



2020

Integrated Report Narrative & CSR



COMMUNICATION ON
PROGRESS

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

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2019, a pivotal year...

In 2019, ODIAL SOLUTIONS Group brought access to drinking water to almost 1.7m villagers in sub-Saharan Africa, often under challenging conditions – steeply sloping land in Togo, armed conflict zones in Mali – and in complex situations, such as private connections in Mauritania. Each time, we identified the most suitable models and techniques: manual pumps, solar pumps, small-scale networks or drinking water services.

In 2019, we also saw the work undertaken over the last four years through our UDUMA subsidiary come to fruition: at the end of the year, work began to set up the company's first drinking water service. In two years' time, 560,000 villagers in Mali's Sikasso region will benefit from the service.

We offer a high quality, fair, sustainable, large-scale, replicable service based on technical and societal innovations. In 2019, it continued to garner growing interest among the international community:

- Discussion and working group with researchers from the University of Oxford
- Mentions in works such as those published by the INTERNATIONAL WATER ASSOCIATION and jointly by the AFD (French development agency), CNRS (French centre for scientific research) and FWP (French water partnership)
- Invitations to present the UDUMA model at events such as the Sanitation and Water for All high-level meeting in San José and the ALL SYSTEMS GO! symposium in The Hague
- The 2019 "Most innovative business model" trophy from the International Development Observatory (ODI)

This high level of activity required us to recruit new staff and skills, and reorganise and reposition the group. We were supported in this transformation, and in particular in restructuring our range of products and services, by BPIFRANCE's SME Accelerator, set up to assist SMEs with high growth potential.

... and a year of strides in Corporate Social Responsibility (CSR)

We have developed our group in an enormous number of ways this year, and each one demonstrates our focus on our social, societal and environmental impact. We have designed and set up technical solutions to bring drinking water to hard-to-reach areas, actively encouraged employees to choose cycling as a form of transport for both their journeys to work and their lunchtime errands, saved more than 1,500 tonnes of CO₂ per year thanks to our solar expertise and our conscious preference for solar solutions, and adopted an anti-bribery policy covering all group staff.

ODIAL SOLUTIONS Group joined the United Nations Global Compact on 28 January 2010. The Global Compact brings together businesses, non-profits and United Nations agencies through a commitment to ten universally recognised principles. "These principles offer a framework for organisations that are committed to adopting sustainable practices." Each year, we renew our commitment to the Global Compact by publishing a new Communication on Progress.

This 2020 Integrated Report serves as both an Annual Report and a Communication on Progress. Not only does it detail our main business activities during 2019, it also highlights the social, environmental and societal impacts they have had. It then goes on to describe our specific CSR initiatives. Our CSR action plan is included as a conclusion to the report.

I hope you will find it interesting and informative.

Thierry BARBOTTE,
Chairman, ODIAL SOLUTIONS



Our business

Think about the African village of the future. Innovate based on expertise in drinking water and energy built up over 40 years. Provide sustainable solutions.

ODIAL SOLUTIONS Group supplies drinking water to more than 50 million people. It is supported by a loyal, involved and committed **team of employees** whose experience and know-how are valued in many countries. It has a **network of long-standing local partners** who are well known, responsive, attentive to users and capable of intervening in the field where the population needs them.

A true actor in development and recognized as such by governments and international institutions, ODIAL SOLUTIONS Group aims to be proactive in proposing innovative, high-quality solutions that are perfectly suited to the context.

At all levels of the group, the protection of the environment and human values are a constant priority.

Some key statistics

Operating in
35 countries in Africa

More than
50 million people have access to drinking water thanks to ODIAL SOLUTIONS Group

3,500 repair technicians in Africa

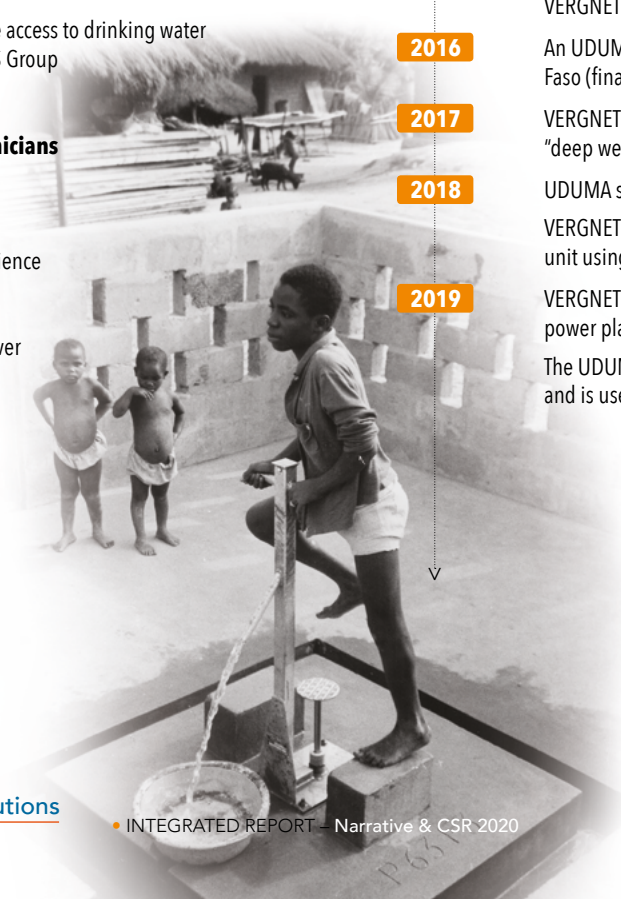
40 years' experience

€10 million in turnover

59 employees

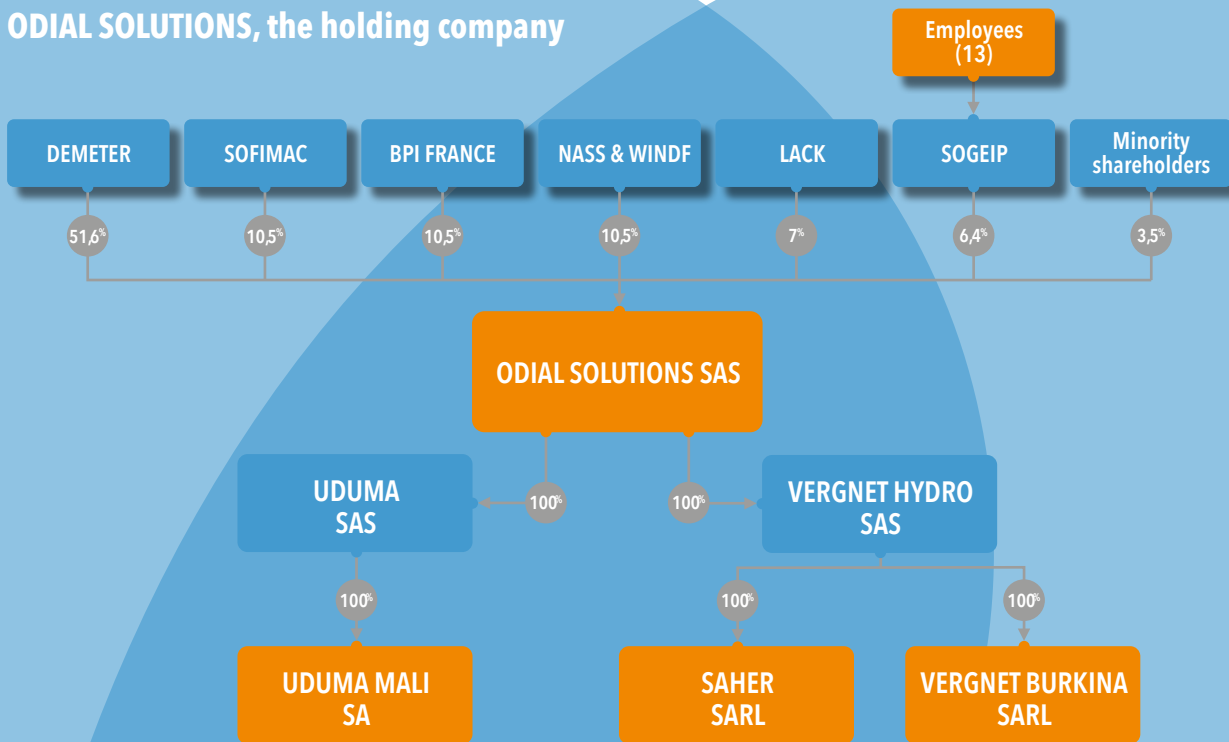
A brief history

- 1974** Marc VERGNET invents the VERGNET hydro pump in Burkina Faso
- 1976-1988** 30,000 pumps are distributed, primarily in Côte d'Ivoire, Mali and Burkina Faso
- 1988** Marc VERGNET creates a company, VERGNET SA, based in Ingré (Loiret, France) for the pump business
- 2000** A range of tanks is added to meet growing demand for piped water supply construction
- 2004** VERGNET HYDRO is created to separate the water business from the energies business within VERGNET SA group
- 2007** VERGNET HYDRO moves to a new location in Saran (Loiret, France), a better match for the developing business
- 2009** VERGNET HYDRO supports its partners to become piped water supply and pump operators under delegated public service contracts
- 2010** The company continues to grow and moves into new premises at Ingré (Loiret, France)
- 2013** An "emergency" model is added to the range of sheet metal tanks
- 2014** VERGNET HYDRO is spun off from VERGNET group and becomes part of the newly created ODIAL SOLUTIONS Group
- 2015** An innovative subsidiary, UDUMA, is created to supply drinking water to rural populations in sub-Saharan Africa
VERGNET HYDRO sells its 100,000th manual pump
- 2016** An UDUMA concept demonstrator is set up in Burkina Faso (financed by UNICEF)
- 2017** VERGNET HYDRO launches an ergonomic manual "deep well" pump, the MPV60
- 2018** UDUMA secures its first contract in Mali
VERGNET HYDRO sets up its first solar desalination unit using direct solar energy (Mozambique)
VERGNET BURKINA builds its first photovoltaic power plant
- 2019** The UDUMA drinking water service is launched, and is used by 560,000 villagers in Mali





ODIAL SOLUTIONS, the holding company



OUR PRODUCTS

We serve isolated locations
Manual pumps

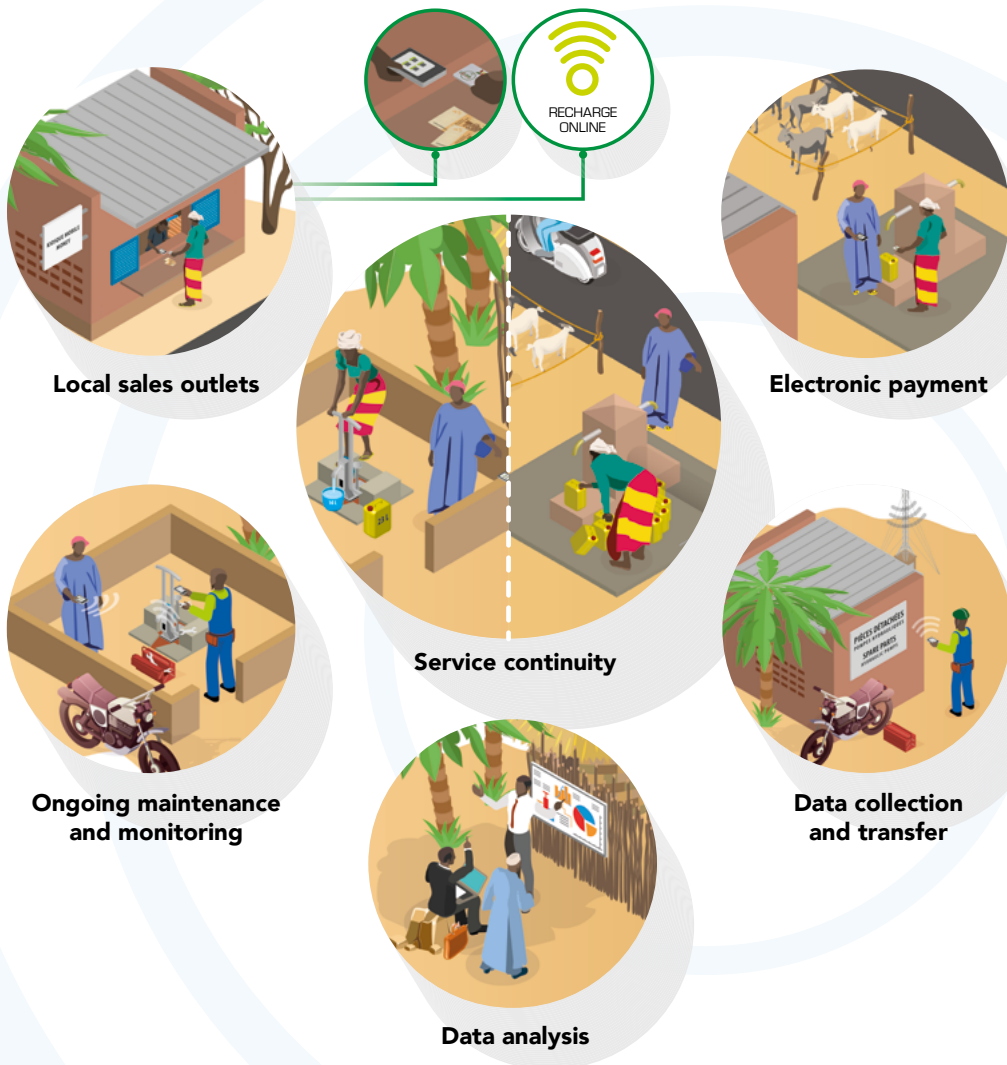


and small towns
Piped water supply systems





SERVICES



Our business

CORE BUSINESS AND UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDG)

Our core business makes a significant contribution to two SDGs



Target 6.1: Access to drinking water

By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

Target 6.b: Community water management

Support and strengthen the participation of local communities in improving water and sanitation management.



Target 1.4: Access to resources

By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

We contribute directly to four more SDGs



Target 3.3:
Communicable diseases
 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.



Target 5.a:
Rights and access to resources
 Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.



Target 7.1:
Access to energy
 By 2030, ensure universal access to affordable, reliable and modern energy services.

Target 7.2:
Renewable energy
 By 2030, increase substantially the share of renewable energy in the global energy mix.



Target 17.3:
Additional financial resources
 Mobilize additional financial resources for developing countries from multiple sources.

We contribute indirectly to nine other SDGs



An active network



Left to right: Thierry BARBOTTE (Chairman, ODIAL SOLUTIONS), Lionel CORMIER (Chairman of the Supervisory Board, ODIAL SOLUTIONS), Charles HOUNTONDJI (Director, SNS, Niger), Cica Pierrette LOUDO (Director, LIBACEL, Benin), Corinne DUBOIS (CFO, ODIAL SOLUTIONS) et Dominique GUNN (Sales Manager, ECM, Togo).

The Group's staff and 21 partners (from 14 countries) met in Yamoussoukro to discuss future developments in the sector

The ODIAL SOLUTIONS group and its subsidiaries VERGNET HYDRO and UDUMA brought together their teams and 21 representatives of partner companies from 14 sub-Saharan African countries in Yamoussoukro (Côte d'Ivoire), from 20 to 23 November 2019. With its brainstorming exercises, information sessions and cultural visits, this seminar strengthened our powerful and active network of local partners. It was an opportunity to present to them the group's vision, the latest from our product and service ranges and good after-sales service practices, and also to discuss future developments in the sector.

Devising new models to finance our existing market and looking at markets for the future

The equation is as follows: sub-Saharan Africa (1) remains the region in the world with the lowest drinking water access rates, (2) will have large rural populations for decades to come, (3) is not expected to suffer from overall groundwater shortages by 2040, but... (4) cannot rely on the continuation of long-standing state development aid, which has drastically reduced funding for rural sub-Saharan hydraulics over the years.

The demand for safe drinking water exists. ODIAL SOLUTIONS and its partners have the technical expertise to meet these demands. We are therefore collectively devising new models to finance such projects: the UDUMA service, export credits, collaboration with impact investors, etc.

This event was also an opportunity to jointly consider new markets. ODIAL SOLUTIONS is building up experience beyond village hydraulics. So are its partners. By identifying these experiences, our teams and partners are working hand in hand to create synergies between their specific strengths and multiply our business opportunities.

COTE D'IVOIRE: A country where ODIAL SOLUTIONS has both a past and a future

For more than 40 years, Côte d'Ivoire has been one of the major customers of the solutions developed by ODIAL SOLUTIONS. Today, nearly one in four Ivorians (6.2 million people) have access to drinking water via solutions proposed by the group. The group's local subsidiary, SAHER (5 employees), is also experiencing strong growth in its activities and is actively involved in the group's R&D. All these arguments motivated the organization of this seminar in Yamoussoukro.





A year of achievements

ODIAL SOLUTIONS Group's core business is helping people in rural areas of sub-Saharan Africa to access basic services, and particularly drinking water. The services its companies provide are responses to article 25 of the Universal Declaration of Human Rights ("Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food") and to the recognition by the UN of access to drinking water as a human right in 2010. Through their technical and social innovations, the group's companies are clearing away the economic and political barriers that have historically blocked access to long-term services in sub-Saharan Africa.

Some key statistics

1,683,600 more people gained access to drinking water thanks to projects by ODIAL SOLUTIONS Group in sub-Saharan Africa in 2019:

- Piped water supply projects first inaugurated in 2019:
 - > **105,000 villagers** benefited from the project in Mauritania described below
 - > **12,000 villagers** benefited from the project in Mali (Gao) described below
 - > **2,000 villagers** benefited from the project in Togo described below
- Management contracts for water distribution points:
 - > **54,800 new customers** for VERGNET BURKINA in 2019
 - > **13,800 initial customers** for UDUMA MALI in 2019
- **3,740 manual pumps** sold, benefiting **1,496,000 villagers**.

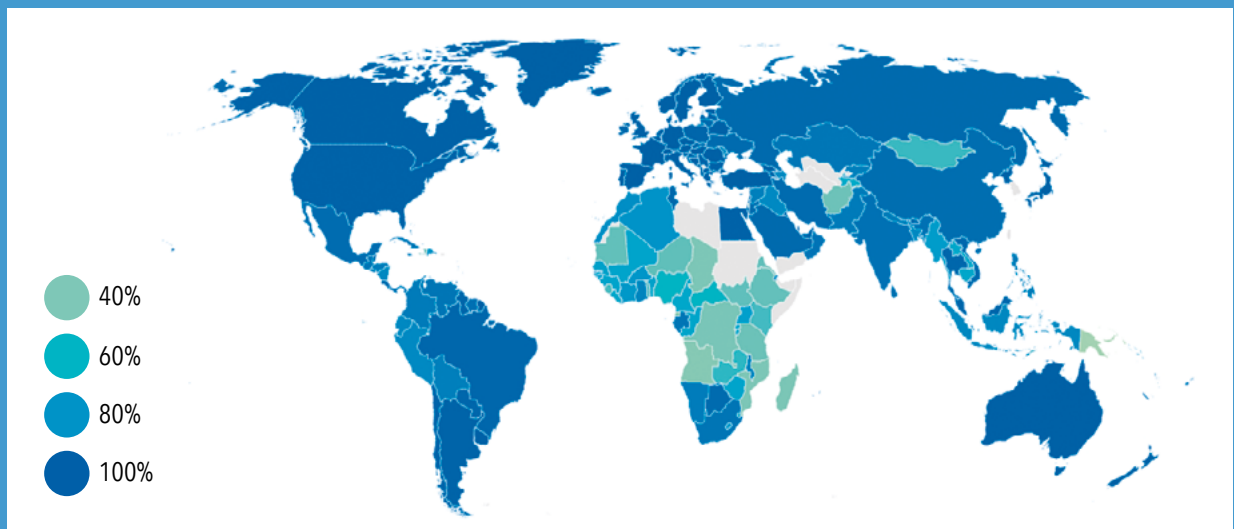
7.07 million people saw ongoing maintenance carried out on their VERGNET HYDRO manual pump in 2019.

548,800 people saw large-scale maintenance carried out on their manual pump in 2019.

In sub-Saharan Africa:

- Almost **one person in two** did not have access to a basic water supply service in 2015 (Joint Monitoring Programme World Health Organization & UNICEF 2017 [JMP 2017])
- Only **24%** of people living in rural areas have access to safe drinking water (JMP 2017)
- **92 million** people were still drinking surface water collected directly in 2015 (JMP 2017)
- **500 children** die every day due to a lack of clean water and adequate sanitation (UNICEF, 2015)

Percentage of the population with access to an improved water source (2015, WORLD BANK)





Piped water supply site with solar pump created in Mauritania.

Innovative new facilities

MAURITANIA: Drinking water supplied to 105,000 villagers using solar power

In late 2019, VERGNET HYDRO inaugurated a vast solar-powered drinking water supply project benefiting 105,000 people in rural regions of Mauritania (Hodh El Chargui, Hodh El Gharbi, Assaba, Guidimakha and Gorgol). The project was managed by the Hydraulics Agency (Mauritanian Ministry of Hydraulics and Sanitation) and financed by the French Development Agency (AFD) and the European Union at a cost of €7m (2.9bn ouguiyas). It was carried out by a joint venture between VERGNET HYDRO (lead partner) and CHIALI SERVICES (Algeria), MTK SERVICES (France) and SOCOSAF TP (Mauritania).

The aim of the project is to bring drinking water directly to homes. It includes over 5,000 private connections. Community water distribution points (standpipes) have only been installed at public institutions (schools, dispensaries, etc.). On the 69 sites which are to supply drinking water to 81 localities, the joint venture has installed solar pumping systems, 6 to 12m water towers supporting tanks (20 to 100 cubic meters) and networks of pipes (over 300km). All the pumping systems have the potential to run as hybrids with generators, and five sites will be given hybrid capability as part of the project.

VERGNET HYDRO's role in the project was to carry out all the engineering, provide the pumping systems and pipes, and coordinate the joint venture. CHIALI SERVICES contributed its experience in construction project management. MTK SERVICES installed the electromechanical pumping systems. And SOCOSAF TP carried out the civil engineering: constructing the reinforced concrete water towers, installing the networks of pipes, etc.

TOGO: A solar-based technical feat to open access to drinking water to 2,000 rural people

The Togolese Ministry for Water, Rural Equipment and Village Hydraulics Systems awarded a solar-powered



Villager drawing water from a water fountain installed in the village of Kssankangbane, Togo (photo credit: ECM).

water supply and installation contract to the joint-venture composed of the companies VERGNET HYDRO and ECM (Lomé, Togo), aiming to provide more than 2,000 rural people from Les Savanes region (Northern Togo) with drinking water. The geological and geographical features of these five sites are especially challenging. Bringing drinking water to these populations, relying on solar energy, is an opportunity to demonstrate the full extent of the technical know-how our two companies possess.

The project involved installing solar-powered drinking water supply systems in the villages of Nadiégou, Polougou (Tône Prefecture), Kssankangbane (two sites, including a school) and Djalière (Tandjoaré Prefecture), where the ground is particularly steep. The boreholes are very deep. The pumps were installed at depths of 165 to 220 metres.

This project also has an important social dimension. Future users of these facilities are geographically isolated and therefore currently have limited access to the hydraulic equipment of their own villages. Installing this new equipment has significantly reduced geographical marginalisation within these villages.

With a budget of 194 million CFA francs (€295,600), this contract falls within the framework of the "Project to improve health conditions in school and rural environments in Les Savanes region" (PASSCO) led and funded by the French Development Agency (AFD). By September 2019, all the equipment had been installed.

VERGNET HYDRO and MASCARA RENEWABLE WATER to offer a solution for the production of drinking water from brackish water, for Sub-Saharan Africa

French SMEs VERGNET HYDRO and MASCARA RENEWABLE WATER have signed an exclusive partnership agreement for the implementation of a solution to supply drinking water from brackish water in sub-Saharan Africa. Through this partnership, they aim to pool their skills, strengths and networks in order to offer a turnkey solution to governments, donors and NGOs: from pumping unsafe water to distributing drinking water at the tap.





Piped water supply site with pumps and solar desalination at Chibembe village, Mozambique (photo credit: Titouan GAREL).

The level of salinity of the collected groundwater, which does not meet the drinking water standards set by the World Health Organization (WHO), is a regular problem in rural hydraulics projects in sub-Saharan Africa. Salt water consumption causes dehydration and kidney disease. In addition, brackish water damages pumping equipment and pipes, corrodes them, and causes metal particles to circulate in water systems, which in turn may cause cardiovascular diseases and cancer.

MASCARA has developed an industrial technology for desalination of brackish water by solar energy, with very low operating costs, from 100 CFA francs to 130 CFA francs (€0.15 to €0.20) per m³, and electricity consumptions in the range of 1.2 to 1.5 kWh per m³. Mascara's OSMOSUN® solar desalination units are based on reverse osmosis technology, and are all the more innovative, economical and ecological because they do not require a battery to store energy. This is in fact the world's first direct solar energy solution.

Within the framework of this partnership, this innovative technology is combined with VERGNET HYDRO's 40 years of experience and innovation in rural hydraulics in sub-Saharan Africa. This joint offer combines OSMOSUN® with VERGNET HYDRO's energy production systems (solar fields and emergency generators), raw water pumping systems (exhauster columns, drill heads and manifolds) and storage and distribution systems (water towers, pipes, valves, etc.).

The signature of this contract is the result of a first and fruitful collaboration in Mozambique. VERGNET HYDRO and MASCARA set up solar-powered drinking water supply systems with desalination in 6 villages (7,200 inhabitants) in the Gaza Province under this contract in 2018. The two French companies relied on

the expertise of the Mozambican company AFRIDEV MATI (Maputo) to carry out the construction works and to manage the systems set up.

The VERGNET HYDRO/MASCARA offer will initially be launched in eight sub-Saharan African countries: Burkina Faso, Democratic Republic of Congo, Guinea, Mali, Mauritania, Mozambique, Niger and Senegal. The contract also includes testing this combined product in Asia, starting with Bangladesh.

Burkina Faso: SAGEMCOM ENERGY & TELECOM calls on VERGNET BURKINA to supply 120,000 villagers with electricity

120,000 inhabitants in the Nord and Centre-Nord regions of Burkina Faso have had continuous electricity supplies since November thanks to the five new solar photovoltaic power plants set up by the joint-venture between the Burkina company VERGNET BURKINA (a subsidiary of VERGNET HYDRO) and the French firm SAGEMCOM ENERGY & TELECOM.

These installations are part of the major eco-electrification project for rural areas in the Nord and Centre-Nord regions, managed by the Burkinabe company Société d'Infrastructures collectives (SINCO) and co-financed by the European Union, the National Office for Water and Sanitation (ONEA), the Electrification Development Fund (FDE), the Société Nationale d'Electricité du Burkina (SONABEL),



Installation of photovoltaic panels for an electricity supply project in Burkina Faso.

Solidarité Internationale pour le Développement et l'Investissement (SIDI) and SINCO.

The 1,820 solar modules of these five photovoltaic sites, located in the villages of Talisma, Saye, Ridimbo and Minima (Nord region) and Noaka (Centre-Nord region), generate a power of 587.5 kWp (117.5 kWp on each site).

SAGEMCOM ENERGY & TELECOM, lead partner in this project, provided all the equipment. VERGNET BURKINA's teams, composed of civil engineering technicians, electrotechnicians and experienced photovoltaic staff, were responsible for earthworks, civil engineering, building construction, solar field assembly and equipment installation.

The villagers benefit from this access to electricity via their SINCO subscriptions to the low-voltage grid. The five sites are connected to SONABEL's grid, and inject their surplus electricity into it. These facilities are authentic factors in the local economic development. Of course, they provide extra comfort for local homes. But they also guarantee a continuous source of energy for local mills, mechanical welding workshops, ice production, etc.

Economic solutions to political and security problems

UDUMA MALI: Launch of a new, innovative, long-term (15-year) drinking water service for 560,000 people in the Bougouni region

UDUMA MALI officially launched its new, innovative, long-term drinking water service on 26 November in the village of Tiéfala (municipality of Koumantou, circle of Bougouni, region of Bougouni). The very same day, the service was operational and available to be tried by villagers, local authorities, community leaders and UDUMA's partners: the National Agency of Hydraulics (DNH), the Regional Agency of Hydraulics (DRH) and the NGOs AQUA FOR ALL, AKVO and SNV-MALI.



Official launch of the UDUMA MALI service in Koumantou municipality on 26 November.

This service will supply 560,000 villagers from the Bougouni region with reliable access to water for the next 15 years, through a fleet of 1,400 manual pumps. UDUMA MALI has already signed public service delegation contracts with 11 municipalities in Bougouni, Kolondieba and Yanfolila circles.

As part of this project, UDUMA MALI is managing and renovating manual pumps on behalf of municipalities in the Bougouni region, through public service delegation contracts. UDUMA MALI equips manual pumps with water meters and data loggers, transforming them into E-PUMPS. And, by charging an attractive, unique and fixed tariff for the water service (500 CFA francs per m³, or 10 CFA francs per 20 L jerrycan, i.e. €0.015), UDUMA MALI strives to manage the E-PUMP fleet continuously (maximum breakdown interruption of 72 hours) over the long term. "In practice, in a village which has chosen to delegate its drinking water supply service to UDUMA MALI, each inhabitant has an e-card which enables them to buy the quantities of water they need from certified pump operators.

UDUMA MALI is injecting 1.31 billion CFA francs (€2 million) of private funds (bank loans) into this project, which has an overall budget of around 3.28 billion CFA francs (€5 million). The remaining 1.97 billion CFA francs (€3 million) is provided by Dutch development subsidies, of which 656 million CFA francs (€1 million) finances activities by the partner NGOs to raise awareness among the population (SNV-MALI), and also to monitor (AQUA FOR ALL) and map (AKVO) the project. UDUMA MALI is also considering various financing options for its future projects: crowdfunding, impact investors, etc.

UDUMA MALI's services will secure:

1. universal access to drinking water,
2. better health in rural areas,
3. over 1,450 income-generating activities in the Bougouni region over the next 15 years,
4. better access to education (less time spent on chores),
5. better economic inclusion for villagers,
6. improved appeal for rural areas,
7. increased transparency in the drinking water sector,
8. more sustainable water resource management.

With the support of the Malian and Dutch governments, UDUMA MALI is thus actively contributing to several of the Sustainable Development Goals (SDG) on the United Nations 2030 Agenda for Sustainable Development. It contributes in particular to the achievement of Sustainable Development Goals 6 (Clean Water and Sanitation), 9 (Industry, Innovation and Infrastructure) and 17 (Partnerships for the achievement of goals).



A year of achievements



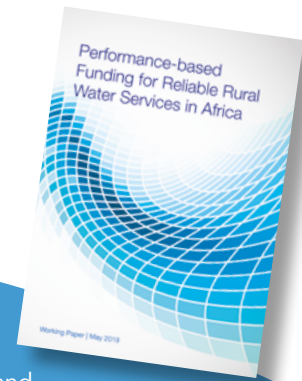
Pupils pumping water using a manual Hydro India 60 pump at Alzana-bandia Zaba School, Gao (photo credit: UNICEF MALI/2019/DIARRA).

MALI: To supply more than 12,000 villagers in armed conflict zones with drinking water

The United Nations Children's Fund UNICEF announced that it has awarded a supply and installation contract to the joint-venture composed of the companies VERGNET HYDRO and SEEBA (Bamako, Mali) for the construction of drinking water supply systems for more than 12,000 rural people in the Region of Gao in Mali. The project involved providing people in armed conflict zones, including pupils from 20 schools, with safe water. By November, all the equipment had been installed and was operational.

With a budget of 385 million CFA francs (€580,000), the project comprised the drilling of 22 boreholes, the rehabilitation of five boreholes, the set-up of three solar-powered piped water supply systems, the construction of 17 standpipes and the installation of 24 manual pumps (HYDRO INDIA 60 and HPV100). SEEBA handled civil engineering and VERGNET HYDRO provided all the equipment.

Local staff are essential when managing this kind of operation in these areas. This contribution to the local economy is a major dimension of this project.



Innovations under the spotlight

Innovations cited in scientific journals

UDUMA was one of the models chosen by Professors Rob HOPE, Alex MONEY and Duncan MCNICHOLL of Oxford University in their comparative study of performance-based funding for reliable rural water services in sub-Saharan Africa (published in May). In an INTERNATIONAL WATER ASSOCIATION publication, George KIBALA BAUER, Advocacy Manager at GSMA - Mobile for Development Utilities presented UDUMA's E-PUMP as a solution for monitoring water consumption and pump breakdown in order to safely manage water services in developing countries (published in July). The UDUMA model was also one of the regional stories used by the AFD, CNRS and FWP to inspire decision-makers at all levels and the general public with the objective of accelerating the implementation of the Agenda 2030 for the water sector: water at the heart of change (published in September).

Numerous presentations

Staff from ODIAL SOLUTIONS Group spoke at:

- the SANITATION AND WATER FOR ALL high level meeting in San José (Costa Rica) on 5 April, as members of the network of private entities;
- the AMBITION AFRICA 2019 Forum in Paris on 31 October, where they described the challenges the rural hydraulics industry in sub-Saharan Africa needs to overcome by 2030;
- at the BPIFRANCE INNOGENERATION 2019 round table in Paris on 10 October, where they presented private-public partnerships as potential CSR tools;
- at an ALL SYSTEMS GO! Symposium round table organised by IRC WASH in The Hague on 13 March to describe favourable conditions for private engagement and investment in projects to supply drinking water to rural areas of Africa.



International Development Observatory "Most innovative business model 2019" trophy

On 19 November, Christophe LEGER, Deputy Managing Director, and Lucile MAOUT, Finance Officer, were presented with the International Development Observatory's "Most innovative business model" 2019 trophy (BEARING POINT, HEC PARIS, LA TRIBUNE AFRIQUE, CIAN, etc.), at Hôtel Wagram in Paris's 8th district. This trophy is recognition of the UDUMA model's out-of-the-box thinking and performance. More precisely, "We particularly appreciated the brownfield private-public partnership approach taken by UDUMA for the speed with which it enabled the company to deploy its services. "



Sharing our values



ODIAL SOLUTIONS is a simplified limited company incorporated in France.

We work to both French law and international labour standards: staff representatives to defend workers' rights, no forced labour, no child labour, etc.

And we go beyond these international standards. **Our priorities are to achieve high levels of well-being and a positive atmosphere at work for all our teams, to select partners that share our values and to communicate responsibly.**

Well-being and a positive atmosphere boost teamwork

Profit-sharing scheme

All ODIAL SOLUTIONS Group staff located in France are part of an annual profit-sharing scheme. The total amount distributed depends on the group's annual profits. Three-quarters of the sum is allocated equally between the staff. The remaining 25% is shared in line with remuneration levels.

97% of staff took a training course in 2019

Thanks to the group's training plan, 97% of Ingré-based staff took at least one course in 2019. On average, each staff member received 21.87 hours of training during the year (a total of 722 hours). So a typical staff member spent three days of their working year not only improving their skills but also contributing to their career development.

The office gym boosts well-being, relieves stress and encourages socialising

According to a survey carried out in July 2019 (response rate 65%), one Ingré-based staff member in four uses the gym at least once a month. And, one in seven uses it at least once a week. In the survey, 55% of respondents said they would like to see the company invest in a treadmill. This investment was made in December.

The gym supports staff well-being, provides an outlet for stress and is also a social venue in itself. It is an important part of the company's strategy to improve employee well-being. And it is a significant asset in recruitment campaigns.

Some key statistics

0.5% of days lost through sick leave out of the total number of days worked across all ODIAL SOLUTIONS companies in 2019 (2% in 2018).

8% staff turnover across all ODIAL SOLUTIONS companies in 2019 (9% in 2018).

25% of staff at ODIAL SOLUTIONS group companies were women in 2019 (24% in 2018).

The number of women within the group increased by **71.42%** in 2019.



The gym is now equipped with a treadmill.

1 staff member in 4 regularly cycles to work

In December 2015, a new article (L3261-3-1) was added to the French Labour Code authorising companies to cover "all or part of the expenses incurred by staff in making the journey between their home and their place of work by bicycle or electric bicycle, in the form of a distance-based bicycle allowance". In January 2016, we put our own, somewhat different, incentive scheme in place. Since that date, group staff based in France that make more than 50% of their journeys to and from work by bicycle receive an annual bonus of €200.

Only three group staff members (9.55%) currently exceed the 50% threshold. Five more staff members (15.92%) ride their bicycles to work at least once a month, and since 2017 two of them have been using electric bicycles. So in total, more than one staff member in four (25.48%) regularly cycles to work. It is interesting to note that most of the staff cite either keeping fit or protecting the environment as the primary reason behind their choice.



Sharing our values



The electric bicycle available for staff to use.

The company e-bike

In May 2019, we purchased an electric bike together with helmets, reflective vests and gloves. It is available for all Ingré-based staff to use when they wish. It is a way for the company to give staff that need to run short errands during their lunch hours an alternative to using their cars. Almost one staff member in four already makes regular use of this e-bike and the associated equipment.



A chair massage.

Chair massages

In late 2017, we engaged a massage therapist to visit our head office once a month. Each time she visits, she offers six massages, each lasting twenty minutes. Any staff member can book a massage, and 67.74% of staff made use of the service during 2019. Of these staff members, 85.71% did so more than once.

Sports sessions

Group staff get together regularly to enjoy various sports, such as indoor soccer and running. The running team have taken part in various events such as LA BOUCLE DU PARC FLORAL (in Orleans in March) and LES FOULÉES ROSES (in Olivet in October).



An indoor soccer evening.



The running team at Boucles du Parc Floral 2019



The football shirt is presented to the winner of the Women's World Cup 2019 score predictions contest.

World cup score predictions contest

A group of company staff members organised a world cup score predictions contest (with no financial stakes) covering all the matches of the Women's World Cup 2019. The contest was entered by 29% of employees, and the winner took home a French team football shirt.

Team-building meals

Once a quarter, Ingré-based staff get together for a meal. In 2019, they enjoyed oriental cuisine in March, a barbecue in July, a Kenyan dinner in September and a tapas bar in December.

Staff at Saher, VERGNET HYDRO's subsidiary in Côte d'Ivoire, began organising their own quarterly meals in 2019.

Partners that share our values

SEEBA 's six-monthly team-building day

SEEBA , our partner company in Mali, has started organising a team-building day once every six months. Company manager Modibo TAMBOURA had the idea for the day, which features a barbecue and fun activities including the classic football match between the administrative and field teams.



JPM SERVICES pays staff bonuses to mark key events in their lives

JPM SERVICES, our partner company in Congo-Brazzaville, pays its staff an annual incentive bonus. The bonus, which is calculated based on the company's profits, is also tied to events in the staff member's life. Jean-Pierre MPANDZOU, the manager, believes that supporting staff when they experience major life events such as marriage, birth and bereavement will increase staff retention and build loyalty.

Responsible communication

Communication media that meet social and environmental criteria

Since 2019, we have required our French printers to hold the French IMPRIM'VERT® environmental certification. The paper chosen for our print media is now either recycled or PEFC™-certified, meaning that it comes from sustainably managed forests. When we choose textile products (especially for promotional use) we look for FAIR WEAR FOUNDATION certification which guarantees that the product has been designed in a way that respects human rights and international labour standards.

Communications with a societal impact

As we have stated, we are also committed to making increasing use of our African service providers for our communications. By using local providers we aim to:

- support economic development in countries that have chosen to work with ODIAL SOLUTIONS, just as we use a network of local SMEs to carry out our projects,
- reduce the environmental impact of our communications campaigns by eliminating the need to send material out from our head office at Ingré, France,
- make our communications more effective and culturally relevant, for example by using Ivorian specialists to create material for Ivorians, Malian specialists to create material for a Malian audience, etc.

For example, our 2019 NETWORK DAYS (Yamoussoukro, 20-23 November) were organised in their entirety by professionals from within the country. Our subsidiaries in Côte d'Ivoire (SAHER), Burkina Faso (VERGNET BURKINA) and Mali (UDUMA MALI) regularly use local communications agencies to produce their Point of Sale (POS) advertising: billboards, banners, stickers, etc. We also work with a Malian agency for our audio-visual material.



In the same way, we are keen to promote work by African artists on our communications materials. Beyond showcasing the artistic talent that exists in Africa today, we will be supporting the artists both financially and by giving them exposure through the group. For example, the work of Ivorian painter Soro PEHOUE features on the ODIAL SOLUTIONS' New Year 2020 greetings card and the 2020 VERGNET HYDRO calendar.

Audrey INGELBRECHT: a stellar career path within ODIAL SOLUTIONS Group

Today, Audrey is ODIAL SOLUTIONS Group's Human Resources (HR) Officer. In a nutshell, she looks after all the staff: "that includes recruitment and administration of course, but also training and strategic workforce planning (GPEC)." She also supports managers in implementing employment law and developing their teams. In addition, she contributes to the Social and Economic Committee (CSE) in the specific areas of working conditions and industrial relations.

Audrey was originally recruited as an Administrative Assistant on a temporary contact in 2015. "In my first role with the company, as an Administrative Assistant, I did not feel I was reaching my potential. I suggested adding tasks to the role that I felt were more useful to the sales team. So I became Administrative and Sales Assistant. As I took on more and more HR-related work, it was quite a natural progression for me to become Human Resources Officer in 2019." This was a newly created role. For Audrey, it also meant promotion to an executive grade.

She started her career in the French Army, where she worked in a variety of roles including HR Assistant. "It was a very formative experience, both for my career and on a personal level. After ten years however, I decided to use my right to reconversion leave to study for a BTS (higher vocational diploma) in business administration with the aim of returning to civilian life."

Audrey's future aims within the group are "to continue to enrich the business's HR activities by taking an active part in implementing a highly effective management and employment policy."



Protecting the environment

Through our industrial and commercial business activities, we offer solutions **that strengthen populations' resilience to climate change** in sub-Saharan Africa, where its effects are particularly devastating. Moreover, our company combines a **culture of reuse and waste reduction with a genuine commitment to the environment.**

Products and services to strengthen resilience to climate change

Fighting the repercussions of climate change

For more than 40 years, we have been bringing drinking water supply solutions to rural communities in sub-Saharan Africa. These populations are among the worst affected by global warming. Through this work, our products and services strengthen these populations' resilience to climate change. This makes them a direct response to Sustainable Development Goal 13 (Take urgent action to combat climate change and its impacts).

Another significant factor is that the group's products and services encourage the use of groundwater rather than surface water. Groundwater is far more prolific and sustainable than surface water, and its use actually features among the actions recommended to reinforce the resilience of populations to climate change (Groundwater resilience to climate change in Africa, British Geological Survey Open Report, 2011).

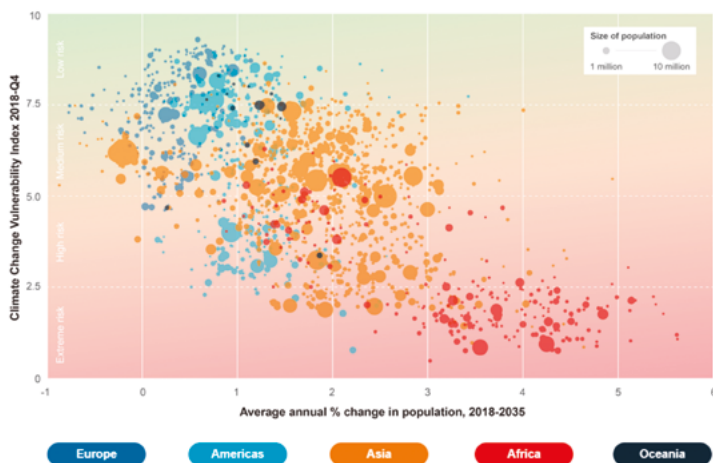
Reduce the environmental impact of our equipment

Invitations to tender for rural hydraulics projects to which ODIAL SOLUTIONS Group companies respond often specify pumps that are oversized or distribution systems that are inefficient with regard to the real needs of populations. Wherever possible, our group's technical teams propose alternatives that are more energy efficient and have a lower environmental footprint.

Since 2019, we have developed a comprehensive Environmental, Social, Health and Safety (ESHS) implementation and safeguard plan, which we adapt to the context of the projects we carry out, according to the country and the legislation in place.

Where it is financially viable, our teams will always choose a solution powered by solar energy over a solution powered by fossil fuels.

We also choose materials (stainless steel, galvanised steel, etc.) that guarantee that all the facilities we install are free from metal particle pollution.



Climate Change Vulnerability index 2018 (VERISK MAPLECROFT)

Some key statistics

We reinforced the climate change resilience of **1,683,600 people** who are most vulnerable to the risks, in 2019.

in 2019, **54.21%** of assignments "outside Europe" included visits to several countries, compared to 50.63% in 2018, 47.37% in 2017 and 43.66% in 2016.

Between 2018 and 2019, **we reduced electricity, water and gas consumption, per staff member per day on our Ingré site by 11.68%, 8.47% and 2.18%** respectively.



Mayatou DOUMBIA, from Tiéfala (Koumantou commune, Bougouni circle, Bougouni region, Mali), using the UDUMA MALI drinking water service provided by her fountain operator, Awa DOUMBIA. In doing this, she is using a means of managing water that limits volumes drawn from groundwater.

Limiting the volumes drawn from groundwater

It is impossible to estimate the volumes of water wasted (through non-consumption) by villagers in sub-Saharan Africa using manual pumps or other supply systems to draw their drinking water. What is certain is that charging by the litre for drinking water is an efficient way to fight wastage. Consequently, the management strategies offered by UDUMA limit the volumes drawn from groundwater.

Water, gas and electricity: ecological solutions to economic problems

Fighting waste

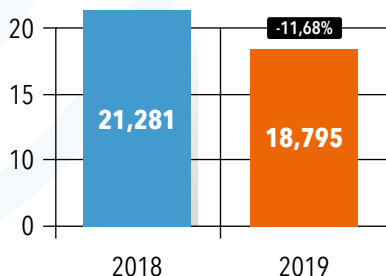
By combining an assignment in Mali with an assignment in Niger, we reduce costs for the company, save the employee concerned time and energy, and limit the CO₂ emitted into the environment. Consequently, for seven years now we have been encouraging staff to organise assignments so that they cover several countries. In 2019, more than one in two of the group's assignments "outside Europe" (54.21%) included visits to several countries, compared to 50.63% in 2018, 47.37% in 2017 and 43.66% in 2016.

Just like any company, we are always seeking ways to reduce our operating costs. And simply urging staff to cultivate good usage habits as regards appliances that consume energy (switching off the light when leaving the office, turning down the heating, etc.) can achieve significant savings.

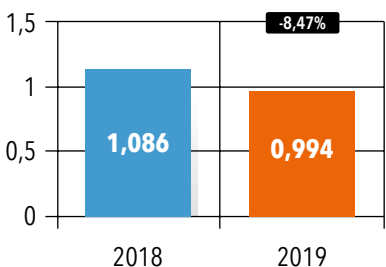


Protecting the environment

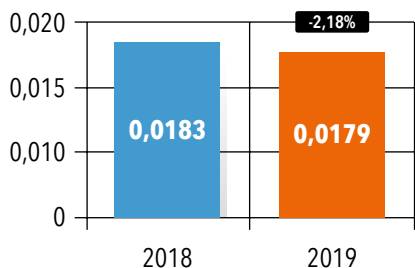
Between 2018 and 2019, we reduced electricity, water and gas consumption, per staff member per day on our Ingré site by 11.68%, 8.47% and 2.18% respectively.



Electricity consumption in kWh per staff member per day worked



Gas consumption in m³ per staff member per day worked



Water consumption in m³ per staff member per day worked

ODIAL SOLUTIONS' purchasing policy helps to minimise the group's CO₂ impact, notably by reducing transport distances. The policy makes geographical distance a primary criterion when choosing service providers and suppliers. In 2019, 30% of our purchases by value were made from service providers and suppliers in the Loiret department. The policy also prioritises complete shipments over partial shipments.

Ecological commitments

Remote working charter

On 1st October 2019, our managers and staff based in France signed a remote working charter covering all staff located in the country. It heralded a change to the way work is organised within the company, and aims to improve work-life balance, enhance personal fulfilment and boost productivity (fewer disruptions and increased concentration).

Every remote working day saves a journey to and from work. As most of our staff make their journeys to work in conventional cars, the environmental impact of this remote working policy is considerable.

Two new recycling chains

In 2019, we extended the materials we recycle to cover two new chains: plastic bottles and glass. Our recycling services are provided by a private operator with social enterprise status that employs people with disabilities.

Reuse is our priority

The majority of our group's waste management policy today revolves around reusing supplier packaging. Through this approach, we succeeded in limiting cardboard waste and industrial waste to 80 m³ (40 m³ per category) in 2019. Volumes produced were strictly identical to 2018.

When packaging our own products for dispatch, we do not use polystyrene chips which could be scattered when a package is opened or during transport, polluting African rural environments. Our packaging materials are recyclable, and where possible, reusable. They mainly consist of wood, cardboard, etc. Pallets are International Standards for Phytosanitary Measures number 15 compliant.

Prioritising solar solutions over diesel solutions: 1,584 tonnes of CO₂ saved in 2019

As at 1st January 2019, the solar farms installed by ODIAL SOLUTIONS (since 2004) for drinking water supply had a combined capacity of 3 MWp. If we make the (entirely reasonable) assumptions that on these sites:

1. average irradiance is 2,000KWh per m² per year,
2. the facilities are 80% efficient and
3. brightness conditions on the modules meet Standard Test Conditions (STC) at 1,000 W per m²,

we can estimate that during 2019 the modules together produced:

$$(3 \text{ MWp} * 2,000 \text{ kWh per m}^2 \text{ per year} * 80\%) / (1000 \text{ W per m}^2) = 4.8 \text{ GWh}$$

According to ADEME's Base Carbone[®] 11.5.0 (2016), a diesel engine emits an average of 330 g of CO₂ to produce 1 kWh. Based on this hypothesis, we can conclude that if we had installed generators in place of all of the solar power farms we have installed since 2004, these diesel generators would have emitted:

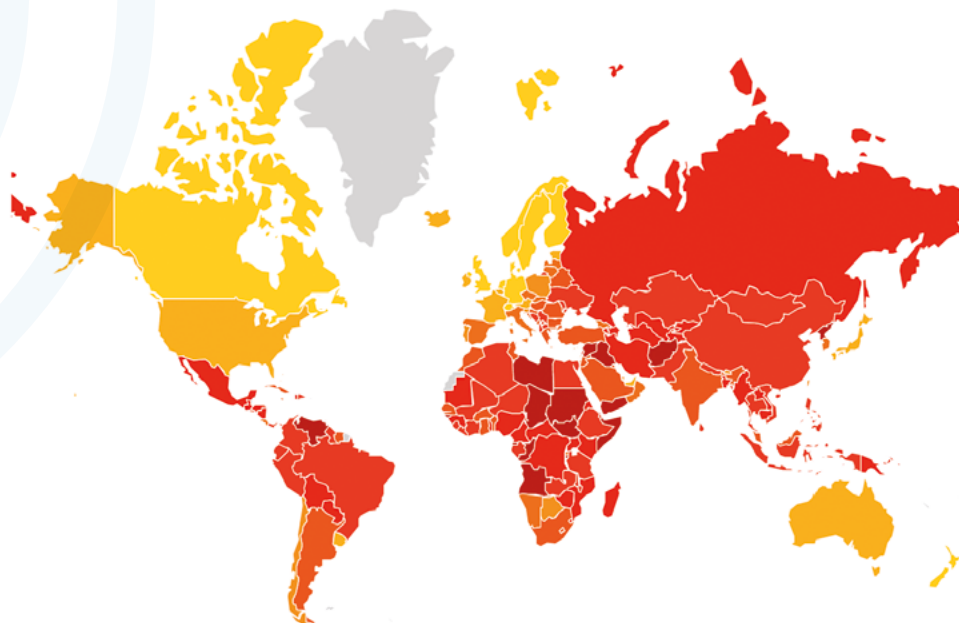
$$330 \text{ g} * 4,8 \text{ GWh per year} = 1,584 \text{ tonnes of CO}_2 \text{ in 2019}$$

We can therefore legitimately indicate that by choosing to use solar power we saved 1,584 tonnes of CO₂ from being emitted in 2019. This environmental impact is considerably magnified by the fact that the evaluation is cumulative year on year. In 2020, in performing the same estimation we will need to add to these 1,584 tonnes of CO₂, the mass of CO₂ saved by the solar projects commissioned during 2020.

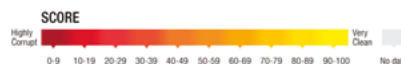
NB: The calculations set out above do not include the respective carbon footprints of the solar solutions and the diesel solutions (design, raw materials, manufacture, transport, etc.).



Good governance



Corruption Perceptions Index 2018
(Transparency International, 2018)
● Highly corrupt ● No corruption



Not only must our group constantly meet the transparency requirements of public financial institutions, because most of our business is awarded through **international tenders**, but we also work in our own capacity to fight corruption. The **UDUMA model is in itself an efficient response to fraud and clientelism in the management of water in sub-Saharan Africa.**

How UDUMA brings transparency

The UDUMA model's viability and durability results from the fact that the villagers pay for every litre of drinking water drawn at any water distribution point managed by UDUMA. Although the sums collected are modest, they are sufficient to pay the pump operators, repair technicians and kiosk staff, and also to purchase the necessary parts, payment terminals, etc. Complete transparency in the transactions between the villagers and the pump operators is therefore the essential condition behind the UDUMA model.

This transparency is guaranteed by the automatic correlation between the volumes of water drawn at an UDUMA water point and the volumes of water billed by the pump operator responsible for this same water distribution point. Because of this, it is impossible for pump operators to distribute water other than through a transaction recorded by UDUMA. The transactions themselves are entirely electronic (cashless), which makes them even more transparent.

Consequently, the UDUMA model intrinsically brings transparency to the water management sector in sub-Saharan Africa, the area of the world that needs it most (Corruption Perceptions Index 2014, Transparency International). It also gives public authorities and financial institutions the means to check that the facilities are operating correctly and ensure that spend is appropriate.



Application used to monitor consumption in real time at various water distribution points managed by UDUMA.

International tenders require transparency

Most of our group’s business (over half of our revenue) is generated through responses to international tenders issued by major financial institutions such as the WORLD BANK, the AFRICAN DEVELOPMENT BANK, the ISLAMIC DEVELOPMENT BANK, etc. These major international institutions have been zealously fighting fraud and corruption since the late 1990s. As well as inserting suspensive conditions into their tenders, they have also created units to investigate these issues, such as the WORLD BANK’s Integrity Vice Presidency and the AFRICAN DEVELOPMENT BANK’s Integrity and Anti-Corruption Department.

Moreover, when we respond to a call for tenders issued by one of these international institutions, we and all the other candidate companies sign a charter stating explicitly that we will comply with a set of strict ethics guidelines. In doing this, we rule out both corruption and obstructive practice. These commitments are particularly important to us. We cannot afford to run the risk of, for example, being struck off the list of companies eligible to respond to WORLD BANK tenders.

3. **Fraud and Corruption**
- 3.1 It is the Bank’s policy to require that Borrowers (including beneficiaries of Bank Financing), bidders, suppliers, contractors and their agents (whether declared or not), sub-contractors, sub-consultants, service providers or suppliers, and any personnel thereof, observe the highest standard of ethics during the procurement and execution of Bank-financed contracts¹. In pursuance of this policy, the Bank:
- (a) defines, for the purposes of this provision, the terms set forth below as follows:
 - (i) “Corrupt Practice” is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party²;
 - (ii) “Fraudulent Practice” is any act or omission, including a misrepresentation that knowingly or recklessly misleads, or attempts to mislead, a party³ to obtain financial or other benefit or to avoid an obligation;
 - (iii) “Collusive Practice” is an arrangement between two or more parties⁴, designed to achieve an improper purpose, including to influence improperly the actions of another party; and
 - (iv) “Coercive Practice” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party⁵;
 - (v) “obstructive practice” is
 - (v.1) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or
 - (v.2) acts intended to materially impede the exercise of the Bank’s inspection and audit rights provided for under clause 1.13 [Inspections and Audits by the Bank].

¹ In this context, any action to influence the procurement process or contract execution for undue advantage is improper.
² For the purpose of this sub-paragraph, “another party” refers to a public official acting in relation to the procurement process or contract execution. In this context, “public official” includes Bank staff and employees of other organizations taking or reviewing procurement decisions.
³ For the purpose of this sub-paragraph, “party” refers to a public official; the terms “benefit” and “obligation” relate to the procurement process or contract execution; and the “act or omission” is intended to influence the procurement process or contract execution.
⁴ For the purpose of this sub-paragraph, “parties” refers to participants in the procurement process (including public officials) attempting either themselves, or through another person or entity not participating in the procurement or selection process, to simulate competition or to establish bid prices at artificial, non-competitive levels, or are privy to each other’s bid prices or other conditions.
⁵ For the purpose of this sub-paragraph, “party” refers to a participant in the procurement process or contract execution.

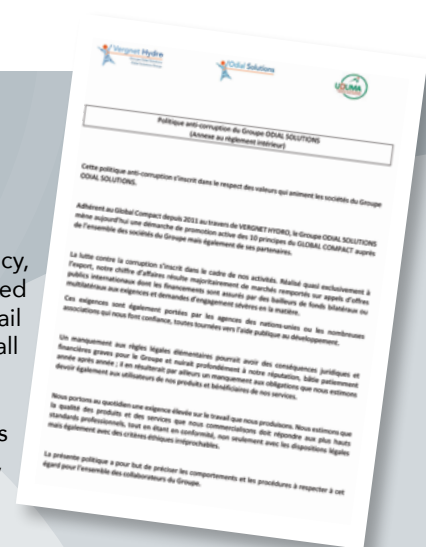
Extract from an African Development Bank tender response document.

Ratification of our anti-corruption policy

In accordance with pillar 1 of the French Sapin II Law (addressing transparency, anti-corruption and economic modernization), our management team presented a draft anti-corruption policy to all the staff. The document sets out in detail the behaviour and procedures that all group staff must follow with regard to all forms of corruption (both active and passive).

This policy, which was ratified on 1 January 2019, defines the various forms of corruption, recalls the risks they pose for the employee and the company, sets the limits for acceptable gifts and invitations, commits management to protecting whistle-blowers and requires all staff to inform service providers, partners and suppliers of the policy.

The anti-corruption policy is published on the www.vergnet-hydro.com and www.uduma.net websites.



New staff (2019)



Jérôme GREGOIRE

Jérôme has been working in the field of photovoltaic solar energy on remote sites, mainly in Africa, for eight years. He designs and sizes solar-powered systems to provide access to drinking water and electricity. In September, he took up the role of Electrotechnician within the VERGNET HYDRO design office.



Edmond KISSOU

Edmond, a recent macroeconomics graduate, was recruited by VERGNET BURKINA as Operational Manager in June, having spent a year in a management role with an oil company.



Gwénéolé LE LAGADEC

After 20 years as an expat in sub-Saharan Africa working in the environment sector, Gwénéolé joined VERGNET HYDRO in March. He is now Area Sales Manager for Cameroon, Central African Republic, Gabon, Ghana and Togo.



Ruffine OUATTARA

Ruffine spent seven years working as Transit and Commercial Assistant for an Ivorian plant protection product importer and distributor. In January, she joined the team at Saher, VERGNET HYDRO's Ivorian subsidiary, as Administrative and Sales Assistant.



Ismaël Sory SAWADOGO

Ismaël is a Finance and Accounting Engineer. He has been working in the water sector for four years. Recently, he has built up considerable experience in management tool design. He joined us in June 2019 as Administrative Management Officer at VERGNET BURKINA.



Alinta GELING

Alinta holds a Master's degree in International Security from Sciences Po Paris. For the last three years, she has been helping develop environmental start-ups in Mali. In November, she became UDUMA's Operations Officer in Mali.



Lucie KABORE

Lucie is a Civil, Hydraulics and Industrial Environment Engineer. She has been working in the rural hydraulics sector in Africa for five years. Her recent roles include WASH Manager and then Programme Coordinator with an international organisation in Niger. In September, she became Operations Manager at VERGNET BURKINA, VERGNET HYDRO's Burkinabe subsidiary.



Florian LAMBERT

Florian graduated with a master's degree in accounting, management control and auditing. He began his career as an accountant in an insurance company before moving into management accounting as a Budget Controller and then Management Controller. He joined VERGNET HYDRO in September as a Management Controller.



Lucile MAOUT

Lucile graduated in Economic Diagnostics and International and Development Economics. During the eight years she spent working in the banking and development sector with a commercial bank, IEDOM, the AFD and Bpifrance, she developed a specialisation in business finance. She joined UDUMA in April as Finance Officer.



Quentin PAISTRY

Quentin joined the R&D department as an Apprentice Technician in September, having completed a diploma in mechanical engineering and production automation. He is now studying for a vocational degree in mechanics (engine and automotive design, optimisation and testing).

Two other new recruits have asked us not to publicise their arrival, for personal reasons.

IT'S NOT THAT THE WELL IS TOO DEEP, BUT RATHER THE ROPE IS TOO SHORT

The urgent need to face the facts

For more than 40 years we have been working alongside our governmental, institutional and private partners in sub-Saharan Africa to bring water to rural and isolated populations. Billions of euros have been invested in the sector, thousands of wells have been dug, and as many hand pumps installed, which are meant to provide drinking water to hundreds of millions of people. Considerable efforts have been expended, both on the ground and in the offices, to achieve the set objective. Yet the upshot of this today leaves a sour taste in the mouth: it is not working as we would like it to! Why is this?

It is all too easy to accuse the governments or institutions of deficiencies or even incompetence, to lambaste the beneficiaries for allegedly not understanding what they have to gain, or to accuse the private sector of wanting to make money at the expense of quality. It is all too simple to disclaim responsibility for the failures by finding someone else, a scapegoat, to take the blame. Unfortunately, this serves absolutely no purpose other than finding excuses for those who are meant to find the solutions

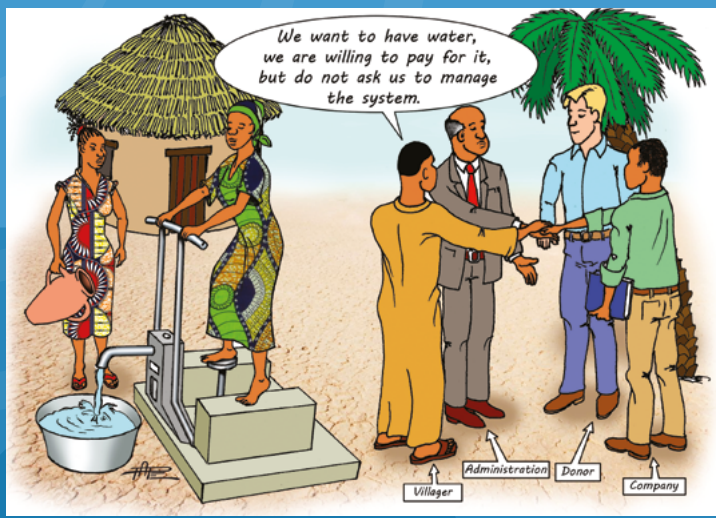
We are all responsible for the situation: players and spectators alike. First of all, the water issue has not been properly assimilated. How is it possible that we can still, today, be discussing whether or not drinking water deserves to be a dedicated goal among the Sustainable Development Goals (SDGs)? How is it possible that we can spend months, or even years, to put in place contracts, via interminable procedures, for projects that are qualified as urgent? How is it possible to sell one's soul to the point of supplying and signing off defective material and neglecting work to satisfy "lowest-bidder" criteria, often culminating in the construction of a system that you know quite well will only work for a short time, or will even never work at all?

Everything that has been put in place to avoid that today constitutes a bureaucratic labyrinth, a stack of procedures that stymie the stakeholders without protecting the desperate rural populations.

Alongside this, how is it possible – as a beneficiary – to be able to expect a better service without being ready to pay a fair price?

We need to react! We need to look at how things really are! We need to simplify things! We all need to make progress to avoid coming across in 2030 as laughing stocks, when faced with a deplorable record concerning the degree of fulfilment of the SDGs, in particular the SDG dedicated to water and sanitation, which would leave millions of people in need and cause everyone to lose face. We are ready, and others are too, I'm sure, to address this challenge. These are urgent times!

Thierry BARBOTTE,
Chairman, ODIAL SOLUTIONS



CSR Action plan 2018-2023

Innovate to make rural areas in Africa more attractive

- 1 Undertake** a societal impact study into ODIAL SOLUTIONS' business activities:
 - quantitative impact: benefits for people, business created, jobs created, etc.
 - qualitative impact: retention of jobs in local areas, living standards for local people, limiting rural-urban migration, awareness raising, health impact, etc.
- 2 Plan** for the needs of the future:
 - Continue to develop services around our core business: water
 - Ensure the goods and services we propose offer maximum value for money
 - Identify local (private) businesses with whom we can work in synergy on services offerings to create a local impact
- 3 Raise awareness of CSR** among our partners in Africa

Boost staff engagement in our aims

- 1 Use** in-house mini training sessions to improve staff's skills in specific areas and to promote communication on these subjects between different departments
- 2 Create** a matrix of the group's current skill set and future skill requirements - strategic workforce planning (GPEC)
- 3 Consider** organising seminars during which staff can work together on CSR strategy, and/or create topic-based working groups to run throughout the year
- 4 Facilitate** the organisation of team-building events
- 5 Continue** to look at how workshop handling can be optimised to maximise efficiency and safety and work on ergonomics for all job roles
- 6 Pursue** investigations into travel optimisation to improve both efficiency and safety (personal safety and data security)
- 7 Optimise** staff safety on work sites
- 8 Encourage** cycling as a mode of transport
- 9 Consider** introducing a remote working policy
- 10 Extend** projects to improve staff welfare (gym, sports tournaments, table football, etc.)
- 11 Carry out** a benchmarking study into remuneration of similar roles to determine how we are positioned
- 12 Involve** all staff in our CSR strategy (in particular by integrating CSR into job descriptions)
- 13 Look into** a humanitarian project run by staff in connection with our business area
- 14 Build** links with social economy organisations (community-supported farming, charities, etc.)

Reduce our environmental impact

- 1 **Analyse** the total environmental impact of our products and services (carbon footprint or life cycle analysis)
- 2 **Carry out** an energy efficiency study of our buildings
- 3 **Carry out** a study on the quality of lighting on our premises
- 4 **Set up** a monitoring system for all staff travel with a view to optimisation
- 5 **Take action to** reduce the environmental impacts of work sites and local travel
- 6 **Make** considering the environment an integral part of the product design process
- 7 **Identify** possible approaches to reduce production waste volumes
- 8 **Promote** sustainable habits (e.g. recycling) and repeat awareness-raising projects with new staff
- 9 **Set up** consumption monitoring for electricity, water, gas and other consumables (e.g. paper)
- 10 **Set** computers to print double-sided and in black and white by default
- 11 **Create** a strategy to digitise part of our documentation
- 12 **Promote** sustainable mobility solutions for day-to-day journeys

Promote good governance

- 1 **Write** a good governance charter (e.g. fighting corruption and discrimination)
- 2 **Continue** to develop service management tools that optimise services and transparency for customers and users (fault reporting, accountability, etc.)
- 3 **Write** a formal responsible sourcing charter



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