

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

BEHAVING RESPONSIBLY
DEVELOPING SUSTAINABLY

JULY 2020 - JUNE 2021

CYLAD

EDITORIAL

Since its creation in 2007, CYLAD has been a company committed to:

- Offer a **new consulting model**, made of convictions, humility, proximity, high level delivery, and ‘extra soul’,
- Put **human values at the heart** of our corporate project and **take social initiatives** towards our collaborators who are our biggest asset (well-being, professional development, comp & ben, diversity, equity, etc.),
- Contribute to **equal opportunities** in society and promote both entrepreneurship as well as social and professional integration through the CYLAD Foundation (pro bono, donations to associations),
- Create long-term value and sustainable impact together with the teams, customers, and partners.



Today we, as managing partners, believe that a corporation like CYLAD is the right place where one can **actively contribute to foster change**. That’s why we decided in 2018 to structure and **accelerate our ESG goals** with the strong involvement of a volunteer team from all CYLAD offices, and the full support of all partners as shown by their testimonies presented in this COP. And in 2020 we officially signed the United Nations Global Compact to promote the Sustainable Development Goals.

3 years later, we are still in this transformation journey, but we are proud to share our progress, especially in the difficult post-Covid business context. Among the main achievements, I would highlight the following:

- We defined a **code of conduct** and translated our **6 core values into behaviors** to make them more tangible for all CYLADians
- We reinforced our governance by putting in place **performance indicators** in all our **ESG dimensions** to measure our efforts
- We performed a **carbon emission assessment** to set-up reduction objectives
- We took some measures towards **digital sobriety**, in particular to assess and reduce our IT storage size
- We were awarded a bronze medal by Ecovadis on our first assessment
- We built our **stakeholders mapping analysis**
- We strengthened **mentor-mentee relationships** and proposed a **soft-skills training**
- We developed a **consulting offer** to support our clients in their **ESG transformation**

Objectives for the coming months and years are shared and clear, and the teams are highly motivated to collectively continue to take part in the CYLAD ESG journey.

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ORIGINS, VALUES & THE "CYLAD WAY"

Founded in 2007, CYLAD has developed into a firm that reflects its founders' vision and remains faithful to the image they had of what consulting should be: a model combining **expertise, content driven approach, accuracy, respect, transparency, perseverance**, and above all, **added value for customers**.



THE "CYLAD WAY"

COMMITMENT & DETERMINATION

EXPERTISE & CONTENT

SIMPLICITY & TAILORED APPROACH

EMPATHY & CONSIDERATION

EFFECTIVE IMPLEMENTATION

TEAM SPIRIT & COLLABORATION

HOLISTIC APPROACH

AUTHENTICITY & HUMILITY



CYLAD CONSULTING'S EXPERTISE

At CYLAD Consulting, we serve industrial companies and bring corresponding profiles. Our people have a technical background and experience in operations.

We focus on industrial and technology-intensive companies and our teams have the ability to deep-dive into complex content, while maintaining business sense.

The drive to create value is central to all our activities.

INDUSTRIES



OUR EXPERTISE AND KNOW-HOW

GROWTH STRATEGY

PROJECT & PORTFOLIO MANAGEMENT (PPM)

PRODUCT DEVELOPMENT

BUSINESS & DIGITAL TRANSFORMATION

COST & CASH COMPETITIVENESS

SUPPLY-CHAIN & PROCUREMENT

AGILITY

SMART DATA & ANALYTICS

EFFICIENCY & PERFORMANCE

ORGANIZATION & GOVERNANCE

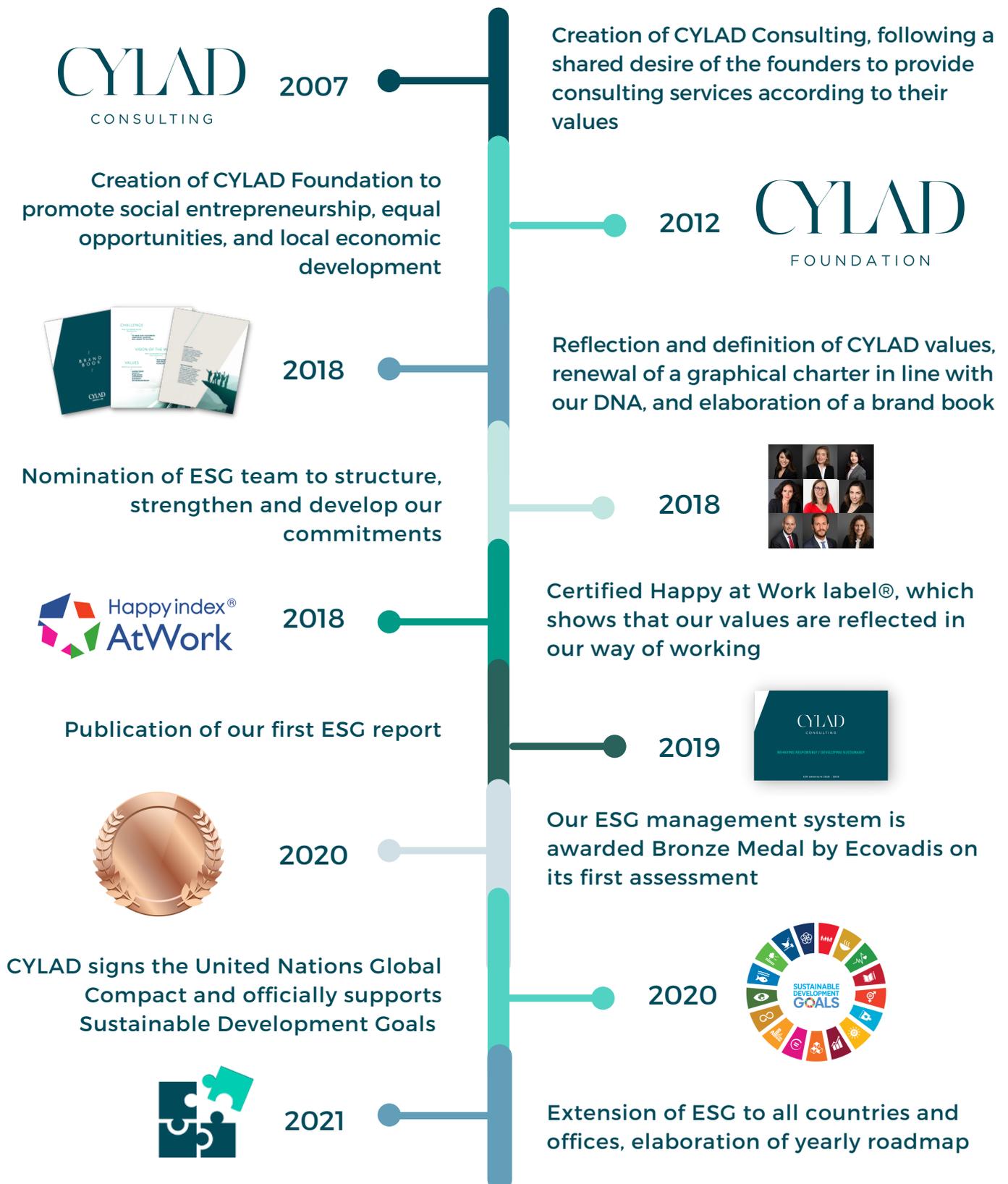
PROCESS OPTIMIZATION

CHANGE MANAGEMENT

MERGERS & ACQUISITIONS

OUR ESG JOURNEY

CYLAD has always been committed to sustainable development both for its employees and stakeholders. Over time and with the growth of the company, we have decided to formalize these commitments so that they are embedded in our values and actions.



OBJECTIVES AND COMMITMENTS

CYLAD Consulting has structured its ESG actions on four pillars that represent its values, ambitions, and its way to execute missions. For several years, we have been implementing actions to reduce our negative environmental impact and to improve on social, societal, and ethical impact to meet the new challenges of our society.



ENVIRONMENTAL IMPACT

- Manage and **minimize environmental impact**
- Encourage the development of **environmental friendly technologies**
- **Offset our travel emissions**



SOCIAL RESPONSIBILITY

- Respect and promote **equity and diversity**
- Reward people's **commitment and performance**
- Encourage employees' **development and growth**
- Foster **well-being** at work and positive **work atmosphere** full of **empathy and kindness**



SOCIETAL RESPONSIBILITY

- Ensure the **creation of value** for society as a whole
- Foster **sustainable growth**
- **Support local entrepreneurs**
- **Support associations** working for equal opportunities and professional integration



ETHICS AND VALUES

- Meet our **client's expectations** and maximise their **satisfaction**
- Support our customers in their **sustainable development initiatives**
- Define and promote the **company's objectives and values**
- Ensure compliance with **international regulations** (human rights, labour, etc.)

THE ESG APPROACH AT CYLAD

Since its creation, CYLAD has always placed its employees at the heart of its actions by ensuring their well-being at work despite job intensity in our professional sector and by encouraging the personal and professional achievements of each of them. In line with its 6 core values, the company has taken social and societal initiatives throughout its development.

In 2018, a team was nominated to take care of the historical topics to which ethical and environmental axes have been added. This team of 9 members was formed on a voluntary basis after the consultants expressed their desire to do more for the sustainable development of the company and society.

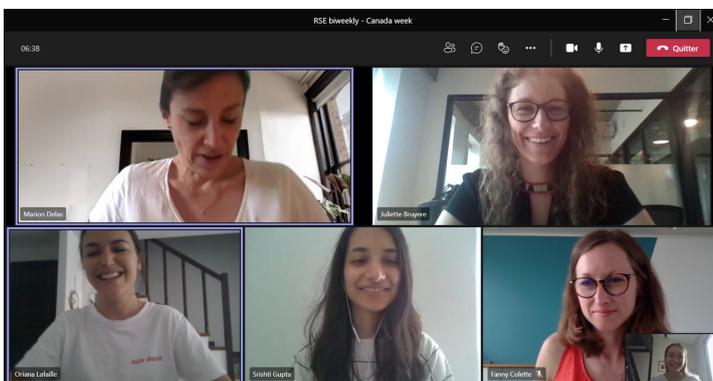
The team is sponsored by a partner, led by a manager, and is constituted by focal points from each CYLAD office. It is also supported by key functions for ESG: human resources, marketing and communication.

Since then, the process has accelerated and we have made great progress in formalizing new policies, while reducing our environmental impact and continuing to promote equity and diversity.

With the help of our Support staff, the ESG team aims to work on a daily basis to take on new challenges in the months and years to come to ensure CYLAD's sustainable growth.

An ongoing commitment

In order to make regular progress on current challenges and to maintain the link between our different offices, we hold meetings several times a month where we share our progress and set new goals.



BI-WEEKLY MEETINGS

with the ESG team from France, Germany, Switzerland, and alternating between Canada and Australia

MONTHLY BUSINESS MEETINGS

to discuss, among other internal topics, the ESG progress

QUARTERLY PARTNERS' MEETINGS

to secure partners' alignment and decisions

THE ESG APPROACH AT CYLAD

A willing and ambitious team



Laurence Massat

“Corporate sustainability and responsibility is embedded in CYLAD’s DNA. It embodies our desire for a sustainable development based on the wealth and mindset of our teams. We have been leading social and societal initiatives since the firm’s creation, with the aim of developing purposeful leadership and above all creating long-term value. As a partner, I commit to this ambition.

SPONSOR PARTNER

ESG LEADER AND FOCAL
POINT TOULOUSE

“I joined Cylad 6 years ago because of its values and the people I met during interviews. I care about CYLAD and joining the ESG team is for me a way to both secure sustainability of what I liked in this company and make it visible from the outside.



Marion Delas



Fanny Colette

“At CYLAD, we attach great importance to the dimensions of ethics, equity, social, disability, corporate values... which are all HR topics that are fully in line with an ESG approach. Joining this team to carry out concrete and useful actions that contribute to the development and influence of CYLAD seemed obvious to me.

CONTRIBUTOR HR

CONTRIBUTOR
MARKETING

“Ethical and environmental issues are particularly important to me. When CYLAD decided to launch ESG projects, I immediately wanted to get involved. For me, ESG should not be seen as a communication tool or a trend to follow, but rather a sincere and authentic commitment to work to improve our responsibilities.



Oriana Lafaille

THE ESG APPROACH AT CYLAD

A willing and ambitious team



Pierre Turquet
de Beauregard

“ Curious about the environmental, societal and ethical topics and always keen to learn more, I had the desire to join the ESG team. I am happy to contribute to launch initiatives on those topics both internally and with external stakeholders. This is truly a great opportunity to keep learning, especially on the environmental topic (e.g., our impact and how to improve it).

FOCAL POINT
PARIS

FOCAL POINT
PARIS

“ Personally interested in environmental issues, I joined the CSR team with the aim to contribute to these topics at the level of CYLAD. Identifying the impact of our activity and initiating actions to reduce it collectively is a way of contributing personally in a more impactful way. More globally, being part of the ESG team enables to be see a variety of other topics (societal, ethical) the team is addressing.



Lawrence Thurotte Weech



Juliette Bruyere

“ I am glad to be able to contribute to our ESG strategy definition, and especially the environmental component which is very important to me. I am delighted to bring this commitment to our Canadian office by being the focal point here.

FOCAL POINT
MONTREAL

FOCAL POINT
MELBOURNE

“ I have always been interested in social and environmental topics and I am contributing both personally and professionally to these values that are important for me. Naturally, I wanted to be part of the team who triggers positive initiatives for the Cyladians and their working environment.



Maelle Berger



Srishti Gupta

“ I am deeply interested in diversity, inclusion, and sustainability initiatives and have tried to contribute to these topics throughout my previous work experiences. I was excited at the prospect of doing the same at CYLAD it would provide me with the opportunity to engage with CYLADians across offices and create a positive impact beyond my core realm of responsibilities.

FOCAL POINT
HAMBURG AND
ZÜRICH

THE ESG APPROACH AT CYLAD

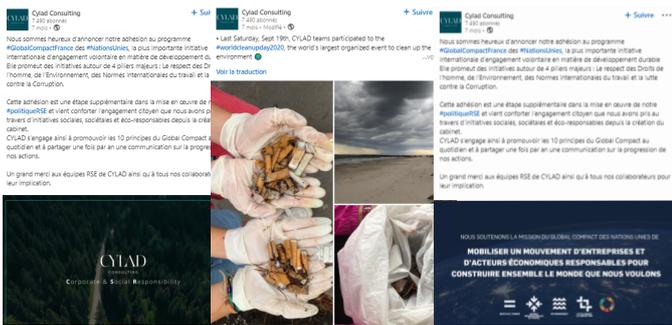
A transparent communication

Because we believe it is important to share our progress on sustainable development, we communicate on ESG subjects externally for our customers and suppliers and internally for employees.

EXTERNAL



ESG REPORT 2019 and 2021

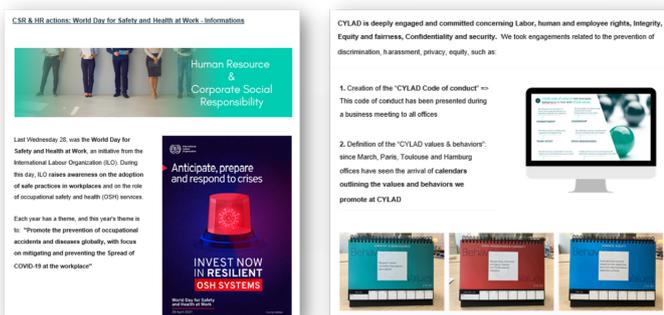


LINKEDIN POSTS for each significant progress



WEBSITE ESG dedicated webpage and specific articles in "News & insights" section

INTERNAL

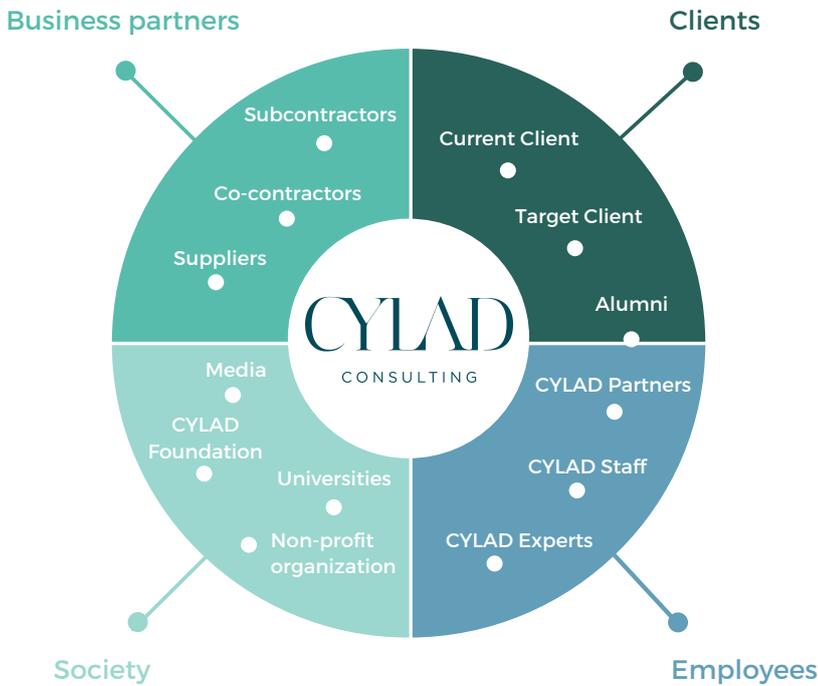


CYLAD NEWSLETTER where ESG topics are presented, every two months

THE ESG APPROACH AT CYLAD

A willingness to co-construct with stakeholders

CYLAD Stakeholders mapping



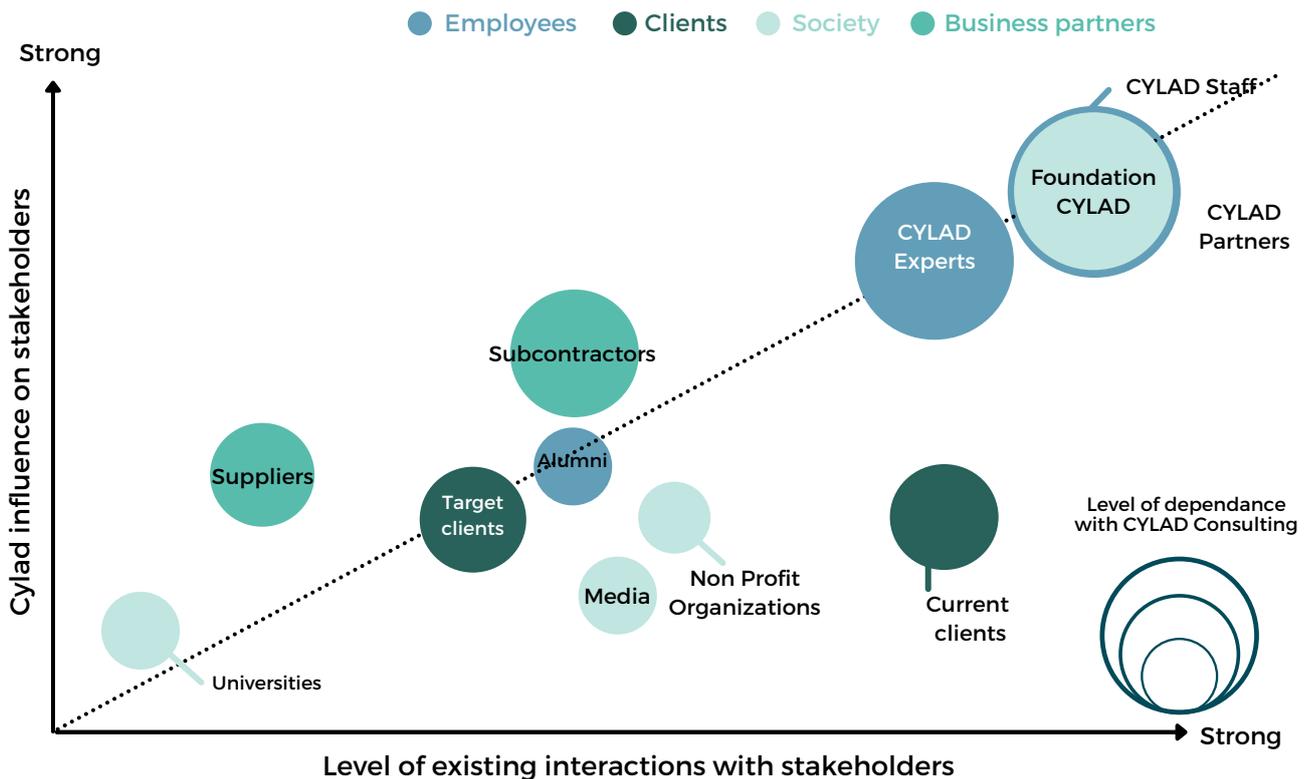
MAPPING

The stakeholders mapping provides an overview of CYLAD Consulting's interactions with others, and also how CYLAD engages the stakeholders to discuss its ESG policy.

ANALYSIS

The priority is given to stakeholders in 'priority zone': Subcontractors, Suppliers, Alumni, CYLAD Foundation, Associations and Universities to launch or reactivate ESG discussion.

CYLAD Stakeholders analysis

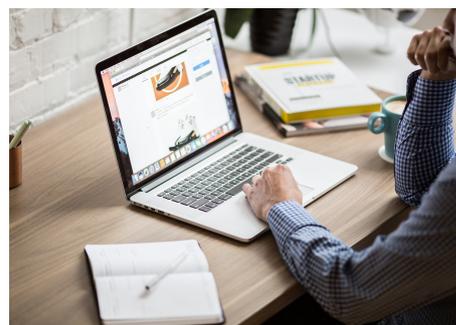


REWARDED EFFORTS

In 2020, CYLAD was awarded the bronze medal in its first evaluation by the ESG assessment platform Ecovadis. CYLAD's global score is among the **top 30% consulting companies**. We are pleased to have achieved this score and aware of the efforts we still have to make to maintain and increase this performance; we now know where we can improve to make CYLAD an even more sustainable company.

A social & human rights score that proves our commitment

CYLAD's main strength is its global **social policy**, in particular the fact that CYLAD is committed to **take care** and **reward** Cyladians. Moreover, CYLAD asks for feedback through a **yearly engagement survey**. CYLAD engagement to respect **human rights** and fight harassment, discrimination and corruption is also highlighted in our support to Global Compact.



An ethical score that highlights our strengths and levers for improvement



The key strengths in ethics are the **IT security policy**, and the **code of conduct** implemented by CYLAD. The company had to formalize its commitment through procedures and raise employees' awareness through dedicated sessions, which was done in the first semester of 2021.

An environmental score above consulting-sector average and a sustainable procurement policy to build

The company's environmental performance is based on its **ability to implement measures to reduce and balance its GES emissions**, and its actions **to provide environmental consulting solutions for clients**. CYLAD now has to formalize its commitments with conclusive documentation on sustainable procurement and environmental policies.





SOCIAL RESPONSIBILITY

KEY PERFORMANCE INDICATORS

60/100



is the score given by Ecovadis for our social and human rights actions, which is above consulting industry average

VALUE DIVERSITY

100%

equal pay for men and women for the same position and level of maturity

15

different nationalities among our 100 employees

JOB STABILITY

15%

turnover of consultants in 2020 vs 20 to 30% rates in consulting firms

4 YEARS

of seniority on average

100%

of employees are on permanent contracts

8 INTERNS

recruited during the pandemic to support youth in their professional integration

Employees' satisfaction

assessed during the last engagement survey

98%

of satisfaction for internal missions' content

94%

of satisfaction for work environment

90%

of satisfaction for client missions' content

KEY PERFORMANCE INDICATORS

SKILLS DEVELOPMENT

100%
OF CYLADIANS:



**ARE ASSESSED AND
HAVE A PATH FOR
EVOLUTION**

2 People Reviews per year
and for each mission



HAVE A MENTOR



**HAVE A JUMP-
STARTER WHEN
ARRIVING**

86%

of satisfaction for
skills developed by
working on client
missions

88%

of satisfaction for
careers opportunities

TRAINING

560

hours of individual
trainings for 59 employees
across all offices in 2020



2 UNIVERSITIES
PER YEAR

Winter and Summer universities

=2055

HOURS OF TRAINING

which corresponds to 13,5 hours per
person

SOCIAL RESPONSIBILITY AT CYLAD

We believe that our people are our most valuable asset for sustainable growth. Since the creation of CYLAD, we reward their commitment, accelerate their development, and care about their well-being at work. CYLAD is committed to integrating and supporting its employees throughout their career in the company, in order to ensure that the values of respect, benevolence, empathy and authenticity are promoted.



CARING FOR INDIVIDUALS

Since CYLAD creation, we have placed people at the heart of our value system.

We offer flexibility to manage work-life balance: workload monitoring, parent-friendly business travel arrangements, part-time positions, etc.

We encourage every Cyladian, regardless of seniority or rank, to report any issue she/he requires support with.

DIVERSITY AND EQUITY

We demonstrate our commitment to diversity through salary and promotion equity and transparent evaluation criteria, whatever a person's individual characteristics.

**Paul Archer, Partner
and Founder of CYLAD,
Paris office**



“ When we created CYLAD with Sébastien, we wanted a firm that reflects our vision on consulting business and is faithful to our values, among which fairness and balance. This not being a kind of fairness washing or idealist understanding on how consulting should be operated. CYLAD was targeting a long-lasting story, and hence we took care of establishing factors of stability. Consulting business is an intense and potentially difficult activity. To operate in good conditions, CYLAD team deserves certainties to be taken care of. We are then very careful to balance equally constraints within the team, and we encourage all CYLADIANS to express their thoughts and opinions which we are committed to listen to with taking their needs fairly into account. These certainties are important factors to make team everyday life being worth being lived, and for long!

SOCIAL RESPONSIBILITY AT CYLAD

WELL-BEING AT THE OFFICE

- In recognition of its collaborators' engagement and motivation, CYLAD Consulting in France received HappyIndex® AtWork accreditation in 2018 (overall score of 4.5/5 and a recommendation rate of 84.6%)
- We promote team building through group activities and sporting events, such as a 5-day team event every summer.
- We work in teams and encourage interpersonal connection. We measure motivation through yearly engagement surveys and organize regular informal meetings to share with colleagues (e.g., breakfast at the office on Fridays, Christmas dinner, Easter brunch, etc.)



INTEGRATION AND PROFESSIONAL DEVELOPMENT

- Newcomers are mentored during their integration at CYLAD by dedicated welcome buddies ("Jump-starter") and receive a "welcome package" to ease their first steps as Cyladians.
- After their arrival at CYLAD Consulting, new consultants upskill with the help of the kick-off seminar (Newcomers' Induction Program).
- Mentoring provides them with guidance on professional development and promotes experience sharing.
- All Cyladians undergo bi-yearly performance evaluation based on transparent criteria and collegial alignment to guarantee equity.
- They attend at least two collective training sessions a year ("Universities") for their professional development, or any specific client needs and can benefit from individual training, depending on their needs.

SOCIAL RESPONSIBILITY AT CYLAD

INVOLVEMENT IN CYLAD'S DEVELOPMENT

- Our consultants take an active part in CYLAD's development. They participate in internal projects' working groups, take part in recruitment activities and contribute actively to our work environment.
- Contribution to internal projects is mainly done on a voluntary basis as it enables each Cyladian to find a motivating and interesting development area.



FINANCIAL BENEFITS

- We encourage and reward our employees with bi-annual individual performance bonuses and collective bonus based on company results.
- CYLAD also thinks about everyday actions and offers benefits such as health insurance, meal vouchers, gift cards/presents or culture vouchers for special occasions.



SOCIAL RESPONSIBILITY AT CYLAD



Dr. Steffen Petersen,
Partner at CYLAD,
Hamburg office

THE DEVELOPMENT OF OUR COLLABORATORS

“ What is the biggest asset we have at CYLAD? It is the skills and knowledge of our people. Continuously developing our team is therefore crucial for further success and growth of the company.

While most of the consultants' development is happening on the actual projects, we are also committed to assist development through dedicated training programs. Addressing the complexity of our consultants' work, we try to maintain good balance between courses to further build up knowledge on professional topics and initiatives to strengthen their people skills.

MULTICULTURALISM AT CYLAD

“ Since 2014, and the creation of the CYLAD office in Germany, we keep increasing the number of nationalities among the team (about 15 different nationalities worldwide), which is a fantastic melting pot of different cultures. With the more recent creation of new offices in Australia, Canada, and Switzerland our employees have wonderful opportunities to relocate to a new country. So far, 10 consultants have moved across the border. On top of that, we increasingly experienced that cross-country teams are able to better serve our clients in a global perspective, with 8 projects out of 30 currently following the setup. This accelerates knowledge transmission and people's development in terms of adaptation capabilities.



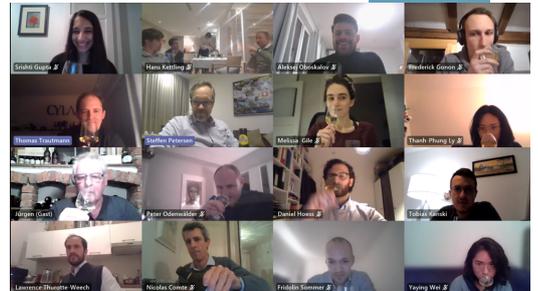
Olivier Paget,
Partner at CYLAD,
Melbourne office

ZOOMING IN ON 2020-21

MANAGE THE COVID CRISIS

For one year, CYLAD has been developing positive ways of dealing with COVID crisis:

- **Sanitary rules compliance:** constant adaptation to rules in each country (e.g., social distancing, wearing a mask, disinfection of work surfaces)
- **Adapt to new ways of collaborating and socialising,** prevent isolation and keep a corporate social life: home-office working, remote meetings, “teams-coffees”, wine tasting in Germany, sharing sessions, weekly news
- **Prevention of work accidents and safety protocols:** CYLAD took part of the “2021 World Day for Safety and Health at Work” (International Labour Organization) and explained through an internal newsletter the different initiatives developed in 2020 to face the COVID crisis
- **“Take the pulse”** and pay deep attention to our employees: “mood surveys”, “engagement survey”, creation of CYLAD Talk in France to maintain a deep level of social dialogue



DEVELOPMENT OF OUR EMPLOYEES



- **Launch 360 evaluations:** in order to get feedbacks on one’s behaviors, skills, and competencies, put it in perspective of one’s own vision and work on one’s strengths and areas for improvement.

ZOOMING IN ON 2020-21

Training: in 2020 we did our best to maintain our yearly Universities despite special sanitary conditions. We experienced remote trainings, in particular during our Summer University. Considering that soft-skills are essential to the development of our employees and complementary to technical skills, we started to use an e-learning platform specializing in soft-skills dimensions.



A WORD FROM OUR HR DIRECTOR



“ In order to foster and encourage the skills development of our employees in a sanitary context that is not very suitable for traditional training (on site), we recently opted for an innovative e-learning solution dedicated to soft skills: "On va se former".

Indeed, training is an important motivational lever for Cyladians, so it is fundamental for us to secure access to training, and adapt to new ways of learning.

Thus, all Cyladians can practice and learn at their own pace on topics such as self-confidence, adapting to change, taking initiative, assertiveness, etc. We do believe that soft skills are crucial in our daily professional life, not only in our interactions with peers and managers but also with our customers.

Fanny Colette,
HR Director at CYLAD

TRAINING AS SEEN BY OUR COLLABORATORS

“ In this particular context, by choosing OVFS, CYLAD has found a new and creative way to encourage our professional development.

This platform gives us access to different soft skills trainings; we can select the one that best suits our needs and decide at which pace we want to take it.

Trainings are organised in “series” mixing different support, types of exercise and trainers, which is really entertaining.

The navigation is very easy. The challenge now is to apply everything we have learnt with our clients & colleagues.

Juliette Bruyere,
Senior consultant at CYLAD, Montreal office



ZOOMING IN ON 2020-21

2020 - 2021 has been a complex year to live. Everyone has been challenged in their ability to stay involved, motivated, and positive. **Strengthening the link between mentors and mentees** has been a key way in which we went through this crisis.

TESTIMONY OF A MENTOR-MENTEE PAIRING



Marion Delas,
Manager at CYLAD,
Toulouse office

“ In the recent pandemic context, and especially during lockdown, as managers and colleagues, we all paid attention to consultants' wellness and ways to avoid isolation. As a mentor of 4 consultants, I already had monthly calls with them, but we all needed to talk more regularly... and monthly become weekly, daily if needed, even if not working on the same topic, just to take care of each other, ask if everything's OK, provide perspective, and keep this particular bond between mentor and mentee alive.

“ During the pandemic, relationships between employees were put to the test. Not being able to see each other in the office, at the coffee machine, or in the corridors showed how small, previously harmless moments of exchange could become a real loss when confined. But faced with this situation, which favors isolation, we found solutions and adapted. For me, it was through weekly calls with my mentor. In addition to discussing my professional development on assignment, these discussions allowed me to rediscover the "small talk" we used to have on Monday mornings in the office about the weekend's anecdotes or the previous day's rugby match. This bond initiated and maintained by my mentor helped me to maintain my feeling of belonging to the firm during those long weeks of confinement.



François Cledera,
Consultant at CYLAD,
Montreal office

FUTURE OBJECTIVES

PREVENT & RAISE AWARENESS ON PSYCHOSOCIAL RISKS

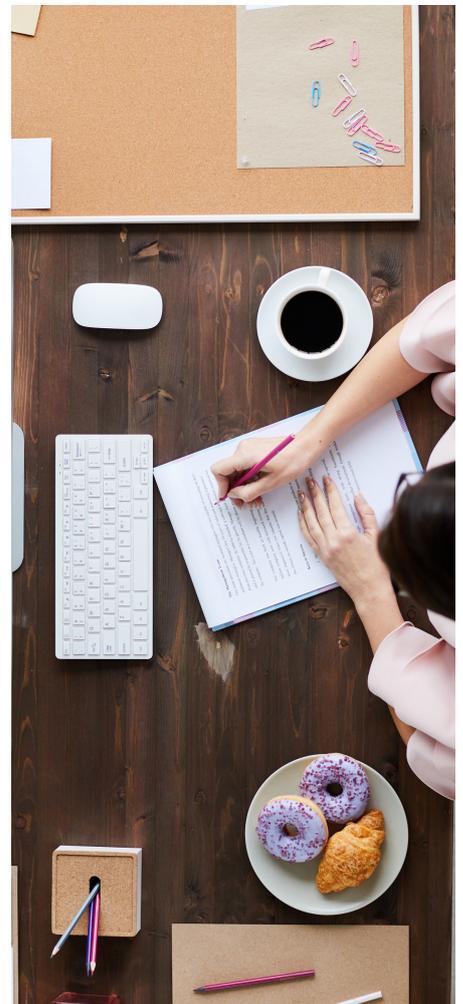
- Relaunch Happy@work® initiative in 2021-2022
- Launch a cross offices Engagement survey

- Take part in the “2021 World mental health day”
- Plan workshops on psychosocial risks and stress management prevention

CONTINUE TO ENSURE THE WELL-BEING OF OUR EMPLOYEES

MANAGING HEALTH AND SAFETY

- Launch initiatives in order to foster disabled workers' employment





ENVIRONMENTAL IMPACT

KEY PERFORMANCE INDICATORS

Consumption and recycling

300 KG

of paper recycled in 2020 for French offices

10 TO

of data stored at company level

100%

IT equipment given to employees and associations or recycled

Carbon footprint

Due to the pandemic, our CO2 emissions have been reduced considerably. We want to continue to move in that direction, even after the end of the sanitary crisis.

- 75 %

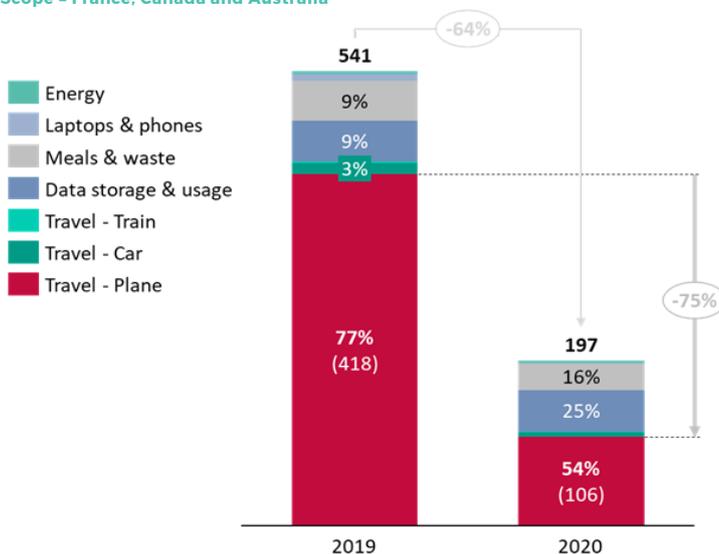
reduction of travel emissions compared to 2019 (in particular due to COVID and home office development)

2 812 Kg CO2

per Full Time Employee
This is 2.4 times less than in 2019.

CYLAD emissions in tones of CO2 equivalent

Scope = France, Canada and Australia



197 T

of CO2 emitted by CYLAD Consulting France, Canada and Australia in 2020

ENVIRONMENTAL IMPACT AT CYLAD

For several years, CYLAD has taken tangible actions to regulate its consumption and reduce its environmental impact. Thanks to the involvement of our employees, we have been able to implement alternatives to our usual consumption patterns to become a more eco-responsible company. Every day we continue to reflect on how to adopt and promote the right actions.



TRAVEL



- As a consulting company, it is no surprise that emissions due to travels represent the majority of our environmental impact, as working on our client's premises is mostly required for our activities.



- In 2019, 77% of our emissions were due to travelling; action was taken to invest in a Cylad Forest by working with Ecotree® to plant \approx 1000 trees and have a positive impact on environment.



- The establishment of an office in Australia and local recruitment have enabled us to structurally reduce our need for traveling from France to Australia.
- Within France, consultants can benefit from the dense train network; 550 round trips to client sites have been performed by train in the last 2 years.

ENVIRONMENTAL IMPACT AT CYLAD

OFFICE

IT equipment

- We encourage the long-term use of computers and phones. Renewals are done only on an as-needed basis.
- Computers that can no longer be used for performance reasons are given to charities (e.g., via the program "Des Ordies Pour Nos Enfants") to be re-used by students with reduced access to IT equipment.



Paper and printing

- We display awareness posters to encourage our teams to adopt best practices (e.g., only print paper when required, print in black and white, use of scrap paper for brainstorming).
- Since 2019, we have set up a partnership with RECYGO®, a paper recycling company, and have recycled approximately 300kg of paper in 2020 in our French offices.



Waste

- For over two years we have been replacing plastic water bottles and coffee capsules in our offices with responsible alternatives.
- A water station that filters town water is made available with reusable bottles for employees.
- Use of coffee beans instead of capsules



ENVIRONMENTAL IMPACT AT CYLAD

Electricity

- Despite our low energy consumption, we believe every effort to save energy is valuable. For instance, we encourage our teams to turn off all office equipment overnight.



EMBRACING DIGITAL FRUGALITY



Sébastien Cailliau,
Partner at CYLAD,
Paris office

“ Like security and confidentiality, environmental impact is at the heart of our IT thinking. We always knew that as consultancy firm, our IT usage, both hardware and data consumption, was one of the key drivers for our environmental impact. Recently the analysis performed on our carbon footprint evaluated this impact and our potential improvement axis. In the coming months, we will focus on data storage improvement because it has been shown to be our main improvement axis. Every week, we check the volume of data stored on our servers and the

type of storage used for them. We want to make sure that we do not duplicate our documents, and we invest time to clean our folder structures each time we archive our project data. We believe this is important because data storage can have a significant impact on CO2 emissions. Our objective is the responsible behavior of all employees in this regard; thus, we support and remind them to tend to data cleaning, in addition to general good practices.

ENVIRONMENTAL IMPACT AT CYLAD

“ Environment is one of the four pillars of our ESG commitment, as we want to reduce our environmental impact and to implement sustainable and responsible solutions.

At CYLAD, the transition to more responsible practices has become natural over the years, with everyday contributions such as using reusable water bottles, limiting printing, switching to a bean-to-cup coffee machine...



Alexandre van den Berg,
Partner at CYLAD,
Montreal office

In Canada, we work in a coworking place that has removed major single-use disposable plastic (cups, utensils...) and offer to recycle plastic waste. We also try to limit our carbon footprint by promoting the least emitting transportation means. It is also thanks to the investment of our consultants who volunteered to identify all solutions to reduce our emissions so we can react against environmental issues. We hope to do even more in the future thanks to the involvement of all our collaborators and the formalization of our environmental policy.

ZOOMING IN ON 2020-21



CALCULATION OF OUR CARBON FOOTPRINT

- Focus of last year was to take on a global approach to calculating the carbon footprint of CYLAD Consulting, starting with the French offices and travels to Australian & Montreal offices.
- We calculated both direct and indirect emissions for 2019 and 2020.
- We identified the three main activities on which we could act: (1) travel, (2) meals & waste and (3) data & IT.
- We are now able to continue to easily monitor our carbon footprint in the future and will expand this to other offices in the coming year.



DATA STORAGE ANALYSIS

- This year we have focused on addressing an increasingly important issue for companies of our profile handling large quantities of data: emissions due to data storage on servers & consumption.
- We have analyzed our consumption and identified potential areas of improvement in order to launch initiatives.
- Our analysis of data storage has found that we use 10 Terabytes of data at the company level, ie ~66GB per person in email and stored files. This provides a reference we acknowledge is improvable and commit to take tangible actions to reduce it in the coming year.

ZOOMING IN ON 2020-21

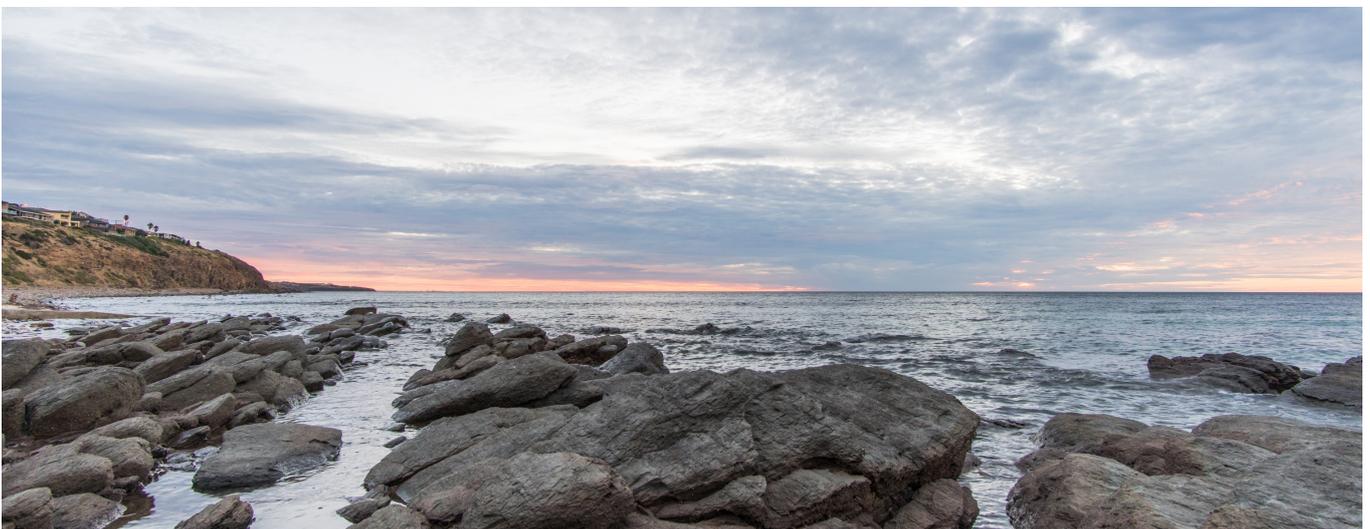
REMOTE WORK

- COVID-19 has accelerated our ability to work remotely with our clients.
- We have been trained in the new tools and remote working methods, and we intend to capitalize on them to optimize our trips according to clients needs.
- The use of videoconferencing systems has become a standard and there are some global missions that therefore could have been performed without any travel.

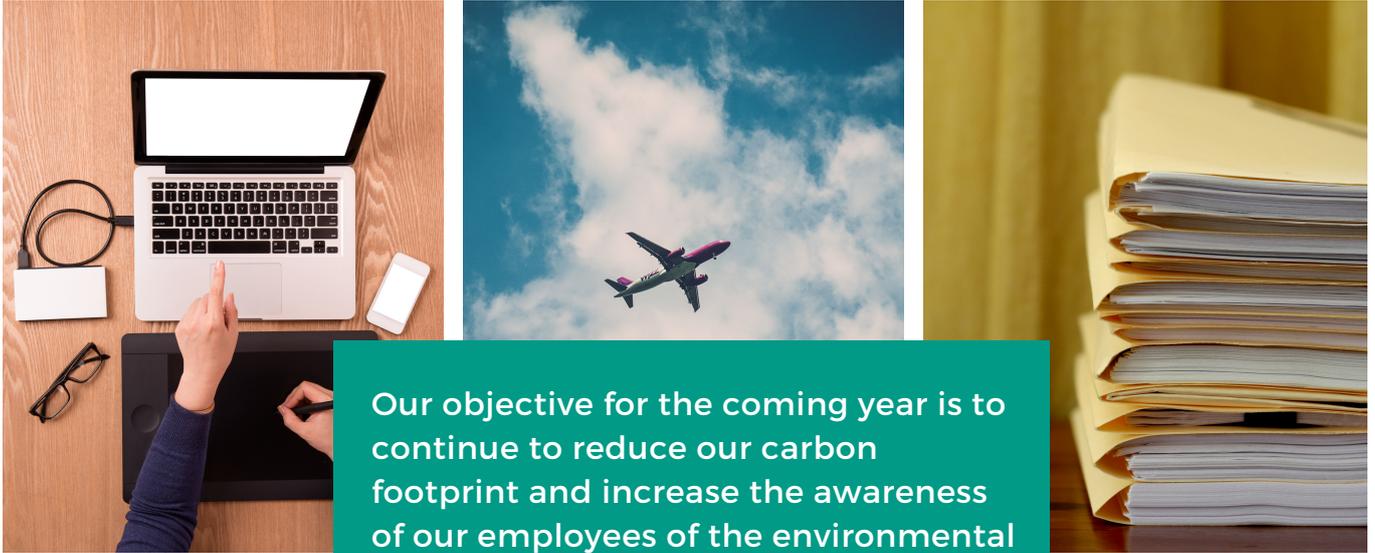


WORLD CLEAN-UP DAY

At a more concrete level, consultants from different offices participated in an event on the world clean-up day September 19th. Australian office members participated in collecting waste on the beautiful beaches of Adelaide!



FUTURE OBJECTIVES



Our objective for the coming year is to continue to reduce our carbon footprint and increase the awareness of our employees of the environmental impacts around CYLAD's activity.

IT FRUGALITY

Two types of actions will be carried out:

- One-off actions
 - **Centralized cleaning of servers** of unnecessary or duplicate data
 - **Awareness session** concerning best practices for digital sobriety
- Regular actions
 - **IT clean-up sessions** will be organized to delete unused or obsolete emails/folders, and reduce storage space while having a drink or a friendly moment
 - A **data cleaning step** will be included in the mission standard process

TRAVEL POLICY

- We will work on the **formalization of an environmental policy** and **define a travel policy** in line with clients' needs while avoiding any excessive travel
- **CO2 compensation project** will be studied for remaining necessary emissions

WASTE REDUCTION

- Local office actions to reduce plastic waste will be taken:
 - Offices will participate in the **'Plastic-free July'** event by proposing a list of the least waste-creating take-ways near the CYLAD offices.
 - Local events organized by offices will have a **responsible purchasing policy** for food and drinks.



ETHICS AND VALUES

KEY PERFORMANCE INDICATORS

7 values translated
into **60** behaviors

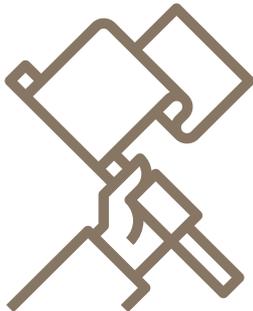


0%

of occupational
diseases, including
mental illnesses

100%

of newcomers are
trained in IT
security



Formalization of alert procedures **3**

100%

client satisfaction
rate.

96%

employees have
signed the code
of conduct

ETHICS AND VALUES AT CYLAD

At CYLAD, we support the Universal Declaration of Human Rights and are committed to respecting Labor Law, and as such, we place great importance on the ethics and values which we convey. Integrity, fairness & equity, confidentiality & security, and anti-corruption are the driving principles behind our actions and must be respected by all employees to ensure sustainable development of our company.



SECURITY AND CONFIDENTIALITY



- Formalization of an IT security policy
- Use of e.g., privacy filters, secured password to lock computers and smartphones, encrypted USB keys, and secured company portal to protect the data of our employees and clients
- Consultants are aware of the importance of not having "business" discussions in public areas and of never naming our clients
- Printing limited to the strict minimum and collection of all written documents before leaving a room (clean desk policy)

AVOIDANCE OF CONFLICTS OF INTEREST

- Consultants who have worked with companies competing with our clients will inform the latter and seek their agreement. Otherwise, they will be removed from the assignment
- Consultants are not allowed to buy / trade / sell shares of firms for which they have access to sensitive data.



ETHICS AND VALUES AT CYLAD

ADHERENCE TO CYLAD VALUES BY ALL COLLABORATORS



- Specific attention is paid in our recruitment process to ensure that we hire people who share and embody the company's values (several interviews with different members of the CYLAD team: HR, Consultants, Managers and Partners)



- Our bi-yearly evaluations are the opportunity to assess not only performance, but also adherence to cylad values and recommended behaviors, to identify possible soft-skills training or support needs



- We foster a professional environment in which all Cyladians can feel safe and protected
- Any complaint is taken seriously and investigated to provide a solution with a specific alert system through HR, mentor and/or management



“ The main reason why we decided to merge with the CYLAD Group and become CYLAD Experts was VALUES. We were truly impressed by the professionalism coupled with empathy, open-mindedness, entrepreneurship, and team spirit we encountered at CYLAD Consulting.

CYLAD Experts as a Senior Experts organization and CYLAD Consulting as a consulting organization differ in their market approach, offering and professional backgrounds, but we do not differ in values.

The more we work together and to more we get to know each other we appreciate the value-driven culture. It is the key driver of success of our (and of every) merger.

Dr. Bruno Glaus,
Partner Experts at CYLAD, Zürich office

ETHICS AND VALUES AT CYLAD



**Dr. Thomas Trautmann,
Partner at CYLAD,
Hamburg office**

“As professional consultants we have a natural reflex of confidentiality and integrity. Both are preconditions to build **trust with our clients.**

Confidentiality, because we get involved in topics that are at the core of our clients' competitive edge, may be of relevance to the stock market or may even not yet be known to the client's entire organization.

Integrity, because our client impact builds on a trust-based relationship. Both, integrity, and trust are closely related and driven by credibility and reliability. No doubt, we must be credible and reliable in everything we say and do.

To build a team of consultants who live these values, they need to be applied **not only towards our clients** but also **within our teams**. We can only live such values in a credible way if we are **consistent in how we act internally and how we expect us to act externally**. Moreover, to build a strong and integer team there must be a **commitment to the basic standards referred to as labor, human and employee rights and more fundamentally equity and fairness**. If I lose the feeling of being treated in a fair and equal manner, and if I see the basic standards not adhered to, I lose the ability to believe in the team as a whole. This applies to small project teams, entire offices and the way we work with our clients.”

ZOOMING IN ON 2020-21

Last year was an important step for CYLAD as we formalized and officialized our ethics and values documents. We structured a set of four key documents that drive CYLAD practices and ways of working:

- Values and behaviors: Translation of CYLAD values in day-to-day behaviors and soft skills
- Code of Conduct: Mandatory principles and rules on ethics, regulations...
- IT Security Policy
- "Règlement Intérieur" (France)

CYLAD VALUES AND BEHAVIORS

It is important for us that CYLAD's values are not just theoretical concepts, but that they are embodied in the day-to-day behavior of teams.

That is why we decided to translate each of our value into a list of behaviors all Cyladians should adopt either internally or with clients.

During our "Winter University 2020", we took the opportunity of a senior grade training to organize a co-construction session on that topic.

This workshop contributed to the elaboration of our "CYLAD behaviors booklet".



To make it more visible for the teams, we created a paper weekly planner calendar we displayed in all offices.

It is also a useful tool to remind expected soft skills and attitudes either for HR recruitment interviews or consultants assessments.

ZOOMING IN ON 2020-21

IMPLEMENTATION IN EVERYDAY LIFE

FROM THE PERSPECTIVE OF THE RECRUITED:



Thibaud Verdier,
Consultant at CYLAD
since December
2020, Paris office

“ My first contact with a CYLAD Consultant was an open exchange focused on my compatibility with CYLAD and its values. This compatibility was the thread that ran through the rest of the interviews, allowing me to understand the core values of CYLAD such as entrepreneurship and open-mindedness. The case studies and the strong interaction they imply were the opportunity to put forward my leadership and my curiosity while getting to know the CYLAD Consultants. Finally, the signing of the contract and the preparation of my arrival at CYLAD showed the commitment and empathy of the Cyladians towards the newcomers.

FROM THE MANAGER'S PERSPECTIVE:

“ The semi-annual evaluations play an important role in spreading the CYLAD values within the firm - In a very pragmatic way on the one hand, because the evaluation criteria include the respect of our values. But also and above all, because the exchanges we have at this moment are often the occasion to take a step back and understand together how our consultants can, beyond their daily implementation at our clients', convey and spread the CYLAD values more widely internally. And the fact that we regularly question ourselves to see if we could do better is in line with the value of humility that we defend!



Cécilia Combey,
Manager at CYLAD
Toulouse office

ZOOMING IN ON 2020-21

IMPLEMENTATION OF A CODE OF CONDUCT

Most of the Code of Conduct content was already present in our consultants' day-to-day ways of workings, but as we grow we've identified the need to write down and formalize what is important for CYLAD and secure its sustainability.



Our code of conduct contains four main parts:

- **LABOR, HUMAN AND EMPLOYEE RIGHTS** as we are committed to respecting the internationally recognized Human Rights and Labor Law
- **INTEGRITY** as it is part of our DNA. We secure cognitive independence and place our clients' interests above all
- **EQUITY and FAIRNESS** as we are viscerally dedicated to informing ourselves of and fighting all types of discrimination, and secure equity and fairness in our internal and external relations
- **CONFIDENTIALITY** as we are committed to respecting confidentiality towards our employees as well as our clients

Our code of conduct has been elaborated upon with the consultants who actively contributed to it. After being validated and endorsed by all CYLAD partners, all employees attended a presentation session organized per country to formally acknowledge having read it.

It is now available to all on our company portal, and included in the Welcome Package we provide to all newcomers.



“ From my experience, Cyladians have always been careful about workers' rights and respectful with one another.

The writing of the code of conduct was the opportunity to make these core values official by CYLAD, and I am really happy to be a part of it.

This code of conduct is part of the many things that prove that CYLAD is a fulfilling place to work.

Guillaume Poupart-Lafarge,
Consultant at CYLAD, Toulouse office

ZOOMING IN ON 2020-21

ALERT PROCEDURES

In parallel with the Code of Conduct formalization, we identified the need to formalize three alert procedures to inform Cyladians on how to react if they face one of the following situations, whether at CYLAD or at our clients' locations:

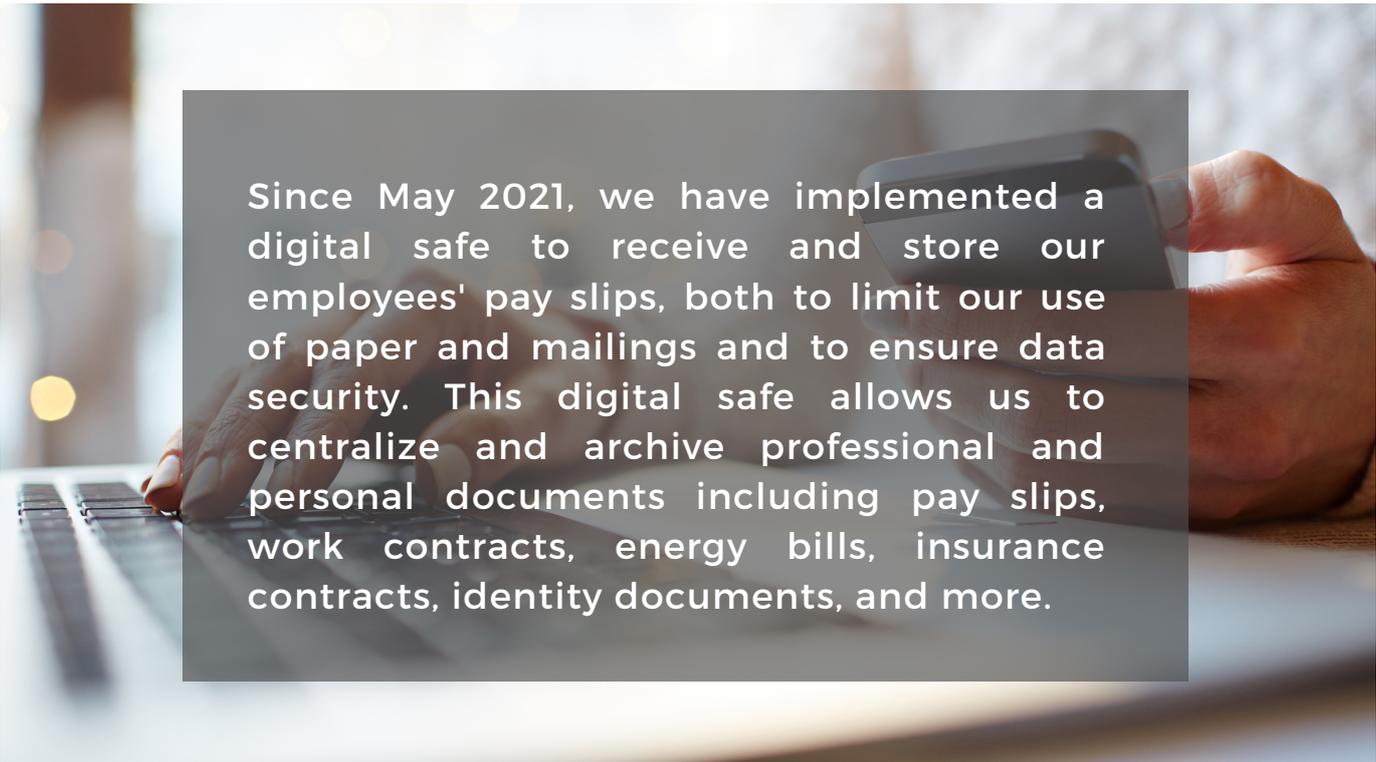
- Discrimination or harassment
- Potential case of corruption or bribery
- Doubts regarding a sensitive transaction (present, invitation...)

Consultants have many possibilities to alert and report such issues, and are free to choose the one they are the most comfortable with including: the manager on their current/previous mission, a partner, their mentor, the regular mood survey, or the French Cylad Talk representatives (forum created for France to foster and reinforce discussions between partners and employees).

Partners are also committed to investigating and providing solutions for every issue.

The procedures have been jointly presented with Code of Conduct during the dedicated session, and are available on the Company Portal.

IT SECURITY



Since May 2021, we have implemented a digital safe to receive and store our employees' pay slips, both to limit our use of paper and mailings and to ensure data security. This digital safe allows us to centralize and archive professional and personal documents including pay slips, work contracts, energy bills, insurance contracts, identity documents, and more.

ZOOMING IN ON 2020-21

FORMALIZATION OF OUR INTERNAL REGULATIONS

The "Règlement Intérieur" (internal regulation) is a legally binding document, that applies to the scope of CYLAD France. It has been prepared in the past few months and took effect in June 2021.

The provisions of the Règlement Intérieur must comply with the provisions of the applicable laws, regulations, and collective agreements.

The Règlement Intérieur contains the following provisions:

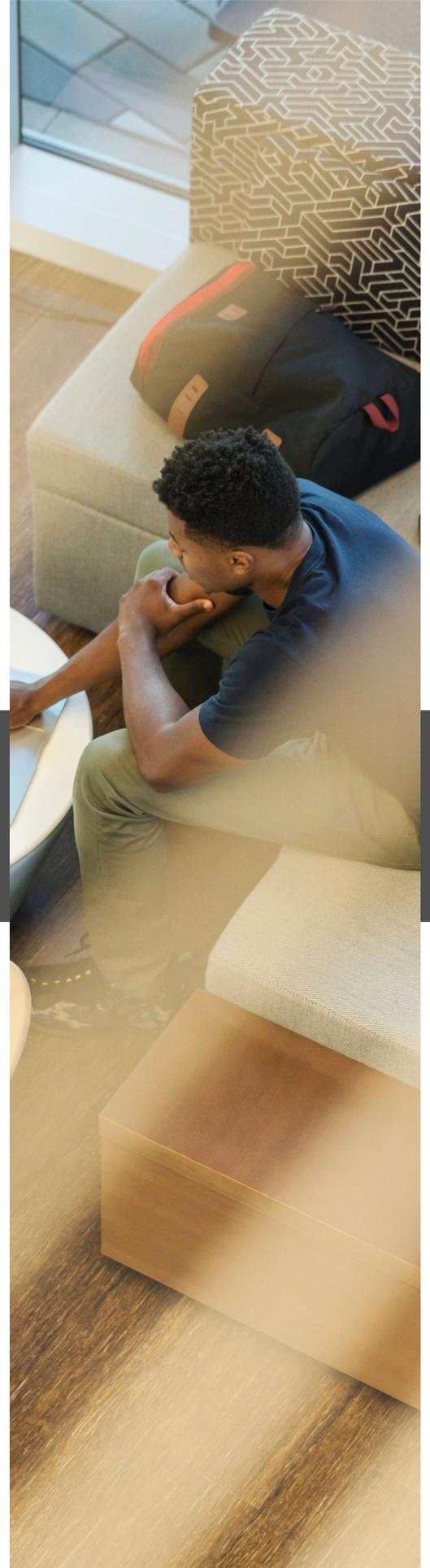
- Measures for the application of health and safety regulations in the company
- Conditions under which employees may be called upon at the employer's request to participate in restoring working conditions that protect the health and safety of employees, should they appear to be compromised (e.g., wearing a mask in the event of an epidemic)
- General and permanent rules relating to discipline (e.g., respect for working hours, justification of absences) as well as the nature and scale of sanctions that the employer may take
- Provisions relating to employees' rights of defense
- Provisions relating to moral and sexual harassment and sexist behavior



FUTURE OBJECTIVES

SUSTAINABLE PURCHASING POLICY

One of our next steps will be to set up a sustainable purchasing policy to formally ensure our supplier's commitment to our values, ethic, social, societal and environmental rules.





**SOCIETAL
RESPONSIBILITY**

KEY PERFORMANCE INDICATORS

53 500 €

donated in 2020 by the CYLAD Foundation to non-profit associations to support social entrepreneurship, promote equity, and foster local economic development

4

associations supported by the CYLAD Foundation with long-term partnerships

80 PRO BONO HOURS

from our consultants dedicated to training courses, support to associations or entrepreneurs

>10%

of our consultants mentor entrepreneurs



SOCIETAL RESPONSIBILITY AT CYLAD

CYLAD Consulting wants to create a positive impact in society, especially through its foundation that promotes equal opportunities, but also through solidarity initiatives developed for more than 10 years within the company. We think that individual efforts can lead to collective success and that beyond creating economic and social value for our clients, we can also act for the benefit of all.



CYLAD FOUNDATION

- Created in 2012, the **CYLAD Foundation** aims to **promote social and professional entrepreneurship**, particularly through coaching and training
- The CYLAD Foundation **provides financial support to non-profit associations** committed to the development of employment and company growth
- It also provides **pro bono consulting time** to help create social and economic value, through long-term accompanying of self-employed persons
- It supports four French associations:
 - Réseau Entreprendre (Ile de France and Occitanie)
 - ADIE (Ile de France and Toulouse)
- The CYLAD Foundation is a signatory of the **Charte du Mécénat** (corporate sponsorship charter), established by Admical, a French association for ethical sponsorship promotion.

SOCIETAL RESPONSIBILITY AT CYLAD



Sébastien Chaussoy,
Partner and CYLAD
Founder, Toulouse
office

“ The purpose of the foundation’s creation was to give back part of the success of CYLAD to the civil society. CYLAD DNA and culture represents an entrepreneurial mindset. It was at that time obvious to set a company foundation dedicated to support entrepreneurship, company creation and self-employment. The experience shows it enriches both the people we support and the CYLAD consultants. CYLAD will continue to contribute to its community via the foundation for years to come.

UNIVERSITY AND EDUCATIONAL PARTNERSHIPS

In order to support tomorrow's professionals CYLAD has developed partnerships with several schools to share its expertise and create links with students:

- Coaching and support of students
- Teaching classes about economics and specific industries
- Follow-up of academic projects
- Funding of an academic exchange programs
- Funding of scholarships



ZOOMING IN ON 2020-21

OUR CONTRIBUTIONS TO COLLECTIVE EFFORTS DURING THE COVID-19 CRISIS

Participation in a computer donation program:

We have contributed to this program launched by the French government to allow children to have access to educational content and continuity of distance learning within the framework of the lockdown.



Continuity in job offers:

As soon as business started to come back to normal, we relaunched recruitment campaigns in all offices. Moreover, in context in which students experienced difficulties finding a practice, we proposed internship opportunities and recruited 8 interns.



STRENGTHENING OF SUPPORT FOR ASSOCIATIONS



Booster program Réseau Entreprendre:

As part of our support for the association Réseau Entreprendre, we have sponsored and contributed to developing their new program of accompaniment, the Booster program. The objective is to support entrepreneurs in the development of their activities i.e., structuring development roadmaps, identifying and reaching milestones ,...

ZOOMING IN ON 2020-21

The CYLAD Foundation participated as a partner in the Women's Entrepreneurship's Day "La Boss, c'est moi!" organized by ADIE Occitanie.

This day aimed to offer women entrepreneurs meetings with experts such as accountants, lawyers, and consultants; and support structures, and financing solutions for business creation.

“ ADIE was keen to organize an event in the heart of the Grand Mirail district, intended for women with ideas, projects or who are already entrepreneurs, in order to listen to them and give them advice, in a friendly and reassuring spirit. This day was designed around discussion corners for individualized advice, as well as thematic group workshops, and punctuated with inspiring testimonials from women who have succeeded in their entrepreneurial



journey. For ADIE, this type of event can only be relevant if it is built and shared with its partner companies. Thus, the participation of CYLAD Consulting was an obvious choice for us, because of its technical contribution to the women entrepreneurs, but especially because of the values carried by the company, which were expressed through benevolence, curiosity, and commitment of the team present that day.

Séverine Ragu from ADIE, on the day "La Boss, c'est moi! "



ZOOMING IN ON 2020-21

DEVELOPMENT OF OFFERS AND ACTIVITIES THAT HAVE A POSITIVE IMPACT



Sustainable transformation offer:

We have decided to develop a new offer for our clients to support them in their sustainable transformation journey towards positive impact creation. We can help them with vision definition, roadmap elaboration and implementation of new levers to make sustainability a reality with concrete positive impacts.



Consulting mission with Secours Catholique:

We were selected by the french association Secours Catholique to support them in improving roles and interactions between all levels and stakeholders, and optimizing overall operational processes and governance to foster impact for society and attractiveness for the volunteers.



Pro Bono support to Stade Toulousain ESG

Since 2020, one of our partners offers pro bono time to support the top management of Stade Toulousain (european and french rugby leading team) in framing and managing their ESG policy

This is a great opportunity for CYLAD to

- develop sustainable expertise
- contribute to local influence
- propose probono to our consultants
- interact with sport ecosystem, in particular rugby, with which we share many values as commitment and team spirit.

FUTURE OBJECTIVES

Develop our **Positive Impact Transformation Offer** and support new projects/clients in their **ESG transformation journey**.



CYLAD FOUNDATION

- Continue the partnerships with Réseau Entreprendre Occitanie and ADIE Paris & Occitanie in order to accompany and surround entrepreneurs, to prepare trainings and to animate them
- Find a new association in Paris that corresponds to the values of the foundation
- Recruit new volunteers within CYLAD to get involved in the Foundation

OUR COMMITMENTS FOR NEXT YEAR

- Strengthen our social commitments, particularly regarding physical and psychological health, through workshops for our collaborators and initiatives for disabled workers
- Reaffirm our commitment to make CYLAD a great place to work



- Reduce our environmental impact, particularly in the areas of travel, meals & waste, and IT frugality, through the formalization of an environmental policy and the implementation of awareness and action sessions on these issues

- Draft our responsible purchasing policy in order to involve all our supply chain in our ethical approach
- Continue to communicate with our collaborators on ethical stakes and pay specific attention to possible issues to secure our actions are fully aligned with our values system



- Continue to support associations whose vision and values we share
- Propose a sustainable transformation offer to the companies we work with to have a positive impact on society as a whole

CYLAD

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