

SIAPARTNERS

5 February 2021

H.E. António Guterres
Secretary-General
United Nations
New York, NY 10017

Dear Mr. Secretary-General,

I am pleased to confirm that Sia Partners continues to support the Ten Principles of the UN Global Compact with respect to human rights, labor, environment, and anti-corruption. The present letter serves as our first Communication on Progress (CoP) since signing the UN Global Compact in February of 2020.

Publicly available on Sia Partners' corporate website, our 2019 Corporate Social Responsibility (CSR) Report covers our progress in the areas of human rights, labor, the environment, and anti-corruption, for the reporting period ending December 31, 2019. Written in accordance with the Global Reporting Initiative (GRI) Standards (Core Option), the report includes qualitative and quantitative measures of progress. It also notes our support of the UN Global Compact.

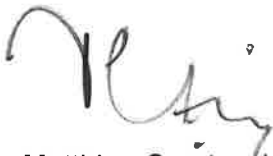
Additional progress in 2020 includes the publication of Sia Partners' Code of Conduct, which is available on our website and outlines the role of each of our stakeholders in upholding a culture of ethics. We also launched a global, semiannual survey that anonymously measures employee perceptions of diversity and inclusion, allowing us to better measure our progress in these areas over time. With respect to the environment, we implemented local action plans at our locations worldwide to continue lowering our carbon footprint, and further developed our Carbon Footprint Assessment Tool, which we have now made available to clients.

Sia Partners plans to submit a new CoP following the publication of our 2020 CSR Report in June 2021, which will disclose qualitative and quantitative measures of our progress in 2020.

In 2021, we are looking forward, among other things, to launching a global Diversity, Equity, Inclusion & Belonging Policy and mandatory unconscious bias training modules for all employees. We have also committed to compensating 100% of our carbon emissions moving forward.

We remain committed to integrating the UN Global Compact and its Ten Principles into our strategy, culture, and day-to-day operations, and to engage in collaborative projects that advance the UN Sustainable Development Goals.

Kind regards,



Matthieu Courtecuisse
Chief Executive Officer



SIA PARTNERS 2019

Sustainability Report.

CONSULTING
FOR GOOD



siapartners

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About Sia Partners.

2019 at a Glance

Sia Partners is a privately held, independent consulting firm focused on delivering superior value and tangible results to clients as they navigate the digital revolution. Our global footprint and expertise in more than 30 sectors and services allow us to enhance our clients' businesses worldwide. We guide their projects and initiatives in strategy, business transformation, IT & digital strategy, and Data Science. As the pioneer of Consulting 4.0, we develop consulting bots and integrate AI in our solutions.



1,650 Consultants



29 Offices across **17** countries



\$300M Revenue for FY19/20



CAGR of **22%** over the last 3 years



500 Clients **92%** returning



Headquarters: Paris, France

Europe

Belgium
France
Germany
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

News in 2019

20th Anniversary of Sia Partners

Launch of global **diversity & inclusion** network

New office spaces

- Paris
- London
- Amsterdam
- Milan
- Rome

New Design Center

New AI center

Opened a Tech Practice

2nd edition of APIficator

APIficator 2019 winners

Asia

- **Set Sail Software** (conversational chatbots for businesses)

Europe

- **Voxpass** (speech-to-text for call centers)
- **Veesion** (automatic theft detection in retail stores)
- **Dataswati** (industrial process optimization with AI)

US

- **Hydrogen** (modular REST APIs bringing fintech to the masses)

Canada

- **Intelligence Industrielle** (optimized connectivity and data transmission for industrial machinery)

Launch of Affiliate Program in Panama

Sia Partners launched its affiliate program in Panama in July 2019, with the goal of accelerating brand deployment in **Latin America**, **Sub-Saharan Africa**, and **Asia**. Franchised firms have total access to Sia Partners' intellectual property (expertise, internal databases, credentials). The Panamanian firm, RTP, now **Sia Partners Panama**, is the first member of the Sia Partners network.

Acquisitions

March
USA

Loft9 Consulting
Seattle, Denver

May
USA, Canada

Gartland & Mellina Group (GMG)
New York, Baltimore, Chicago, Toronto

May
Canada, France

nod-A
design thinking agency
Montreal, Paris, Lyon

November
USA

Caiman Consulting
Seattle, Bay Area



Thought Leadership & Innovation

A **pioneer** mindset enhanced by unique capabilities..



3 AI centers **60** AI accelerators



2 Design Centers



400+ Subject-Matter Experts

STUDIO
By siapartners

The **Investment fund**

- Big Moustache
- Livsty
- Cleep
- Lettria
- SPARTED

APIFICATOR
By siapartners

Open Innovation Challenge

- Asia
- Europe
- North America
- Middle East

CONSULTING 4.0

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
- APIFICATOR, international challenge for tech B2B startups
- 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.

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.

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.

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.

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.

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.

Work-life Balance

We know that a healthy work-life balance is crucial for wellbeing and productivity, so we strive to instill in our work culture a spirit of collaboration, empathy, and inclusion, while shaping flexible policies and practices that allow for both ambitious career progression and a rich personal life. This includes focusing client assignments on local markets, so that business travel is voluntary. At the end of the day, our goal is to enable our people to find the balance that’s right for them.



Working together in the Sia Village

Our **Sia Village** concept describes our commitment to fostering a sense of community within and among our offices, and is an expression of our values. 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. Outside of the office, corporate events, like our annual seminars, are occasions for our people to **connect** with colleagues from all over the world, in a context that is unique and memorable.

85

Partners

50

Nationalities

40

% female

60

% male

60

Consultants on international mobility schemes

Editorial.

For Sia Partners, 2019 was a year of milestones and growth. We rang in the 20th anniversary of our firm, celebrating with our people all over the world. We established new operations on the US West Coast and opened a Tech practice. We delved into the world of design thinking with the acquisition of nod-A. And at the end of the year, we announced the launch of our global Corporate Social Responsibility strategy, Consulting for Good.

With this new strategy in place, 2020 sees us taking action in pursuit of a number of CSR objectives, centered around reducing our carbon footprint, increasing our commitment to diversity and inclusion, and optimizing our practices around anti-corruption. We also anticipate increased focus on biodiversity and agriculture moving forward. In the short and medium terms, our ambitions in these areas will be shaped

by the 10 principles of the UN Global Compact, of which Sia Partners became a signatory at the start of the year. In addition to our performance, we are increasing the support we offer our clients in terms of their own CSR objectives. By integrating CSR into our business strategy, we aim to generate a percentage of our annual revenue from CSR offerings.

Looking forward, the strategic priorities of our firm will most certainly be impacted, in the short, medium, and long terms, by the global COVID-19 pandemic and subsequent global recession. In the aftermath of the crisis, we will approach our operations from a 'reboot' perspective, striving to rapidly adapt our practices for resilience, and helping our clients to do the same.



Matthieu Courtecuisse

Chief Executive Officer
September 2020

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

- Well being at work
- Burn out and Bore out prevention
- Work 4.0
- Work transformation and social negotiation
- Diversity & Inclusion

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 and inclusion, 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.

Moving forward, CSR topics will be addressed at all Steering Committee meetings.

○ Reporting

In order to make our practices and progress transparent for stakeholders, Sia Partners has committed to publishing an annual **sustainability report**, the present report being our first. 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 2019.

For Sia Partners, 2019 was a year for getting clear on where we are and where we want to go with respect to sustainability, both in terms of our performance and how we support our clients. We have gauged our standing and determined areas of improvement based on our 2019 **Ecovadis** sustainability evaluation, the standards set forth by the **Global Reporting Initiative (GRI)**, and feedback from our employees and other stakeholders.

WE SUPPORT



Early in 2020, Sia Partners became a signatory of the **United Nations Global Compact**. As such, we have committed to incorporating the Ten Principles of the UN Global Compact into our strategies, policies, and procedures moving forward. These principles, outlined in Appendix I of this report, describe responsibilities in the areas of human rights, labor, environment, and anti-corruption.

2019 Highlights



Ecovadis rating in the top 36% of the industry



Launch of **Diversity, Equity, Inclusion, & Belonging (DEIB)**@Sia Partners



Partnership with **LGBT Talents**



Ranked 3rd for **Happy Trainees World**



Happy Trainees labels:
World, Europe, France, Italy, Hong Kong



Glassdoor's **Best Places to Work France**



Sia Partners Belgium **reduced carbon emissions** by **44%** per consultant, **31%** overall

● 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, promoting diversity and inclusion, and cultivating community, we set the stage for innovation and growth while supporting the wellbeing and employability of our people.

Our People in 2019

Excellence, central to our DNA, begins with our people. The Sia Partners global workforce in 2019 comprised about 1650 talents, representing over 50 nationalities across 29 offices in 17 countries.

2019 Employee Breakdown

Employee data as of December 31, 2019. Data excludes contractors.

GRI Disclosure 102-8

Breakdown by employment contract and type, by region and gender

By employment contract, by region

	Permanent	Temporary
Asia	93%	7%
Europe	96%	4%
Middle East & Morocco	95%	5%
North America	100%	0%*
Total	97%	3%

By employment contract, by gender

	Permanent	Temporary
Women	97%	3%
Men	97%	3%

By employment type, by gender

	Full-time	Part-time
Women	98%	2%
Men	99%	1%
Total	99%	1%

*Internship programs in North America were in place during Summer months, and are therefore not reflected in data collected December 31, 2019.

Breakdown by Age

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

	2019	2018
Under 30 years old	3%	0%
30-50 years old	66%	83%
Over 50 years old	31%	17%

Employees

Under 30 years old	50%	55%
30-50 years old	45%	41%
Over 50 years old	5%	4%

New Hires in 2019

Total new hires	576
By age	
Under 30	47% of new hires
30-50	47% of new hires
Over 50	6% of new hires
By gender	
Women	43% of new hires
Men	57% of new hires
By region	
Asia	4% of new hires
Europe	61% of new hires
Middle East	3% of new hires
North America	32% of new hires



80%

of interns in France were kept on for permanent positions in 2019

Career Development & Training

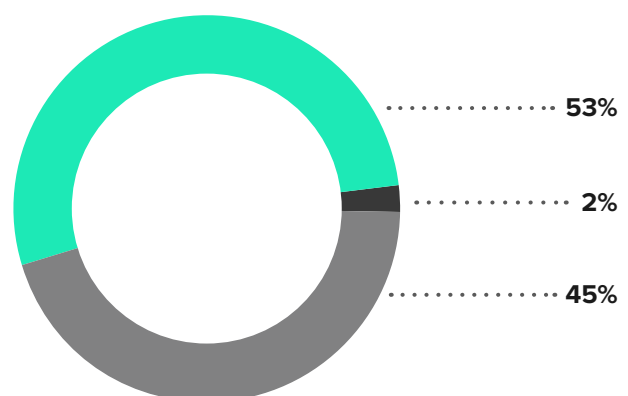
We believe that supporting the **professional development** of our employees calls for a flexible, tailored approach. In lieu of an “up and out” model, we provide an array of career paths and opportunities for transversal knowledge sharing and internal engagement. This translates to career development 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.

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.

Year after year, the career development support provided by Sia Partners figures prominently in external surveys, like **Glassdoor’s Best Places to Work** and Choose My Company’s Happy Trainees survey. In the 2019 edition of **Happy Trainees**, for instance, highlights from employee feedback included the positive impact of pedagogical and accessible management and senior colleagues, opportunities to invest in interesting internal projects, and a constructive team spirit within business units that encourages growth and innovation. Survey results qualified Sia Partners for five Happy Trainees labels in 2019: World, Europe, France, Italy, and Hong Kong.

Regular performance reviews for full-time employees help frame career development at Sia Partners. The review process varies somewhat by geography, with cycles running trimesterly, annually, or bi-annually. 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.

Performance review cycle for full-time employees



■ Annually ■ Bi-annually ■ Trimesterly



International Mobility

Thanks to Sia Partners' global footprint, we 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 2019, women made up 50% of our employees on international mobility schemes.

Our **Gap Year Internship** is a unique program that allows recent graduates 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 within the European Union. 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

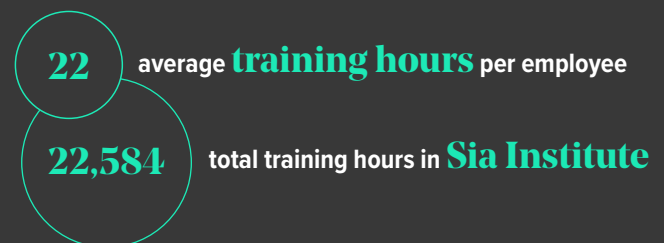
● The Sia Institute approach to training is grounded in **four principles**:

- **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.

SIABLEND

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 improving group-wide cohesion and harmonization with respect to our training and development practices.

Career Development & Training Goals

- Redesign the onboarding process to improve immersion group-wide
- 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 tool to regularly measure employee engagement



Diversity & Inclusion

Diversity and inclusion are drivers for innovation, and figure strongly in our goals and priorities for 2020. 2019 saw significant momentum in this area, with the launch of a number of initiatives across the group. For much of the year, we were especially focused on gender diversity, but the scope broadened in Q3 with the creation of Diversity, Equity, Inclusion, & Belonging (DEIB)@Sia Partners, introduced during our European Seminar in Italy.

DEIB@Sia Partners is our global, internal network dedicated to diversity and inclusion. The goal of this network is to facilitate local ideation and activity in support of the global objectives set by the Social Responsibility Lab, boosting solidarity and visibility across the firm. Focus areas for DEIB@Sia Partners include gender, LGBTQ+, disabilities, race and ethnicity, and working parents.

Local DEIB@Sia Partners activities vary by office, but some formats have been adopted at multiple locations. Diversity & Inclusion breakfasts, for instance, bring participants together to share ideas and set local priorities. Other initiatives include lunch & learn exchanges, roundtable discussions with industry leaders, and partnerships with local programs and organizations.

Ideation generated by DEIB@Sia Partners in 2019 has given rise to an ambitious pursuit in 2020: the development of a **Global Diversity & Inclusion Policy**. This policy will be accompanied by an anonymous employee barometer, designed to regularly gauge the efficacy of our diversity and inclusion measures and reveal areas of improvement.

Gender Diversity

Raising the ratio of women to men is an industry-wide challenge that intensifies along the career ladder. **Women@Sia Partners** is our global network dedicated to facing this problem head-on. Launched early in 2019, it would later become part of DEIB@Sia Partners, and constitutes the most mature facet of diversity & inclusion for the group.

Women@Sia Partners was active throughout the year, conducting research that would later inform gender equality objectives group-wide, and inciting participation in a growing number of offices. Local chapters of Women@Sia Partners organized an array of initiatives and events in 2019, largely focused on recruitment, career progression, and cultivating inclusive working environments. Some event highlights include:

- A roundtable discussion at our European Seminar
- Diversity & Inclusion Breakfasts
- Unconscious Bias Lunch & Learn events
- Women in Business recruitment events
- BU-specific audits and research
- *Female Progression in the Workspace*, a roundtable event with clients in the UK
- Participation at the European Women in Tech conference in the Netherlands
- Sponsorship of the *Women of Color Leadership Luncheon* in the US

2019 Gender Breakdown

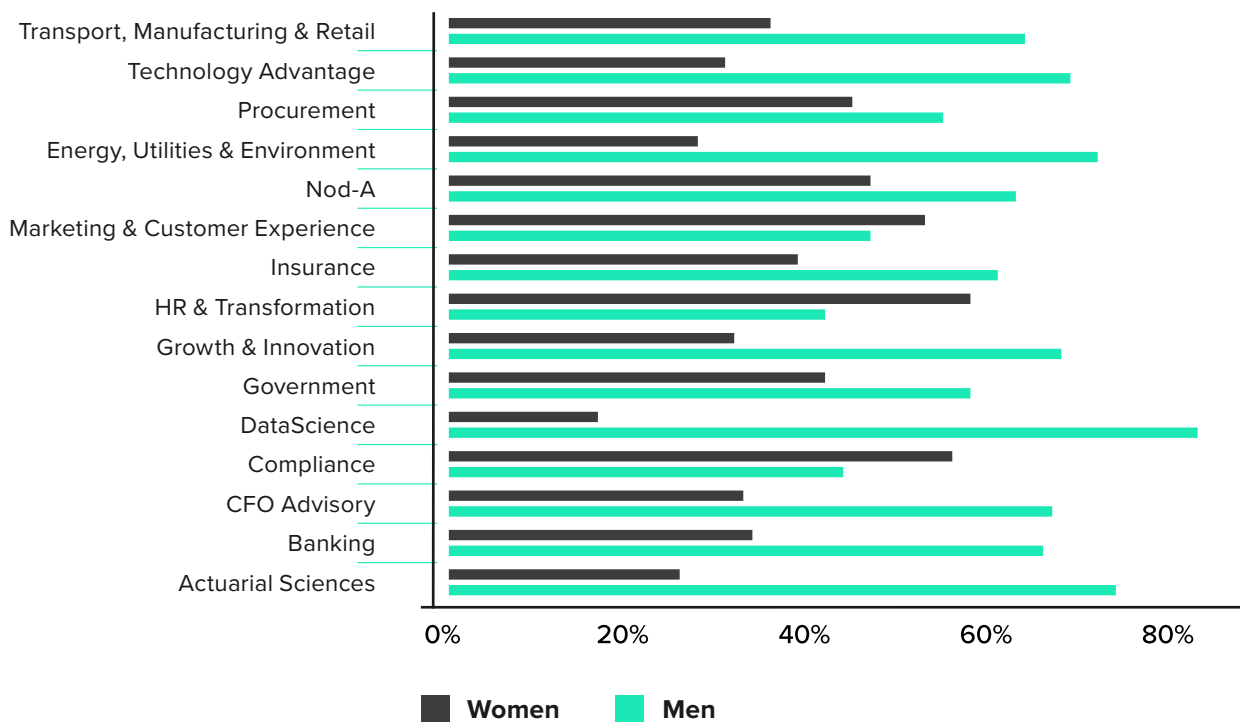
Sia Partners had a global **gender equality index** score of **87/100** in 2019. This score is measured under the legal code in France, where we are head-quartered, and accounts for Sia Partners' global operations for FY18/19.¹

From 2018 to 2019, we lifted the **global proportion** of women in leadership by **5%**, in staff by **2%**.

GRI disclosure 405-1

Percentage of Women in Leadership, Staff		
	2019	2018
Leadership*	18%	13%
Employees	41%	39%

Gender Breakdown by Business Unit



GRI Disclosure 405-2

Global salary remuneration of women to men		
Leadership*	Consultants	Internal Roles
0.97	0.99	0.98

*Leadership includes associate partners, partners, directors, CEO and direct reports

¹Law n°2018-771 of 5 September 2019 on male/female agency in professional pursuits. Article D.1142-5 of the French labor law.

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 until the child begins preschool, subsidized nanny services for children over the age of three, and a Babysitting Policy, which covers a portion of babysitting costs for older children.

Moving forward, our goal is to better harmonize how we support working parents worldwide by launching a **Global Working Parents Policy**. This will be informed, in part, by research conducted for the Global Diversity & Inclusion policy.

GRI disclosure 401-3

Parental Leave in 2019		
	Women	Men
Employees entitled to parental leave	5%	7%
Employees who took parental leave	33%	22%

LGBTQ+

In 2019, Sia Partners signed its first partnership dedicated to supporting the LGBTQ+ community. **LGBT Talents** is a recruitment initiative in France, committed to promoting diversity and inclusion in the workplace via after-work events, masterclasses, and a yearly, international recruitment summit. These events bring together students, professionals, and activists for meaningful exchange, networking, and learning.

We are committed to furthering our support of the LGBT community in the future via awareness initiatives, opening new recruitment channels, and more. Awareness efforts begun in 2020 include recognition of LGBT History Month in the UK, with quiz events, lunch & learn exchanges, and field trips. Our Global Diversity & Inclusion policy will further

address how we can best engage with and support this population worldwide.

Wellness & Disabilities

The wellbeing of our employees is a priority group-wide. Initiatives to encourage and support **wellness** are established locally, and may include access to office gym facilities, subsidized gym memberships, employee sports clubs, and the provision of healthy food services. In terms of **mental wellbeing**, activities include stress management workshops, access to mental health professionals and services at reduced cost, and periodic provision of onsite licensed massage therapists.

Various local 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 disabilities 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 disabilities also extends outside 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.

What's Next?

To continue to build momentum, we are committed to launching group-wide initiatives and policies. **Sensitivity training** for all management and employees addressing the above areas, as well as others in certain geographies, is a top priority. We are also committed to opening **new recruitment channels**.

Global Diversity & Inclusion Goals

- Establish a Global Diversity & Inclusion Policy
- Launch a global D&I barometer
- D&I awareness training for leadership, employees
- Provide specialized D&I 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 Management positions**
- Achieve a gender-balanced workforce**

*Local branches with over 50 employees.

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



Culture of Collaboration

Sia Village

Our Sia Village concept describes our commitment to fostering a sense of **community** within and among our offices, and is an expression of our values. 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. Outside of the office, corporate events, like our annual seminars, are occasions for our people to **connect** with colleagues worldwide in a context that is unique and memorable.

Annual Seminars

Every year, Sia Partners organizes three regional seminars, which serve two primary purposes: to update employees on the group's performance and **business strategy**, and to provide an occasion for **connection** and conviviality. During these 3-day events, employees participate in a selection of workshops in which they are familiarized with developments at different offices, new corporate initiatives, and more. Workshops are accompanied by an array of **festivities**, including cultural activities and soirées. Sia Partners seminars are an ideal way for our people to connect with colleagues from other offices, cultivate belonging, and celebrate success.

Seminars in 2019

North America: Cancun, Mexico

Europe: Venice, Italy

The Middle East & Asia: Bali, Indonesia

Sia Ideas

Our annual Sia Ideas contest gives consultants the opportunity to develop **innovative projects** on a given theme. The contest is open to all consultants, and participants may **collaborate** with colleagues from any office. Finalists are invited to an additional regional seminar, where they pitch their ideas to a panel of executive leadership. Sia Ideas is an important part of **thought leadership** and **ideation** at Sia Partners, and constitutes a valuable channel for our people to work together and innovate.

What's Next?

To continue to nurture collaboration and a sense of community, adapting our approach to remote working will be key moving forward. An objective for 2020 is therefore to refine our work-from-home practices in order to optimize employee engagement, wellbeing, and productivity.

Consulting for Good | Highlighted Offering

Inclusive Job Ads

Diversity is not only important for employee wellbeing: it is good for business. How can companies attract more diverse talent? One way to start is by examining gender-coded words in job ads. By leveraging the data science capabilities in our Responsible AI lab, we have developed a scraper tool that detects coded language and suggests alternatives which studies have shown to be less biased. By identifying and correcting gender-bias in this way, users are able to attract a more diverse talent pool and ultimately build a more diverse workforce.

○ Environment²

Reducing our environmental impact and helping our clients do the same is central in 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 2019, measures were taken by a number of Sia Partners locations to reduce energy consumption and waste. Beyond **recycling** and opting for green energy contracts where possible, such measures included the installation of **solar panels** at our Belgium office and a new **energy-efficient office** space in Paris, which has received a BREEAM rating of 'good'. Local working groups have also been established to further improve energy performance and waste management.

GRI disclosure 401-3

2019 Energy consumption (Electricity, Heating and Cooling) (kWh)	
Total	1 204 175
By region	
Asia	15 234
Europe	739 313
Middle East	N/A
North America	449 628

GRI Disclosure 302-3

2019 Energy Intensity (Electricity, Heating and Cooling) per employee (kWh/employee)	
Global Average	832
By region	
Asia	267
Europe	718
Middle East	N/A
North America	1 455

GRI disclosure 305-2

2019 CO2 Emissions due to office activity (utilities, supplies and consumables, food and drinks) (kg)	
Total	451 715
By region	
Asia	11 523
Europe	296 996
Middle East	12 281
North America	130 915

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. Such efforts have been especially successful at our Belgium office, where we **reduced** our carbon footprint by **44%** per consultant, **31%** overall from 2018 to 2019.

We target local markets in order to keep **business travel** to a minimum. When we do travel, we privilege 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 moving forward. In 2019, we compensated the CO2 emissions from travel to our European Seminar with the Good Planet Foundation, for instance, which is a practice we intend to incorporate more broadly in the future.

²Full data pertaining to energy consumption for 2019 was unavailable for our offices using coworking spaces. Data for the Middle East was therefore excluded from our calculations. Missing data for some of our offices in the United States was estimated.

2019 Breakdown of Preferred Means of Commuting

	Foot / Bicycle	Subway / Train	Electric Car	Bus	Scooter / Motorcycle	Car
Total	9%	73%	1%	4%	4%	9%
By region						
Asia	0%	82%	0%	15%	0%	3%
Europe	11%	76%	1%	3%	5%	4%
Middle East	8%	11%	0%	0%	0%	81%
North America	5%	72%	0%	5%	1%	17%

GRI disclosure 305-3

2019 CO2 Emissions due to business travel (kg)

Total	350 388
By region	
Asia	10 609
Europe	275 855
Middle East	63 105
North America	Data incomplete

GRI disclosure 302-2

2019 CO2 Emissions due to commuting (kg)

Total	591 448
By region	
Asia	8 986
Europe	354 154
Middle East	40 391
North America	187 917

GRI Disclosure 305-4

2019 CO2 emissions per employee (kg/employee)

Global Average	963
By region	
Asia	546
Europe	900
Middle East	2 270
North America	1 034

What's Next?

We are striving to minimize our environmental impact and ultimately reach **carbon neutrality**. Moving forward, we are taking steps to support the precautionary approach to environmental challenges, as detailed by the UN Global Compact. This includes the creation, in early 2020, of our **global Environmental Charter**. Displayed at all offices, this charter encourages our people to adopt environmentally responsible behavior, as follows:

- **Limit use of single-use plastic & disposable tableware**
- **Sort waste using the recycle bins provided**
- **Dispose of cigarette butts in the ashtrays provided** (not on the ground)
- **Aim for paperless** (print only when absolutely necessary; always favor B&W, double-sided, and lower-quality prints; use scrap or recycled paper when possible)
- **Turn off lights & computers when not in use**
- **Favor & promote public transports & cycling**
- **Limit daily consumption of meat & fish; opt for local & seasonal products**

Our next step is to ensure the conformity of all offices with this charter. In the same vein, we intend to strengthen and harmonize our waste sorting practices and policies group-wide.

Environmental goals

- Decrease our carbon footprint per consultant
- Launch a no paper policy
- Provide specialized training
- Revisit and optimize our transportation schemes at sites of major operation

Consulting for Good | Highlighted Offerings

Leveraging AI

Working through our innovative AI ecosystem, we leverage data science to provide our clients with a cutting edge, differentiating approach to environmental action.

Past projects include the identification of PV prospects via satellite image recognition for a global energy player, and a tool to predict the volume of water leaks for a water utility.

Green Finance

Green Finance represents all investment in the energy transition. At the crossroads between energy, industry, and banking, we cover all issues, from decrypting regulations and defining strategic roadmaps to implementing operational transformation.

Past projects include implementing climate risk monitoring and organizing a green seminar and community, both for global banks.

Hydrogen

Decarbonized hydrogen is a vector for reducing the carbon footprint of power, heating, and transport sectors. It presents many opportunities, particularly for players in the gas sector.

We help our clients understand the hydrogen market, define strategies and roadmaps, conduct technical and economical programs, deploy new offers, spur innovation, and support digital strategy and implementation.

Past projects include research on the electrolyzers market through 2030 for a major research institute, and the development of a tool to model H2 production costs for an energy player.



○ Integrity

Central to our commitment to being a **trusted partner** is open dialogue with our employees, clients, suppliers and other stakeholders. Our continued growth over the last 20 years has enabled us to greatly enrich our human capital internationally. This growth, along with our global footprint, 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 maintaining an exemplary culture groupwide. The individual action of each of our **employees**, whatever their role, is crucial to ensuring the sustainability of our development model and continued trust of our stakeholders.

Employees are encouraged to alert their managers, at any time, of any difficulties or concern they may have in relation to their professional activities. Team meetings are a safe space where employees may regularly raise concerns.

Different channels further ensure effective, consistent communication with our **employees**. Various internal 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 at our annual seminars, in addition to regular Q&A sessions and written communication via email and internal social networks.

Frequent exchange with our employees and **clients** is crucial for innovation and maintaining trust. Across our offices, we host frequent events for and with our clients, like conferences and round table discussions. Such 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, our **Ecovadis** evaluation is made fully available to clients via the Ecovadis online platform, or upon request. Sia Partners also adheres to 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. This includes participation in think tanks, like the World Economic Forum, and events like VivaTechnology. Sia Partners further supports local innovation via **APIficator**, our international Open Innovation challenge for startups, and numerous hackathons and learning expeditions for students and young entrepreneurs. Additionally, Sia Partners is part of **Syntec Conseil**, the professional syndicate for consulting firms in France. Our CEO, Matthieu Courtecuisse, became president of the syndicate in 2019.

Sia Partners offices purchase a range of goods and services that allow them to serve clients in the best conditions. To ensure responsible relationships with our **suppliers**, procurement charters have been established at a selection of offices. These charters privilege providers that are eco-friendly and guarantee compliance with human and labor rights. To harmonize procurement practices group-wide, Sia Partners is committed to launching a global **Sustainable Supplier Assessment**, which will be used to screen all suppliers in the future.

What's Next?

Framing our objectives for this area is an ambition to increase employee engagement and harmonize our practices group-wide, notably regarding procurement.

Ethics & Compliance Goals

- Launch a global Code of Conduct, to be signed by 100% of taskforce
- Develop a comprehensive set of online training modules around business ethics and compliance
- Screen all suppliers against a Sustainable Supplier Assessment
- Privilege more socially engaged suppliers
- Train all buyers on sustainable procurement



Consulting for Good | Highlighted Offerings

● Anti-Money Laundering

Anti-Money Laundering is a crucial component of the Financial Services industry. Entities, and especially Financial Institutions, need to contribute significant time and resources towards the fight against money laundering and terrorist financing. As much time and effort is needed to ensure entities are compliant with AML Regulations and protect themselves against reputational and financial damage, there are many opportunities to provide assistance and add value.

We help our clients manage their AML Risk in various ways, including KYC remediation, enhancing AML policies and procedures, AML trainings, AML tool and system automation, gap analysis of AML compliance programs, and project management for AML related projects, regulatory exam responses, and change management in the AML space.

● Anti-bribery

The fight against bribery is paramount in any ethics & compliance program. Failing to comply with regulations on anti-bribery can expose companies to serious consequences (legal, financial,

reputational). Many national anti-bribery laws are extraterritorial, thus requiring companies to take into account regulations not emanating from the country of operation. A sound anti-bribery program must address all the requirements set by the law and entail effective communication and training tools to raise awareness among employees and incite them to comply

To serve our clients, we use an innovative approach to involve staff and build trust in an area that often causes disengagement.

● Ethics of AI

We propose a framework guaranteeing the ethical dimension of AI projects, as well as lines of thought around the governance needed to ensure that the individual, social, societal, and environmental impact of AI-related developments is taken into account.

We are convinced that good regulation is the responsibility of companies which, driven by strong reputation stakes, tend to self-regulate on ethical and AI issues. Our approach aims to serve this willingness for self-regulation by offering tools to control ethical risks, the clarity and transparency of models, and the governance of ethical risk.

Appendices.

○ About

The Sia Partners 2019 Sustainability Report covers the year 2019 from January 1 to December 31. Some initiatives or activities begun in 2020 are included throughout the report, as they provide our stakeholders with more context and up-to-date information. This report has been prepared in accordance with the 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 Global Reporting Initiative (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 in 2018 and 2019 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 the upper management.

○ Challenges

Publishing a global, rather than regional, report is a challenge we wanted to meet, viewing the process as an opportunity to identify pain points in our practices around KPI tracking and set the foundation for improved reporting moving forward. Some data is tracked differently in certain offices, notably where we made acquisitions in 2019. Where this impacted our metrics is noted throughout the report.

○ 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	< 1% of employees covered by collective bargaining agreements
104-42	Identifying and selecting stakeholders	Partially	Appendices
104-43	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	Fully	About Sia Partners
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	N/A	
102-50	Reporting period	Fully	Appendices
102-51	Date of most recent report	N/A	
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			Sustainability: Environment
Energy			
302-1	Energy consumption within the organization	Partially	Sustainability: Environment
302-2	Energy consumption outside of the organization	Partially	Sustainability: Environment
302-3	Energy intensity	Partially	Sustainability: Environment
302-4	Reduction of energy consumption	Partially	Sustainability: Environment

Emissions			
305-2	Energy indirect (Scope 2) GHG emissions	Partially	Sustainability: Environment
305-3	Other indirect (Scope 3) GHG emissions	Partially	Sustainability: Environment
305-4	GHG emissions intensity	Partially	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	Fully	Sustainability: Social
Training and Education			
404-1	Average hours of training per year per employee	Partially	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

Climate Analysis

Charlotte de Lorgetil

Partner, Energy
charlotte.delorgetil@sia-partners.com

Jean Trzcinski

Partner, Energy
jean.trzcinski@sia-partners.com

Social Responsibility

Irene Molodtsov

Partner, Business Transformation
irene.molodtsov@sia-partners.com

Cyril Cuenot

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

Ethics & Compliance

Sophie Le Goff

Partner, Compliance
sophie.le-goff@sia-partners.com

Responsible AI

Pierre Leplatois

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

Pierre Antoine Merle

Associate Partner, Data Science
pierre-antoine.merle@sia-partners.com

Learn more about Consulting for Good

Bailey Wamp

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

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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.

