



UN global compact communication on progress

March 2021 – March 2022



Statement of continued support by the Managing Director

10th March 2022

To our stakeholders:

I am pleased to confirm that Partners in Performance reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this annual Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Sincerely

Skipp Williamson

Managing Director

Our values

Commitment to partnership

We roll our sleeves up and work alongside each other. Building trust and true partnership takes time and that is fine as we are in it for the long haul.

Simplicity and velocity

We are not ones to labour our thinking and strive for perfection. We go straight to the heart of any issue to resolve it, and then move forward confidently.

No harm

We take responsibility for our impact on people and the planet. We take proactive steps to improve the health and wellbeing of our people and the planet.

Do the right thing

We have the integrity and courage to speak up, ask tough questions and have open conversations. Every day we need to be honest, compassionate and brave in order to create change.

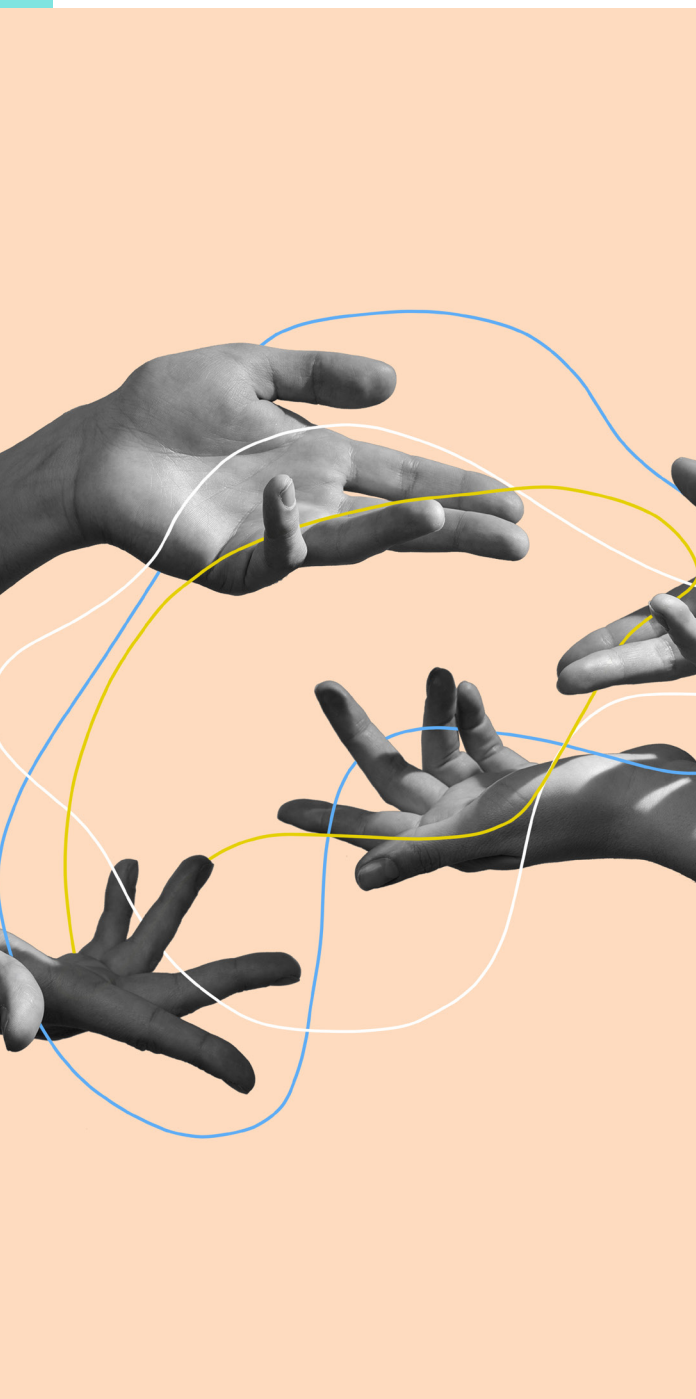


Human Rights

No-harm culture

Partners in Performance is an employer that takes pride in the Health and Safety of its employees and that of the communities in which the company engages. **As a firm, we work towards no harm in safety and environment in everything that we do.** We lead by example. We must protect ourselves, those around us and the environment in which we live. Every day we strive to achieve no harm and systematically eliminate unnecessary risks.

We have a large safety challenge with ~540 consultants globally travelling to industrial environments in remote locations including rural Australia, PNG, Africa, North and South America, CIS, Europe and the Middle East. As a consequence, we have invested heavily in our safety resources and systems via the following:



- Dedicated Partners in Performance Safety Manager.
- Safety training as part of onboarding for every new Partners in Performance employee.
- Pre-screening of every engagement, including a go/no-go decision plus agreed actions to reduce identified risks. This is tracked centrally to confirm screening has taken place, interviews were held and that detailed actions and interventions are agreed upon where necessary.
- Every engagement has a dedicated safety officer who completes a targeted safety toolkit to identify and mitigate risks.
- All employees complete daily Safety Shares and this is tracked weekly as a firm.
- World-class emergency support from International SOS.

Partners in Performance has also performed multiple dedicated Safety engagements for some of our largest clients. Recent examples include:

- **Global Safety Scan for a 200,000-employee conglomerate:** Reporting to the Chairman and Board on characteristics of the world's safety leaders by industry and gap analysis against the conglomerate's business units.
 - Scope included benchmarking and interviews with 70 safety leads globally across manufacturing, processing, logistics, retail and services sectors.
- **Major Resources company multi-site safety diagnostics:** Following fatalities on-site, a review of safety systems and culture was held at multiple sites to set in place safety improvement plan and report externally to government agencies.

Human Rights

Anti-discrimination and harassment

Partners in Performance has a zero-tolerance policy for discrimination and harassment. We are committed to providing a safe and productive workplace for all our employees. We are an equal opportunity employer and do not condone unlawful discrimination, harassment or bullying, or any other type of inappropriate behaviour in the workplace. We are committed to a workplace in which employees can work without distress or interference caused by unlawful discrimination, harassment or bullying.

All staff undergo a training programme titled 'Intro to Workplace Behaviours' to ensure that we, as an organisation and individuals, understand and take responsibility for our behaviours in the workplace. Partners in Performance also maintains a clear Ethical Behaviours and Grievance Policy to foster a workplace in which employees are valued and treated with courtesy and respect. The policy provides information and guidelines relating to how employees should behave towards each other and clients, including sexual harassment and examples of sexual harassment.

Recently we have established a OneFirm Committee to further strengthen our stance on respectful behaviour and to foster an environment in which employees are valued and treated with courtesy and respect.

Separately we have an Employee Assistance Programme, a Mental Health First-Aider qualified group and have signed a public pledge to stand against gendered harassment and violence in all its forms. In addition to this, we are also trialling an anonymous 'inappropriate behaviour reporting form'. The form will provide a further safe avenue for employees to report inappropriate behaviours, in addition to our existing processes.



Contribution to society

Partners in Performance has been involved with community organisations to help them achieve better outcomes in animal welfare (RSPCA), school education (Schools Plus) and African child welfare (Door of Hope), as well as access to digital healthcare for Aboriginal communities (NACCHO) and improve data quality and reporting to support COVID-19 relief efforts in Africa (NCID).

Partners in Performance has also recently committed to improving sustainability by increasing access to renewable energy and critical infrastructure for disadvantaged communities of society. A pro-bono working group has been set up in Australia to drive this initiative forward.

Labour

Modern slavery

Partners in Performance is committed to compliance with laws in respect to modern slavery and human rights in each of the jurisdictions in which we operate, per our Modern Slavery Policy. This includes compliance with the Modern Slavery Act 2018 (Cth).

As a professional services provider, we recognise that we are a low-risk industry, Partners in Performance is committed to operating our business lawfully and ethically and only works with suppliers that are aligned with our values. Our expectation of all suppliers is to operate in accordance with all applicable modern slavery and human rights laws. We expect our suppliers to monitor their own and their suppliers' compliance with relevant laws and to correct any identified deficiencies promptly.

Diversity and Inclusion (D&I)

Gender diversity remains a primary focus for Partners in Performance and is one of the four strategic pillars of our Diversity and Inclusion strategy. We have worked hard over the years to identify and eliminate gender bias and promote gender equality, and we will continue to do so. Some of the measures we have in place include:

- We have recently created and recruited a dedicated Diversity and Inclusion manager whose role is to support and drive forward our Diversity and Inclusion initiatives, training and strategy globally.
 - We have gender diversity metrics and targets set to 2025 that are reviewed monthly within the leadership team.
 - We have developed extensive performance frameworks to ensure transparency, a level playing field and consistency with reward and recognition.
 - We have and will continue to review our performance review processes to ensure no bias. This consists of measures such as including a minority 'champion' in review meetings, as well as using group calibration sessions with multiple inputs to mitigate the impact of individual biases.
 - We track and review retention, promotion and pay rate metrics to ensure equity and no evidence of bias.
 - We have gender (and other diversity) recruitment targets. Interviewers are trained on gender differences during interview processes and made aware of unconscious biases.
- Additionally, we have partnered with an executive search firm for senior female recruitment and made changes to the specifications of candidates – particularly around travel, working days per week and background/work experience.
- Leaning in. We have doubled down on support for female employees including Women's Networks, Development Leader training, mentors and inspiring senior women speakers.
 - We continue to work on enabling changes of role to match life stages – part-time options, reduced-travel options, practice roles, time off and parental leave.
 - Ongoing training, coaching and internal communications to build awareness, skills and celebrate the benefits Diversity and Inclusion bring to our organisation.
 - We consult with our women to understand the gaps in our employee value proposition and seek feedback on what initiatives would make a noticeable difference to these gaps.
 - Strong regional and global ownership, with D&I teams in each region identifying and delivering initiatives to close any identified gaps and continue to build a culture of inclusion and belonging for all.
 - We hold memberships with DCA (Diversity Council Australia), CEW (Chief Executive Women), WGEA (Workplace Gender Equality Agency), WIM (Women in Mining) and other organisations globally to build awareness and broaden perspectives.

Labour

Fair wages and a flexible and supportive working environment

Operating globally, **Partners in Performance has an employment framework that complies with all local laws as a minimum** and covers core employment conditions such as minimum wages, hours of work and leave entitlements. We have a strong people and culture team committed to the well-being of our staff, together with a whistleblower policy and a hotline operated by an external provider for both staff and suppliers to use.

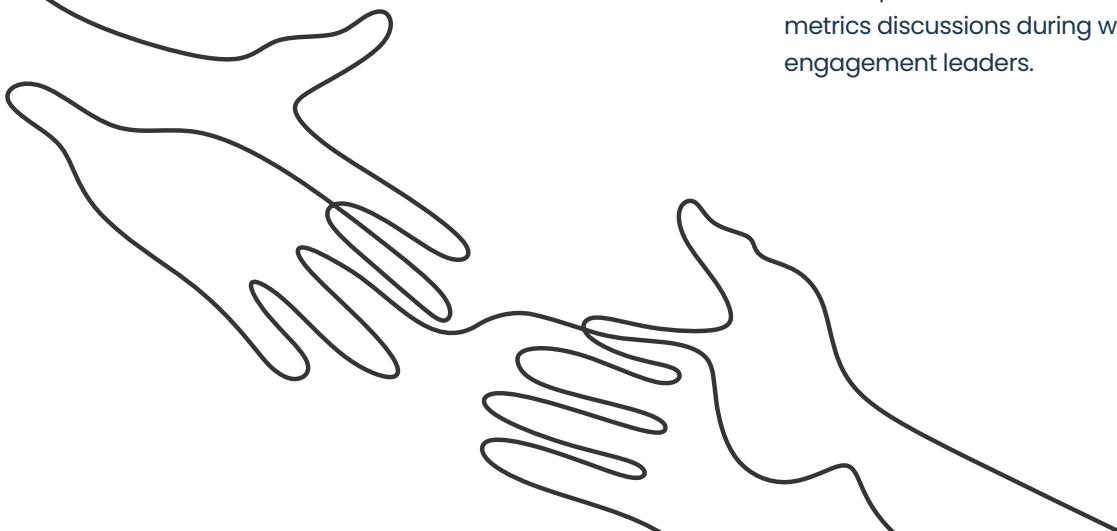
Partners in Performance has a **strict remuneration policy and procedure**. For our consulting staff the pay structure is a set of very clear remuneration bands where those with the same role and tenure are paid the same wage. All consultants are placed at the right level in the remuneration band for the role, experience and tenure through a vigorous process. Any increase or bonus that is also paid in line with the set salary bands are linked to performance ratings, which go through a rigorous calibration process. For our Global Services Staff, all staff are paid according to market rate according to their role. There is also a vigorous performance review process where performance and bonuses are determined and reviewed regularly. There is also an annual remuneration review conducted to ensure we are paying our Global Services staff employees correctly and fairly. All members involved in this calibration have undergone unconscious bias and Diversity training to ensure that Partners in Performance continues to have a consistent and fair remuneration policy across all roles in the business.

Partners in Performance provides a **variety of flexible working options**, both on an ongoing basis and in temporary circumstances. We also have employee support systems in place including Safety Shares and Wellness Shares. We have recently enlisted the services of Calm, an employee wellness provider, to support our people with their mental health, resilience and general well-being on an ongoing basis. We have recently formed a Flexible Working Committee to review and improve flexible working for our consultant workforce and understanding the remote working (work from home) lessons of the last year.

At Partners in Performance, we recognise that our people have a range of personal, family and lifestyle needs that may require flexible arrangements. **Our Purchased Additional Annual Leave (PAAL) scheme offers a flexible approach on how the workforce can buy, pay for and take additional leave.** Partners in Performance also openly encourages frequent conversation around family and work/life balance via our mentor program, P&C regular catch-ups and also through employee Personal KPI metrics discussions during weekly meetings with engagement leaders.

All employees and their families have access to our Employee Assistance Programme (EAP) for both professional and mental health advice.

We are currently planning to trial and evaluate a parental support programme by utilising external expert coaches for expectant parents. Partners in Performance also openly encourages frequent conversation around family and work/life balance via our mentor programme and P&C regular catch-ups and also via our employee Personal KPI metrics discussions during weekly meetings with engagement leaders.



Environment

Living the values of a zero net carbon commitment

In line with our 'no harm' culture, **Partners in Performance is committed to taking urgent action to protect the environment.** We recognise the crucial role that businesses can play in minimising the risk climate change poses to the future of the planet and as such, are committing to the SBTi Net-Zero standard to set a robust emissions reduction target at the pace and scale required by climate science.

Partners in Performance has been carbon neutral since 2007. We offset our CO₂ emissions through three initiative projects, namely:

- Rainforest protection in Peru, whereby 1.3m hectares land is protected and emissions are offset by >1.5 million tonnes.
- Windfarm construction and operation that provides energy to the local communities in Chitradurga, India.
- Fire management in Arnhem Land in Australia.

In addition, **we have set a target to reach Net Zero value chain GHG emissions by no later than 2050 in line with the SBTi Net-Zero standard.**

We have recently started a 'decarbonising Partners in Performance' initiative, involving 40 employees across six teams who will implement the following initiatives:

- Decarbonising Partners in Performance and achieving our emission reduction ambitions.
- Clearing the path to zero: Educating employees on decarbonising their lives.
- Running internal and external communications to energise employees and clients.
- Reducing transport-related emissions (flights, car rental).
- Reducing office energy use and increasing renewable electricity in our contracts.
- Promoting responsible consumption.

We have also **rolled-out a programme of company-wide environmental impact-reduction initiatives** in conjunction with

continued staff education. Examples of initiatives implemented or underway include:

- Use of premium carbon neutral paper products that are Australian made and PEFC environmentally-certified.
- Three recycling stations.
- Switch to eco-friendly LED lighting (target is 100%, currently at 96%).
- Recycle printer cartridges/used ink.
- Recycle Nespresso coffee capsules using Nespresso recycling kits.
- Avoid the use of plastic disposable cutlery and plates where possible.
- Switch to eco-friendly products (e.g. dishwasher tablets, recycled towels) in conjunction with green procurement practices.
- Encourage less paper usage by defaulting printers to double-sided printing.

Partners in Performance has a **dedicated Energy Transition Practice to support clients to develop their pathways to zero emissions.** Our efforts over the past three years have delivered Energy Transition roadmaps for our clients to abate ~40 MtCO₂e per annum.

We help clients develop comprehensive energy and carbon solutions by:

1. Reducing energy (improving energy productivity, capturing and reusing energy and changing consumption behaviours).
2. Electrification and moving to low carbon technologies (process heat electrification, transport electrification, material movement electrification).
3. Moving to renewables (increasing low emission renewable energy, shifting usage outside peaks and electrifying processes).
4. Mitigation (offsetting emissions, mitigating key risks and creating new opportunities and options).

Anti-corruption

Ethical in principles and practice

Partners in Performance is committed to the highest standards of compliance with both our legal and moral obligations in all of our business practices. Partners in Performance maintains an anti-bribery and corruption policy that encourages employees to report/escalate any conduct or payments that may be considered a bribe. Knowingly doing business, or associating with, corrupt individuals or institutions is also prohibited under this policy. Partners in Performance takes guidance in this respect from sanctions, legislation and lists enacted by Governments and regulators in the jurisdictions in which we work. Employees can report any of the above to the Legal Team or if they wish to remain anonymous, we maintain a third-party whistleblower hotline. If any breaches of the above policy occur, it is considered to be serious misconduct and investigated further.

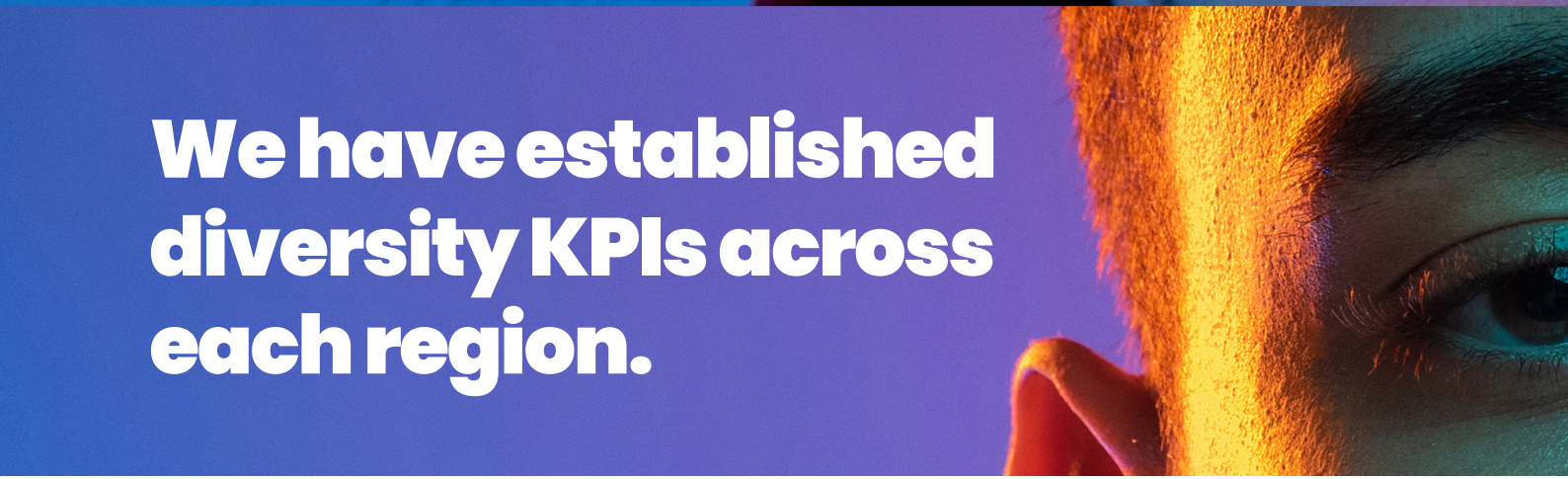




Measurement of outcomes



**We have established
diversity KPIs across
each region.**



Performance against these KPIs is tracked and reported monthly to regional leadership and quarterly to the Managing Director. Our metrics, particularly in the consulting pool, are tracking positively year-on-year, with a strong focus on senior female recruitment. In Australia, the **percentage of women in the consulting pool has increased by 8%, with 1 in 5 senior leadership positions held by women.**

1 in 5
**of senior leadership
positions are held
by women**

20%

of our consultants are part of our Energy Transition Practice

Partners in Performance total emissions for 2021 was 7,023t CO₂. As part of our commitment to the SBTi, we will be **calculating and reporting on our emissions target on a yearly basis.**

We are committed to helping more clients decarbonise and are growing our Energy Transition practice significantly. As of March 2022, 20% of our global consultant firm are part of the Global Energy Transition Practice. Our core practice team has grown by 204% in the last 12 months, and

we now have a core practice team of 22 dedicated Directors, Partners and Experts leading the firm's global efforts. We have dedicated Energy Transition leadership in Australia, Europe, North America and Africa with a dedicated Energy Transition knowledge squad in all regions (43 people in total).

Over the past 12 months, we have onboarded **12 Energy Transitions experts** with cross-industry experience in multiple regions, and are committed to **double this over the next 12 months.**

Our efforts over the past three years have delivered Energy Transition roadmaps for our clients to abate ~40 MtCO₂e per annum. **Our target for 2022 is to deliver an additional 39 MtCO₂e**, which will take the total tonnes of carbon for abatement to ~ 80MtCO₂e per annum.

12

Energy Transitions experts onboarded

We are honoured to be a signatory of the United Nations Global Compact Corporate Social Responsibility initiative, and are particularly proud to have been chosen as a participant in the Global Compact Network Australia's SDG Ambition Programme. We are committed to delivering lasting impact and materially accelerating progress towards changing our world – both in hardwiring our societal goals across the firm and applying new learning that will help improve our offerings to clients.

We extend our gratitude to UN Global Compact for its unfailing, incredible work to support and enable businesses to be a 'force for good' and create a better world for all.



Partners in Performance helps clients unleash their true potential – at a business, commercial and people level. Working as close partners, we enable our clients to achieve game-changing results that drive lasting impact. Contact us to find out more: [pip.global](mailto:info@pip.global) | info@pip.global

© Partners in Performance International Pty Ltd and/or Partners in Performance IP Solutions. All rights reserved.