





CVA France CSR Report 2022



July 2022

Our CSR ambition

Our ambition	
 Environmental responsibility	100% recycling rate & Carbon neutrality
 Social & ethical engagements	95% of employees feel professionally fulfilled
 Societal impact	75% of projects with a positive outcome
 Sustainable procurement	100% in line with CVA responsible procurement policy










Pragmatic and stepwise continuous improvement CSR plan
Positive actions to be communicated externally
Standard approach to address RFP due diligences

Environmental responsibility – Completed and ongoing actions

A



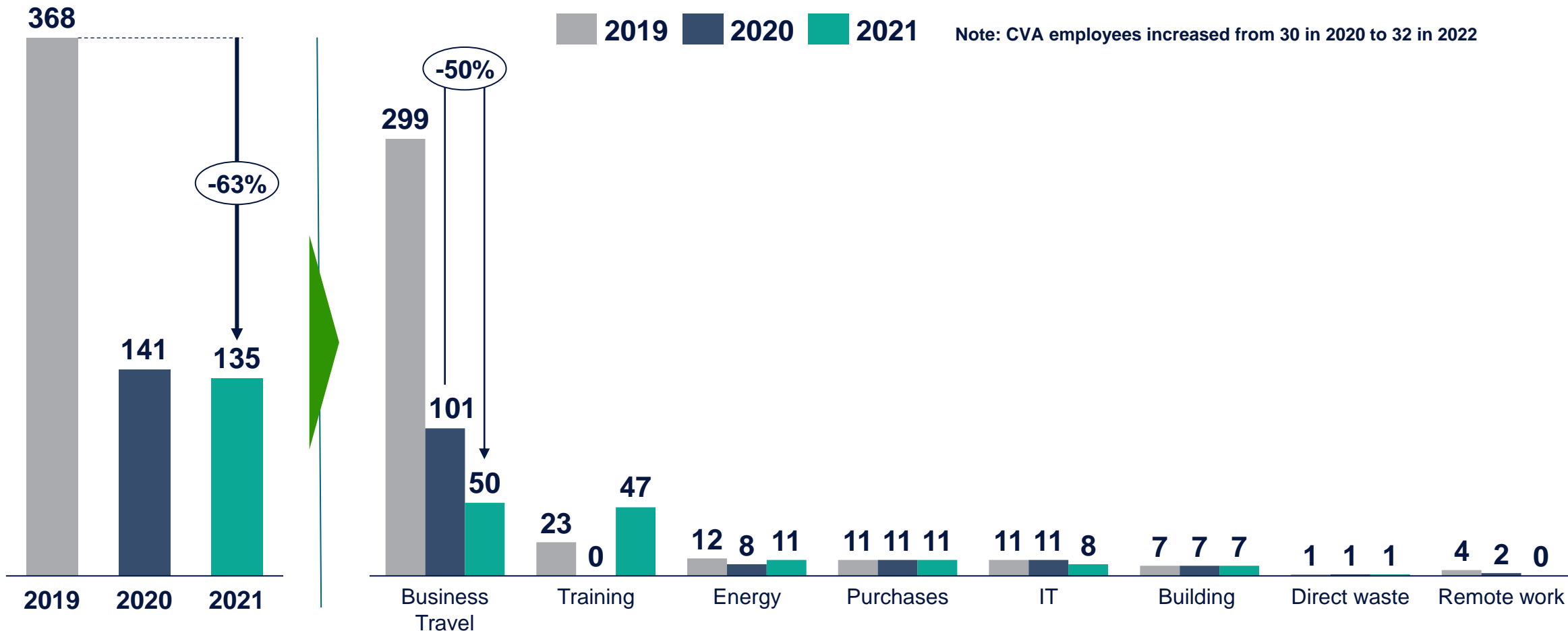
Environmental
responsibility

Detailed actions	Status
 Ban plastic or cardboard cutlery, bags, cups & bottles Provide a water fountain and reusable cutlery, glass, tote bags, water bottles & Tupperwares	Completed
 Adoption of business travel agency (Supertripper) allowing live estimates of carbon footprint	Completed
 Favour public transport over taxi, when possible, and order green cabs & favour train over plane when relevant	Completed
 Moved to new office in Paris with re-used office furniture	Completed
 Training by vendor (WeNow) to raise awareness on environmental issues (global warming, carbon footprint, ...)	Completed
 Switch from in-house to external vendor (WeNow) to estimate individual & Paris office carbon footprint in 2021	Completed
 Expand carbon footprint measurement to other EMEA offices (London, Berlin, Brussels, Dubai) in 2022	In progress
 Explore carbon offset initiatives in 2022 & obtain data on electricity consumption	In progress
 Formalize CVA environmental policy with external vendor (Positive Workplace)	In progress

Environmental responsibility – WeNow compared the data with previous years, CVA achieved 60% reduction vs pre-pandemic period



CVA Paris greenhouse gas emission per source in 2019, 2020 and 2021; t CO₂













B Social & ethical responsibility – Completed and ongoing actions

B



Social & ethical responsibility

Detailed actions	Status
 Flexible remote policy and sponsored IT and office furniture for employees to work remotely	Completed
 Formalisation of a social policy (HR, anti-discrimination, anti-harassment and human rights policies)	Completed
 Formalisation of an ethical policy (ethical chart, whistle-blowing system, third-party due diligence)	Completed
 Training on business and ethics as part of consultant onboarding	Completed
 Annual employee survey performed by third-party (Positive Workplace) to monitor employee satisfaction	Completed
 Formalization of an ensure employee well-being and improve work life balance	In progress  <i>Zoom on next slides</i>
 Women @CVA initiative to improve CVA value proposition towards women & ensure gender equality	In progress
 Review of salaries for all grades and adjustment in line with market expectations and inflation	In progress
 Regular (weekly?) employee pulse barometer by third-party (Happy at Work) to monitor well-being	In progress

1/ Developing employees' skills – Context, key facts and indicators

1. Developing employees' skills

Context: CVA is a consultancy that emphasizes on developing the skills of its employees. Through the organization of annual seminars, semestrial appraisal sessions with management, regular mentoring touchpoints along the year and punctual professional theme-oriented training, CVA is committed to continuously make its employees grow. CVA is extremely attached to knowledge transmission and guidance of senior management towards consultants.

Key facts:

- **Anti-bribery training:** Part of the consultant onboarding basics, with link to Transparency International Webinar to raise awareness on bribery
- **Online training:** Webinars on technical skills available anytime for all employees (Powerpoint, Excel, Data finding, etc)
- **1 week training off sites:** CVA Challenge (for new joiners, team activities and a real case business game) & CVA Master (for managers on CVA methodologies, people and project management)
- **Talent Management Program:** Multi-pronged program with interventions of inspirational leaders, individual & group coaching program, ...
- **Case lunches:** Organized to share field experience and keep consultants up-to-date with the firm's client issues
- **Theme-oriented training:** Training day dedicated to oral presentation, management skills, stress management, financial analysis...
- **Performance review:** At each project end, a performance appraisal. At each semester, a review of all appraisals, and detailed feedback by mentor.

Future actions:

- Induction day, on consultant basics, team exercises, every 6 month + specific training on cyber risks
- Consider regular trainings on diversity & inclusion and on cybersecurity

Indicators	Result 2019	Result 2020	Result 2021	Obj. 2025
Number of training days	45	21	105	60
Number of appraisal per year per consultant	4,4	4,2	4,4	5
Number of mentoring touchpoints per year per consultant	2	2	2	2

2/Driving sustainable employment and employees' well-being

Context, key facts and indicators

2. Driving sustainable employment and employees' well-being

Context: CVA is a consultancy offering full-time permanent position to its employees and internship opportunities whose experience is a stepping stone to secure a full-time permanent position at CVA. Beyond this stable working environment, several initiatives are implemented to ensure employee's well-being such as a flexible approach towards remote working, promotion of a healthy lifestyle as well as a mentoring system to flag issues & collect aspirations.

Key facts:

- **Mentoring system:** When starting at CVA, you are allocated a mentor that will ask as your spokesperson with management. Every 6 months, the mentor will collect the level of satisfaction towards CVA, and synthesize the pros and cons, including work-life balance.
- **Healthy lifestyle:** CVA funds gym subscription, participation to sport events (marathons) and contests
- **Employee social barometer:** anonymized employee annual survey carried out by third party to estimate the level of well-being of the employees
- **Alert process:** Communication on an alert process for consultants facing an issue and on possible levers to solve them
- **Upward feedback** of consultant towards managers: Filling in the form is systematic, and the form is now quantified

Future actions:

- Formalization of a **well-being policy**, with guidance in terms of team management, working hours, ability to disconnect, to
- **Regular pulse on work life balance:** Adoption of a barometer, with smiley system, reporting to the Head of HR, run through HappyatWork platform
- New health insurance: Explore case to switch to more digital and user friendly health insurance (Alan)

Indicators	Result 2019	Result 2020	Result 2021	Obj. 2025
Share of full time	95%	100%	100%	100%
Number of recruitments	7	2	6	5
Absenteeism rate	0.3%	0.4%	0.2%	0.3%
NEW Number of accidents at work	0	0	0	0
NEW Number of employees covered with health insurance	100%	100%	100%	100%

3/ Ensuring fair value sharing – Context, key facts and indicators

3. Ensuring fair value sharing

Context:

- The career track at CVA follows a meritocratic process, based on a structured and detailed performance appraisal forms shared at the end of each assignment by the manager to the consultants.
- Every 6 months, based on the appraisals the performance of the employees is reviewed by the executive committee and a decision is made on the promotion to the next grade or not.

Key facts:

- **Full transparency on remuneration grid:** The fixed and variable remuneration is totally linked to the grade grid, which is available to all, thus ensuring a full transparency of remuneration, fair and equal across employees regardless of their background, gender or beliefs.
- **Fair methodology to estimate variable remuneration:** The variable part of the remuneration is decided at the end of the year, based on the overall performance based on the appraisals and the staffing rate
- **Additional bonus related to office life CSR engagement:** An extra bonus is granted to employees supporting CVA office life, CSR initiatives and other internal actions

Future actions:

- **Pay increase:** Early 2022, entry level grades were significantly increased at CVA to best adjust salaries to inflation and market expectations
- **Equity:** Discussions are ongoing on opening the equity of CVA and further sharing the benefits of the company to its employees
- [Explore case for equal pay monitoring](#)

4/ Ensuring gender diversity and equality – Context, key facts and indicators

4. Ensuring gender diversity and equality

Context: CVA is committed to inclusion and equality for women. It is an integral part of CVA's mission to attract, retain, and develop the most talented and qualified people in world. Encouraging working flexibility, parental-leave programs and inclusive leadership are part of our initiative to ensure women at CVA have an optimal balance between personal life and professional career.

Key facts:

- **Fair remuneration grid:** The fixed and variable remuneration is totally linked to the grade grid, which is available to all, thus ensuring a full transparency of remuneration, fair and equal across employees regardless of their background, gender or beliefs.

Future actions:

- **Maternity:** Equal duration of parental leave for men and women (Parental Act) and 80% work paid at 100% during childbearing period
- **Women @CVA initiative:** CVA value proposition for women, participation to women forum & events, dedicated relations with clubs in target schools, communication on dedicated page on CVA website, on the onboarding deck & on recruitment brochure
- **Label:** Assessment by the label Best Workplaces for Women, Calculation of the *Index de l'égalité professionnelle*

Indicators	Result 2019	Result 2020	Result 2021	Obj. 2025
Share of women in CVA France workforce	40%	33%	33%	45%
Share of women in management positions	27%	27%	20%	30%
Share of women in CVA new joiners	NA	NA	33%	50%

c Societal impact – Context, key facts and indicators

5. Enhancing the societal impact of CVA

Context: CVA has started to initiate collaboration with third parties to enhance its societal impact. In line with its meritocratic DNA, CVA supports initiatives supporting equal chances to integrate young individuals with unprivileged backgrounds in the professional world. Furthermore, following the outbreak of the War in Ukraine, CVA discontinued its operations in Russia. Lastly, CVA is currently exploring pro-bono possibilities with the support of platforms. A pilot is ongoing with our Brussels office with 180 DC consulting while discussions for the Paris office are ongoing with Vendredi & Ca me Regarde.

Key facts:

- **Donation to caritative associations:** The Paris office made donations to Un Début de Réseau **Member of Un début de Réseau:** A donation and participation of CVA Paris employees to the social professional network Un Début de Réseau to connect with young individuals with unprivileged background (<https://www.consultor.fr/articles/comment-CVA-aide-un-linkedin-meetic-de-l-insertion-a-sortir-de-terre>)
- **CVA projects alignment with UN Sustainable Development Goals:** Mapping of CVA Paris projects was done, showing 98% alignment with UN SDGs. CVA healthcare projects in the field of vaccines contribute to #3 good health and well-being while our Energy and Circular Transition platform support #7 access to affordable and clean energy (ex: 100% renewable scenario assessment, Feasibility of green hydrogen applications, ...)

Future actions:

- **Under exploration:** Possible collaboration with a third-party platform, like 180 DC consulting, Ca me Regarde or Vendredi, to provide the opportunity to consultants to contribute as pro bono to assignments having a positive societal impact

	Indicators	Result 2019	Result 2020	Result 2021	Obj. 2025
New	Share of CVA projects aligned with UN SDG goals	No data	65%	98%	75%
New	Number of days dedicated to pro bono assignments	No data	No data	No data	20 days

c Societal impact – Completed and ongoing actions

c



Detailed actions	Status
 Mapping of past CVA projects and their positive impact  <i>Zoom on next slides</i>	Completed
 Highlight “value for the world” in each new project announcement ‘FlashSuccess’	Completed
 Donations to non-profit organizations (Un début de Réseau,...)	Completed
 Partnership with social professional platform Un Début de Réseau	Completed
 Mapping of CVA projects in line with UN sustainable development goals  <i>Zoom on next slides</i>	Completed
 Explore pro bono consulting – Discussions ongoing with 3 vendors – Pilot in Brussels with 180 DC	In progress










D Sustainable procurement – Completed and ongoing actions

D



Sustainable procurement

Detailed actions	Status
 Office material from a labelled supplier supporting insertion of handicapped	Completed
 Coffee beans from fair trade and organic supplier	Completed
 Recycling old water bottles and sourcing new eco-responsible water bottles with Qwetch	Completed
 Office fruits and snacks from responsible sourcing	Completed
 Formalization of responsible sourcing policy	Completed
 Responsible sourcing decision-making checklist for office / IT furniture	In progress
 training on sustainable procurement for relevant employees	In progress

Indicators	Result 2019	Result 2020	Result 2021	Obj. 2025
New Share of second hand IT equipment	In progress			