocol. Moreover, the GHG Protocol itself encourages companies to use other emission factors if they are more accurate.

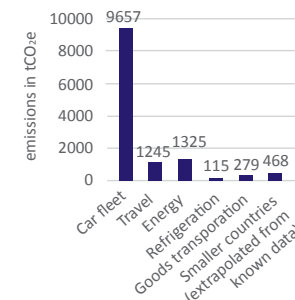
The audit covers the group's main emission sources, including energy consumption of buildings (electricity, gas, fuel), refrigerant leaks, employee business travel (by plane, train and company car), and transportation of goods. In order to ensure that the report represents all the group's activities, only data from countries with more than 100 FTEs (Full-Time Equivalent) has been collected. For the countries with fewer employees, emissions information has been extrapolated based on known data.

The greenhouse gas emissions audit conducted in 2014 was the first one to include data from Osiatis Group. Consequently, the results of this audit cannot be compared with those of previous years given the significant increase in the size of the company.

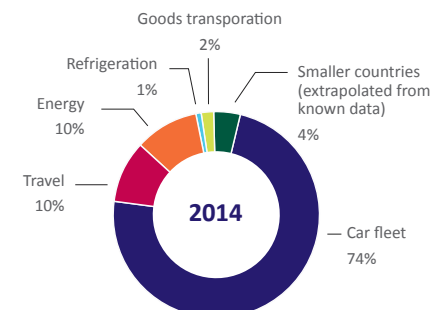
In 2014, the group's greenhouse gas emissions amounted to 13,093 tonnes CO₂e, i.e. 1.6 tonnes of CO₂e per person.

In terms of limiting our greenhouse gas emissions, we are focusing mainly on improving the energy efficiency of our buildings and reducing the carbon emissions of company transport.

Breakdown of GHG by emissions source



Breakdown of GHG by emissions source in 2014



05.

Limiting our carbon footprint

Transport policy

Our company car fleet is the biggest source of carbon emissions. We have therefore replaced our less energy-efficient vehicles so that all our cars now emit less than 130 g of CO₂ per kilometre.

Furthermore, in order to encourage more responsible behaviour among our employees, we have introduced eco-friendly driving practices into the group's Car Policy. Consequently, all employees with fleet cars or company cars are aware of the environmental impact of their driving and the best practices to adopt.

We ensure that all new cars added to the company car fleet comply with the environmental restrictions of the Car Policy.

In 2014, Econocom added five electric cars to its company car fleet. These cars may be used by employees in the Greater Paris area to travel from one office to another or to visit client sites.

For employees making long-distance business trips, we encourage them to travel by train rather than air for journeys of less than three hours. Our in-house travel agency books train journeys wherever possible.

Energy consumption

Econocom is currently conducting energy audits at its main premises in order to identify ways of reducing greenhouse gas emission from energy consumption.

In Belgium, Econocom has signed a "green electricity" contract and 100% of its electrical consumption is now from renewable energy sources.

Paper policy

Econocom is committed to using environmentally-responsible paper: over 80% of the paper used for internal purposes is PEFC-labelled. It also arranges for paper to be sorted and collected from its premises so it may be recycled by accredited providers.

The group's employees are regularly encouraged to limit the number of documents they print out.

In 2014 in France, 6.2 pages were printed for every €1,000 of revenue.

Employee awareness

Econocom regularly implements "green awareness" measures to encourage employees to adopt environmentally-responsible behaviour. All new staff are provided with a booklet of green guidelines.

'Canibal', a digital recycling machine set up at the Puteaux headquarters

'Canibal' is a smart waste-recycling machine that recognises, sorts and processes used drinks containers (plastics cups and bottles) which are subsequently recycled.

'Canibal' thus contributes to heightening employees' environmental awareness through a series of incentives and games (prize-winning system).

ABOUT THIS REPORT

06.

6.1. Scope and frequency of reporting

Every year since 2013, the group has published a Corporate Social Responsibility report. This report covers the period from 1st January 2014 to 31st December 2014. It also includes some elements from early 2015.

The indicators chosen are designed to measure the impacts of the group’s activity in terms of the main sustainable development criteria. These indicators are based on the Principles of the United Nations Global Compact.

6.2. UN Global Compact correlation table

Global Compact		
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	3.2. Employee satisfaction p.20 3.3. Diversity policy p.24 4.3. Our commitment to the social challenge of education p.36
Principle 2	Make sure that they are not complicit in human rights abuses	4.4. Our responsible purchasing policy p.38
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	3. To make our employees the first instruments of change and corporate responsibility p.18
Principle 4	The elimination of all forms of forced and compulsory labour	
Principle 5	The effective abolition of child labour	
Principle 6	The elimination of discrimination in respect of employment and occupation	
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges	5. Our environmental policy p.31
Principle 8	Undertake initiatives to promote greater environmental responsibility	
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	
Anti-corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	2.2. Responsible governance p.15

Find out more about Econocom Group
www.econocom.com

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