

SIA PARTNERS 2020

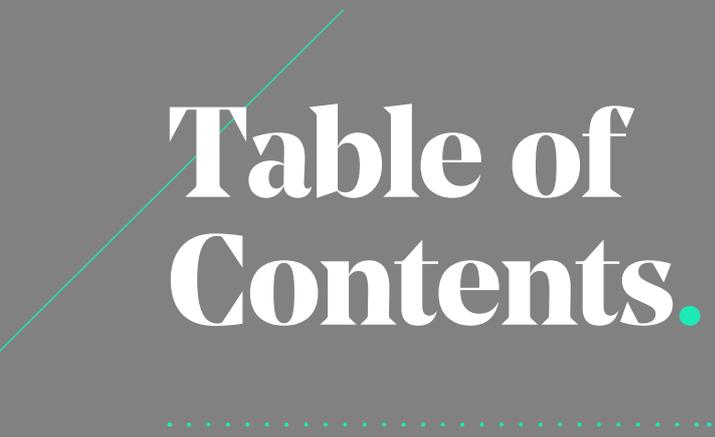
Sustainability Report.

CONSULTING
FOR GOOD

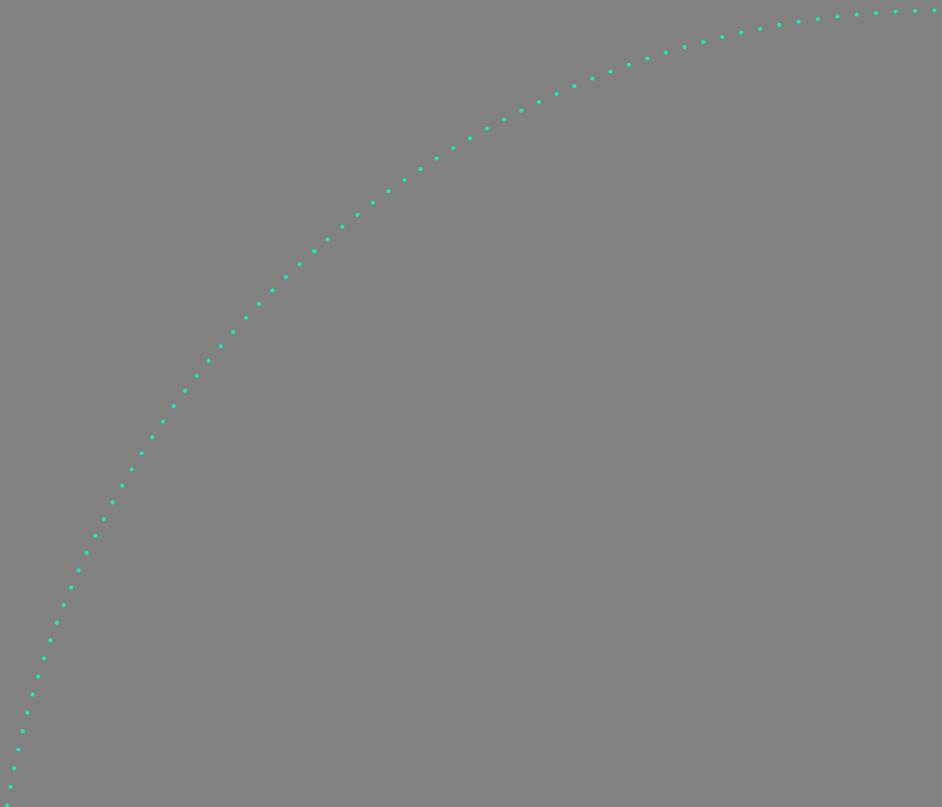


SIAPARTNERS

Table of Contents.



1	About Sia Partners
10	Editorial
11	Consulting for Good
13	Sustainability 2020
14	Social
26	Environment
31	Integrity
33	Appendices
37	Contacts



About Sia Partners.

2020 at a Glance

Sia Partners is a next-generation management consulting firm and pioneer of Consulting 4.0. We offer a unique blend of AI and design capabilities, augmenting traditional consulting to deliver superior value to our clients. With expertise in more than 30 sectors and services, we optimize client projects worldwide. Through our Consulting for Good approach, we strive for next-level impact by developing innovative CSR solutions for our clients, making sustainability a lever for profitable transformation.



1,800 Consultants



31 Offices across **18** countries



\$290M Revenue for FY20/21



19% increase in revenue FY20/21, despite COVID-19



500 Clients **92%** returning



Headquarters: Paris, France

Europe

Belgium
France
Germany
Ireland
Italy
Luxembourg
The Netherlands
The United Kingdom

North America

Canada
United States

Latin America

Panama*

Africa

Morocco

Middle East

Qatar
Saudi Arabia
United Arab Emirates

Asia

Hong Kong
Japan
Singapore

SECTORS

Agriculture
Automotive & Aerospace Defense
Banking & Capital Markets
Consumer Goods & Retail
Energy, Resources & Utilities
Government
Health
Insurance
Luxury goods and beauty
Manufacturing
Pharmaceuticals
Real Estate
Software & platforms
Tech
Telecommunications & Media
Transportation & Travel

SERVICES

Actuarial Sciences
Business transformation
Compliance
Corporate Strategy
CSR
Cybersecurity
Data management
Data Science
Digital transformation
Ecommerce
Financial Performance
Growth & Innovation
IT Strategy
Marketing & Customer Experience
Organization effectiveness
People
Pricing & Revenue Management
Procurement & Sourcing
Restructuring
Supply Chain & Logistics

Thought Leadership & Innovation



4 AI centers **80** AI accelerators



2 Design Centers



400+ Subject-Matter Experts



16 Business Units

studio
BY SIA PARTNERS

The **Investment
fund**

- Big Moustache
- Lettria
- SPARTED
- Happydemics

A pioneer mindset enhanced by unique capabilities...

INDUSTRY
REBOOT X.O

BUSINESS
EXPERTISE &
TRANSFORMATION

Delivering results through Business Expertise, the core of Consulting

CONSULTING
4.0

Leveraging AI, emerging tech, and open innovation for augmented consultants

CONSULTING
by DESIGN

Reshaping projects and experiences through design & creativity for next-level impact

CONSULTING
FOR GOOD

Making CSR a lever for profitable transformation

... to better serve our clients.

CONSULTING



Tech Lab

We stay one step ahead of the emerging tech value offer

Disruptive technologies

RPA | IoT | 5G | Blockchain | DevOps | Quantum Computing

Advanced AI technology

Voice Recognition/Virtual Assistants | Voice recognition | Satellite image recognition | Multilingual sentiment analysis | Time prediction | Cutting edge Machine Learning

Tech Greenfields

Complex ecosystem transcending conventional business

BIM | Autonomous Vehicles | Connected Home | Predictive healthcare | Digital currencies

AI Centers

We boost the transformational impact of AI through our solutions

- Heka, our AI ecosystem:
 - PAAS
 - AI solutions
 - AI accelerators (Algorithms/models/ APIs POC & data sets)
- Production and industrialization of AI projects

Open Innovation

We develop innovative ecosystems, both independently and with our clients

- STUDIO, our startup investment arm
- Alliances and partnerships bringing added value to our clients
- Helping our clients develop their own innovative ecosystems

CONSULTING by DESIGN

FOVE

[MAKESTORMING]

Creative Agency

Designing experiences

We help our clients develop brand and communication strategies, implement omnichannel customer relationship strategies, and digitalize the customer experience.

Design Centers

Creativity through human experience

We combine collaboration, design thinking, and user experience to help our clients develop new ideas and accelerate their projects.

● News in 2020

- Creation of **COVID-19 Squad**
- Acquisition of **Pathfinder** (Dublin, Ireland)
- Publication of **Code of Conduct**
- New **corporate website**
- Launch of **Connect 4.0**, our smart knowledge management tool
- Unveiling of **new brand identity**
- Acquisition of **RG Advisory** (Toronto, Canada)
- Creation of **Industry Reboot X.0 concept**
- Launch of **Heka**, our ecosystem of AI solutions
- **Happydemics**, new start-up in Studio, our investment fund
- New **AI Center** in London
- New **office space** in Singapore
- New **locations** in Dublin and Edinburgh



Culture & Values

Our Values

Excellence

We strive to deliver superior value and tangible results for our clients by leveraging our expertise and empowering our people. We are committed to raising the bar for ourselves and our industry, which is why we recruit top talent and provide the tools and career support they need to thrive and excel. Our commitment to excellence drives our business and has ensured the trust of our clients.

Tenets

- We recognize that the superior quality of our Client Delivery is the lifeblood of our firm.
- We are committed to gaining the trust of our clients to generate repeat business.
- We are treated as business leaders, and in turn we treat business and its resources as a leader would.
- We are committed to improving ourselves as individuals and as business people.

Entrepreneurship

Entrepreneurship is a cornerstone of our firm; the drive to grow has been a constant since our founding. This inspires a working environment that encourages the resourcefulness, risk taking, and tenacity required to transform original and cutting-edge ideas into action. Our entrepreneurial spirit emboldens us to confidently meet the challenges of tomorrow, continuously building legitimacy vis-à-vis our clients and influencing the ecosystems in which we operate.

Tenets

- We understand that we reap what we sow. Great reward comes with great investment and risk sharing.
- We shape the client acquisition and retention process around ideation and outside-the-box thinking.
- We know that the ideas of today are the

projects of tomorrow, and that ideas are only effective if shared.

- We view challenges as opportunities for bold, audacious action, which leads to reinventing the ecosystem in which we operate.
- We take the initiative and are not afraid to make mistakes.

Innovation

We are convinced that, in order to deliver superior value to our clients, innovation takes center stage. As a result, our work culture lends itself to anticipation and divergent, outside-the-box thinking, which drives our investment and positioning beyond traditional consulting.

Tenets

- We use cutting-edge technologies and new ways of working to position ourselves beyond traditional consulting.
- We seize trends we observe in the field to generate optimal solutions.
- We operate in a manner that is based on anticipation, developing a sense of go-to-market and keeping it at the fore.
- We support innovation in our communities through local partnerships and open innovation contests.

Teamwork

We believe that creating a sense of community is a key to success, that working together enables us to achieve our greatest potential, at once as individuals and as a firm. We therefore aim to cultivate a global culture of sharing: exchanging ideas and resources, sharing in success, and building each other up, across working groups, business units, and geographies.

Tenets

- We build up our communities by sharing our expertise, giving credit where it's due, and bringing positive energy to all our interactions.
- We hold ourselves and others accountable for the commitments we make to one another.
- We respect one another by not creating unnecessary work, by asking for support when needed, and by keeping each other informed about any absences.
- We endeavor to collaborate across working groups, business units, and geographies.
- We understand that, in order to combat the silo mentality, collaboration and content sharing are critical.

Care & Support

There is no one-size-fits-all in career development and wellbeing. We value our talent, and believe that individuality and diversity are key to supporting growth. This is why we have rejected the "up and out" model in favor of a more flexible, tailored approach, proposing an array of possible career paths and opportunities for internal engagement. We strive to cultivate an inclusive and supportive environment in which all are encouraged to be their authentic selves and given the flexibility to pursue a meaningful career. By supporting our people in this way, we empower them to explore new ways of thinking, propelling us all forward.

Tenets

- We are committed to improving ourselves as individuals and as businesspeople, and to helping our colleagues grow.
- We understand that a culture of inclusion is crucial for individual and collective wellbeing and success, and we act accordingly.
- If we witness, or are the victim of, discrimination, we speak up and we are heard.
- We strive to behave in a way that encourages diversity, equity, inclusion, and belonging, knowing that we can respect different opinions and find common ground.

Employee Wellbeing

We know that a supportive environment and healthy work-life balance are crucial for wellbeing and productivity, so we foster a work culture that promotes inclusion, wellness, and community. Our flexible policies and emphasis on local markets allow our employees to pursue ambitious career progression with minimal business travel, while maintaining a rich personal life. At the end of the day, our goal is to empower our people to be their best selves, at work and beyond.

Tenets

- We work efficiently in order to pursue goals and aspirations outside the office.
- We remember that work should be fulfilling.
- We understand that, where local markets and operating models permit, business travel is voluntary.*
- We acknowledge that we are all humans who make mistakes and have ups and downs. Thus, we let our superiors know if we are struggling, and support others with empathy and grace.

*Business travel is necessary for consultants in our Middle East locations. Expectations with respect to travel are outlined in employee contracts.



Working together in the Sia Village

An expression of our values, our Sia Village concept describes our commitment to fostering a sense of community within and among our offices. We believe that knowledge sharing is the key, not only to innovation, but to the growth and development of our people. Working together allows us to challenge one another and, as a result, raise the bar in our commitment to excellence, both individually and collectively. The conception of our offices is, therefore, a focal point of the Sia Village. Sia Partners office spaces worldwide follow a cohesive design scheme, intended to facilitate teamwork and encourage community and wellbeing. To cultivate a sense of togetherness between offices, our employees have access to a host of collaborative tools and internal networks, like DEIB@Sia Partners and BU or sector-related clubs.

90

Partners

60

Nationalities

39

% female

61

% male

Editorial.

With the COVID-19 pandemic and subsequent global recession, 2020 gave rise to an unprecedented need for transformation that will stay with us for years to come. Sia Partners met this new era with a new three-year strategic plan, NEXT-GEN 2023, designed to accelerate our own transformation and help our clients confront the many pressing challenges of the 2020s. This included the launch of our Industry Reboot X.0 concept, which combines our business expertise, Consulting 4.0, Consulting by Design, and Consulting for Good to equip our clients to respond to the demands of this new decade. To reflect the group's movement into this new phase and bring our image into alignment with our brand proposition, we overhauled our brand identity, with a new logo and tagline: Design. Reshape. Reboot.

2020 marked one year of Consulting for Good, Sia Partners Corporate Social Responsibility approach. Over the course of the year, our CSR focus was largely on our culture and people. We updated our values and published our first Code of Conduct, co-created by employees and leadership. We strengthened and formalized our commitment to diversity, equity, inclusion, and belonging (DEIB), with the launch of a DEIB employee survey, global training initiatives,

and research that would inform a global DEIB Policy, published in the first quarter of 2021. In our Social Responsibility Lab, teams in the Netherlands, the UK, and the US continued work on Sia Partners' gender bias tracker tool, which analyzes gender bias in job ads.

Sia Partners was carbon neutral in 2020, offsetting 100% of our emissions as part of our long-term ambition to reach net-zero. Our Climate Analysis Lab also continued to fine-tune and automate Sia Partners' Carbon Footprint Model throughout the year. Used internally to monitor our efforts to reduce emissions, this model is now also available to clients.

Looking forward, as we embrace new ways of working and respond to demands for transformation, we will continue to focus on developing our people, building a diverse and inclusive workforce, and striving for carbon neutrality. We continue to support the United Nations Global Compact, aligning our objectives in the short, medium, and long-term with the UN Global Compact's Ten Principles as they pertain to the environment, labor & human rights, and anticorruption.



Matthieu Courtecuisse

Chief Executive Officer
July 2021

Consulting for Good.

CONSULTING
FOR GOOD

○ Overview & Ambitions

Launched at the end of 2019, Consulting for Good is Sia Partners' global Corporate Social Responsibility approach, by which we strive to integrate CSR into the core of our business strategy, operations, and culture. The scope of Consulting for Good covers Sia Partners' practices and policies, as well as the support we offer our clients via innovative offerings centered on sustainability. Our belief is that, beyond our own performance, incorporating CSR into how we serve our clients will allow us to have next-level impact.

Consulting for Good operates across four pillars, which we call **Labs for Good**:

4

Labs for Good

operating on two levels:

Implementing internal initiatives, policies, and values that support our people, our community, and our planet

Integrating CSR into innovative offerings for our clients worldwide

01. Climate Analysis Center

- Anticipating a warmer world
- Leveraging technologies
- Green financing
- Adapting public policies
- Biodiversity
- Agriculture
- Circular Economy

02. Ethics and Compliance

- AML / KYC
- Data privacy & algorithm bias
- Ethics
- Anti-Bribery
- Online fraud / trafficking

03. Social Responsibility

- Wellbeing at work
- Burn out and Bore out prevention
- Work 4.0
- Work transformation and social negotiation
- Diversity, Equity, Inclusion & Belonging

04. Responsible AI

Leveraging our Data Science Lab to support social responsibility, ethics & compliance, and the environment



Our action plan for Consulting for Good is centered around **three global ambitions**.

First, we strive to be an **engaged consulting firm** by minimizing our environmental impact and reaching carbon neutrality. This includes reducing our carbon footprint per consultant, strengthening our waste-sorting policies, revisiting our transportation practices, and instating an environmental charter at all offices. We furthermore aim to leverage our expertise to encourage and facilitate engagement (across all four Labs for Good) on the part of our clients and society at large by partnering with NGOs and think tanks, publishing cutting-edge studies, and mobilizing our consultants toward the development of CSR offerings.

Second, we aim to be a **next-level employer** by supporting the career development of our employees, promoting diversity, equity, inclusion, and belonging, and fostering a sense of community. Our commitments in these areas include expanding and optimizing our training programs for all staff and leadership, redesigning our onboarding processes, and launching a global diversity & inclusion policy and barometer. Supporting Diversity, Equity, Inclusion, & Belonging (DEIB)@Sia Partners, our internal network dedicated to diversity and inclusion, will be key in cultivating solidarity across offices and facilitating local diversity and inclusion initiatives.

Third, we endeavor to be a **trusted partner** by remaining uncompromising on ethics and compliance, and maintaining responsible relationships with our suppliers. This includes creating a comprehensive set of online trainings around business ethics and compliance, screening all suppliers against an Ethical Providers Charter, and taking steps to privilege suppliers that are socially engaged.

○ Governance

Each of our four **Labs for Good** is led by two Partners, who are aided by one or two dedicated PMOs. The leads are in charge of developing convictions on behalf of the group, generating business intelligence and partnerships, and producing roadmaps that outline key topics and objectives. An external Consulting for Good sponsor with significant CSR expertise has also been named. Leads may call upon this sponsor to challenge the ideas raised in their respective labs. A global PMO is in charge of coordinating across labs, facilitating local initiatives, and tracking global KPIs.

Our labs centralize and harmonize CSR efforts on all levels: internal and external, local and global. This includes data collection for sustainability reporting, follow-up on internal action plans, business development, and the production of collaterals, offerings, and publications.

CSR topics are addressed at all Steering Committee meetings.

○ Reporting

In order to make our practices and progress transparent for stakeholders, Sia Partners is committed to publishing an annual **sustainability report**. This report is global, covering offices with major operations, and is made public on the firm's corporate website. Sia Partners also completes a yearly evaluation with Ecovadis, a third-party sustainability rating. Our Ecovadis sustainability report is fully available to clients on the **Ecovadis** online platform, and is made available to other stakeholders upon request.

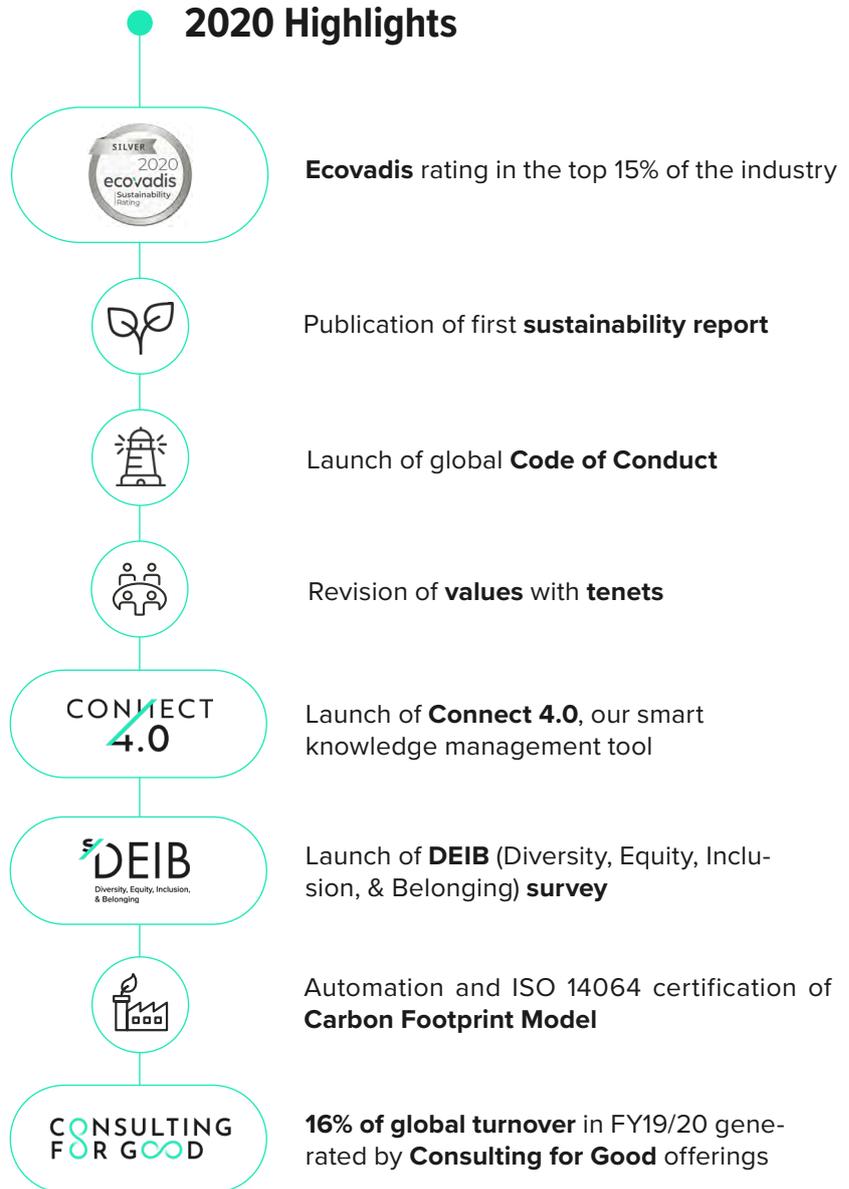
Sustainability 2020.

In 2020, two themes featured prominently in our sustainability efforts: social responsibility, especially with respect to diversity, equity, inclusion, and belonging, and building out our Carbon Footprint Model. Our priorities were informed by the results of our 2020 **Ecovadis** evaluation, the standards set forth by the **Global Reporting Initiative (GRI)**, as well as feedback collected from our people in the course of the year.



Sia Partners continues to support the **United Nations Global Compact**, of which we have been an active signatory since early 2020. We are committed to incorporating the Ten Principles of the UN Global Compact into our strategies, policies, and procedures, as they apply to labor & human rights, the environment, and anti-corruption.

2020 Highlights



● Social

Inherent in our ambition to be a **next-level employer** is the understanding that our performance hinges on our people—in how we engage and invest in them. We pride ourselves on recruiting top talent, but bringing in the best and brightest is only the first step. By providing tailored career support, building community, and cultivating diversity, equity, inclusion, and belonging, we set the stage for innovation and growth while supporting the wellbeing and employability of our people.

Our People in 2020

Sia Partners' commitment to excellence begins with our people. Our global workforce in 2020, including contractors, comprised about **1800** talents, representing **60** nationalities across **31** offices in **18** countries.

2020 Employee Breakdown¹

GRI Disclosure 102-8

Breakdown by employment contract and type, by region and gender

By employment contract, by region

	Permanent	Temporary
Asia	100%	0%
Europe & UK	93%	7%
Middle East & Morocco	92%	8%
North America	97%	3%
Total	94%	6%

By employment contract, by gender

	Permanent	Temporary
Women	94%	6%
Men	94%	6%
Total	94%	6%

By employment type, by gender

	Full-time	Part-time
Women	99%	1%
Men	99%	1%
Total	99%	1%

¹Data in this section covers individuals employed at any point in time in the course of 2020, excluding contractors. Data reported in our 2019 CSR report covered individuals employed as of 31 December 2019. For this reason, 2019 data is not listed for comparison in the present report.

Breakdown by Age

Executive Leadership / Associate partners, partners, directors, CEO and direct reports

Under 30 years old	0%
30-50 years old	69%
Over 50 years old	31%

Employees

Under 30 years old	57%
30-50 years old	39%
Over 50 years old	4%

New Hires

Total new hires	420
By age	
Under 30	75% of new hires
30-50	22% of new hires
Over 50	3% of new hires
By gender	
Women	39% of new hires
Men	61% of new hires
By region	
Asia	3% of new hires
Europe & UK	76% of new hires
Middle East & Morocco	1% of new hires
North America	20% of new hires



Career Development & Training

We believe that supporting the **professional development** of our employees calls for a flexible, tailored approach. In lieu of an “up and out” model, we provide an array of career paths and opportunities for transversal knowledge sharing and internal engagement. This translates to career development and training programs that are designed to allow our people to grow their skills and increase their employability in a way that suits their career ambitions.



of interns kept on for permanent positions in France in 2020

Our employees are well supported from the outset, beginning with onboarding processes that facilitate their integration into Sia Partners’ culture and ways of working. Together with **accessible management**, an array of initiatives and programs ensure that our people are supported for the duration of their time at Sia Partners.

Regular **performance reviews** for full-time employees help frame career development at Sia Partners. The review process varies somewhat by geography, with official cycles running annually (81% of our locations) or bi-annually (19% of our locations). During an evaluation, the employee’s position, rank, and remuneration may be revisited. The review process provides an opportunity for feedback on past performance, objectives for the upcoming period, and a discussion of the employee’s long-term career goals. In most geographies, evaluations in these cycles are supplemented with quarterly or trimesterly assessments, which ensure the smooth progression of the employee’s projects and which may inform formal evaluations.



International Mobility

Sia Partners' global footprint allow us to offer several opportunities for international mobility. Our programs allow for an enriched professional experience at varying levels of career progression, from internships to permanent appointments abroad. In 2020, we had **29** employees on international mobility schemes.

Our **Gap Year** Internship is a unique program that allows students to work in two different international Sia Partners offices over the course of one year. The experience begins with six months in Paris, and concludes with six months in London, New York, Hong Kong, or Dubai.

In our **Associate Program**, young graduates in Banking or Energy work at three of our international offices over three years. The program begins at our Paris office, followed by one year at each additional location. We offer two possible tracks:

Banking

Paris

New York

Hong Kong

Energy

Paris

Amsterdam

Dubai

Our European offices offer **V.I.E. contracts**, which are open to European citizens and allow for mobility among Sia Partners offices worldwide. This program targets young graduates and candidates with some initial consulting experience in a given sector, and lasts from six months to two years, renewable once during that period.

Our **Open Track Program** is designed for Sia Partners consultants in Europe with under two years of experience. Consultants in the program work at one or two of our international offices over the course of two years.

Our **Internal Mobility** scheme is intended for Sia Partners consultants with over two years of experience who are interested in transferring to a Sia Partners office abroad.

Training Opportunities

In addition to external training and resources made available at each office, our employees worldwide are provided professional training via **Sia Institute**, our **360 Learning** platform. Modules in this platform are fully tailored, created by and for Sia Partners in order to guarantee the quality of our performance for our clients and support the development of our employees.

SIA Institute

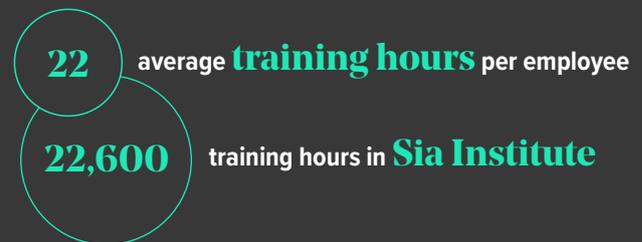
● The Sia Institute approach to training is grounded in **four principles**:

- **Structure:** Our international catalog comprises transversal courses that are organized by position and skill set, as well as sectoral courses developed by and for specific business units.
- **Accessibility:** Employees have unlimited access to the full training catalogue, and may sign up for courses anytime, anywhere. The platform is accessible both online and via our 360 Learning app, available for iOS and Android.
- **Monitoring:** Consultants are required to complete a set of courses established by practice, as well as cross-functional courses defined by rank. Progression and completion is monitored by partners in each practice via reports and statistics generated by the platform.
- **Support:** A Training Partner, assigned to each practice, assists trainers in the management of the sectoral training catalog. The global Sia Institute Team supports the Training Partners and assists users with all cross-functional training content.

SIA Blend

Sia Blend is our customizable mobile learning app that provides short, gamified training modules. We use Sia Blend internally, both as a compliment to Sia Institute and as a stand-alone tool, as well as for our clients. Based on micro-learning, Sia Blend training sessions are delivered in short, daily doses. Sessions last no longer than three minutes, and engage users via game play and learning challenges. Following the completion of a given training, users have access to a content library containing resources to help them dive deeper.

Sia Blend was created using technology from SPARTED, an HR Tech startup backed by our investment fund, Studio.



What's Next?

Moving forward, we are focused on measuring and improving employee engagement and increasing the cohesion of our training and development practices group-wide.

Career Development & Training Goals

- Redesign the onboarding process to improve immersion
- Reinforce our e-learning programs
- Standardize and deploy our appraisal tool and establish continuous feedback practices
- Reinforce our international mobility process by providing more support
- Establish a transparent compensation policy and grid in all locations with more than 50 employees
- Deploy employee Pulse Survey to regularly measure engagement



Diversity, Equity, Inclusion & Belonging

Our Commitment

We believe in fostering a **diverse, equitable and inclusive** culture where our employees and partners are valued and thrive in a sense of **belonging**. We are committed to recruiting and developing a diverse network of employees and investing in their growth by providing unique opportunities for professional and cultural immersion. Our commitment toward inclusion motivates dynamic collaboration with our clients, building trust by creating an inclusive environment of curiosity and learning which effects lasting impact.

We are guided by the pursuit of **understanding** and take pride in being able to provide meaningful solutions to our clients' unique challenges. We bring our whole selves to work and strive to listen, observe, understand and be understood.

Sia Partners is an **equal opportunity employer**. All aspects of employment, including hiring, promotion, remuneration, or discipline, are based solely on performance, competence, conduct, or business needs.

Sia Partners' commitment to Diversity, Equity, Inclusion, & Belonging (DEIB) operates across **3 pillars**:

- **ATTRACT** diverse talent while motivating a culture of inclusion and celebration of unique identities.
- **DEVELOP** our people by providing the best resources and opportunities to fulfill their goals and ambitions.
- **RETAIN** employees in a high-turnover industry by fostering a culture of belonging and appreciation.

DEIB was central to our sustainability efforts in 2020, on both global and local levels. An overarching goal for Sia Partners has been to foster cohesion among our international offices. Wherever possible, we are striving to harmonize our convictions, practices, and

commitments to DEIB worldwide. The foundations for this ongoing work were laid in 2020 with the accomplishment of **three global initiatives**:

Sia Partners' **Global DEIB Policy**, published in the first quarter of 2021, was informed by research conducted by an international group of Sia Partners employees in 2020. The goal of this research was to identify best practices and blanket procedures which could be implemented worldwide, taking into consideration the cultural and legal differences of the geographies where we operate. These practices and procedures, which are now formalized for rollout in 2021, include procedures for handling cases of discrimination and harassment, inclusive job ads and recruitment channels, mandatory training, DEIB Sponsors and Role Models, and an anonymous DEIB employee survey.

In an effort to track our progress and encourage feedback from employees, we launched a global **DEIB employee survey** in the Q4 of 2020. This biannual survey is entirely anonymous and optional, and consists of questions on corporate culture, belonging, and discrimination and harassment. The same survey is sent to employees worldwide, with an optional demographics section tailored by geography (e.g. race & ethnic origins are included for Canada, the US, the UK, and Ireland).

Growing momentum around DEIB topics in 2020 bolstered **DEIB@Sia Partners**, our employee network launched in 2019. Locally-designated DEIB Leads now come together for regular global calls. These calls provide an opportunity for sharing updates on local initiatives and progress and collaborating on global initiatives. In 2020, examples of such initiatives included internal international initiatives around International Women's Day and Women's History Month, Pride Month, and the International Day of Persons with Disabilities. Chapters of DEIB@Sia Partners have also continued driving local activity, with initiatives like regular DEIB breakfasts, lunch & learn workshops, and webinars.

Gender Diversity

Raising the ratio of women to men remains an industry-wide challenge and a priority for Sia Partners. Within the framework of our DEIB pillars, we are rising to meet this challenge by examining and improving our hiring practices and cultivating an inclusive and supportive environment. To this end, 2020 saw us further develop our **Gender Bias Tracker** tool. Presently available in Dutch and English, this tool measures and corrects gender bias in job ads by

identifying gender-coded language and suggesting alternatives. We leverage this tool internally, as part of our inclusive hiring efforts; it is also made available to clients. Long-term, we plan to extend its utility beyond job ads. In an effort to educate our people and promote inclusion, we also launched a global awareness campaign in 2020 focused on the gender gap, unconscious bias, and the benefits of gender diversity in the workplace.

2020 Gender Breakdown

Sia Partners has a global **gender equality index** score of **91/100**—a four-point increase from 2019. Measured under the legal code in France, where we are headquartered, this score evaluates our practices, policies, and indicators across all Sia Partners locations worldwide for FY19/20.²

Alongside global efforts, local activity driven by our DEIB@Sia Partners network is pushing us in the right direction. Examples of local initiatives include:

- Women in Business recruitment events
- Women in Cyber sponsorship and round table (Paris)
- Lunch & Learn events
- Studies focused on gender bias in hiring (The Netherlands, The UK & Ireland)

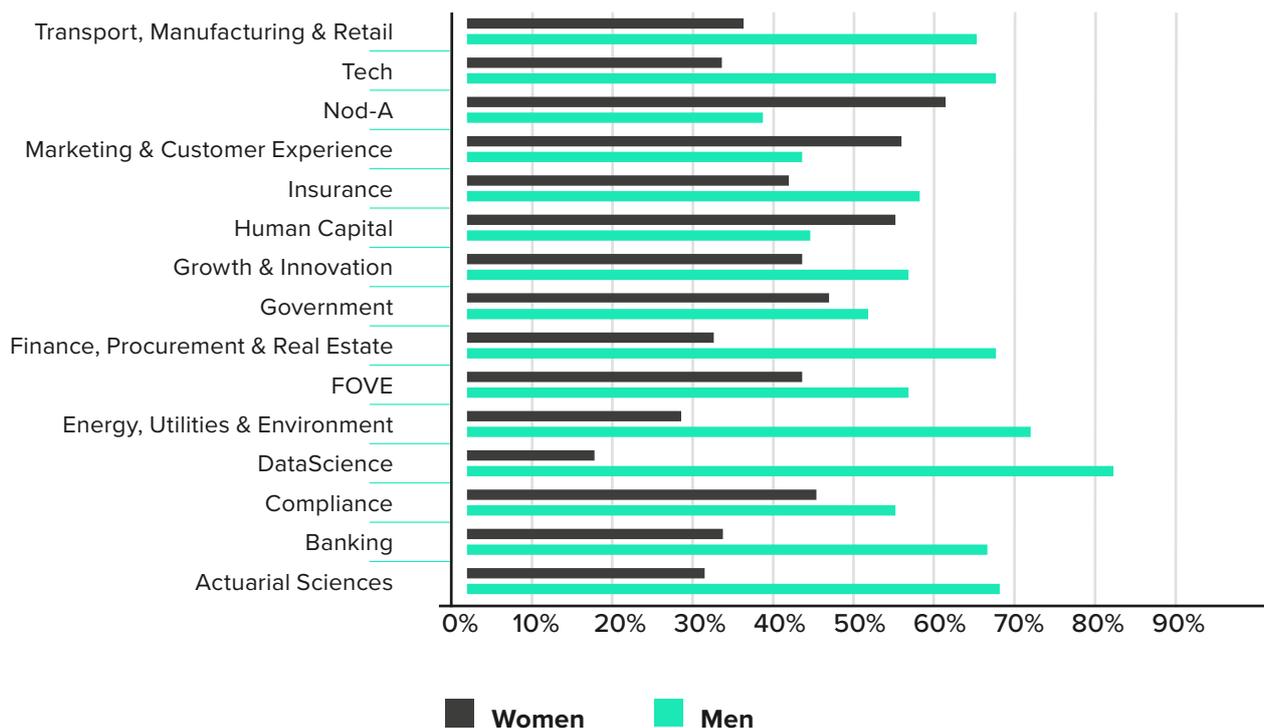
GRI Disclosure 405-1

Percentage of Women in Senior Management ³ , Employees	
Senior Management	25%
Executive Leadership	18%
Employees	40%

GRI Disclosure 405-2

Global salary remuneration of women to men	
Leadership	Employees
0.93	0.94

Gender Breakdown by Business Unit



²Law n°2018-771 of 5 September 2019 on male/female agency in professional pursuits. Article D.1142-5 of the French labor law

³Senior Management includes the senior manager level and higher. Executive Leadership includes associate partners, partners, directors, CEO and direct reports

Working Parents

Work-life balance, a core value at Sia Partners, takes center stage during major life transitions, and parenthood is certainly no exception.

We offer support for our working parents to help them prepare for leave and facilitate their return to work. Programs are established locally; employees in France, for example, are provided a *Guide de parentalité*, a guide with Sia Partners' policies, information on employees' legal rights, and useful tips. Procedures in place to support working parents include a series of HR interviews to help ensure a smooth transition: an initial interview one month ahead of parental leave, one upon return, and another six months afterwards. These interviews cover topics like working hours and work-life balance, and address any concerns or questions parents may have. Parents also have access to options for free childcare, subsidized nanny services for children over the age of three, and a *Babysitting Policy*, which covers a portion of babysitting costs for older children.

GRI Disclosure 401-3

Parental Leave in 2020 ⁴		
	Women	Men
Employees entitled to parental leave	5%	3%
Employees who took parental leave	81%	34%

LGBTQ+

In 2020, Sia Partners celebrated **Pride Month** by launching our first-ever global awareness campaign in support of the LGBTQ+ community. This international effort included an email campaign and Sia Blend quiz aimed at educating our people on the history of Pride, LGBTQ+ in the workplace, and gender identity. We also organized a virtual roundtable with Sia Partners leadership and employees, which included members of the LGBTQ+ community and allies, focused on fostering **LGBTQ+ inclusion** at work. On a local level, awareness campaigns and events were also organized in recognition of LGBT History Month in the UK, as well as world AIDS day.

We also continued our partnership with **LGBT Talents**, a recruitment initiative in France that is committed to promoting diversity and inclusion in the workplace via networking events, masterclasses, and an international recruitment summit. These events bring together students, professionals, and activists for meaningful

exchange, networking, and learning, whether in-person or virtually.

In line with our DEIB Policy, we are committed to increasing our support of the LGBTQ+ community, chiefly by continuing to pursue inclusive recruitment channels and via Role Models and local Sponsors.



Stefan

**Senior Consultant
Amsterdam**

Inclusive Change

When we come together in a supportive environment in which all voices are heard, small ideas can spur big changes. This is why inclusion was front and center for our Amsterdam office in 2020, as we worked to bridge the gap between embracing and committing to DEIB. We organized several collaborative workshops throughout the year, in order to lift each other up and co-create change. As a change-maker, one milestone I'm really proud of is our signature of a Netherlands diversity charter. We can only sustain an inclusive culture--and thereby empower our people to reach their full potential--if we hold ourselves accountable. This charter is one small way we are making this happen.

Disability

In 2020, as part of our ongoing effort to foster a more inclusive culture, we launched our first international **awareness** campaign around disability, in honor of the International Day of Persons with Disabilities and the European Disability Employment week. This campaign aimed to sensitize our people on disability in the workplace, invisible disabilities, and supporting persons with disability.

On the local level, various programs are in place to support our employees with disabilities. At our French and UK offices, for example, employees have access to external organizations specialized in disability and major life changes. Working directly with these entities or via an ambassador, employees are provided information and tailored support. Our commitment to supporting persons with disability also extends out-

⁴Our reporting on parental leave changed in France between 2019 and 2020. In 2019, our reporting for France covered *cong  parental*, which describes parental leave taken in addition to state-regulated maternity leave. Data in the present report covers both *cong  parental* and maternity leave.

side the firm. Sia Partners US, for instance, is a yearly sponsor of A Leg to Stand On (ALTSO), a non-profit providing free orthopedic care to children with limb disabilities in the developing world.

In France, 2020 marked the start of an intensive effort to increase diversity, equity, inclusion, & belonging with respect to persons with disability. Work in 2020 has informed a **3-year action plan**, centered around awareness, training, hiring, support and retention, and career development.



Romane

**HR Specialist
& Disability
Representative
Lyon**

Supporting the Differently-abled

Disability is a central focus of our DEIB efforts in France. Following Sia Partners' global awareness campaign on the topic in 2020, our French offices began a deep-dive, examining our practices and policies and initiating work on a local disability policy. We have since conducted a diagnostic assessment, which has helped us identify areas for improvement and develop a dedicated action plan. I am proud to pilot this initiative, as the dedicated point of contact for persons with disability in France. Through this role, I'm excited to contribute to creating a more inclusive environment for our people!

Race & Ethnic Origins

A number of local initiatives were begun in 2020 to promote racial and ethnic diversity and inclusion. In North America, for example, our US and Canada chapters of DEIB@Sia Partners set up a **BIPOC & Allies** working group. This group's vision is to welcome, celebrate, and promote **Black, Indigenous, & People of Color** (BIPOC) within the Sia Partners workplace, ensuring equal opportunities amongst employees of every diverse background. Progress in 2020 includes partnering with programs like Year Up, which is committed to ensuring equitable access to economic opportunity, education, and justice for young adults of diverse backgrounds, and the ExCel (Expanding

Communities with Financial Literacy) Future Leaders Program. Across the pond, our UK & Ireland chapter launched a **Minority Ethnicities** work stream, which in 2020 honored Black History Month with an awareness campaign and virtual film screening.



Kelly

**Senior Consultant
New York**

BIPOC & Allies

With all the hardships and challenges the world has seen in 2020, enabling a diverse and equitable community is more important than ever. That is why we are so proud to have established our BIPOC & Allies Network in the US and Canada. During its inaugural year, the Network has supported organizations like *YearUp*, *ExCel's Future Leaders*, *Hate is a Virus*, and more. We've also opened the floor for candid discussions — a place for our colleagues to voice their own stories. It is so important to look for ways to actively amplify the voices of marginalized communities. We hope to continue this work for many years to come.

Wellbeing

The wellbeing of our employees has always been a priority groupwide, but the COVID-19 pandemic brought special attention to this subject. Many of Sia Partners' wellness initiatives, like employee sports clubs, access to gym facilities, and the provision of healthy food services were suspended for much or all of 2020 due to the crisis. With the sudden shift to **remote working** and the array of psychosocial challenges brought on by the pandemic, our offices worldwide mobilized to support our people and help us to stay connected. Efforts took the form of local **support groups**, mental health check-ins, convivial events (e.g. virtual coffee-breaks, trivia nights, photo contests), **training modules** and **workshops** focused on work-life balance and remote working, reimbursement for home-office purchases, and **mental health** add-ons to healthcare packages.



William

Supervising Senior
Consultant
New York

The Importance of Allyship

Allies, especially in positions of leadership, offer effective and powerful support for those who are underrepresented. They are crucial to efforts around DEIB, for without allyship, ERGs become echo-chambers where true change cannot be driven. This is why, in the US and Canada, we have purposefully added “& Allies” to each of our DEIB Employee Networks to reduce exclusivity and invite allies to listen, learn, and ultimately take tangible action. Additionally, each of our networks has a two-year membership goal of at least 50% Allies. For example, our Womxn & Allies Network aims to drive concrete empowerment of women with at least 50% of its members identifying as men or non-binary by 2023. I, myself, identify as a man and am proud to be an Ally to women and member of this network.

What’s Ahead?

Moving forward, we are focusing much of our energy around rolling out our global DEIB Policy, promoting allyship, and continuing to work towards gender balance.

Global Diversity & Inclusion Goals

- In-person unconscious bias training: 100% of leadership team trained by EOY 2021
- Unconscious bias eLearning: 100% of current employees trained by September 2021; all new recruits trained within 3 months following the end of their trial period.
- Provide specialized DEIB training for recruiters
- Instate a responsible recruitment charter at all offices
- Training programs for stress management, health, and safety
- Deploy a working parents policy*
- Lift the proportion of women in each position by 5 percentage points**
- Reach 30% women in senior management positions**
- Achieve a gender-balanced workforce**
- Integrate statement of equal opportunity in all job ads worldwide
- Establish DEIB Sponsors and Role Models

**Local branches with over 50 employees.*

***Global headcount, plus local branches with over 50 employees.*





Culture of Collaboration

In 2020, the **COVID-19** pandemic dramatically changed the ways we work and foster community. Seminars and other seasonal events, which would normally provide occasions for our people worldwide to come together, were cancelled, and how we will approach such events moving forward remains to be seen. Our offices adapted in different ways, fostering conviviality and togetherness via virtual breakfasts, cocktail hours, trivia events, photo competitions, and the like. Business updates and workshops were conducted virtually via a combination of Q&A video calls and online surveys. In 2021, we are continuing to examine and adapt our practices to maintain and nurture our culture of collaboration in the aftermath of the crisis.

Sia Village

An expression of our values, our Sia Village concept describes our commitment to fostering a sense of **community** within and among our offices. We believe that **knowledge sharing** is the key, not only to innovation, but to the growth and development of our people. Working together allows us to challenge one another and, as a result, raise the bar in our commitment to excellence, both individually and collectively. The conception of our offices is, therefore, a focal point of the Sia Village. Sia Partners office

spaces worldwide follow a cohesive design scheme, intended to facilitate **teamwork** and encourage community and wellbeing. To cultivate a sense of togetherness between offices, our employees have access to a host of **collaborative tools** and **internal networks**, like DEIB@Sia Partners and BU or sector-related clubs.

To facilitate knowledge sharing worldwide, in 2020, we launched **Connect 4.0**, a knowledge sharing tool developed via HEKA, our AI ecosystem. This tool provides a directory allowing our people to search for colleagues based on location, role, skillsets, or professional background. Connect 4.0 also catalogs our offerings and provides a translation bot, making it easier for our people to collaborate.

What's Ahead?

In the aftermath of COVID-19, we are focused on re-evaluating and optimizing our **remote working policies** worldwide. An international team began workshopping this topic in early 2021. We are also committed to increasing **employee engagement** and encouraging collaboration. Our employee pulse survey, also being workshopped in 2021, is one way we are working toward this goal.



Tracking Gender Bias | Social Responsibility Lab



Irene Molodtsov

**Partner
Social Responsibility
Co-lead**

The 'Social' aspect of CSR is of the utmost importance for Sia Partners with respect to our own internal considerations and client requirements alike. From championing DEIB initiatives right through to investing in reports that challenge the social norms, Sia Partners is at the forefront of pushing itself in a progressive direction. We work hard to create an environment where our people can bring their 'whole selves' to work. This means looking at all aspects of our social environment, including our ways of working, the way we represent women and minorities, and how we create conditions for people to thrive.

Leading up to International Women's Day 2021, Sia Partners UK & Ireland developed the 'Job Ads Gender Bias Tracker' to assess gender bias in job adverts. Using data from job adverts posted to public job boards in the UK and Ireland between September 2020 and January 2021, we conducted a limited empirical study to understand trends in the use of gender-coded language. We found that, while 1) evidence suggests companies are taking efforts to use more inclusive language overall, 2) senior roles were consistently advertised using less inclusive language than junior roles.

We undertook this effort to support our consultants, clients, and partners in addressing the complex issue of building and sustaining an inclusive workforce. Sia Partners will continue to provide data-driven research on diversity, equity, inclusion, and belonging as part of our overarching commitment to Consulting for Good. We also offer a range of transformation and HR solutions that can help business, not-for-profit, and governmental leaders address these complex challenges.

Environment

Striving for **net-zero** and helping our clients do the same is central to our ambition to be an **engaged consulting firm**. Given the nature of our business, Sia Partners' environmental impact largely relates to commuting, business travel, and energy consumption and waste management at our offices. In 2020, much of this was negated by COVID-19 due to the shift toward remote working for much of the year.

We continued taking steps to reduce our carbon footprint in 2020, which included deploying a **Global Environmental Charter** and implementing local action plans.

We also built out our **Carbon Footprint Model** into an automated solution via Heka, Sia Partners' AI ecosystem. We leverage this model, which is **ISO14064 certified**, to measure the environmental impact of our offices worldwide. We have also made it available to clients.

Our Carbon Footprint Model features a built-in formula to account for the environmental impact of **remote working**. This is reflected in all environmental data presented in this report, and constitutes a change in methodology from previous reporting periods⁵.

GRI Disclosure 302-1

2020 Energy consumption (Electricity, Heating and Cooling) (kWh)		
	Office	Teleworking
Total	1 159 799	3 076 044
By region		
Asia	33 454	76 745
Europe & UK	879 118	2 064 232
Middle East & Morocco	193 456	44 361
North America	49 771	890 706

GRI Disclosure 302-3

2020 Energy Intensity (Electricity, Heating and Cooling) per employee (kWh/employee)		
	Office	Teleworking
Global Average	724	1 919
By region		
Asia	1 394	3 198
Europe & UK	838	1 968
Middle East & Morocco	4 488	1 008
North America	140	2 509

⁵The remote working calculation used in our Carbon Footprint Model is as follows: Electricity without heating and without cooling: 150W * 8h * 200j = 240 KWh per year.
Heating/cooling: 6 (months) * 200/12 (days/months) * 8h * 5 KW * 66,7 % = 4000 KWh per year * 66,7% = 2667 KWh per year.

2020 CO2 Emissions due to office activity (utilities, supplies and consumables, food and drinks) (kg)	
Total	196 635
By region	
Asia	6 780
Europe & UK	66 704
Middle East & Morocco	28 798
North America	94 353

Across Sia Partners locations, initiatives to encourage **sustainable commuting** range from providing charging stations for electric vehicles, parking facilities for bicycles, and compensating a portion of costs for sustainable modes of transportation (e.g. city bikes).

the use of trains where possible. Nevertheless, the global nature of our firm means that some air travel is unavoidable. When we must fly, we are committed to taking extra steps to minimize our environmental impact.

We target local markets in order to keep business travel to a minimum. When we do travel, we privilege

2020 Breakdown of Preferred Means of Commuting							
	Teleworking	Subway / Train	Fossil Fuel Car	Electric Car	Foot / Bicycle	Scooter / Motorcycle	Bus
Total	69%	17%	5%	1%	5%	1%	2%
By region							
Asia	52%	33%	1%	0%	5%	0%	9%
Europe & UK	65%	22%	3%	0%	7%	1%	2%
Middle East & Morocco	35%	3%	54%	1%	6%	1%	0%
North America	87%	6%	6%	0%	1%	0%	0%

GRI Disclosure 305-3

2020 CO2 Emissions due to business travel (kg)	
Total	715 881
By region	
Asia	9 555
Europe & UK	364 721
Middle East & Morocco	113 585
North America	228 020

GRI Disclosure 302-2

2020 CO2 Emissions due to commuting (kg)	
Total	438 479
By region	
Asia	2 843
Europe & UK	161 250
Middle East & Morocco	98 595
North America	175 791

GRI Disclosure 305-4

2020 CO2 emissions per employee (kg/employee)	
Global Average	1 008
By region	
Asia	585
Europe & UK	732
Middle East & Morocco	3 880
North America	1 511



Carbon neutrality in 2020

Sia Partners was carbon neutral in 2020, having offset 100% of our emissions as part of our larger effort to reach net-zero.



Climate Contribution Units Certificate of Retirement

ClimateSeed confirms that **Sia Partners** has contributed to the following verified emission reduction project:
"400 MW SOLAR POWER PROJECT AT BHADLA, RAJASTHAN" in India - 1 470 tCO₂e

This contribution fights global warming by allowing the project(s) to avoid or capture the equivalent of **1 470 tonnes of CO₂**.

This project contributes to the achievement of the following United Nations Sustainable Development Goals:



This project was verified by **Gold Standard**

Congratulations on your climate action!

ClimateSeed confirms that 1 470 tCO₂e related to this contribution were successfully retired on 06/07/2021.





Climate Contribution Units Certificate of Retirement

ClimateSeed confirms that **Sia Partners** has contributed to the following verified emission reduction project:
"Sustainable Community" in Canada - 52 tCO₂e

This contribution fights global warming by allowing the project(s) to avoid or capture the equivalent of **52 tonnes of CO₂**. The purpose of retirement of those units is:
"BE_2020_47_tons_tombola_run".

This project contributes to the achievement of the following United Nations Sustainable Development Goals:



This project was verified by **Verified Carbon Standard**

Congratulations on your climate action!

ClimateSeed confirms that 52 tCO₂e related to this contribution were successfully retired on 09/06/2021.





What's Ahead?

We continue to strive to minimize our environmental impact and progress toward **net-zero**. Moving forward, we are focused on ensuring that local environmental action plans are prioritized and our Global Environmental Charter is respected at all

offices. We also commit to continue compensating 100% of our carbon emissions worldwide and providing green IT training for our employees.

Combating the Climate Crisis | Climate Analysis Lab



Jean Trzcinski

**Partner
Climate Analysis Co-lead**

The climate crisis impacts organizations from all sides and demands immediate, intense action. Real leadership is critical if we are to transform business-as-usual at all levels of the value chain (e.g. what and how we sell, R&D, sourcing, financing, new business, recycling waste, company culture). This kind of transformation is already in the DNA of any good management consultant; with added passion and vision, we can uplevel to climate evangelists.

At Sia Partners, Climate Analysis offerings account for more than 5% of our global revenue. This demonstrates the level of positive impact consulting firms can have, beyond optimizing their internal practices. Our people are committed to playing a dynamic role in helping the planet and creating a better world, and I am proud to be leading this task.

I am also proud to say that we 'practice what we preach' internally, so to speak, as evidenced in the present CSR report: we used our ISO14064-certified carbon footprint assessment, available to clients, to measure our own environmental impact, accounting for emissions from remote working. Moving forward, as we continue to align our objectives with the UN Sustainable Development Goals and push ambitious local action plans for each of our offices, I am confident we will continue to build momentum.



○ Integrity

Open dialogue with our employees, clients, suppliers, and other stakeholders is central to our commitment to being a **trusted partner**. Our continuous growth over the past 20+ years has greatly enriched our human capital worldwide, and this requires that we approach the daily management of our business with heightened diligence.

Compliance with strict standards of ethics is central to the way we conduct business, and we are committed to fostering a culture of integrity that is anchored in our values. To this end, in 2020, we published our first **Code of Conduct**, applicable to the entirety of our workforce in all geographies, as well as contractors and business partners. Published on our website and signed by employees during onboarding, the Code of Conduct is an everyday guide, designed to govern our behavior and provide the tools to ensure that each of our people contribute to building trust within the firm. We believe that it is within a culture rooted in trust that we do our best work.

The individual action of each of our **employees**, whatever their role, is critical to ensuring the sustainability of our development model and culture of ethics. For this reason, in 2020, we reworked our **values**, including the addition of a set of **tenets**, which are listed in the Code of Conduct. These tenets were determined with input from our people worldwide, with the goal of expressing concrete applications of our values—how they can, and should, be applied day-to-day.

It is of utmost importance to Sia Partners that our people's voices be heard; this priority colored a number of initiatives achieved or begun in 2020. In addition to outlining expected behavior, the Code of Conduct encourages our people to raise an alert,

at any time, should they encounter difficulties or concerns in relation to their work. Beyond pre-existing, informal channels, like team meetings, the Code of Conduct contains a formalized **Grievance & Whistleblowing Procedure**. This channel may be used by any Sia Partners stakeholder, be they an employee or third-party. For external stakeholders, a contact form is made available on our the Compliance page of our corporate website, which also houses the Code of Conduct.

Our biannual **Diversity, Equity, Inclusion, & Belonging (DEIB) Survey**, launched in 2020 and presented in the "Social" section of this report, provides another channel for employees who wish to raise an alert related to **discrimination or harassment**. Furthermore, our Global DEIB Policy, published at the start of 2021, outlines a series of formalized procedures for processing cases of discrimination and harassment, addressing all possible channels by which an alert could be raised (e.g. via the Grievance & Whistleblowing Procedure, to a manager) and scenarios (e.g. discrimination at the hand of a Sia Partners employee, a client, allegations made against a Sia Partners employee by a third-party).

A number of additional channels further ensure effective, consistent communication with our people. Internal **employee networks**, like DEIB@Sia Partners (global) and the CSE (France) serve to bridge communication between employees and upper-management, either via reflection sessions or elected employee representatives. Information pertaining to the firm's performance and strategy are presented by leadership via written communication (e.g. email, internal social networks) and via regular Q&A sessions.

Frequent exchange with our employees and **clients** is essential for innovation and maintaining trust. Across our offices, we host frequent events for and with our clients, like conferences and round table discussions. In 2020, these were by and large virtual—a trend which will continue in the aftermath of COVID-19. These events provide an opportunity for us to share and further develop our expertise, while gaining insight into our clients’ needs and expectations. In terms of sustainability, we complete a yearly CSR evaluation with **Ecovadis**, an international third-party sustainability rating. Our Ecovadis evaluation is made fully available to clients via the Ecovadis online platform, or upon request, and is communicated to our workforce via email. Sia Partners also aligns with the UN Supplier Code of Conduct.

Our impact on and dialogue with **communities** most notably takes the form of job creation, the development of new technologies and sustainable solutions, and contributing to public debates. Sia Partners further supports local innovation via hackathons and learning expeditions for students and young entrepreneurs. In 2020, many of these events were postponed due to the COVID-19 crisis. Additionally, Sia Partners is part of **Syntec Conseil**, the professional syndicate for consulting firms in France. Our CEO, Matthieu Courtecuisse, has been president of the syndicate since 2019.

Sia Partners offices purchase a range of goods and services that allow us to serve our clients in the best conditions. To ensure responsible relationships with our **suppliers**, procurement charters have been es-

tablished at a selection of offices. These charters privilege providers that are eco-friendly and guarantee compliance with human and labor rights. Local environmental action plans, established for all Sia Partners locations in 2020, further promote engagement with eco-friendly suppliers.

What’s Ahead?

Major focus areas for Sia Partners in 2021 include measuring and increasing employee engagement and improving our procurement practices group-wide.

Integrity Goals

- Launch a Responsible Purchasing Charter, to be signed by current major suppliers by EOY 2021, and all new suppliers moving forward
- Launch a Sustainable Supplier Assessment; audit major suppliers by EOY 2021 and screen all new suppliers moving forward
- Develop a comprehensive set of online training modules around business ethics and compliance
- Privilege more socially engaged suppliers
- Train all buyers on sustainable procurement

Building a Culture of Ethics | Ethics & Compliance Lab



Zoya Ashirov

**Director
Ethics & Compliance
Co-lead**

Each of us at Sia Partners holds ourselves and each other to the highest standards of integrity in everything we do, whether with clients or on internal efforts. We believe that strong moral and ethical principles and values are key to growing a sustainable and prospering business, which at the core, is about helping clients solve problems and finding better ways to further their own professional objectives.

To do that, we are continually working on creating a culture of ethics, holding ourselves to high standards, and encouraging dialogue with stakeholders. With the launch of our global Code of Conduct in 2020, the tone at the top was set and expectations were clearly communicated through all facets and levels of the organization. What’s more is that we encourage our workforce to make their voices heard – to speak up and speak out when they notice something that is not in line with our Code of Conduct, our tenets, or their own internal guiding compasses. In 2020, we launched anonymous bi-annual DEIB surveys, and are now providing numerous opportunities via Employee Networks and Taskforces for our teams to speak and listen, and make sure everyone is heard. Sia Partners is the company that it is due to its people, and integrity is inherently at the core of each of these people, and all that we do.

Appendices.

○ About

The Sia Partners 2020 Sustainability Report covers the year 2020 from January 1 to December 31. Some initiatives or activities begun in early 2021 are included in the report, as they provide our stakeholders with more context and up-to-date information. This is duly noted throughout the report. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option.

○ Materiality and Boundaries

The boundary for this report is global, covering Sia Partners sites with significant operations worldwide. We have defined such sites as locations with over 30 employees.

The content of this report was informed by the GRI Sustainability Reporting Standards. To determine which material topics to cover, we identified a preliminary list of topics, then checked it against information compiled via surveys and interviews conducted between 2018 and 2020 with internal stakeholders, largely composed of management and leadership. Additional input with respect to certain indicators was provided by our experts in relevant practices. Content was finalized in collaboration with upper management.

○ Challenges

Publishing a global, rather than regional, report presents a unique set of challenges. While we harmonized many of our practices around KPI tracking in 2020 for improved reporting, some data is tracked differently in certain offices, notably where we made acquisitions in 2020. Where this impacted our metrics is noted throughout the report.

The increase in remote working in 2020, brought on by the COVID-19 pandemic, presented an additional challenge with respect to our environmental metrics. To address this issue and ensure that our environmental reporting is as complete as possible,

we adapted our methodology to include estimates for emissions generated by remote working. This is noted in the introduction to the “Environment” section.

○ Assurance

This report did not receive assurance from an external auditor.

○ Restatements

N/A

○ Appendix I

The **Ten Principles** of the United Nations Global Compact

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and **Principle 2:** Make sure that they are not complicit in human rights abuses.

Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; **Principle 4:** the elimination of all forms of forced and compulsory labour; **Principle 5:** the effective abolition of child labour; and **Principle 6:** the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges; **Principle 8:** undertake initiatives to promote greater environmental responsibility; and **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.

Appendix II

GRI Index

Standard Disclosure	Description	Reported	Location
Organizational Profile			
102-1	Name of the organization	Fully	About Sia Partners
102-2	Activities, brands, products, and services	Fully	About Sia Partners
102-3	Location of headquarters	Fully	About Sia Partners
102-4	Location of operations	Fully	About Sia Partners
102-5	Ownership and legal form	Fully	About Sia Partners
102-6	Markets served	Fully	About Sia Partners
102-7	Scale of the organization	Fully	About Sia Partners
102-8	Information on employees and other workers	Fully	Sustainability: Social
102-9	Supply Chain	Partially	Sustainability: Integrity
102-10	Significant changes to the organization and its supply chain	Fully	About Sia Partners Appendices
102-11	Precautionary Principle or approach	Fully	Sustainability: Environment
102-12	External initiatives	Fully	Sustainability
102-13	Membership of associations	Fully	About Sia Partners Sustainability
Strategy			
102-14	Statement from senior decision-maker	Fully	Editorial
Ethics and Integrity			
102-16	Value, principles, standards, and norms of behavior	Fully	About Sia Partners Sustainability: Integrity
Governance			
102-18	Governance Structure	Fully	About Sia Partners Consulting for Good

Stakeholder Engagement			
102-40	List of stakeholder groups	Fully	Sustainability: Integrity
102-41	Collective bargaining agreements	Partially	> 50% of employees are covered by the CSE (France). < 1% of employees are covered by other collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Partially	Appendices
102-43	Approach to stakeholder engagement	Partially	Appendices
102-44	Key topics and concerns raised	Partially	Appendices
Reporting Practice			
102-45	Entities included in the consolidated financial statements	N/A	Information available in public financial statements
102-46	Defining report content and topic boundaries	Fully	Appendices
102-47	List of material topics	Fully	Appendices
102-48	Restatements of information	Fully	Appendices
102-49	Changes in reporting	Fully	Sustainability
102-50	Reporting period	Fully	Appendices
102-51	Date of most recent report	Fully	September 2020
102-52	Reporting cycle	Fully	Appendices
102-53	Contact point for questions regarding the report	Fully	Contacts
102-54	Claims of reporting in accordance with the GRI standards	Fully	Appendices
102-55	GRI content index	Fully	Appendices
102-56	External assurance	Fully	Appendices
Material Topics Identified			
Economic Performance			
201-1	Direct economic value generated and distributed	Partially	About Sia Partners Sustainability
Environment			
DMA		Fully	Sustainability: Environment

Energy			
302-1	Energy consumption within the organization	Fully	Sustainability: Environment
302-2	Energy consumption outside of the organization	Partially	Sustainability: Environment
302-3	Energy intensity	Fully	Sustainability: Environment
302-4	Reduction of energy consumption	Partially	Sustainability: Environment
Emissions			
305-2	Energy indirect (Scope 2) GHG emissions	Fully	Sustainability: Environment
305-3	Other indirect (Scope 3) GHG emissions	Fully	Sustainability: Environment
305-4	GHG emissions intensity	Fully	Sustainability: Environment
305-5	Reduction of GHG emissions	Partially	Sustainability: Environment
Social			
DMA 103-1, 101-2, 101-3		Fully	Sustainability: Social
Employment			
401-1	New employee hires and employee turnover	Partially	Sustainability: Social
401-3	Parental leave	Partially	Sustainability: Social
Training and Education			
404-1	Average hours of training per year per employee	Fully	Sustainability: Social
404-2	Programs for upgrading employee skills and transition assistance programs	Fully	Sustainability: Social
404-3	Percentage of employees receiving regular performance and career development reviews	Fully	Sustainability: Social
Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employees	Fully	Sustainability: Social
405-2	Ratio of basic salary and remuneration of women to men	Partially	Sustainability: Social
Socioeconomic Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	N/A	Sia Partners has not identified any non-compliance with laws and/or regulations.

Contacts.

Discover how Sia Partners can help you grow your sustainability projects

Social Responsibility

Irene Molodtsov
Partner
irene.molodtsov@sia-partners.com

Cyril Cuenot
Partner, HR & Transformation
cyril.cuenot@sia-partners.com

Ethics & Compliance

Sandra Bertay
Managing Director, Compliance
sandra.bertay@sia-partners.com

Zoya Ashirov
Director, Compliance
zoya.ashirov@sia-partners.com

Climate Analysis

Charlotte de Lorgeril
Partner, Energy
charlotte.delorgeril@sia-partners.com

Jean Trzcinski
Partner
jean.trzcinski@sia-partners.com

Responsible AI

Pierre Leplatois
Partner, Data Science
pierre.leplatois@sia-partners.com

Learn more about Consulting for Good

Bailey Wamp
CSR Project Manager
bailey.wamp@sia-partners.com

CONSULTING
FOR GOOD



SIAPARTNERS

Sia Partners is a next-generation management consulting firm and pioneer of Consulting 4.0. We offer a unique blend of AI and design capabilities, augmenting traditional consulting to deliver superior value to our clients. With 1,800 consultants in 18 countries and expertise in more than 30 sectors and services, we optimize client projects worldwide. Through our Consulting for Good approach, we strive for next-level impact by developing innovative CSR solutions for our clients, making sustainability a lever for profitable transformation.

