

26 July 2022

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

Dear Mr. Secretary-General,

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

Made available on Sia Partners' corporate website, our 2021 Corporate Social Responsibility (CSR) Report covers our progress in the areas of human rights, labor, the environment, and anti-corruption, for the reporting period ending December 31, 2021. Written in accordance with the Global Reporting Initiative (GRI) Standards (Core Option), the report includes qualitative and quantitative measures of progress. It also notes our support of the UN Global Compact.

I am proud to share that Sia Partners was rated Gold by Ecovadis for our CSR efforts in 2021, with a score placing us in the 94th percentile. Other highlights from 2021 include the publication of Sia Partners' global Diversity, Equity, Inclusion, & Belonging (DEIB) Policy. Serving to harmonize our convictions and practices worldwide, this policy constitutes an important step forward in our ongoing commitment to fostering a diverse, equitable, and inclusive culture.

In terms of Sia Partners' environmental impact, we shifted our approach in 2021, partnering with Greenly for the measurement of our carbon footprint. Greenly's ISO 14064-1 certified methodology allows for drill-down into emissions owing to suppliers, providing an enhanced view of scope 3 emissions. As a service-based firm, this level of scope 3 insight is invaluable for Sia Partners. Moving forward, we are targeting a 2030 net-zero trajectory in alignment with the Science Based Targets initiative.

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

Warm regards,



Matthieu Courtecuisse
Chief Executive Officer



SIA PARTNERS 2021

Corporate Social Responsibility Report.

CONSULTING
FOR GOOD



SIAPARTNERS

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About Sia Partners.

2021 at a glance

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



2,500 consultants



39 offices across 18 countries



€370M in revenue for FY21/22



700 clients | 92% returning



Headquarters: Paris, France

Europe

Belgium
France
Germany
Ireland
Italy
Luxembourg
The Netherlands
United Kingdom

North America

Canada
United States

Latin America

Panama¹

Africa

Morocco

Middle East

Qatar
Saudi Arabia
United Arab Emirates

Asia

Hong Kong
Japan
Singapore

(1) Sia Partners Panama: A Sia Partners member firm.

Thought Leadership & Innovation



5 AI Centers | **80** AI Accelerators



10 Design Centers



400+ Subject-Matter Experts

studio
BY SIA PARTNERS

The **Investment
Arm**

- Greenly
- Happydemics
- SPARTED
- Lettria
- Big Moustache



NEXT-GEN Teams

- Art of Leadership
- Actuarial & Quantitative Services
- Business Transformation
- CIB
- CIO Advisory
- Citizen Services
- Climate Analysis Center
- Collaborative Design
- Communication, Software & Platforms
- Consumer Banking
- Conventional & Renewable Power Gen
- Cybersecurity
- Data Factory
- Data Marketing
- Data Protection
- Digital & Comms
- Energy Retail & Services
- Energy Trading & Portfolio Management
- Ethics & Compliance
- Finance & Risk Management
- Finance Transformation & Procurement
- Growth & Innovation
- HR Performance & Services
- Insurance
- Life sciences & Healthcare
- Manufacturing & Defense
- Marketing & Customer Experience
- Mobility
- Non-Financial Risks
- Oil & Gas upstream – downstream
- Payments
- Real Estate
- Retail & E-Commerce
- Sustainable Finance / ESG
- Tourism & Hospitality
- Transmission & Distribution
- Utilities Regulation
- Waste Management & Circular Economy
- Water Management
- Wealth & Asset Management

SIAPARTNERS

HEKA.AI

SIAXPERIENCE

CONSULTING
FOR GOOD

A unique blend of capabilities deployed through 3 brands

Management Consulting

86% of total revenue

AI, Data & Quantitative

8% of total revenue

Design & Creativity

6% of total revenue

We develop innovative CSR solutions for our clients, making sustainability a lever for profitable transformation.

17% of total revenue with positive impact.

Sia Partners has been rated Gold by Ecovadis. This places us in the **94th percentile** for CSR, across all companies in all industries.

NEXT-GEN 21/23

Strategic Plan



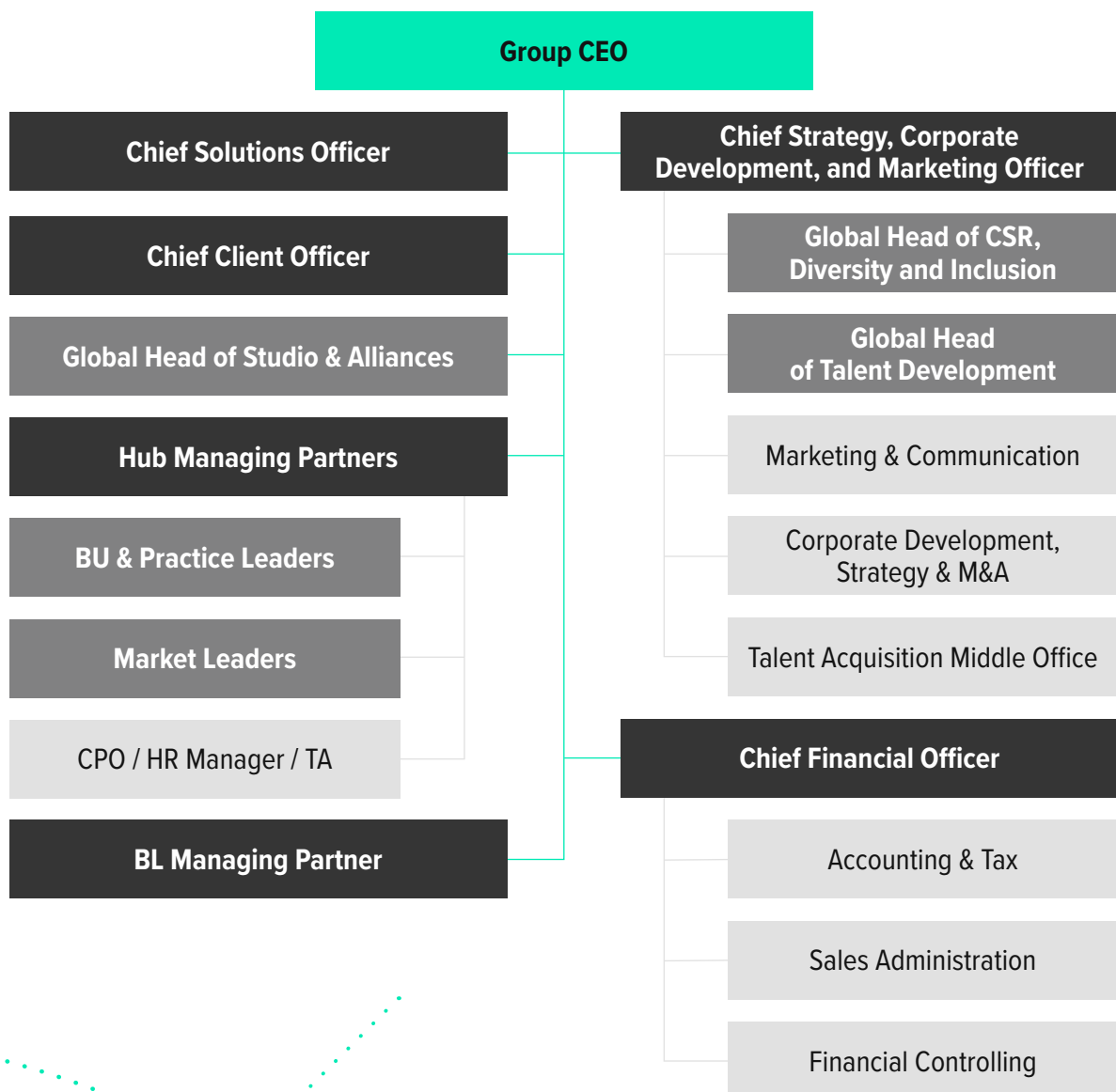
Reinventing approaches to transformation and innovation by proposing state-of-the-art narratives and developing new standards for the consulting industry

Operating Model



A new operating model, bringing our people together in a system of **Teams**, **Squads**, and **Guilds** to drive seamless, borderless innovation.

Group Organizational Chart



News in 2021

Acquisition of **Ethier**
(Calgary, Canada)

Acquisition of **Summus Group**
(Charlotte, USA)

New office spaces in
Los Angeles and **Atlanta**, USA

Acquisition of **PPT Consulting**
(Philadelphia, USA)

Publication of **Global Diversity,
Equity, Inclusion, & Belonging
Policy**

Addition of **Greenly** to our
investment arm, Studio

New office spaces in **Marseille**
and **Nantes**, France

Inception of **NEXT-GEN**
operating model



Culture & Values

Our Values

Excellence

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

Tenets

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

Entrepreneurship

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

clients and influencing the ecosystems in which we operate.

Tenets

- We understand that we reap what we sow. Great reward comes with great investment and risk sharing.
- We shape the client acquisition and retention process around ideation and outside-the-box thinking.
- We know that the ideas of today are the projects of tomorrow, and that ideas are only effective if shared.
- We view challenges as opportunities for bold, audacious action, which leads to reinventing the ecosystem in which we operate.
- We take the initiative and are not afraid to make mistakes.

Innovation

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

Tenets

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

Teamwork

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

Tenets

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

Care & Support

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

Tenets

- We are committed to improving ourselves as individuals and as businesspeople, and to helping our colleagues grow.
- We understand that a culture of inclusion is crucial for individual and collective

wellbeing and success, and we act accordingly.

- If we witness, or are the victim of, discrimination, we speak up and we are heard.
- We strive to behave in a way that encourages diversity, equity, inclusion, and belonging, knowing that we can respect different opinions and find common ground.

Employee Wellbeing

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

Tenets

- We work efficiently in order to pursue goals and aspirations outside the office.
- We remember that work should be fulfilling.
- We understand that, where local markets and operating models permit, business travel is voluntary.²
- We acknowledge that we are all humans who make mistakes and have ups and downs. Thus, we let our superiors know if we are struggling, and support others with empathy and grace.

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



Working together in the Sia Village

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

90

Partners

63

Nationalities

38

% Female

62

% Male

Editorial.

2021 marked the first full year of Sia Partners' strategic plan, NEXT-GEN 21/23, which is designed to accelerate the firm's transformation and support our clients as they navigate the changing landscapes of the 2020s. Since its launch, we have experienced significant growth, with notable expansion in North America and the further development of our brand notoriety worldwide. As the inception phase of NEXT-GEN 21/23, 2021 brought together our people worldwide to participate in a series of workshops to co-design more than 20 initiatives, prioritized based on employee surveys sent at the end of 2020. The results of this productive phase were numerous. We also developed an entirely new operating model over the course of the year, which would launch in January 2022. Designed to favor seamless, borderless collaboration, this new model has radically changed and optimized how we work together worldwide.

In terms of Corporate Social Responsibility, 2021 marked the second year of Consulting for Good, Sia Partners' CSR approach. As we've moved into a new normal, it has become clear that connection and communication with our people are critical to our success as a firm. And what we can't measure, we can't improve. Open dialogue was therefore a priority in 2021, which led to the automation of our global DEIB Survey and the launch of a series of global Employee Pulse Surveys. With respect to our

ongoing commitment to Diversity, Equity, Inclusion, & Belonging (DEIB), a major highlight of the year was the publication of our global DEIB Policy, which formalizes group convictions and harmonizes our practices worldwide.

We continued to prioritize our environmental impact in 2021, shifting our approach to gain a more comprehensive view of our emissions. To measure our 2021 carbon footprint, we partnered with Greenly, whose ISO 14064-certified methodology allows for drill-down into emissions owing to suppliers, providing a more complete picture of scope 3 emissions than is attainable via a purely declarative method. In a service-based industry like consulting, for which the overwhelming majority of emissions are scope 3, this level of detail is crucial to our efforts to reduce our environmental impact. Empowered with this heightened insight, we are establishing a long-term net-zero roadmap in 2022.

As we integrate new ways of working and meet demands for transformation with an optimized operating model, we will continue to focus on developing our people, building a diverse and inclusive workforce, and striving for net-zero. We continue to support the United Nations Global Compact, aligning our objectives in the short, medium, and long-term with the UN Global Compact's Ten Principles as they pertain to the environment, labor & human rights, and anticorruption.



Matthieu Courtecuisse
Chief Executive Officer
July 2022

Consulting for Good.

CONSULTING
FOR GOOD

○ Overview & Ambitions

Consulting for Good is Sia Partners' global Corporate Social Responsibility (CSR) approach, by which we strive to integrate CSR into the core of our business strategy, operations, and culture. We are committed to implementing internal policies, practices, and values which support our people, our community, and our planet. And as a consulting firm, we have the added opportunity to greatly expand our impact by supporting our clients worldwide in their own CSR efforts, providing expertise and innovative solutions centered on sustainability. This holistic approach integrates CSR into the DNA of our firm and, we believe, is the key to having next-level impact.

3

pillars

Consulting for Good operates across 3 pillars:

01. Climate

- Addressing Climate Change
- Leveraging Technology
- Green Finance
- Government Regulations
- Biodiversity

02. Ethics & Compliance

- Anti-corruption
- Data Privacy
- Digital Compliance
- Duty of Care
- Financial Security

03. Social Responsibility

- Wellbeing at Work
- Work Transformation and Work 4.0
- Social Negotiation
- Diversity, Equity, Inclusion, & Belonging

Responsible AI

- We leverage our Data Science expertise to support efforts in each of our Consulting for Good pillars

Our commitments within Consulting for Good correspond with **3 overarching ambitions**.

We strive to be an **engaged consulting firm**. With respect to the environment, we are committed to reducing scope 1, 2, & 3 emissions and working toward net-zero, which sees us optimizing our working spaces and practices, limiting air travel and the use of thermal vehicles, reducing emissions owing to suppliers, and investing in carbon absorption projects. Across each of our three CSR pillars, we leverage our expertise to encourage and facilitate engagement on the part of our clients and society at large by partnering with NGOs and think tanks, publishing cutting-edge studies, and mobilizing our consultants toward the development of CSR offerings.

We aim to be a **next-level employer** by supporting the career development of our people, promoting diversity, equity, inclusion, and belonging, and fostering a culture of global collaboration. Our commitments in these areas include ensuring open dialogue by leveraging employee surveys and networks, enhancing our training catalog, and providing mentorship and coaching opportunities.

We endeavor to be a **trusted partner** by remaining uncompromising on ethics and compliance and maintaining responsible relationships with our suppliers. This includes furthering the principles outlined in our Code of Conduct by training our people on business ethics and formalizing a responsible purchasing process.

○ Governance

We reviewed and updated our CSR governance in early 2022, following the launch of our NEXT-GEN operating model.

Our internal governance is designed to favor global collaboration and ensure that local activity aligns with group-level strategies and objectives. The structure is piloted by the Global Head of CSR, who is responsible for Sia Partners' global CSR strategy. This role liaises with dedicated members of leadership to steer local employee networks, which in turn drive local initiatives. The leads of these networks collaborate globally with one another and the Global Head of CSR, in order to share knowledge and facilitate global initiatives.

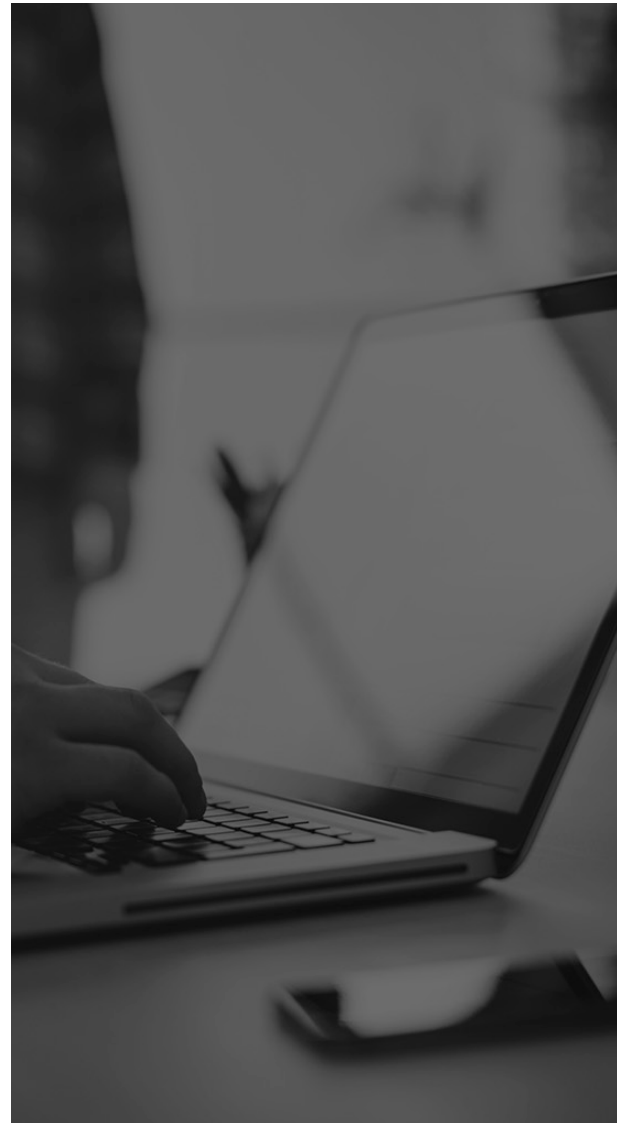
Regarding client-facing work within Consulting for Good, CSR offerings or other IP are developed at

the Squad-level of our NEXT-GEN operating model, leveraging input and business intelligence from our experts in relevant fields.

All data collection and reporting is managed by the Global Head of CSR.

○ Reporting

The present CSR report is published annually, with the goal of ensuring transparency with respect to our practices and progress. This report covers Sia Partners' activity worldwide and is made publicly available to all stakeholders on our corporate website. Sia Partners also completes a yearly evaluation with Ecovadis, a global third-party sustainability rating. Our Ecovadis sustainability report is fully available to clients on the Ecovadis online platform and is communicated internally to Sia Partners employees. It is made available to other stakeholders upon request. Finally, as signatories of the United Nations Global Compact, Sia Partners publishes an annual Communication on Progress, which is made publicly available on the UN Global Compact website.



2021 Corporate Social Responsibility.

Open dialogue is a theme that figured strongly in 2021, with the creation of a global Employee Pulse Survey, the automation and optimization of our global Diversity, Equity, Inclusion, & Belonging (DEIB) Survey, and opportunities for employee involvement in the inception phase of our NEXT-GEN 21/23 strategic plan. With respect to our environmental impact, we accelerated the development of our net-zero roadmap, shifting our approach to dive deeper into scope 3 emissions. In our ongoing commitment to Diversity, Equity, Inclusion, & Belonging (DEIB), we published a global DEIB Policy at the start of the year, serving to formalize and harmonize our convictions and practices worldwide.

Our CSR priorities in 2021 were influenced by a number of employee surveys and workshops, conducted as part of the inception phase of NEXT-GEN 21/23. They were also shaped by feedback on our 2021 Ecovadis evaluation and the standards set forth by the Global Reporting Initiative (GRI).

WE SUPPORT



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

2021 Highlights



Ecovadis Gold rating - top 6% across all companies in all industries



Launch of Global Diversity, Equity, Inclusion, & Belonging Policy



Launch of Global Pride & Allies Network



Automation of Diversity, Equity, Inclusion, & Belonging Survey



Creation of Global Employee Pulse survey

Greenly

Partnership with Greenly

● Social

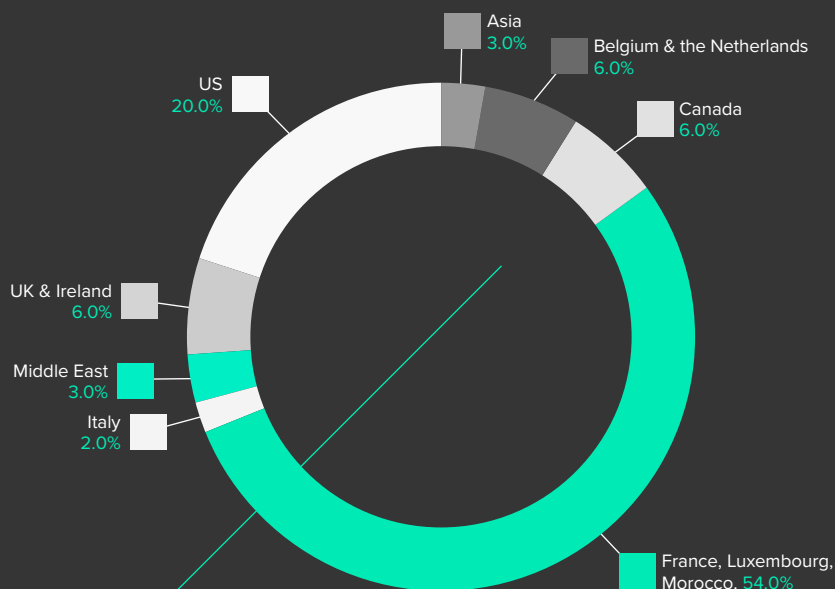
Inherent in our ambition to be a **next-level employer** is the understanding that our performance hinges on our people—in how we engage and invest in them. We pride ourselves on recruiting top talent, but bringing in the best and brightest is only the first step. By providing tailored career support,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

Our People in 2021³

In 2021, Sia Partners' global workforce comprised around **1900** talents, working across **31** offices in **18** countries, representing **63** nationalities.

We made **887** new hires in 2021.

Workforce breakdown by Hub



(3) Data as per December 31, 2021. More detailed background on data sources and scope can be found in the Data Background appendix.



Career Development & Training

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

To ensure our employees are well supported from the outset, we revamped our global **onboarding** processes in 2021, for which international rollout is underway. This includes the implementation of a sequenced onboarding program, designed to facilitate more engaged interactions between new joiners and their teams. The provision of a roadbook guides our people through the onboarding process and ensures expectations are clear. New joiners are provided access to comprehensive training content to kickstart their integration and are provided opportunities to attend informative and convivial events with their peers and superiors, including Q&A sessions with the group CEO.

Employee engagement and wellbeing is a priority for Sia Partners. To help us measure and improve the employee experience, we workshopped a global **Employee Pulse Survey** in 2021, working together with an international team of consultants of various levels. Running on a quarterly cycle with a monthly cadence, the survey measures five key performance indicators: communication & transparency, alignment with core values, client delivery experience, internal team support, and mental health. The survey was piloted at the end of the year and launched in full in January 2022.

Together with a commitment to **accessible management**, an array of local initiatives and programs ensure that our people are supported for the duration of their time at Sia Partners.

82%

**interns were kept on
for permanent positions
in France in 2021**

Regular **performance reviews** for all full-time employees help frame career development at Sia Partners. The review process varies somewhat by geography, with official cycles running annually (88% of locations) or biannually (12% of locations). During an evaluation, the individual’s job title, level, and remuneration may be revisited. The review process provides an opportunity for feedback on past performance, objectives for the upcoming period, and a discussion of the employee’s long-term career goals. Outside official review cycles, managers are expected to maintain open, reciprocal communication with their teams, and our people are encouraged to seek continuous feedback.

International Mobility

Sia Partners' global footprint allows for a number of opportunities for international mobility. Our programs provide an enriched professional experience at varying levels of career progression, from internships to permanent appointments abroad.

32

employees on international mobility schemes in 2021, despite the COVID-19 pandemic

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

In our **Associate Program**, young graduates in Banking or Energy work at three of our international

offices over three years. The program begins at our Paris office, followed by one year at each additional location. We offer two possible tracks:

Banking

Paris

New York

Hong Kong

Energy

Paris

Amsterdam

Dubai

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

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

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

Training Opportunities

Sia Institute is Sia Partners' internal training body, through which our employees worldwide are provided a range of professional training opportunities. Training modules in Sia Institute are fully tailored, created by and for Sia Partners in order to support the development and employability of our people and guarantee the quality of our performance for clients. Sia Institute includes a **360 Learning** platform, which allows our employees to access an extensive catalog of eLearning modules any time, anywhere.

SIA/institute

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

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

SIA/Blend

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

Sia Blend was created using technology from SPARTED, an HR Tech startup backed by our investment arm, Studio, since 2019.

22

average **training hours**
per employee

What's Ahead?

As part of our NEXT-GEN 21/23 strategic plan and operating model, Sia Partners is appointing a **Global Head of Talent Development** in 2022. The advent of this role marks an exciting step forward in our commitment to supporting the career development of our people, and promises to drive more global collaboration, cohesion, and innovation.

Career Development & Training Goals

- Launch a global mentorship program
- Continue the international deployment of our appraisal tool
- Establish continuous feedback practices with the appointment of a Global Head of Talent Development
- Launch a series of onboarding and offboarding surveys
- Supplement Sia Institute with an external online course provider
- Standardize and ensure the transparency of pay grids and appraisal processes per market



DEIB

Diversity, Equity, Inclusion, & Belonging

Our Commitment to DEIB

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

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

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

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

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

DEIB efforts are supported by employee networks, like Pride & Allies and Womxn & Allies, across Sia Partners' Hubs.

DEIB in 2021

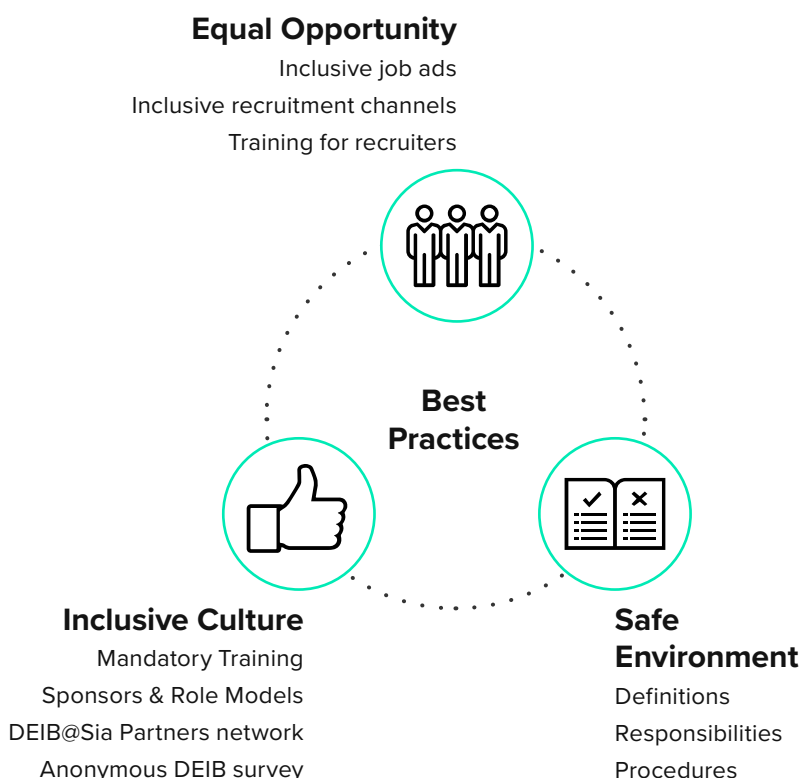
We kicked off 2021 with the publication of Sia Partners' first ever **global DEIB Policy**. The policy serves to formalize group convictions with respect to diversity, equity, inclusion, & belonging and to harmonize our practices worldwide. It is made available to all stakeholders on Sia Partners corporate website

Recognizing and understanding **unconscious bias** is a cornerstone of any effort to further diversity, equity, inclusion & belonging, and was therefore a focus for Sia Partners as we began rolling out the DEIB Policy. Unconscious bias concerns all of us. The question is not whether we have bias; it is how we can assess the impact of our bias on our work and the people around us, and what we can do about it. To this end, we implemented a mandatory **unconscious bias training** program in early 2021, provided by an external vendor. This ongoing program includes an eLearning module, required for all employees, and an additional trainer-led workshop, required for all directors and above. Our aim with this format is to bring all employees to a common, baseline understanding of unconscious bias, while requiring leadership to go deeper, as we believe leadership buy-in and exemplarity is crucial to sustaining DEIB efforts. As our DEIB training program evolves, a focus on unconscious bias will be a constant.

To enhance our ability to measure and improve the impact of our efforts pertaining to DEIB, we optimized our **global DEIB Survey** in 2021. Launched in 2020, this biannual, optional survey measures the perceptions and experiences of our employees with respect to DEIB and provides an anonymous channel for them to voice feedback. Survey questions cover corporate culture, belonging, discrimination, and harassment. The same survey is sent to employees worldwide, with an optional demographics section tailored by geography. In 2021, we licensed an external survey platform to automate the survey and increase transparency. Benefits of this investment have been significant: the survey is now easier for users to navigate, we are able to run deeper analyses, and the platform allows for enhanced transparency of survey results for our employees.

Our **DEIB@Sia Partners** employee network continued bringing our people together in 2021. Leads from local DEIB networks come together regularly for global syncs, which provide an opportunity for us to share updates on local efforts and progress and to collaborate on global initiatives, like International Women's Day and Pride Month. Local activity within these networks vary by location, and include formats like lunch & learn workshops, webinars, and convivial events. Across our networks, the importance of effective **allyship** has been a recurring theme, and will continue to figure strongly in our initiatives in 2022.

Policy Overview



Procedures for handling cases of **discrimination and harassment** for any scenario

1. Alerts raised by or against a **Sia Partners Employee**
1. Alerts raised by or against a **third party**
1. Alerts raised via **official or unofficial channels**
e.g. *Grievance & Whistleblowing Procedure, orally to a manager*

Gender Diversity

Lifting the ratio of women to men remains an industry-wide challenge and a priority for Sia Partners. In 2021, our efforts were focused on raising awareness with respect to unconscious bias and facilitating open conversations about best practices for improvement and allyship. Our annual initiatives recognizing Women's History Month and International Women's Day included a global campaign, *Lead the Change*, in which we interviewed women executives across various industries and geographies about how they've seen gender equality evolve throughout their careers, how organizations can combat bias, and how women can forge ahead. The campaign concluded with a webinar, featuring a mixed panel of interviewees and women leaders from Sia Partners. This campaign served to educate stakeholders—internal and external—with respect to the bias women continue to face in the workplace and how we can challenge it, while also providing guidance and role models for women.

2021 saw little change in terms of gender balance at Sia Partners. We have work to do and are committed to steadily increasing the proportion of women in our ranks.

GRI Disclosure 405-1

Percentage of Women in Leadership ⁴ , Overall workforce		
	2020	2021
Leadership	19%	19%
Other Employees	39%	40%
Overall Gender Balance	38%	38%

Global Gender Equality Objectives



To achieve our objectives, we are very much focused on retention and promotion, for which the equity piece of DEIB figures strongly. Concretely, this means providing tailored career development, mentoring, and networking opportunities for our women.

(4) Leadership includes associate partners, partners, directors, CEO and direct reports.

We are also taking a closer look at fair promotion and pay. This includes ensuring that pay grids are in place and review processes are fully transparent in all markets. We are also tracking rates of promotion by gender and drilling down into remuneration by market and level in order to identify and rectify any potential disparities in pay.



Amy
Associate Partner
Philadelphia

The Impact of Mentorship

When offering advice to women in the workplace, I always emphasize the power of mentorship; I am thrilled that this is part of our DEIB roadmap at Sia Partners. A good mentor—male or female, formal or informal—can provide a safe space for people to discuss their career goals and identify strategies to achieve them. Mentors can help people to be more aware of and manage corporate politics, give them additional perspective on decisions, and serve as a sounding board around challenges they face as they grow professionally. Even the most dynamic female leaders I've worked with admitted to having moments of self-doubt. It was often a trusted mentor who encouraged them to take on the stretch roles that ultimately catapulted them forward in their career.



Working Parents

Sia Partners is committed to supporting our people as they balance parenthood and career. Programs preparing parents for leave and facilitating their return to work are established by market. In France, for instance, our employees are provided a guide outlining their legal rights, Sia Partners' policies, and useful tips. Procedures include a series of HR interviews at various moments before and after employees take leave, addressing topics like working hours, work-life balance, and any concerns or questions parents may have. Parents also have access to subsidized child care services.

Over the course of 2022, a global team of our HR professionals are studying the feasibility of working parent's policies by Hub. Our goal is to establish formalized policies by country, if not by Hub, as well as a global guide in 2023.

LGBTQ+

During Pride Month 2021, Sia Partners launched a **Global Pride & Allies Network**. Comprised of roughly **26% self-identified LGBTQ+ members** and **74% allies**, representing **11 countries**, this network aims to offer peer support to our LGBTQ+ colleagues and allies worldwide by providing a safe, supportive environment for them to exchange, learn, and network. The Global Pride & Allies Network facilitates global and local events, awareness campaigns, and dialogue.



Stefan

**Senior Consultant
Amsterdam**

Standing Proud Worldwide

I am proud to lead Sia Partners' global Pride & Allies network and contribute to the firm's culture of inclusion. The network provides a safe, supportive environment for our employees to express their relation to sexual orientation and gender identity, with opportunities for meaningful exchange, education, and networking. Having a network which is global allows us to further support our people by facilitating knowledge sharing across our offices, and provides a wonderful opportunity for us to learn from each other and establish cross-cultural solidarity worldwide.

If our LGBTQ+ initiatives had a theme in 2021, it was **allyship**. We celebrated **Pride Month** with an awareness campaign focused on what it means to be an effective ally. This was followed by a virtual roundtable discussion with an international panel of Sia Partners leaders and LGBTQ+ identifying employees, in which we discussed the role of allyship in fostering **authentic inclusion** at work.

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

Disability

Sia Partners supports employees with **disability** via various local programs. At our French and UK offices, for example, employees have access to external organizations specialized in disability and major life



Chloé

**HR Specialist,
Disability Advocate
Lyon**

Supporting the Differently-Abled

As the HR Disability Advocate for France and Lead of the Disability network for France, Luxembourg, and Morocco, I am proud to work with a highly motivated team to support our people and raise awareness about disability. A highlight in 2021 was our sponsorship of a charity race supporting Humanité & Inclusion France. This is an initiative we are repeating in 2022, this time in support of the charity, Toupi, dedicated to persons with cognitive disabilities. I greatly look forward to continuing to work with our network to help build a more inclusive and equitable environment for our people!

changes. Working directly with these entities or via a dedicated ambassador, employees are provided tailored support. Our commitment to supporting

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

In France, 2021 marked progress with respect to a 3-year action plan dedicated to supporting our people with disability. Established following an in-depth audit of our policies, procedures, and practices, this action plan is centered around awareness, training, hiring, support and retention, and career development. A highlight in 2021 was the publication of a Guide du handicap and corresponding awareness campaign, which serves to support our people with disability by providing useful information and resources, as well as to raise awareness and demystify the topic for all employees.

Race & Ethnic Origins

DEIB networks focused on race and ethnic origins continued to drive progress in 2021. In Hong Kong, this included the signature of a **Racial Diversity & Inclusion charter**. In the US and Canada, our **BIPOC & Allies network**, dedicated to welcoming, celebrating, and promoting Black, Indigenous, & People of Color (BIPOC) within Sia Partners, continued supporting our people and local communities. This included ongoing partnerships with **Year Up**, a program committed to ensuring equitable access to economic

opportunity, education, and justice for young adults of diverse backgrounds, and the **ExCel** (Expanding Communities with Financial Literacy) **Future Leaders Program**. In the UK & Ireland, our **Minority Ethnicities** network launched a number of internal initiatives, including a monthly book club.



Sohail

**Partner
Calgary**

BIPOC & Allies

I am thrilled to Sponsor Sia Partners' BIPOC & Allies Network in North America, and feel particularly proud of the work that has been done to create space for real discussion. In my experience, many organizations "talk" about wanting to support minority groups, yet neglect to open up the floor for meaningful exchange. Our network is focused on providing opportunities and safe spaces for our people, at all levels, to authentically share, learn, and support one another as we grow together in our understanding of BIPOC experiences.



What's Ahead for DEIB?

As part of our new CSR governance within Sia Partners' NEXT-GEN operating model, and in line with our DEIB Policy, in early 2022, we established **DEIB Sponsors**. Appointed per Hub, DEIB Sponsors are members of leadership who support Sia Partners' commitments to DEIB by providing leadership and steer for local DEIB@Sia Partners employee networks. We believe this additional layer of leadership support for our DEIB efforts will drive significant progress moving forward.

We also launched a global action plan, in early 2022, in support of Diversity, Equity, Inclusion, & Belonging at Sia Partners. Our action plan falls within the three pillars of DEIB, Develop, Retain, and Attract, with special emphasis on equity for diverse groups. Below are Sia Partners' global DEIB priorities within this action plan.

Develop

- Mentorship program
- Internal and external networking opportunities
- Professional development curricula
- Fair Promotion: targeting unconscious bias in appraisals, ensuring transparent appraisal processes, pay grids per market, tracking rates of promotion by gender, additional demographics in select geographies

Retain

- Nondiscrimination training for managers+
- Reinforced DEIB networks
- Allyship awareness
- Working Parents Policies per Hub

Attract

- Sponsorships & Charitable Giving
- DEI certifications
- Language guide for inclusive job ads
- Nondiscrimination training for recruiters
- Responsible recruitment charter
- Inclusive recruitment channels
- Role models





Culture of Global Collaboration

The inception stage of our **NEXT-GEN 21/23** strategic plan in 2021 provided an excellent opportunity for our people worldwide to work together and get involved in **transformation** at Sia Partners. **International collaboration** and knowledge sharing has always been central to our values, but NEXT-GEN 21/23 has really brought this to the fore. Over the course of the year, our employees had the opportunity to get involved by contributing feedback and ideas through an extensive survey, then by participating in various workshops. Furthermore, our new NEXT-GEN operating model allows us to collaborate in a way that is seamless and borderless, bringing our people together in Teams, Squads, and Guilds, all of which are international. Our operating model is also bolstered by the ongoing optimization of **Connect 4.0**, our knowledge sharing tool, which makes it easier than ever for our people to work together.

Unsurprisingly, the COVID-19 pandemic has normalized teleworking, which prompted the formalization of **remote working policies** at most of our locations in 2021. It has also shifted our approach to connection and events in favor of virtual formats. However, 2021 also brought a welcome reprieve, at least in part, to some of the isolating impacts of COVID-19. In October of 2021, Sia Partners' international leaders were able to come together for an in-person **global management meeting** in London—our first international gathering since the onset of the pandemic. We expect opportunities to

connect in-person to continue increasing, slowly but surely, and are hopeful for the return of scaled-down iterations of Sia Partners' **seminars** in the future.

Sia Village

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

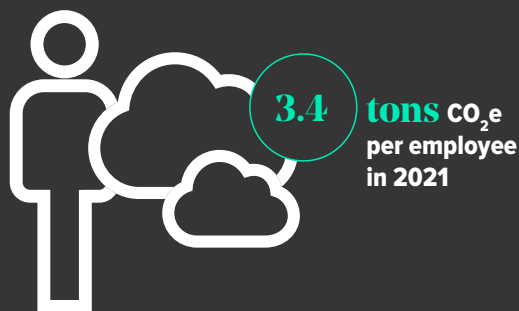
What's Ahead?

As our NEXT-GEN 21/23 strategic plan gains momentum and we continue building out our new operating model, we expect to launch around 200 new Squads per year, working together to achieve new levels of innovation across the globe.

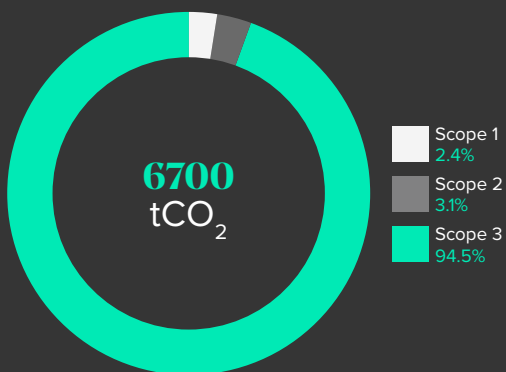
Environment⁵

Central to Sia Partners' ambition to be an **engaged consulting firm** is our commitment to lowering our emissions and progressing towards **net-zero**, while helping our clients to do the same. We have been measuring and reporting our carbon footprint since 2019, leveraging an inhouse, declarative methodology. In 2021, we shifted our approach, partnering with Greenly in order to gain a more comprehensive view of scope 3 emissions owing

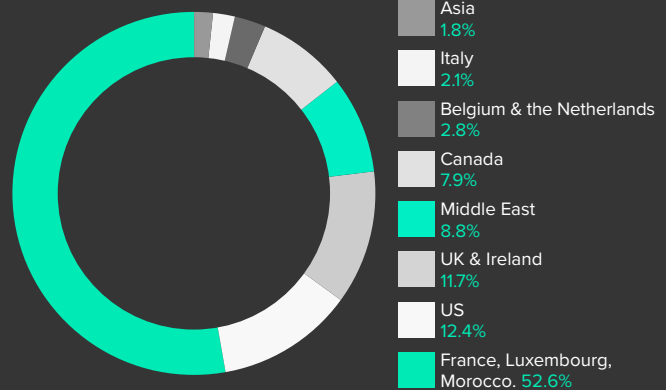
to suppliers. A start-up in our investment arm, Studio, Greenly's ISO 14064-certified methodology measures scopes 1, 2, and 3 emissions, providing additional drill-down into the environmental impact of suppliers via financial analyses. In a service-based industry like consulting, the overwhelming majority of carbon emissions are scope 3; having this level of detail is invaluable for Sia Partners as we determine the path to net-zero.



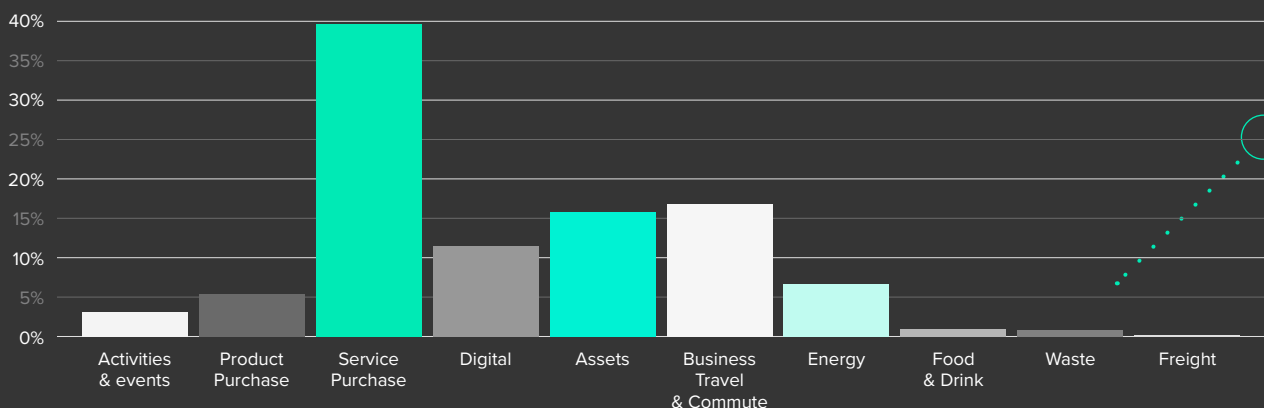
Total emissions by Scope (% tCO₂e)



Breakdown of Emissions by Hub (% tCO₂e)



Breakdown of Emissions by Activity (% tCO₂e)



(5) Full data and more detailed background on data sources, scope, and methodology can be found in the Data Background appendix.

To promote **green mobility** in 2021, we deemed September **Green Mobility Month** and launched a gamified awareness campaign and competition for our employees worldwide. Over the course of the campaign, our employees saved **608,465 kg of CO₂** by opting for greener methods of mobility. As a result of their efforts, Sia Partners planted **3,000 indigenous trees** and donated **three fortified wells** in support of **Wells for Zoe**, a non-profit dedicated to providing access to clean, safe drinking water to the rural poor in Northern Malawi. The winner of the green mobility competition was also awarded 1,000 euros in certified carbon credits, which they chose to 'spend' in support of a project providing improved cook stoves for schools and institutions in Uganda. This project offset an additional **77 tons of CO₂** and achieved 9 of the United Nations Sustainable Development Goals.

Beyond Green Mobility Month, our offices propose different programs encouraging **sustainable commuting**, ranging from the provision of charging stations for electric vehicles to parking facilities for bicycles to subsidizing the use of green methods of transportation. Other environmental initiatives include a **Global Environmental Charter** and **BYOD** (Bring your Own Device) policies. Globally, we target **local markets** in order to keep business travel to a minimum, and have been **compensating** our carbon emissions since 2020.

What's Ahead?

Working in partnership with Greenly, we are establishing a net-zero roadmap in 2022, which will include facilitating the reduction of supplier emissions. On the way there, we are aiming to reduce global emissions by 40% by 2025, with a 1% yearly reduction in scopes 1 and 2 emissions, 7% yearly reduction in scope 3 emissions, and 20% carbon absorption per year.

Combatting the Climate Crisis



Jean Trzcinski

Partner
Climate Analysis Team
Co-lead

If organizations are to be effective in the fight against climate change, it is critical that they transform business-as-usual at all levels of the value chain. At Sia Partners, our people play a high-impact, dynamic role in helping the planet and creating a better world, by optimizing transformation efforts both at Sia Partners and for clients in an array of industries, as well as the public sector. As a leader of our Climate Team, I am proud to share that 7% of our assignments generate positive impact for the planet, whether directly or indirectly. Today, nearly 500 consultants are involved in making Sia Partners a true leader in the fight against climate change.

Our partnership with Greenly in 2021 marked an exciting step in Sia Partners' long-term emissions reduction strategy. By leveraging Greenly's certified methodology and exhaustive coverage of scopes 1, 2 and 3, we are able to drill-down into our environmental impact at every level and begin engaging our suppliers. Today, Sia Partners is targeting a 2030 net-zero trajectory in alignment with the SBTi, and is leveraging absorption projects to boost progress and create additional impact.



○ Integrity

Maintaining open communication with our employees, clients, suppliers, and other stakeholders is central to our commitment to being a **trusted partner**. We have grown significantly and consistently over the past 20+ years, which has both enriched our human capital worldwide and required that we manage our business with heightened diligence.

Open dialogue with our **employees** figured strongly in 2021. Over the course of the year, our employees had the opportunity to get involved with the transformation of the firm by contributing to the inception phase of our NEXT-GEN 21/23 strategic plan. Furthermore, in an effort to facilitate employee feedback, provide more transparency, and gain deeper insight into employee engagement, we licensed an external survey platform in 2021. This allowed us to optimize our global **Diversity, Equity, Inclusion, & Belonging (DEIB) Survey**, which has in turn enhanced our ability to measure employee experience of, and improve, DEIB. We also launched a **global Employee Pulse Survey** at the end of 2021, providing regular opportunities for our people to provide anonymous feedback on five topics:

Communication & Transparency, Alignment with Core Values, Client Delivery Experience, Internal Team Support, and Mental Health.

Additional channels in place to ensure open communication with our people include **employee networks**, like DEIB@Sia Partners and employee representative groups (e.g. the CSE in France).

These networks serve to bridge communication between employees and upper-management, either via reflection sessions or elected employee representatives. Furthermore, information pertaining to the firm's performance and strategy are presented by leadership via written communication and Q&A sessions.

It is within a culture rooted in trust that we do our best work. We ensure compliance with strict standards of ethics when conducting business, and we are committed to fostering a culture of integrity that is anchored in our **values**. Applicable to our employees, contractors, and business partners worldwide, Sia Partners' global **Code of Conduct**

serves as an everyday guide, designed to govern our behavior and provide tools to ensure that our stakeholders contribute to building trust within the firm. The Code of Conduct includes procedures and guidelines covering, among other topics, anticorruption, data protection, non-discrimination, and respecting the environment. Clarity and transparency around these topics are further reinforced by dedicated policies, training modules, discussion sessions, and the like. The Code of Conduct also outlines a formalized **Grievance & Whistleblowing Procedure**, which may be used by any Sia Partners stakeholder to raise an alert. This procedure is also outlined on Sia Partners' intranet and corporate website. HR procedures for managing alerts pertaining to discrimination or harassment are outlined in the **Diversity, Equity, Inclusion, & Belonging (DEIB) Policy**.

Frequent exchange with our employees and **clients** is essential for innovation and maintaining trust. Across our offices, we host frequent events with and for our clients, like virtual and in-person conferences and round table discussions. These events provide an opportunity for us to share and further develop our expertise, while gaining insight into our clients' needs and expectations. Clients can also stay abreast of our practices and progress with respect to CSR by consulting the present report, published on our website, as well as our annual **Ecovadis** evaluation. Ecovadis is an international third-party sustainability rating, which evaluates our actions, policies, and procedures in the areas of labor & human rights, the environment, ethics, and responsible procurement. Our Ecovadis evaluation is made fully available to clients via the Ecovadis online platform, or upon request, and is communicated internally to our employees.

Our impact on and dialogue with **communities** most notably takes the form of job creation, the development of new technologies and sustainable solutions, and contributing to public debates. Sia Partners is also a member of **Syntec Conseil**, a professional syndicate for consulting firms in France. Our CEO, Matthieu Courtecuisse, has been president of the syndicate since 2019.

Sia Partners offices purchase a range of goods and services that allow us to serve our clients in the best conditions. To ensure responsible relationships with our **suppliers**, we formalized a global process for responsible purchasing in 2021, for launch in 2022, which includes a **Responsible Purchasing Charter** and **Supplier CSR Questionnaire**. The charter outlines our commitment to, and expectation of, our suppliers with respect to labor & human rights, the environment, and anticorruption. Furthermore, the questionnaire allows us to screen suppliers based on their sustainability practices. Signature of the charter

and submission of the questionnaire is required by all suppliers worldwide and a prerequisite of doing business with Sia Partners.

What's Ahead?

We are launching our Responsible Purchasing Charter and supplier screening process in 2022. Our intention is to use the screening process to not only privilege sustainable suppliers, but to begin tracking our annual spend on minority-owned suppliers, in geographies where this is legally permissible. We are also committed to reinforcing our training catalog with additional modules focused on ethics. This is already in progress, with the addition of responsible purchasing and anti-corruption training modules in early 2022



Shari Sparling
Chief People Officer
Seattle

The Importance of Open Dialogue

Open communication helps build trust and sow the seeds to empower our people and transform them into co-entrepreneurs. As part of Sia Partners' commitment to maintaining a culture of ethics and trust, this past year, we have focused relentlessly on developing and promoting practices and behaviors that foster open dialogue.

This doesn't mean having more meetings or team-bonding activities—it's about creating a culture where people can state their opinion without any fear, and know they are heard. This requires significant commitment from the leadership to respect the rich diversity of thought within our teams, provide transparency and keep our people up-to-date on information pertaining to the state of the firm, ensure active listening by providing avenues for frequent employee feedback, and support diversity, equity, inclusion, and belonging through employee networks and buy-in from Partner Sponsors.

Our people's views are important and when we take the time and energy to gather their thoughts and observations, we increase our firm's capacity to remain agile and innovative.

Appendices.

○ About

The Sia Partners 2021 Sustainability Report covers the year 2021 from January 1 to December 31. Some initiatives or activities begun in early 2022 are included in the report, as they provide our stakeholders with more context and up-to-date information. This is duly noted throughout the report. This report has been prepared in accordance with the **Global Reporting Initiative (GRI) Standards: Core Option**.

○ Materiality and Boundaries

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

The content of this report was informed by the GRI Sustainability Reporting Standards. To determine which material topics to cover, we identified a preliminary list of topics, then checked it against information compiled via surveys and interviews conducted between 2018 and 2021 with internal stakeholders, largely composed of management and leadership. Additional input with respect to certain indicators was provided by our experts in relevant practices. Content was finalized in collaboration with upper management.

○ Assurance

This report did not receive assurance from an external auditor.

○ Restatements

2020 data in the “Social” chapter has been updated following a change in reporting practices. This is duly noted in the “Social” chapter and in the Data Background.

○ Appendix I

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

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour;

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility;

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

○ Appendix II

Data Background⁶

Social

Notes on Reporting

2020 KPIs have been updated from our previous CSR report to reflect two changes:

1. Geographical categories used for our CSR reporting have changed from 2020 to 2021, in order to reflect our new operating model. Data is now broken down by Hub.
2. In previous reporting, KPIs covered all individuals employed at any point during the reporting period. In order to ensure a clearer picture of year over year change, data in this report is as per December 31 of the reporting period.

2021 Employee Breakdown

GRI Disclosure 102-8

Breakdown by employment contract and type, by region and gender

	2020		2021	
By employment contract, by Hub	Permanent	Temporary	Permanent	Temporary
Asia	100%	0%	95%	5%
Belgium, the Netherlands	100%	0%	96%	4%
Canada	98%	2%	98%	2%
France, Luxembourg, Morocco	97%	3%	98%	2%
Italy	97%	3%	80%	20%
Middle East	94%	6%	95%	5%
UK & Ireland	100%	0%	95%	5%
US	100%	0%	96%	4%
Overall	98%	2%	97%	3%
By employment contract, by gender	Permanent	Temporary	Permanent	Temporary
Women	97%	3%	96%	4%
Men	98%	2%	97%	3%
Non-binary	Data unavailable	Data unavailable	100%	0%
Overall	98%	2%	97%	3%
By employment type, by gender	Full-time	Part-time	Full-time	Part-time
Women	98%	2%	99%	1%
Men	99%	1%	99%	1%
Non-binary	Data unavailable	Data unavailable	100%	0%
Overall	99%	1%	99%	1%

(6) Percentages may not add up to 100 due to rounding.

Breakdown by Age

	2020	2021
Leadership <i>Directors, associate partners, partners, CEO and direct reports</i>		
Under 30 years old	0%	1%
30-50 years old	73%	71%
Over 50 years old	27%	26%
Employees		
Under 30 years old	57%	55%
30-50 years old	39%	42%
Over 50 years old	4%	3%

New Hires

	2020	2021
Total new hires	420	887
By age		
Under 30 years old	75% of new hires	73% of new hires
30-50 years old	22% of new hires	24% of new hires
Over 50 years old	3% of new hires	2% of new hires
By gender		
Women	39% of new hires	39% of new hires
Men	61% of new hires	61% of new hires
Non-binary	<i>Data unavailable</i>	0%
By region		
Asia	3% of new hires	4% of new hires
Belgium, the Netherlands	7% of new hires	7% of new hires
Canada	4% of new hires	8% of new hires
France, Luxembourg, Morocco	63% of new hires	47% of new hires
Italy	3% of new hires	2% of new hires
Middle East	1% of new hires	3% of new hires
UK & Ireland	3% of new hires	6% of new hires
US	16% of new hires	23% of new hires

Global salary remuneration of women to men

	2020	2021
Leadership* Director+	0.94	0.87
Employees	0.93	0.95

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

Note on Pay Gap

In accordance with the Global Reporting Initiative, the pay gap reported above is global. Differences in pay grid and gender balance by both market and level have a significant impact on our overall pay gap. Drilling down into potential disparities in pay by market and level is included in our action plan moving forward.

Parental Leave in 2021

2020		
	Women	Men
Employees entitled to parental leave	5%	3%
Employees who took parental leave	81%	34%
2021		
	Women	Men
Employees entitled to parental leave	2%	2%
Employees who took parental leave	89%	63%

Environment

Notes on Methodology

We changed our carbon footprint methodology from 2020 to 2021 in order to gain more insight into our scope 3 emissions.

The methodology used is certified ISO 14064, GWP 100.

Scope 1 & 2 emissions are calculated using energy bills and contracts for our offices of operation. For coworking spaces, emissions are estimated using building size and number of employees. Information pertaining to employee remote working practices are collected via survey.

Scope 3 emissions are largely calculated via an analysis of financial documents (e.g. credit card statements, general ledgers, expense reports). Information pertaining to employee commuting practices are collected via survey.

GRI Disclosure 302-1

2021 Energy consumption within Sia Partners (Electricity, Heating and Cooling) (kWh)

Total	1,405,780
By Region	
Asia	18,920
Belgium, the Netherlands	149,676
Canada	184,100
France, Luxembourg, Morocco	679,037
Italy	9,140
Middle East	27,279
UK & Ireland	223,952
US	113,676

GRI Disclosure 302-3

2021 Energy Intensity (Electricity, Heating and Cooling) per employee (kWh/employee)

Global Average	XX
By Region	
Asia	326
Belgium, the Netherlands	1,247
Canada	3,409
France, Luxembourg, Morocco	633
Italy	261
Middle East	455
UK & Ireland	1,982
US	290

GRI Disclosure 305-2

2021 Energy Indirect (Scope 2) Emissions (utilities, supplies and consumables, food and drinks) (tons)

Total	221
By Region	
Asia	8
Belgium, the Netherlands	21
Canada	12
France, Luxembourg, Morocco	61
Italy	2
Middle East	12
UK & Ireland	45
US	60

2021 CO₂ emissions per employee
 (tons/employee)

Global Average	3.4
By Region	
Asia	2.0
Belgium, the Netherlands	1.5
Canada	9.5
France, Luxembourg, Morocco	3.2
Italy	6.4
Middle East	9.5
UK & Ireland	6.8
US	2.1

2021 Total Emissions by Activity

	Global (tCO ₂)	Per employee (tCO ₂ /employee)
Services Purchase	2,660	1.3
Travel and Commute	1,090	0.5
Assets	1,058	0.5
Digital	738	0.4
Energy	446	0.2
Product Purchase	362	0.2
Others*	346	0.2

* primarily events, food & drink, waste

○ Appendix III

GRI Index

Standard Disclosure	Description	Reported	Location
Organizational Profile			
102-1	Name of the organization	Fully	About Sia Partners
102-2	Activities, brands, products, and services	Fully	About Sia Partners
102-3	Location of headquarters	Fully	About Sia Partners
102-4	Location of operations	Fully	About Sia Partners
102-5	Ownership and legal form	Fully	About Sia Partners
102-6	Markets served	Fully	About Sia Partners
102-7	Scale of the organization	Fully	About Sia Partners
102-8	Information on employees and other workers	Fully	Social
102-9	Supply Chain	Partially	Integrity
102-10	Significant changes to the organization and its supply chain	Fully	About Sia Partners Appendices
102-11	Precautionary Principle or approach	Fully	Environment
102-12	External initiatives	Fully	CSR 2021
102-13	Membership of associations	Fully	About Sia Partners CSR 2021
Strategy			
102-14	Statement from senior decision-maker	Fully	Editorial
Ethics and Integrity			
102-16	Value, principles, standards, and norms of behavior	Fully	About Sia Partners Integrity
102-17	Mechanisms for advice and concerns about ethics	Fully	Integrity
Governance			
102-18	Governance Structure	Fully	About Sia Partners Consulting For Good

Stakeholder Engagement			
102-40	List of stakeholder groups	Fully	Integrity
102-41	Collective bargaining agreements	Partially	Around 60% of employees are covered by collective bargaining, most notably in France and the Netherlands
104-42	Identifying and selecting stakeholders	Partially	Appendices
104-43	Approach to stakeholder engagement	Partially	Appendices
102-44	Key topics and concerns raised	Partially	Appendices
Reporting Practice			
102-45	Entities included in the consolidated financial statements	N/A	Information available in public financial statements
102-46	Defining report content and topic boundaries	Fully	Appendices
102-47	List of material topics	Fully	Appendices
102-48	Restatements of information	Fully	Appendices
102-49	Changes in reporting	Fully	Sustainability
102-50	Reporting period	Fully	Annexes
102-51	Date of most recent report	Fully	Septembre 2020
102-52	Reporting cycle	Fully	Appendices
102-53	Contact point for questions regarding the report	Fully	Contacts
102-54	Claims of reporting in accordance with the GRI standards	Fully	Appendices
102-55	GRI content index	Fully	Appendices
102-56	External assurance	Fully	Appendices
Material Topics Identified			
Economic Performance			
201-1	Direct economic value generated and distributed	Partially	About Sia Partners CSR 2021
Environment			
DMA		Fully	Environment

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

Contact.

● For questions about this report or to learn more about CSR at Sia Partners

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