

HUMAN RIGHT

Assessment, policy and goals

After a first relocation to Ebène, Spoon Consulting finally decided to establish in Vivéa Business Park in Moka, which is a central and easily accessible location at the crossroads of M1 and M3 motorways.

Vivéa Business Park offered considerable benefits such as:

- A modern infrastructure with human-sized buildings overlooking a well-maintained green landscape
- A nursery providing extended-hours childcare to align to the demands of the modern workplace
- Generous parking spaces and a secure environment

But the location of the offices is not sufficient to create a favourable working environment.

In consulting activities, the way companies consider and organise the workspace design has a direct contribution to performance.

The transformation of Spoon Consulting also entails rethinking the working environment so as to create a pleasant atmosphere where the exchanges between collaborators are facilitated. The offices have been reviewed so as to create a domestic, home-like feeling.

Following the latest growth in the workforce trend, Spoon Consulting has expanded its working area and now offers additional spaces for both team working activities and workstations. Besides, Spoon Consulting has increased the kitchen area to provide more sitting facilities.

With the new workspace design, we have thought to provide more collaborative desks or tables that allow for teamwork as well as individual work. This helps to embrace new ways of working. We have created areas for collaborators working on the same technology or clients (called clusters), state of the art meeting rooms with excellent communication facilities and also cool areas where collaborators can chill and have lunch.

At Spoon Consulting, we offer laptops to allow our employees to have flexibility and move around the office, work from home or even off-site with ease.

Spoon has modernised the culture of working in the office every day. In this advanced technological era, we now have adopted the work from anywhere mode with regards to the current situation. Spoon Consulting has built its strategy around the paradigm of working from anywhere, therefore even for our collaborators working everyday at the office is no longer mandatory. After a survey validating the interest in such a way of working, we have decided to provide multiple Satellite Offices around the island.

This had key benefits to our Spooner's work-life balance, reducing the commute time spent in traffic jams and redirecting to any other quality times such as family moments or sports. This additional flexibility is clearly a response to adapt to our young generation of employees, allowing them to choose between a more structured work environment compared to working from home among others. Each Spooner is free to determine what suits him better, whether he prefers to come to the office and meet with his colleagues or work from home if he/she thinks it is more convenient and efficient.

The Satellite Offices that Spoon Consulting provided are located at Grand Baie, Curepipe and Pierrefonds in the hope that this project will help our employees to have less commute time and a more stable work-life balance.

Some Spooners have tested the Satellite Office and provided feedback so as to determine what to improve. Since the launch, fifteen Spooners use the Satellite Offices quite frequently.

As they look for greater autonomy and flexibility we have designed an agile office to consider the wellbeing and ergonomics surrounding laptop use, solutions include the availability of screens to plug your laptop into, laptop stands to adjust the height of your screen and a separate keyboard to allow the user to adopt the correct posture. After the pilot for ergonomics chairs we made in 2020, we have launched a survey to the collaborators to have their impressions on their new chairs. Our health and safety officer also encourages the collaborators to adjust their workstations to meet their needs, so as to have a comfortable position and reduce health problems in the long term. It was further found that not all employees adapt to the same types of chairs. Different employees have different body features making their ergonomic needs also different. Therefore, in order to ensure a healthier working posture, which in turn improves productivity, before providing an ergonomic chair, an assessment is conducted. However, for the general need of employees, a general ergonomic chair is chosen. Spooners having specific issues are dealt on a case to case basis.

According to recent studies, diversity and a sense of belonging are workplace expectations. When colleagues from all levels check in with each other about how things are going, both personally and professionally, they feel this positive sense of belonging at work. Making sure our employees are doing alright is our top priority at Spoon Consulting.

Thanks to the different people who surround the employees (more senior consultants, coach, Human resources, Head of Practice), we are able to identify malaise or discomfort and take appropriate decisions or actions so as to ensure that every employee evolves in a positive environment.

Spoon Consulting really cares about its employees and adapts its Human Resources policy according to personal and health situations.

Implementation

New employees are welcomed on their first day with a lot of goodies helping them to be at ease.

New employees follow a bootcamp of 6 weeks during which they learn about the technical fundamentals as well as the company processes. State of art infrastructures are provided to ensure that they are comfortable during this new challenge of their life. This is a unique occasion for the new employees to discover the job, technology and the customers; it also provides an opportunity for them to begin creating formal and informal relationships with colleagues.

Spoon Consulting also seeks to ensure that its young professionals learn important skills such as writing, presenting and networking rapidly.

As soon as they are integrated, new employees will be assigned more experienced consultants who will provide regular guidance and feedback to help them develop the skills they need to succeed.

New employees are surrounded by different people who are in charge of their development and provide assistance.

1. The Leadership program

In 2021, we have launched major training in redefining our leadership model based on the Situational Leadership Program from Ken Blanchard. We identified that this model was appropriate for the management of Spoon so that all people in management were engaged in this training.

Since Spoon Consulting is growing and we are having more and more collaborators, we need to be able to adapt to different situations which may occur within an individual or a team. That's why we needed a good Leadership framework and we found out that the Situational Leadership II (SLII) framework developed by Kenneth Blanchard suited us the most. As of 2021, we have adopted the SLII framework and all our managers have followed training on this framework. This will help our leaders to adapt their directing and supporting

behaviour on the development level of team members for a specific task. Managers are making sure that their subordinates understand the framework so that everyone speaks a common language.

Some of our seniors also did attend a training on Team Leadership. This training aims at improving collaboration, achieving superior results, helps teams innovate and be a high performing team. By using the team leadership skills, our teams' significantly improve their ability to execute on projects, grow the business and adapt to whatever arises.

And finally, we have some young leaders who have been trained on self-leadership which help them challenge themselves, accept responsibility and take initiative for their own success. They also learned a shared language for discussing their own development and performance, which helped them have more effective conversations, trusting and open relationships with their managers.

With a comprehensive training roadmap focusing on Self or Team Leadership for the various population of spooners, we are on track with the implementation of our Leadership Framework.

2. Coaching

At Spoon Consulting, we are always trying to ensure our new joiners and collaborators are on track for ripening. The coaching process is set up to help each one of us GROW within Spoon Consulting. Through coaching, we aim for everybody to achieve:

- Professional success
- Personal growth
- Well-being

New employees are invited to use tools they find useful such as the Myers Briggs Personality Test for those who want to know their type.

Once a new joiner arrives, he is assigned a coach who is senior by grade. There are two formal sessions of coaching that are required per year for all collaborators. Furthermore, employees can engage with their coach informally during the year as and when required.

In 2021, we managed to digitalise the coaching process, whereby all feedback and objectives are associated to the employee record, and continuous follow-up of his/her growth and therefore enabling management a consolidated view of all these teams.

We use the GROW approach:

- Goal: Establish the goals of the collaborator
- Reality: Identify what is happening
- Options: Identify what are the options and make choices
- Will: Define the actions that the collaborator will take

It is required that the new employee meet his/her coach on a regular basis to check the targets and identify issues or improvements. The coach should consider the coachee's strengths along with the areas where he/she is weak. The focus of a 6-month coaching process should focus on no more than three development areas where the employee needs to improve. The development plan should include a mix of:

- Development opportunities
- Specific training courses
- On-the-job training
- Job / Stretch roles assignment (staffing)
- Mentoring relationships

Both the coach and the employee should build up the plan of development.

Under the guidance and coaching of our senior employees, the young professionals work on real projects assisting our confirmed or senior consultants in performing specific assignments such as reports, developing basic features, testing of IT environments or helping a bot assist client teams to work more efficiently.

Following each formal session, a group session with all coaches is done to gather their feedback and define a general course of actions as well as determine any individual action plans for collaborators.

The company realises that more can be done and is currently reviewing the coaching process to improve its adherence. It is to be noted that collaborators are introduced to the coaching process during their induction. Collaborators acting as coaches are trained to be good ones.



3. Training

Spoon Consulting values its assets, particularly the employees. Allowing the latter to grow and become more knowledgeable is a great means to increase the value of Spoon Consulting. Training therefore occupies a major and privileged position in our philosophy to help our staff excel. At Spoon Consulting, we aim at providing at least 1 training for each spooner. Each Spooner spent an average of 3 weeks in training either in technical or soft skill during 2021.

Training is open to everyone independent of role or grade.

We encourage people to come forward with their training needs during coaching and appraisal. More importantly, we welcome people who prepare for training and are willing to share their knowledge to the whole community through bubble sharing events. These voluntary training preparation and delivery allow collaborators to enforce their confidence as well as master public speaking and also identify innovative and creative ways to engage with their audience.

At Spoon Consulting, we are also on the lookout for new training methodologies like acting, role playing, activity-based learning and many more as we believe training and learning should be fun. We also emphasise on learning from observation as well as from peers.

All training sessions are available on our knowledge base for easy access and re-use by anyone interested.

We encourage on the job training where people are able to analyse and apply what they are learning in providing the most valuable solution to the client.

- New joiners - July Freshers

All undergraduates joining the company are provided with a 4 to 6 weeks training. This is usually done in July so that the fresh undergraduates are able to finish and enjoy the last months of university life before their professional lives begin.

The first week of this bootcamp is solely dedicated to guide new joiners to embrace Spoon values while always targeting excellence in each and every aspect of their work. They are encouraged to challenge their limits in innovative ways and achieve their full potential in an ever-evolving working environment. During the first week, we focus on giving them maximum information on our history, processes and values.

Following this induction week, they start their functional and technical training. Spoon Consulting uses a combination of adaptive and flexible training techniques to ensure that everyone remains on board. Fine-grained sets of online tutorials are used to allow new joiners to get insights about the topics to be covered, while allowing them to learn at their own pace. Formal classroom training is used to inculcate the concepts and give the participants real-life scenarios of how this new knowledge will be applied. The formal classes are run by other Spooners. Case studies based on past and existing projects are then provided to the new joiners to get hands-on practice with real-life project conditions. With the advance of technology and each new joiner equipped with a laptop on the first day itself, we fully embrace the motto of learning at any time, anywhere and on any device.

- New joiners - Outside July

All other people joining the company outside the June-July timeframe, are allocated a trainer who will be responsible for conducting the induction as well as ensuring that the new joiner is able to get at least 3 weeks of self-training using training materials and case studies that we already have. The trainer also ensures that the new joiner is directed to the right technical person if ever he encounters any difficulty during his training exercises and case study. This is applicable irrespective of the past experience of the new joiner.

4. Technical training :

Being in the IT sector, it is important to remain up to date with the latest technologies and methodologies. At Spoon Consulting, we have various technologies like Oracle, Salesforce, WalkMe, other mobile and web technologies and many more that are used in day to day activities. Many of these software vendors require that companies working with their products are certified. These certifications serve as a benchmark for quality so that clients know that they are dealing with experts. Spoon Consulting adheres to the same vision and has implemented various measures to motivate and facilitate this ongoing quest for knowledge.



- Certifications

Salesforce and Oracle have both established certification programs and exams which serve to validate the knowledge of people working with their products. At Spoon Consulting, employees are given 20 hours per month to indulge in self-learning, to follow courses and prepare for the exams. Collaborators can do so during office hours or after office hours depending on their activities and tasks. Spooners are also allowed time off to take certification exams in official testing centres.

Furthermore, Spoon Consulting pays in full the examination fees on behalf of the collaborator without any limit so far. Knowing that good results pave the way for more good results, Spoon Consulting also pays any retake examination fees if the employees happen to fail. Self discipline of our employees has ensured that we have little retakes.

Spoon Consulting does not set any limit on the number of certifications that an employee can undertake. Spoon Consulting believes that if its employees, the main assets, are motivated to grow, we should do everything to encourage them. Hence, everyone is entitled to go for any number of desired certifications. Our certification topper currently owns 12 certifications.

At Spoon Consulting, people are free to do any training or certifications and pay back their dues through great quality work and commitment.

Last but not least, on successful completion of any exam, Spoon Consulting gives a financial reward to the employee on his salary for the next month. This is a one-off bonus per successful exam.

Today, we can proudly say that our people have acquired 320 certifications which represent an average of 1.61 per capita.

- Bubble Training

At Spoon Consulting, we know that everyone is more knowledgeable in certain areas based on their past project exposure and mistakes. We are strong believers in learning and reusing our past experience to share dos and don'ts. We have therefore implemented the Bubble Training philosophy to allow everyone to gain from the experience of others.

One Bubble Training session, or simply a bubble, covers a specific subject which is explained in 15 minutes or less. The 15-minute rule is important as studies show that people lose their focus after 15 minutes in any training. It also helps define the perimeter of the bubble so that we go directly to what is important and the key takeaways.

Anyone having anything to share is encouraged to come forward with bubble training. The content can be related to a technical subject, a lesson learnt, a new skill, an introduction to a new topic and many more. Following a bubble, participants are allowed to extend the discussion among themselves to brainstorm and further the knowledge sharing.

To encourage people to offer bubble training, Spooners are given 5 hours per month to prepare for a bubble. Bubbles are open to anyone to attend. Sessions can be repeated if there are too many attendees.

- Trailhead

Everyone is different and learns differently at his/her own pace. Salesforce Academy came forward with a new way of learning by developing "trails", each trail being a list of online tutorials to be read in a predefined order so as to grasp the intended concepts. People can create their group of trails and regroup them as a trailhead. Successful completion of trails allow people to acquire badges which serve as proof of knowledge on those topics.

Spooners are assigned trailheads to obtain maximum knowledge on new subjects in Salesforce through self-learning. The trailhead already sets the amount of time needed to be completed so that it is easy for anyone to schedule a trailhead between two boring tasks. The trail covers a variety of topics and allows easy hands-on exercises for practice.

5. Soft skills training & personal development :

At Spoon Consulting, we emphasise on training to help collaborators develop soft skills and remove any inhibitors that may affect their day to day job and impede their potential. Soft skills training focuses mainly on homogenising Spooners' competencies in dealing with their team and managing their clients and prospects. Training is provided independent of a collaborator's technical background or current work allocation.

At Spoon Consulting, a training management committee is responsible for defining our training strategy for the whole financial year. The main tasks are to identify training needs, look for potential training institutions and organise and dispense the training. The committee

Measurement of outcome :

1. Employees by grade :

Quite balance organization, which emphasize how Spoon is capable to retain its talents

52% of consultant

13% of confirmed

24% of senior

7% de managing/associate managing

2. Seniority

59 of our employees have +3.8 years of seniority, 30 employees have between 3 to 5 years of seniority, 12 employees have between 5 to 7 seniority, 15 employees have between 7 to 10 seniority within Spoon Consulting and 9 employees have been within Spoon for more than 10 years

3. Team event and management

2021 : 19 days on average for Teams event

4. Coaching

Employees spent on average in 2021 ; 22 days in internal coaching.

5. Training

1 800 man days in 2021 dedicated to training by all employees

LABOUR

Assessment, policy and goals

Spoon Consulting has a delivery centre located in Mauritius, an island in the Indian Ocean that exhibits a world of skill, culture and language.

This island country of less than 800 square miles hosts a little over a million inhabitants, and is also surprisingly multicultural. Indeed, one of the things that sets Mauritius apart from many other countries, is the melting pot of cultures and history with roots spanning to Africa, Europe, China and India.

The dynamic island is often viewed as a successful plural society and a great example of cultural integration. Mauritians can be proud of their unity, which is quite rare in a country with so many different languages, cultures and religions. Having such diverse people, Mauritius naturally boasts an even more diverse religious landscape of temples, mosques, churches, pagodas and more.

There is no “official” language in Mauritius, English is the language most used by the administration, government and at schools. French is also widespread on television channels & newspapers and is also taught to all school students.

The Mauritian workforce is therefore capable of interacting easily with both English and French native speakers. The cultural heritage that characterises Mauritius makes its citizens capable of adapting to different types of cultures. This workforce diversity provides a working environment of effective communication, proximity and trust with the client.

Spoon Consulting makes it a priority to provide an environment that enables its employees to develop intercultural agility, and transparent and respectful relationships with our clients. Spoon Consulting represents and promotes the mix of culture and

heritage, helping our employees to co-construct adaptable solutions optimised for every context.

1. Promoting the hiring of young professionals :

It has always been in the philosophy of Spoon Consulting to promote young professionals into the employment world. Moulding fresh graduates with the Spoon values while offering exposure to our wide range of international clients and partners can be considered as one of the ingredients for Spoon Consulting's success.

With more than 35 new positions offered as permanent jobs of which 80% or more are for young graduates during the past year, Spoon Consulting continues to contribute to the hiring of young professionals.

Spoon has an average age of 29 across its whole workforce.

Spoon Consulting works in collaboration with local universities to provide internship opportunities for their students at various phases of their study program. Last year, Spoon Consulting welcomed more than 3 interns in our Business Transformation Practice and our Customer Experience Practice. Our supportive and inclusive culture enables students to make an impact before they even join us. At the end of their internship, the people are well-equipped for lifelong relationships and career growth.

2. Leading role of institutional relationship

Spoon Consulting has developed a strategic partnership with prestigious and demanding Universities and schools: University of Mauritius, University of Technology and Unicity Education Hub (SUPINFO).

We usually participated in the schools' Open Days to meet potential candidates, discuss the experience within Spoon Consulting and offer career opportunities.

Senior consultants actively participate in these activities as they are the best ambassadors to share their experience within Spoon Consulting and explain the different career paths

available. The involvement of partners and senior consultants in these events is one of the pillars of Spoon Consulting's attractiveness.

Unfortunately, with the pandemic situation, we were unable to participate in the Job Fair in 2021.

In 2021, Spoon Consulting also organised open-day events within its premises to encourage students and IT professionals to engage directly with our staff and enhance their understanding of our company, its culture, challenges and expectations.

Implementation

1. Employee attraction and retention

Pay is based on :

- Base pay
- Compensation
- Travelling pay
- Long-term incentive
- Profit-sharing
- Benefits for Employees
- Leaves
- Flexibility (work from home)
- Health care
- Pension scheme

- Work experience
- Core value
- Leadership Recognition
- Achievement
- Work-life balance
- Learning
- Training
- Performance management
- Career development
- Knowledge sharing

From 2005 to 2021, Spoon Consulting has grown approximately by 20% every year. In 2021, we have around 170 “spooners” confirming the constant rise from the past. In terms of turnover trend, we have experienced an average employee turnover of 11% per year. Many of our leavers go back to university for further studies as their time at Spoon really empowers them to see and plan their future.

From day one, we ensure that our talents realise that they are the major assets of the company and will be the face of the company, generating value through their high-quality delivery geared towards customer excellence.

Spoon Consulting strives to devise the best compensation package so that the people feel valued and are encouraged to continue their adventure with the company. Spoon Consulting offers numerous financial incentives like two bonuses per year but also non-financial motivators like pension schemes and medical insurance for the employee and his family. The well-being of our employees is always one of our priorities and we try to go further than the financial aspect.

Spoon Consulting also gives its employees exposure to leading international clients; this may transform into an opportunity for them to travel the world to meet these clients. Travelling expenses and per diem compensation are catered for to make sure the employees are in the best working conditions possible.

Spoon Consulting also contributes to employees’ health insurance schemes and shares company profits among them.

To help our employees maintain a balanced life, we pay subscription fees for external activities such as gym memberships or participation fees in sports tournaments.

Spoon Consulting offers end-of-year leaves, being especially generous to new employees, who may not be willing to lengthen their end-of-year mini-vacation.

Employees are also offered study and graduation leaves.

At Spoon Consulting, we have various technologies like Salesforce, Oracle, WalkMe, other mobile and web technologies and many more that are used in day-to-day activities. Many of these software vendors require that companies working with their products are certified. These certifications serve as a benchmark for quality so that clients know that they are dealing with experts. Spoon Consulting adheres to the same vision and that is why we see certifications as a driving licence.

Therefore, we encourage our people to procure a maximum of certifications throughout their career. In fact, our employees are given 20 hours per month to indulge in self-learning to follow courses and prepare for exams. We endorse the full payment of technical training to our employees. Spoon Consulting encourages its employees to target the best in class certifications like the Salesforce Technical Architect certification.

Our collaborators are fostered to undertake as many technical self-training as possible so as to be recognised as highly qualified contributors.

Considering behavioural skills to be as important as technical expertise, Spoon Consulting has implemented training programmes for improving interpersonal &

stakeholder relationships by focusing on skills such as communication, negotiation, leadership, public speaking, self-esteem, theatre and so on.

Spoon Consulting spares no effort to create a family atmosphere by organising frequent events like two team-building events per year, end of year parties and monthly happy hours.

In 2019, Spoon Consulting has offered new perspectives to its more senior and talented employees by creating an “Associate Manager” position; this aims to offer long-term careers and retain the best talents.

2. Overtime

Project Manager requests overtime from an employee under valid project circumstances. No overtime should be recorded in the Time Reporting without prior approval of the Project Manager.

To meet critical deadlines, we expect employees to proactively manage to complete their work in additional hours however the employee must fill in the OneEye timesheet and request an approval from their Project Manager.

Employee is entitled to overtime paid up as per the below:

- Overtime at rate of 1.5 after achieving 8 hours during weekdays;
- Overtime on Saturday: rate 1.5;
- Overtime on Sunday: rate 2.0;
- Overtime on public holiday:
 - for first 8 hours –at rate of 2.0
 - After 8 hours –at rate of 3.0
- Instead of being paid, the employee may request a half or full day off equivalent to the accumulated overtime covered. In this case an email should be sent to the Executive Assistant cc the Project Manager.
- Half day = 4 hours of overtime
- One day = 8 hours of overtime

Overtime is paid on the next month's salary.

Salaries are reviewed once a year in July.

3. Promoting women in tech

Women in tech aren't exactly a rarity but being in a male-dominated industry can be an uphill battle. Technology is often described as one of the worst represented industries with women making up less than 20%.

We can help bridge the gender gap in several ways. First of all, through strong networks for women, role models, mentoring and sponsorship, we can cultivate a sense of belonging for women. Spoon Consulting is engaged in attracting women in tech careers by setting role models for others and providing them with a platform to share their inspirational stories, challenges and obstacles. At Spoon Consulting, we are committed to paving the way and opening more doors for women globally.

This year, Spoon Consulting Ltd hosted the Panel discussion for Women In Tech week from 11 to 13 October 2021. The panel consisted of our Partner & Head of Customer Experience Practice at Spoon Consulting, Nivedita Jokhun, Zulaika Sunthbocus who is co-founder and ex-Managing Director of Spoon Consulting, as well as Dr Sunita Ballah-Bheeka, Senior HR Manager and Prya Baomy- Rughoo, Managing Director of Leadership and Organisational Development Solutions Ltd, Maboulz™ & Unlearning Lab™. The panel discussion was focused on the subject “How do you prepare your

organisation to attract and retain the next generation talents, in the new normal?”. The whole discussion was moderated by Nawshine Janmahamod who is a Senior Consultant in the Customer Experience practice at Spoon Consulting.

The discussion was a fruitful one where all the women discussed heated topics closely related to the topic of how women take up leadership roles in the post-Covid situation and how to deal with the younger generations along with the challenges that we are faced with.

One of our initiatives was to create opportunities for our inspirational leaders to share their experience and journey as women role models.

Women in Tech Week is the flagship event celebrating women in tech in Africa. It is a unique opportunity for women across the globe to network, share, create supportive bonds and learn to increase professional impact through peer training and workshops. Women in Tech Week 2021 was one of the unique opportunities to showcase all the tech talent out there. We looked forward to once again promoting role-models and highlighting some exciting career opportunities available in technology.

Tech is the enabler of this transition and thus, it is very important for women to further develop their skills in this area.

Our Partner, [Nivedita Jokhun](#) was honoured to be sharing a panel with these multifaceted ladies, leaders in the digital field, who shared their insights about how women in tech are Stepping Up, Burning out and Holding on.

Apart from trying to share the experiences of our leaders, Spoon Consulting participates extensively in the creation of supportive women networks and communities in Mauritius by bringing together women involved or interested in the technology sector. This is the reason why Spoon Consulting funds and supports conferences, events and workshops that focus on women's career paths and on enhancing their skill sets.

In 2021, Spoon Consulting was delighted to share the captivating portraits of our women leaders, their views on leadership and management positions, in the Essentielle Actives, 3rd edition on 'Le Management au Féminin'.

It is a true testimony to the multitude of talented women contributing to the success of [Spoon Consulting](#)

Spoon Consulting is convinced that role modelling and being each other's allies are necessary to support one another, but, clearly the greatest impact comes also from a management team empowering them and focusing on creating a culture of equality and inclusion.



4. Parenthood and work - life balance

4.1 Work-life balance

The labour market jostles to attract and retain the best talents.

In this regard, Spoon Consulting has always been very focused at being more agile, innovative and efficient but also more caring and attentive to the well being of our staff and clients.

Spoon Consulting makes it a priority to ensure that our workforce has a balance between corporate and personal responsibilities.

Since the beginning of Spoon Consulting, we have favoured the autonomy of our collaborators in the management of their working hours. It is founded on the basis of trust and brings flexibility to the employees so as to contribute to the conciliation of working life and personal life.

Our Human Resources policy regarding leaves also provides great flexibility for employees irrespective of their seniority within the company.

In terms of meeting hours, collaborators are advised to schedule collective and recurrent meetings during normal working hours, between 9H30 and 18H30.

Collaborators also have the absolute right not to connect to their remote communicating tools after the working hours; they have no obligation to respond to emails or phone calls during non-working days (week-ends, vacations, sick leaves, public holidays, etc.) and non-usual working hours.

4.2 Parenthood

Offering perks such as flexible working arrangements and improved maternity leave policies has become a requirement for us but retaining women in tech requires more than just providing baseline incentives.

We know that there can be a 'motherhood penalty', which can result in a career or monetary gap. Indeed, women are more likely to take on the bulk of the childcare responsibilities and work reduced hours. It can be hard to transition back to work after maternity leave. This crucial period where employees were out of the office for a few weeks can be particularly stressful for young parents in terms of endless new logistics. Spoon Consulting facilitates the return after maternity leave by offering flexible arrangements (leaving early, working from home, etc.) so as to make sure our staff get back to their work steadily at their own pace.

Furthermore, young mothers are also paired with senior staff to exchange before and after their maternity leave in order to anticipate as much as possible their return conditions.

Spoon Consulting has also made sure nursery places are provided to its employees.

Outcomes :

A lack of diversity carries with it a major opportunity cost, both for individual tech companies and the entire labour market. Diverse teams, including those with greater gender diversity, are on average more creative, innovative, and ultimately, associated with greater profitability. Spoon Consulting promotes the recruitment of very diverse profiles ensuring equality for all; diversity, irrespective of age, gender, nationality, social-cultural origin or religion, is clearly represented as natural in Spoon Consulting.

We are convinced that it enhances our agility, helps us innovate and better grasp subjects by considering different points of view while contributing to better our teams and decision-making processes.

Our human resources and inclusion policy is based on 3 pillars:

- Create for everyone, the conditions to express his/her uniqueness and fulfil his/her potential
- Favour the integration of diverse profiles and set up plural teams capable of appreciating differences
- Act directly to promote equality for all.

We know that to solve problems and be closer to our clients, we need to be inclusive of our diverse talents and use the power of our differences to achieve our goals.

We endeavour to maintain diversity and foster women employment - almost 53% of the total workforce of Spoon Consulting are women.

Spoon Consulting encourages this diversity at all levels of the organisation with women holding as many senior positions as men. Indeed, almost 60% of confirmed consultants are women and 69% of the total senior consultants are female. At managerial level, Spoon Consulting has engaged in promoting women, with 25% of managing consultants being women.

At Spoon Consulting, we empower women workers to succeed in tech. We focus on these particular success factors to maximise the impact of our investments in women employment:

- Create a sense of belonging,
- Build her confidence in her abilities,
- Cultivate a community of supportive peers.

Factors like parenthood and family responsibilities may affect women's progress. But, women in general are also less likely to negotiate better pay or ask for promotions. This is why we measure performance through objective metrics to promote people.

Taking into consideration the unconscious bias against women or mothers in particular, Spoon Consulting acts directly for the attractiveness & retention of women employees. Our compensation policy is founded on strictly offering the same pay & benefits for female and male employees at equivalent jobs.

2) 85% of new offered position are for young graduates

Internship period from 3 to 6 months

Turnover increase quite limited in IT sector with 10% on average for the last 5 years

ENVIRONMENT

Assessment, policy and goals

At Spoon Consulting, we care for our environment and we want to bring a change in preserving it.

Spoon Consulting thrives in being supported by strong ambitions regarding environmental issues. We have issued an environmental policy to define our commitment towards minimising the impact of our operations on the environment. In 2021, we wanted to go beyond our traditional commitments and as an environmental disaster struck Mauritius, Spoon Consulting pledged for more concrete actions.

The MV Wakashio oil spill, occurred offshore of Pointe d'Esny, south of Mauritius, close to the Marine Protected Area designated as the Second Wetland of International Importance under the 'Ramsar Convention' which is renowned for its remarkable coral garden and is home to more than 1,000-year old brain coral, the largest brain coral in the Indian Ocean. After the Japanese bulk carrier Wakashio ran aground on a coral reef on 25 July 2020. The ship began to leak fuel oil in the following weeks, and broke apart in mid August. Although much of the oil on board Wakashio was pumped out before she broke in half, an estimated 1,000 tonnes of oil spilled into the ocean in what was called by some scientists the worst environmental disaster ever in Mauritian territory. Some Spooners contributed immediately to the cleanup campaign in relation to the oil spill in Pointe d'Esny.

We provided information, instruction and training to our employees as necessary on the environmental aspects of the firm's activities and on mitigating measures and initiatives to minimise these impacts.







We continue doing our best to understand and mitigate our environmental impact.

As such, the Firm is committed to this Environmental Policy and all of our people are required to cooperate to ensure that it is fully implemented.

In particular the firm will:

- Fulfil all compliance obligations including laws, regulations and other requirements such as the Carbon Reduction Commitment (CRC) and Carbon Trust Standards for Emissions and Waste relating to its environmental aspects to which the firm subscribes and where possible, aim to exceed their minimum requirements.
- Ensure the prevention of pollution.
- Aim to continuously improve our environmental performance.
- Minimise the consumption and wastage of natural resources as far as reasonably and economically practicable.
- Dispose of all waste according to the principles of the waste hierarchy.
- Encourage the use of travel options that minimise environmental impact.
- Incorporate environmental considerations into the acquisition and design of the firm's buildings where possible.
- Ensure that consideration is given to purchasing environmentally sustainable products and services as well as considering service partners' environmental credentials in the selection process.

- Provide information, instruction and training to staff as necessary on the environmental impacts of the firm's activities and on mitigating measures and initiatives to minimise these impacts.
- Integrate environmental considerations into key business decisions.
- Where appropriate, actively encourage our clients to adopt environmental and sustainability strategies.
- Regularly monitor this Policy to ensure that it remains in line with legislative requirements, the activities of the business and other relevant requirements. It will be regularly reviewed and revised as necessary in the light of relevant changes to these. This monitoring is part of the Health and Safety officer scope of work

Implementation

1. Location of the office

The choice of setting up the office in Moka was driven by the geographical area characterised by moderate temperature.

The location at the heart of the Island was a strategic choice of the founders of Spoon Consulting to ensure easy access for our employees all over the Island by public transport.

Vivéa Business Park offers undisputable advantages and Spoon Consulting also identifies it as an ideal place for environmental commitment. Indeed, Vivéa Business Park has chosen green energy provided by solar panels.

2. Energy management

The building was also designed to favour natural air-cycling. Spoon Consulting uses ventilation systems centrally and reserves the use of climatisation only for small meeting rooms where the air circulation is limited.

The office of Spoon Consulting is adequately set up with very large bay windows that enhance natural lighting, along with a skylight that keeps the open spaces even more well-lit.

The office is also equipped with energy saving LED light bulbs.

Outcome :

1. It equipment and telecommunication

Spoon Consulting has installed rooms and spaces to help our collaborators phone or join video conferences without being disturbed.

Video conference platforms like Google Meet, Microsoft Teams, Skype, or Go To Meeting are used to enhance the quality and experience of virtual meetings and also decrease the frequency of business trips.

Spoon Consulting chooses to offer its employees efficient and up-to-date IT equipment required for their activities, with a regular turnover of around 3 years for laptops.

Computers are equipped with energy-efficient monitors and Lenovo laptops are used as Lenovo has recently been recognised among top companies going green in China for manufacturing and Supply Chain innovation.

Besides, we have also decided to buy only T and X series that received many recognition and certifications: EPEAT (rating in USA), and UL environment, reduced halogen, GreenGuard and Energy Star.

To extend the life of IT equipment, Spoon Consulting has also decided to give its collaborators the latest laptop models. The IT equipment that is not taken by collaborators, are stocked for later use.

As far as servers are concerned, we have decided to embrace cloud solutions such as AWS, Salesforce or Google for our activities rather than having energy consuming physical servers.

We have also provided our employees with noise-cancelling headphones to provide optimal experience during calls.

Spoon Consulting provides central bins in the kitchen for trash. To reduce waste, coffee powder and beans for grounding are provided instead of capsules.

2. Waste management :

Filtered water is available with glasses and cups, discouraging single-use plastic bottles and cups. Spoon Consulting also gave each employee an eco-friendly, reusable stainless steel water bottle.

Moreover, Spoon Consulting provides three different recycling bins - paper/cardboard, glass, and plastic/aluminium for waste collection. In addition, a special box has been provided to collect and dispose of old batteries for recycling.

During our recent cleanup campaign, most of our e-waste such as keyboards, mice, monitors, old laptops and so on, were sent for recycling to an e-waste collector - Neel Group of Companies. However, considerations are also ongoing regarding the choice of an e-waste collector so as to respond to our ISO 27001 stakes for a more ongoing plan. The choice of an e-waste collector is necessary not only to respond to the necessity of data cleaning and erasing but also to go further with our ambition with waste management.





3. Sensitisation campaign :

We raise awareness among our collaborators of the environmental impact of their business and work trips. Therefore, Spoon Consulting encourages the use of travel options and satellite offices that minimise environmental impact.

On the occasion of World Cleanup Day, an annual global social action program aimed at combating the global solid waste problem, including the problem of marine debris, our CSR Team organised a clean up campaign on the 18th of September 2021. Spooners were eager to participate to make our island cleaner and healthier. Let's keep it clean! 🌿
🌻

Spoon Consulting strives to set annual objectives and targets relating to our most significant environmental aspects (i.e raw materials management, waste management, business travel, procurement and employee awareness).

We plan to measure our performance against these objectives and targets and report on our progress every year, at least.

Spoon Consulting plans to organise sensitisation campaigns to reinforce our ambitions and remind our collaborators about climate change. We intend to go further by working closely with a company that will enable us to closely monitor our carbon footprint.



Anti - corruption

Assessment, policy and goals

1. Being a responsible business starts with managing our business with ethics and integrity.

We are committed to upholding the highest ethical standards and conducting our business with the utmost integrity. Spoon Consulting culture thrives in being supported by a strong framework of internal and external expectations and requirements.

We have internal procedures to support the company's anti-corruption commitment, stated as below:

Implementation :

1. Conflicts of Interest

Spoon Consulting expects that employees will perform their duties conscientiously, honestly, and in accordance with the best interests of Spoon Consulting. Employees must not use their positions or knowledge gained as a result of their positions for private or personal advantage. Regardless of the circumstances, if employees sense that a course of action they have pursued, or are presently pursuing, or are contemplating pursuing may involve them in a conflict of interest with their employer, they should immediately communicate all the facts to their supervisor.

2. Outside Activities, Employment, and Directorships

All employees share a serious responsibility for Spoon Consulting's good public relations, especially at the community level. Their readiness to help with religious, charitable, educational, and civic activities brings credit to Spoon Consulting and is encouraged when relevant as part of our Corporate Responsibility Program. Employees must, however, avoid acquiring any business interest or participating in any other activity outside Spoon Consulting that would, or would appear to:

- Create an excessive demand upon their time and attention, thus depriving Spoon

Consulting of their best efforts on the job.

- Create a conflict of interest - an obligation, interest, or distraction - that may interfere with the independent exercise of judgment in Spoon Consulting's best interest.

3. Relationships With Clients and Suppliers

Employees should avoid investing in or acquiring a financial interest for their own accounts in any business organization that has a contractual relationship with Spoon Consulting, or that provides goods or services, or both, to Spoon Consulting if such investment or interest could influence or create the impression of influencing their decisions in the performance of their duties on behalf of Spoon Consulting.

4. Gifts, Entertainment, and Favors

Employees must not accept entertainment, gifts, or personal favors that could, in any way, influence, or appear to influence, business decisions in favor of any person or organization with whom or with which Spoon Consulting has, or is likely to have, business dealings. Similarly, employees must not accept any other preferential treatment under these circumstances because their positions with Spoon Consulting might be inclined to, or be perceived to, place them under obligation to return the preferential treatment.

Measurement of outcomes

Description of how the company monitors and evaluates anti-corruption performance.

1. Kickbacks and Secret Commissions

Regarding Spoon Consulting's business activities, employees may not receive payment or compensation of any kind, except as authorized under Spoon Consulting's business and payroll policies. In particular, Spoon Consulting strictly prohibits the acceptance of kickbacks and secret commissions from suppliers or others. Any breach of this rule will result in immediate termination and prosecution to the fullest extent of the law.

2. Spoon Consulting Funds and Other Assets

Employees who have access to Spoon Consulting funds in any form must follow the prescribed procedures for recording, handling, and protecting money as detailed in Spoon Consulting's policies and procedures or other explanatory materials, or both. Spoon Consulting imposes strict standards to prevent fraud and dishonesty. If employees become aware of any evidence of fraud and dishonesty, they should immediately advise their supervisor or seek appropriate legal guidance so that Spoon Consulting can promptly investigate further.

When an employee's position requires spending Spoon Consulting funds or incurring any reimbursable personal expenses, that individual must use good judgment on Spoon Consulting's behalf to ensure that good value is received for every expenditure.

Spoon Consulting funds and all other assets of Spoon Consulting are purposed for Spoon Consulting only and not for personal benefit. This includes the personal use of organizational assets, such as computers.

3. Spoon Consulting Records and Communications

Accurate and reliable records of many kinds are necessary to meet Spoon Consulting's legal and financial obligations and to manage the affairs of Spoon Consulting. Spoon Consulting's books and records must reflect in an accurate and timely manner all business transactions. The employees responsible for accounting and recordkeeping

must fully disclose and record all assets, liabilities, or both, and must exercise diligence in enforcing these requirements.

Employees must not make or engage in any false record or communication of any kind, whether internal or external, including but not limited to:

- False expense, attendance, production, financial, or similar reports and statements
- False advertising, deceptive marketing practices, or other misleading representations

4. Sensitization campaign

100% of our employees have signed an HR policy expressing all the commitments as described above

70% of our employees have received a training on ethics and integrity