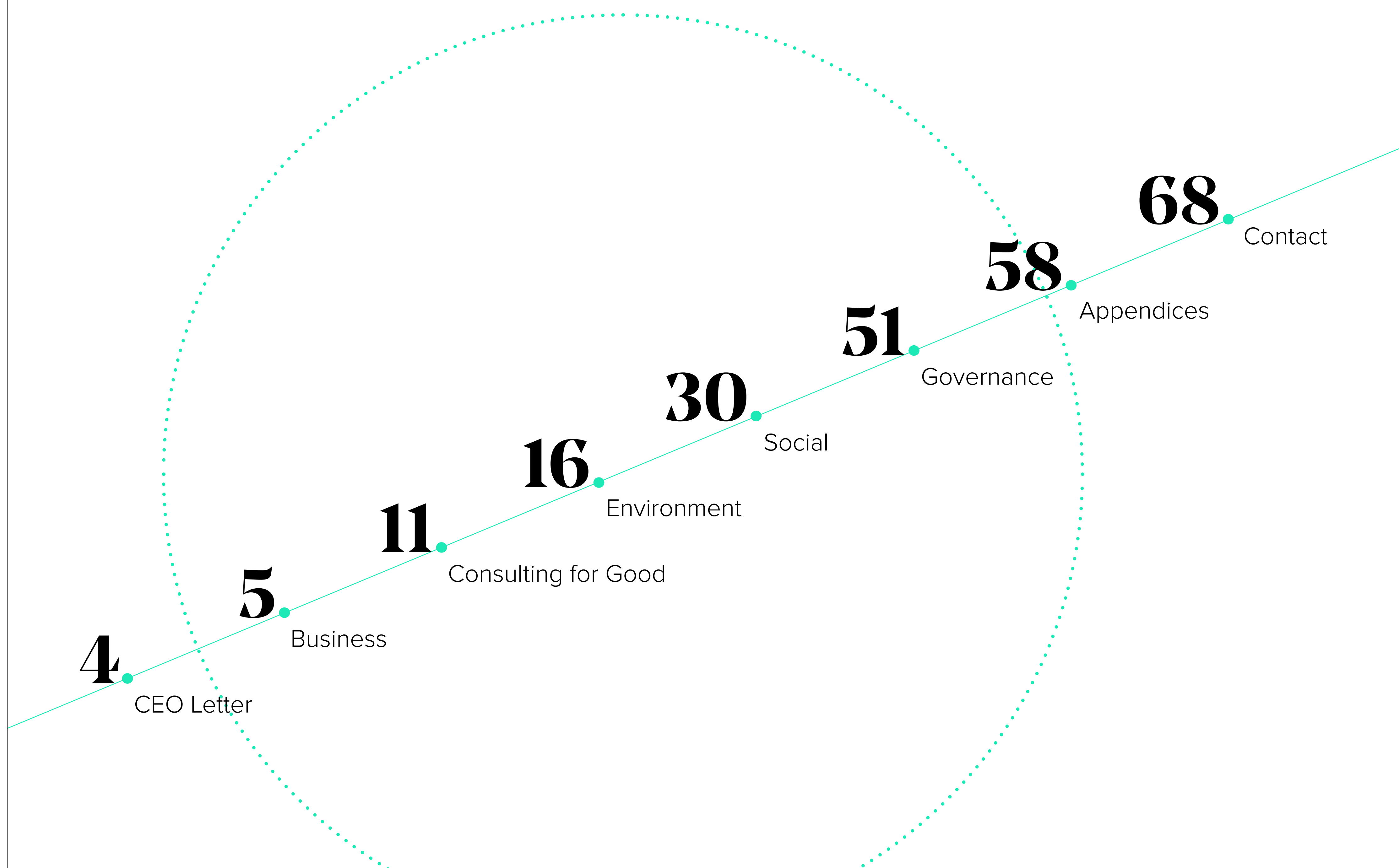




# Taking Collective Responsibility

**We've signed up to  
make change happen**

# Table of Contents.



# Letter from the CEO.

## Sia Partners’ strategic plan, NEXT-GEN 21/23, was designed to transform the way we operate, enabling us to better support our people and serve our clients in the ever-shifting landscape of the 2020s.

In January 2022, we made a major step forward in this effort with the launch of a new, borderless operating model. The NEXT-GEN model favors seamless collaboration, facilitating international synergies and optimizing how our people work together across the firm. Enhancing and harmonizing the career support we provide our people is another priority of NEXT-GEN 21/23. We laid the foundation for a global Talent Development program in 2022, including the full launch of an employee engagement Pulse Survey and preliminary work on a new training program. A global Talent Development team was appointed in January of 2023, which will drive significant progress in this area moving forward.

Sia Partners’ environmental impact remained a priority in 2022. Equipped with a comprehensive view of our scope 3 emissions, achieved via an ISO 14064-certified carbon accounting methodology, we began work on a net-zero

trajectory and action plan. I am proud to share that Sia Partners has joined the Business Ambition for 1.5°C campaign and set near-term and net-zero reduction targets in line with the Science Based Targets initiative (SBTi). We have formally committed to submitting these targets to the SBTi for validation.

Without question, a prominent place on our 2022 highlight reel belongs to Sia Partners’ investment in the CAMERR project. CAMERR (Cameroon Mangrove Ecosystem Restoration & Resilience) aims to restore 1,000 hectares of mangrove forests in the Cameroon and Ntem estuaries over a 30-year period. In addition to contributing to global carbon neutrality, this project promises significant socio-economic and biodiversity impact, and is managed in a way which ensures continual open dialogue with local populations and the sustainable long-term management of the mangrove forests. CAMERR exemplifies the kind of impact

we want to achieve with Consulting for Good, and we look forward to seeing this incredible project advance.

Sia Partners remains committed to developing our people and building a diverse and inclusive workforce. 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.



# Business



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# Business.

# 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.

We create state-of-the-art narratives for transformation and innovation and deploy them at scale. We believe Industry-expertise and cutting-edge methodologies are key differentiators to help large organizations embrace the 20s' transformative agenda. We deploy our unique blend of capabilities through 4 brands: Sia Partners, SiaXperience, Heka and LBG.

# At a Glance.

**2,000**

Consultants in 2022

**Paris, France**

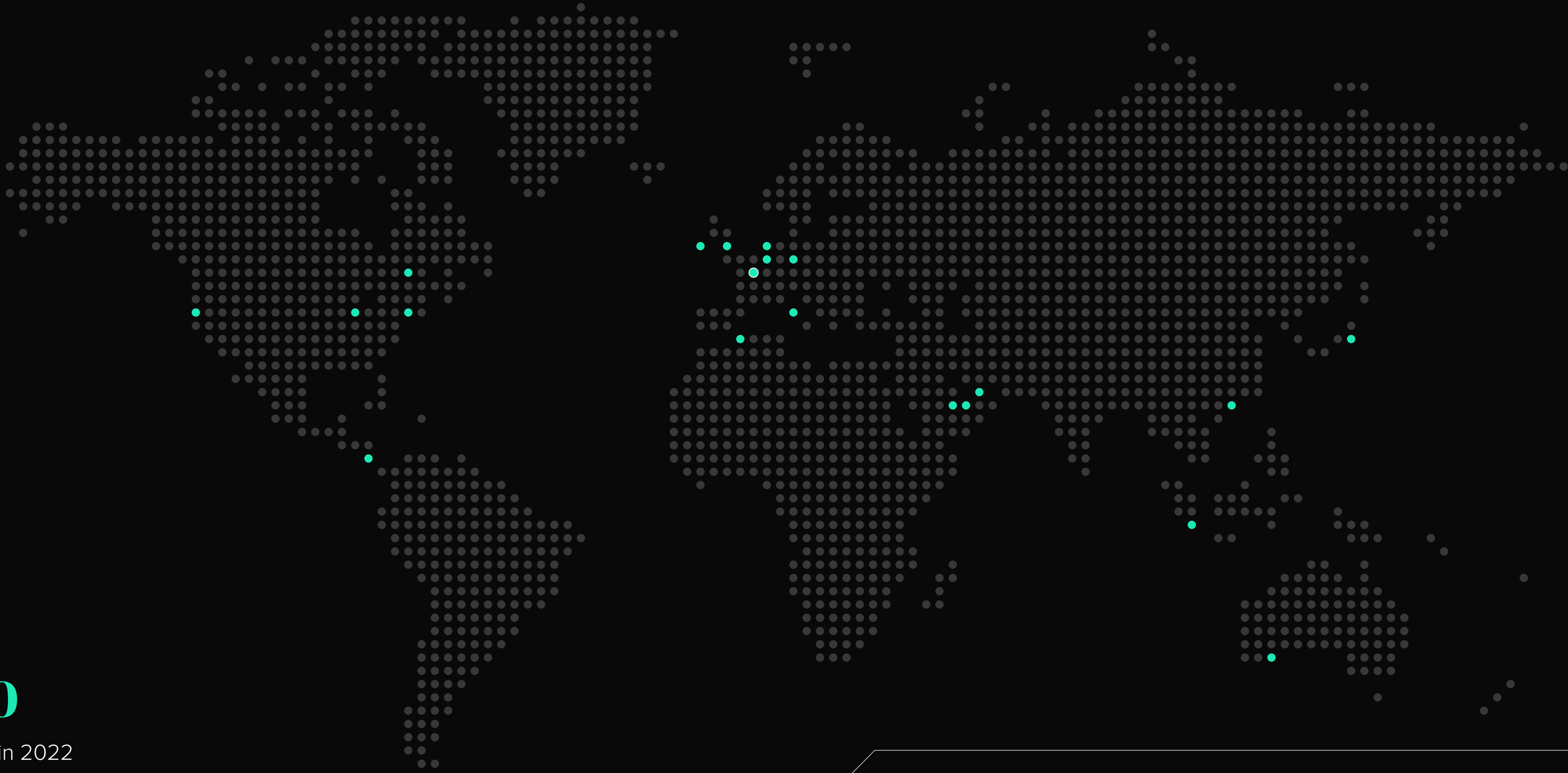
Headquarters

**€357M**

Revenue in FY22

**92%**

Returning clients



**Europe**

- Belgium
- France
- Germany
- Ireland
- Italy
- Luxembourg
- The Netherlands
- United Kingdom

**North America**

- Canada
- United States

**Latin America**

- Panama<sup>1</sup>

**Africa**

- Morocco

**Middle East**

- Qatar
- Saudi Arabia
- United Arab Emirates

**Asia-Pacific**

- Hong Kong
- Japan
- Singapore
- Australia

<sup>1</sup>: A Sia Partners member firm

# Brands.

## HEKA.AI

We provide different data science services to our clients, including Heka, our ecosystem of Artificial Intelligence solutions developed for businesses. These advanced Data Science solutions come from years of development experience and the support of our customers.

8%

5%



LBG focuses on product development, non-dilutive funding & strategic consulting in the life sciences sector.

8%

€357M

Revenue in FY22

79%



A global offering based on experience design and innovation, aiming to support businesses in growth and performance through design thinking methodologies. SiaXperience gathers designers, marketing consultants and digital experts under one roof.

## SIAPARTNERS

Our global footprint and expertise in more than 40 sectors and services allow us to enhance our clients' businesses worldwide. We guide their projects and initiatives in strategy, business transformation, IT & digital strategy.



# Sectors & Services.

## Sectors

---

Automotive, Aerospace & Defense  
Banking & Capital Markets  
Consumer Goods & Retail  
Climate Analysis  
Energy, Resources & Utilities  
Insurance  
Manufacturing  
Media & Entertainment  
Mining & Resources  
Government  
Health and Residential Care  
Real Estate  
Tech, Software & Platforms  
Travel & Transportation  
Telecommunications

## Services

---

Actuarial & Quantitatives Services  
Business Transformation  
Compliance  
Corporate Strategy  
Cybersecurity & Resilience Services  
Data Science  
Ecommerce  
Financial Performance  
Growth & Innovation  
Marketing, Sales & Customer Experience  
IT Strategy & Digital Transformation  
Open-Innovation and Innovative Ecosystem  
Organizational Effectiveness  
People  
Pricing & Revenue Management

Procurement 4.0  
Supply Chain & Logistics  
Tech Lab  
Turnaround

# Brands.

## International Growth

Sia Partners benefits from both organic and acquired growth. In 2022, Sia Partners acquired 5 firms:

**Addison** is a creative agency based in New York, specializing in ESG communications. **Stratumn** is a SaaS platform, based in Paris, using Blockchain technology for traceability. The acquisition of **Churchill** consulting allowed Sia Partners to expand its geographical footprint to Australia, as the firm is based in Perth. Churchill primarily serves clients in the Energy & Utilities, and Mining sectors. **E2E** is a boutique consulting firm based in Edmonton focusing on Change Management and Business Transformation with clients in Energy & Utilities, Transportation and the public sector. With the acquisition of **Latham BioPharm Group (LGB)**, Sia Partners launched a new division dedicated to Life Science Consulting.

### Other relevant business relationships

Studio is a Paris based investment fund, launched in 2017 to finance fast growing tech companies with a focus on B2B tech startups. The startups are supported by the Studio team, but also by a large network of consultants from all of our offices. Each collaboration is built around a strong strategic partnership, in order for the startup to benefit as much as possible from Sia Partners' commercial network.

### Membership Associations

#### Anticipations

France, *Charlotte de Lorgeril*

#### SIFMA

US, *John Gustav*



# Consulting for Good



# Consulting for Good.

**Consulting for Good is Sia Partners' global Environmental, Social, & Governance (ESG) approach, by which we strive to integrate ESG 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 ESG efforts, providing expertise and innovative solutions centered on sustainability. This holistic approach integrates ESG into the DNA of our firm and, we believe, is the key to having next-level impact. Around 14% of Sia Partners annual revenue FY21/22 was generated by Consulting for Good projects.

## Pillars and Focus Areas:

### Environmental

Addressing Climate Change  
Leveraging Technology  
Green Finance  
Government Regulation  
Biodiversity

### Social

Workplace Wellbeing  
Work Transformation & Work 4.0  
Social Negotiation  
Diversity, Equity, Inclusion, & Belonging

### Governance

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

# Ambitions.

Sia Partners pursues three ambitions through Consulting for Good:

## We strive

To be an **engaged consulting firm** and have a positive impact on the world around us. We are committed to reducing our scope 1, 2, and 3 emissions to reach net-zero by 2032, primarily by limiting travel, optimizing our workspaces and practices, and engaging our suppliers. We are committed to supporting human rights throughout the value chain and engaging responsibly with local communities. Across all ESG pillars, we leverage our expertise to encourage and facilitate engagement from 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 ESG offerings.

## We aim

To be a **next-level employer** by supporting the career development of our people, promoting diversity, equity, inclusion, and belonging (DEIB), and fostering a culture of borderless collaboration. Our commitments in these areas include supporting open dialogue through employee surveys and employee networks, providing mentorship and coaching opportunities, bolstering our DEIB training program, and ensuring fair and transparent promotion.

## We endeavor

To be a **trusted partner** by remaining uncompromising on business ethics and anticorruption throughout the value chain. We are focused on training our people in business ethics, automating our responsible purchasing processes, and increasing supplier outreach.



# ESG Governance.

Our internal governance is designed to favor global collaboration and ensure local activity aligns with group-level strategies and objectives.

The structure is led by a Global Head of ESG, who is responsible for Sia Partners' global ESG strategy. This role liaises with dedicated members of leadership to steer employee networks, which in turn drive local initiatives. The leads of these networks collaborate globally where possible, in order to share knowledge and facilitate corporate efforts.

Client-facing work is housed within Sia Partners' NEXT-GEN operating model, developed at the Squad level, leveraging input and business intelligence from our experts in relevant fields.

All data collection, reporting, and ESG certifications are owned by the Global Head of CSR.

**“If we are going to move the needle in our ESG efforts, buy in from top leadership is key. I am proud to drive impact by co-developing and leading Sia Partners’ Executive ESG Strategic Committee. Scheduled for launch in 2023, the committee will contribute valuable steer and ensure the integration of ESG into Sia Partners’ strategic plan.”**



**Sandrine Carreau**  
Sandrine is Sia Partners' Chief Strategy, Corporate Development, and Marketing Officer and will co-lead the group's forthcoming ESG Strategic Committee.

# Reporting & Evaluation.

The present ESG report is published annually, with the goal of ensuring transparency regarding Sia Partners' practices and progress.

The report covers Sia Partners' activity worldwide and is made publicly available to all stakeholders on our corporate website. Sia Partners also completes a yearly Ecovadis evaluation, a third-party sustainability rating. Our Ecovadis Gold rating places Sia Partners in the top 6% of all participating companies, cross-industry. Our Ecovadis report is made fully available to clients on the Ecovadis online platform and is communicated internally to Sia Partners employees. Ecovadis collaterals are made available to other stakeholders upon request. As an active signatory of the United Nations Global Compact since 2020, we are committed to incorporating the Ten Principles of the UNGC into our strategies, policies, and procedures and submit an annual Communication on Progress, which is published on the UN Global Compact website.






# Environment



# Environment.

**The climate crisis requires immediate, ambitious action from individuals and organizations alike.**



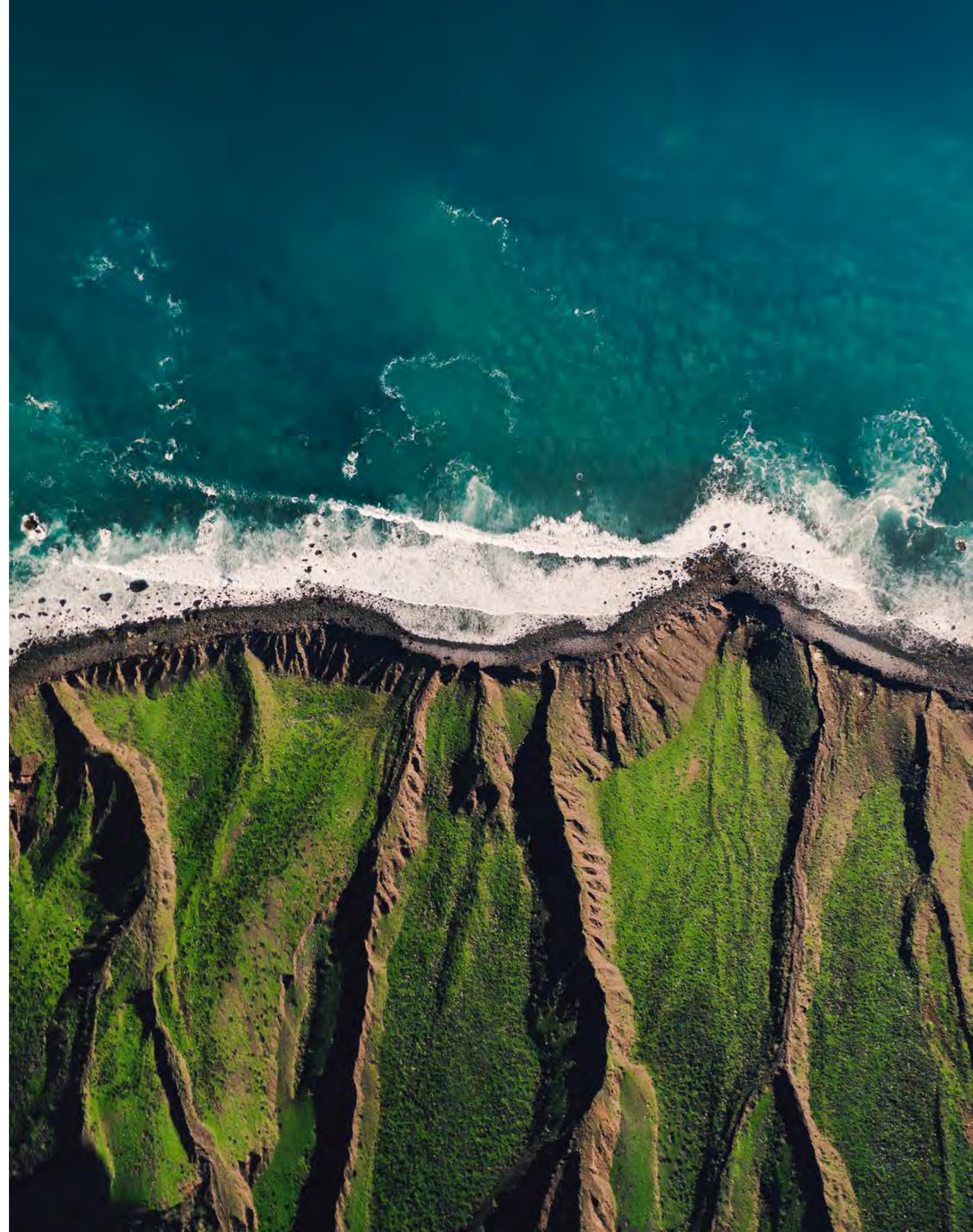
Sia Partners is committed to reducing our environmental impact and progressing towards net-zero carbon emissions, while supporting other organizations in their efforts to do the same.

# Environmental Awareness.

We are striving to build environmental awareness internally, promote greener working practices, and encourage our people to take action in the fight against climate change.

Our Global Environmental Charter, applicable worldwide, outlines simple practices employees can take to reduce their environmental impact at work. Our offices also 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. Sia Partners sources tech from a green supplier that recycles and refurbishes equipment. This is supplemented with BYOD (Bring Your Own Device) policies for smart phones.

In an effort to educate and empower our employees, Sia Partners France, Belgium, and the Netherlands have launched the Climate Fresk, a three-hour team-building workshop that educates participants on the causes and effects of climate change, and how we can take action on an individual and collective scale. 30% of our people in France and 40% of those in Belgium and the Netherlands had completed the Climate Fresk as of EOY 2022. Our objective is to reach 70% in these geographies by EOY 2023 and launch similar workshops worldwide. Employees are also encouraged to get involved in Climate & Change, our network dedicated to driving internal environmental awareness. Launched in France in 2022, our people in this network lead diverse initiatives, including conferences, newsletters, and workshops.



# Employee Spotlight.

**“Sia Partners’ Climate & Change network was born of two realities: companies have an essential role to play in addressing environmental challenges, and employees are ready to help. Leading this network has given meaning to my work and allowed me to have a tangible impact. But above all, it has surrounded me with amazing people, each more committed and inspiring than the last — and for that, I am so grateful!”**

**Gabrielle Kiss**

Gabrielle leads Sia Partners’ Climate & Change network in France.



# Carbon Footprint.

We have been measuring and reporting our carbon footprint since 2019. Beginning in 2021, we partnered with Greenly to shift from a declarative approach to an ISO 14064-certified carbon accounting methodology. This methodology provides a clearer picture of emissions down the supply chain, allowing Sia Partners to gain a more comprehensive view of scope 3 emissions.

We improved our methodology in 2022, with updates including the following changes in 2022: 1. revision to the data collection process to ensure greater implication from financial teams and more consistent data quality; and 2. a methodological shift from monetary to physical for the analysis of Sia Partners contractors, in order to measure their emissions with greater accuracy.

With confidence in an improved data collection process and methodology, we are moving forward with reduction efforts using 2022 as our baseline year.

*Physical Intensity*

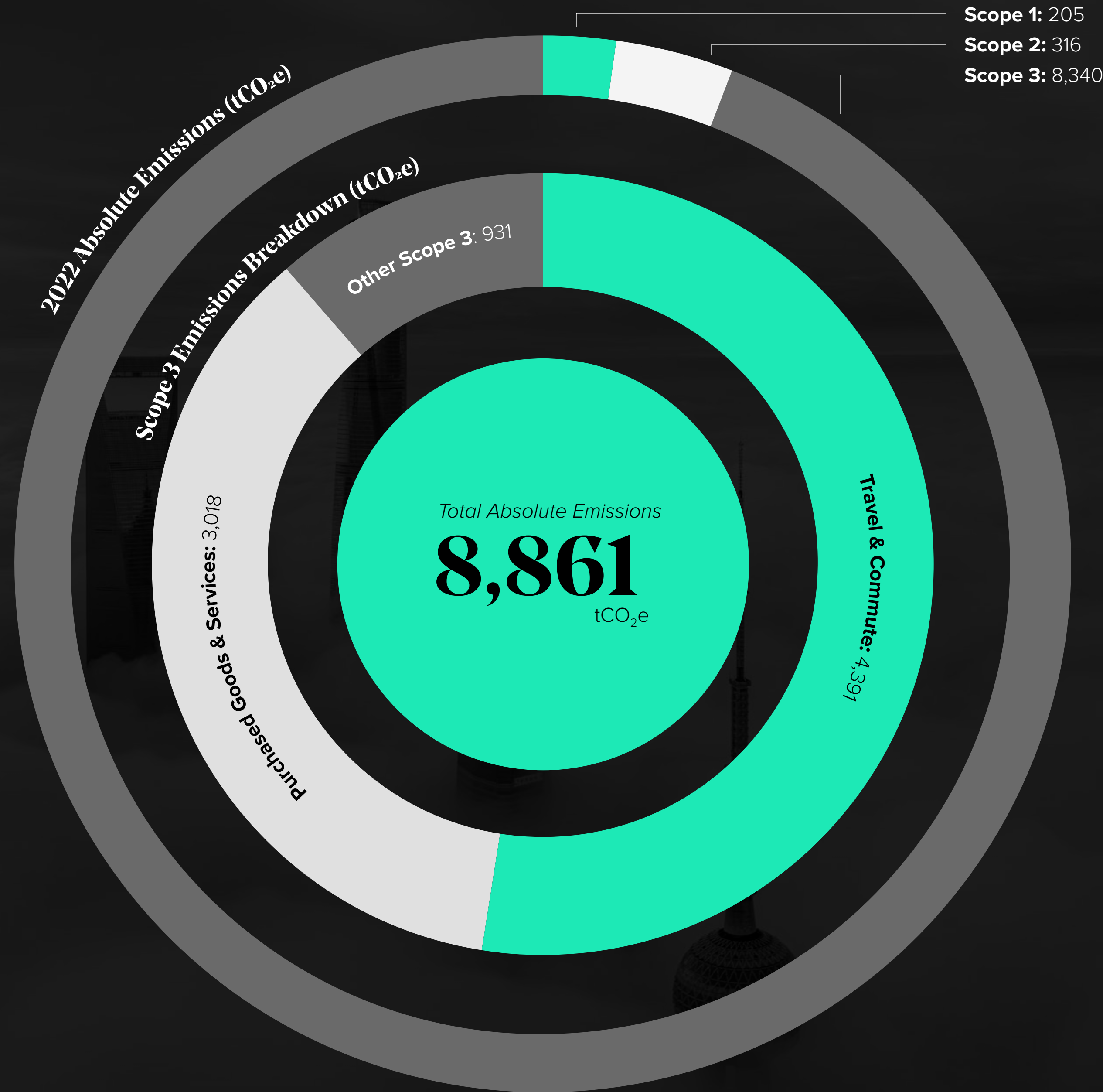
**3,983**

kgCO<sub>2</sub>e per employee

*Economic Intensity*

**0.084**

kgCO<sub>2</sub>e/€ gross profit margin





# Net-Zero Commitment.

Sia Partners is committed to taking intentional action to reduce scope 1, 2, and 3 emissions. Our objectives are as follows:

## Scope 1

# 6.8%

Average reduction per year

# 50.4%

Reduction by 2032

## Scope 2

# 100%

Green electricity supply by 2032

## Scope 3

# 8.3%

Average reduction per employee per year

# 58.1%

Reduction per employee by 2032

**This will include a 65% total reduction in emissions owing to flights (0.023 kg CO<sub>2</sub>e/€ gross margin). To address remaining emissions, our goal is to ensure that the suppliers responsible for 67% of our scope 3 emissions are SBTi-compliant within the next five years.**

In order to meet these targets, our abatement efforts are heavily focused on scope 3 emissions. Reducing air travel is a top priority. We are developing an ambitious mobility policy which will limit business travel, with specificities by geography. Sia Partners is also prioritizing supplier outreach to incite emissions reductions down the value chain.

As we progress along our trajectory, in order to neutralize residual emissions

that we are unable to reduce to zero by abatement, Sia Partners is investing in natural carbon sinks. These ecosystems absorb and store carbon from the atmosphere, contributing to global carbon neutrality. Sia Partners will acquire carbon credits from these projects, which will reflect the carbon absorbed as a direct result of Sia Partners' investment. We are aware of the green washing which, unfortunately, can accompany

the use of carbon credits. For this reason, Sia Partners is investing exclusively in absorption projects which include a strict carbon certification and verification process via reputable third-party labels.



# Client Solutions.

As a consulting firm, Sia Partners has an opportunity to take action for the environment that transcends our own operations by helping organizations reduce their own environmental impact. **Our client work in this area spans five pillars:**

## 6%

Our Environmental offerings represented 6% of Sia Partners' global annual revenue in FY21/22.

### Addressing Climate Change

Adapting more sustainable business models by opting for circularity, life cycle assessments, and GHG emissions reductions

### Leveraging Technology

Optimizing processes and opening new opportunities via innovative tools, like AI and quantum computing

### Green Finance

Taking environmental considerations into account to inform investments in the financial sector, allocating resources via green products, assets, and investments

### Government Regulations

Keeping up-to-date with requirements and allocating resources accordingly for reporting, measuring, and adhering to standards

### Biodiversity

Protecting the variety of plant and animal life on our planet by preventing the degradation of our oceans and lands

# Client Solutions.

## Offering Spotlights

### Low Carbon

Organizations must rethink their GHG reduction strategies if they are to become climate resilient. Thousands of companies have already committed to setting net-zero targets, and evolving regulations are making it increasingly difficult to maintain business as usual. Sia Partners supports companies in the development of their net-zero trajectories and roadmaps from A to Z. We work in four phases: Measure GHG emissions, develop carbon reduction and net-zero trajectories, establish governance, generate employee engagement and awareness.

### Risk and Resilience

As the effects of climate change become increasingly dire, there is a growing need for organizations to re-evaluate their business models to navigate climate-related risk. Sia Partners helps companies to mitigate three types: physical risks, transition risks associated with the switch to low-carbon economic models, and liability risks. Our methodology embarks organizations on a five-step journey, equipping them to build resilience, protect their employees, and identify new opportunities:

- 1. Engage upper management**
- 2. Perform risk and vulnerability diagnostic**
- 3. Develop resilience strategy and roadmap**
- 4. Take action and transform business**
- 5. Monitor resilience and evaluate strategy**



# Employee Spotlight.

**“Organizations must take immediate, ambitious action in order to be effective in the fight against climate change. As a consulting firm, Sia Partners has an opportunity to drive significant impact by helping companies reduce their environmental impact and optimize their transformation efforts. I am honored to lead our global Climate Analysis Team in this important work.”**

**Jean Trzcinski**

Jean is Managing Partner of Sia Partners Belgium & the Netherlands and leads Sia Partners' Climate Analysis Team.



# Community.

## CAMERR

In November 2022, Sia Partners, together with Orange and Planète Urgence, launched the CAMERR project (Cameroon Mangrove Ecosystem Restoration & Resilience).

CAMERR aims to restore 1,000 hectares of mangrove forests in the Cameroon and Ntem estuaries over a 30-year period, making it the largest ever mangrove restoration project in Cameroon. The project contributes to global carbon neutrality and the United Nations Sustainable Development Goals.

Mangrove forests are extremely valuable ecosystems: they are havens for biodiversity, prevent coastal flooding, filter pollutants, and sequester significant amounts of carbon from the atmosphere. In Cameroon, however, 66% of the mangrove forests are depleted; it is estimated that nearly 3,000 hectares of mangrove forests in the country disappear every year. This has led to destructive flooding, contaminated drinking water, and a significant strain on aquatic life, which is detrimental to the economic and food security of local communities.

Rapid, widespread action is needed to ensure coastal populations can restore the mangroves and reappropriate these ecosystems in the long term. CAMERR is a tremendous step forward in response to these challenges. In addition to the positive impact on climate change and

biodiversity inherent to the project, CAMERR promises to have significant socio-economic impact, most notably in terms of job creation and training programs for the development of sustainable forestry, fish farming, agriculture, and aquaculture practices.

Planète Urgence, an international NGO based in Paris, manages the CAMERR project, working alongside local partners, communities, and traditional, local and national authorities, with the support of Sia Partners and Orange. The active involvement of local populations is of utmost importance; CAMERR complies with Cameroonian protocol to ensure full disclosure of the project to local communities for their consent and to maintain open dialogue.



## Expected Impact

As the project progresses, we expect that CAMERR will respond to nine of the United Nations Sustainable Development Goals:



# CAMERR Targets

**Mangrove ecosystem partially rehabilitated**

**1,000**

Hectares

**88**

Nurseries

**1,145**

People employed

**1**

Biodiversity study

**Local populations equipped to preserve the mangrove forests**

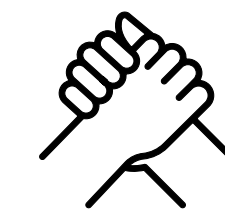
**37**

Workshops

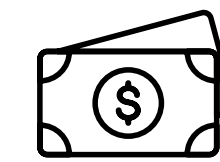
**1,130**

People trained, including 200 school children

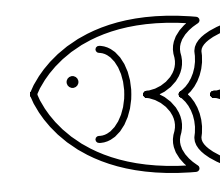
**Socio-economic autonomy of local populations reinforced**



Support for entrepreneurs



Income-generating initiatives



Sustainable fish farming, agriculture, aquaculture

# Employee Spotlight.

**“The CAMERR project has really opened my eyes — both to the vital societal importance of mangroves and the mind-bending complexity of a well-managed, truly impactful restoration project. CAMERR operates in continual dialogue with local communities and leaders — it is designed for significant environmental and socioeconomic impact that is long-term, sustainable, and consensual. I feel honored and deeply humbled to be involved in such an intentional and meaningful project.”**

**Bailey Wamp**

Bailey is the Head of CSR and sits on the governing committee of the CAMERR project.



# Mangroves.

Mangroves are disappearing. An estimated 25% of mangroves have been lost in the past 40 years, resulting from coastal development, land conversion for aquaculture and agriculture, overexploitation, and pollution.

The societal implications of depleted mangrove ecosystems are vast: they include reduced economic growth, impoverished livelihoods, declining human security, poorer quality of life for local communities. and more carbon in the atmosphere.

## Biodiversity hotspots

Mangroves are havens of biodiversity, providing a home, feeding ground, and nursery for a broad array of species. There are over 40 bird, 10 reptile, 6 mammal, and one amphibian species which are exclusively found in mangroves.

## Protected shorelines

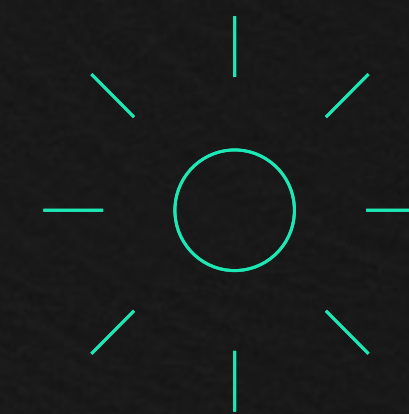
Mangroves' interlocking roots and branches reduce wind and inhibit rising water and swell waves, making them highly effective at lessening storm damage. Their dense root systems also prevent erosion, to further protect shorelines from flooding.

## Improved water quality

Mangroves help provide clean water by filtering pollutants, absorbing excess nutrients, and trapping sediments, improving water clarity and quality.

## 1,000 Hectares

CAMERR aims to restore 1,000 hectares of mangrove forests in the Cameroon and Ntem estuaries over a 30-year period, making it the largest ever mangrove restoration project in Cameroon.



## Carbon absorption

Mangroves capture carbon and store it in the muddy soil they live in, preventing its release into the atmosphere. They sequester over three times more carbon per equivalent area than any other ecosystem on Earth, making mangroves a highly valuable 'nature-based solution' to climate change.



## Socioeconomic impact

Mangroves are vital to local communities and economies, with millions of people relying on these ecosystems for food, wood for cooking and building, and income from fishing and tourism. According to the UNEP, mangroves generate an estimated USD 33-57,000 per hectare per year for the national economies of developing countries where they grow. They contribute to international goals for poverty reduction, as well as clean water and sanitation, and gender equality.

# Social



# Social.

# Central to Consulting for Good is Sia Partners' ambition to be a next-level employer to our people.

We understand that our performance hinges on how we engage and invest in our talent. By providing tailored career support and fostering a culture of diversity, equity, inclusion, and belonging, we support the wellbeing and employability of our people and lay the foundations for innovation and growth. Our social responsibility extends well beyond our front doors to support local communities and ensure that human rights are respected throughout the value chain.

Sia Partners is committed to protecting the fundamental human rights inherent to all human beings, as outlined within the United Nations Declaration of Human Rights. Our engagements are evidenced throughout Sia Partners global policies, most notably the Code of Conduct, Responsible Purchasing Charter, and Diversity, Equity, Inclusion, & Belonging Policy, in addition to local employee handbooks. Sia Partners has also been an active signatory of the United Nations Global Compact since 2020.

# Our People.

## Diversity, Equity, Inclusion, and Belonging

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, and attract diverse talent while motivating a culture of inclusion and celebration of unique identities. DEIB efforts are driven

by **employee networks**, like Pride & Allies and Women & Allies, across Sia Partners' Hubs, supported by leadership via DEIB Sponsors. With the exception of Pride & Allies, which is global, Sia Partners employee networks operate local to their Hubs or regions, coming together internationally to work on global initiatives throughout the year, like those in recognition of International Women's Day and Pride Month.

A global **DEIB Policy** applies to Sia Partners' operations worldwide. The policy formalizes group convictions with respect to diversity, equity, inclusion, & belonging, and establishes our core best practices across three areas: equal opportunity, inclusive culture, and safe environment. Included in the policy is mandatory **training**, built upon foundational courses centered on unconscious bias and inclusive culture, which are required for all employees upon joining Sia Partners. To promote open dialogue and measure the impact of the group's DEIB initiatives, the policy also establishes an anonymous **DEIB survey**. Sent biannually, the survey collects employ-

ee feedback pertaining to corporate culture, belonging, discrimination, and harassment. The results of these surveys are made available to all employees in an interactive dashboard. The policy also formalizes **HR procedures for processing cases of discrimination and harassment**, which serve to ensure the consistency of procedures across geographies and provide transparency to employees. The full DEIB policy is made available to all stakeholders on Sia Partners' corporate website.

As we endeavor to make our culture more diverse, equitable, and inclusive for our people, we are largely focused on retaining talent and supporting their career development. Our global action plan, established in 2021, is centered on providing increased opportunities for networking and mentorship, ensuring fair access to promotion, and raising the awareness of our workforce around unconscious bias and inclusive leadership.





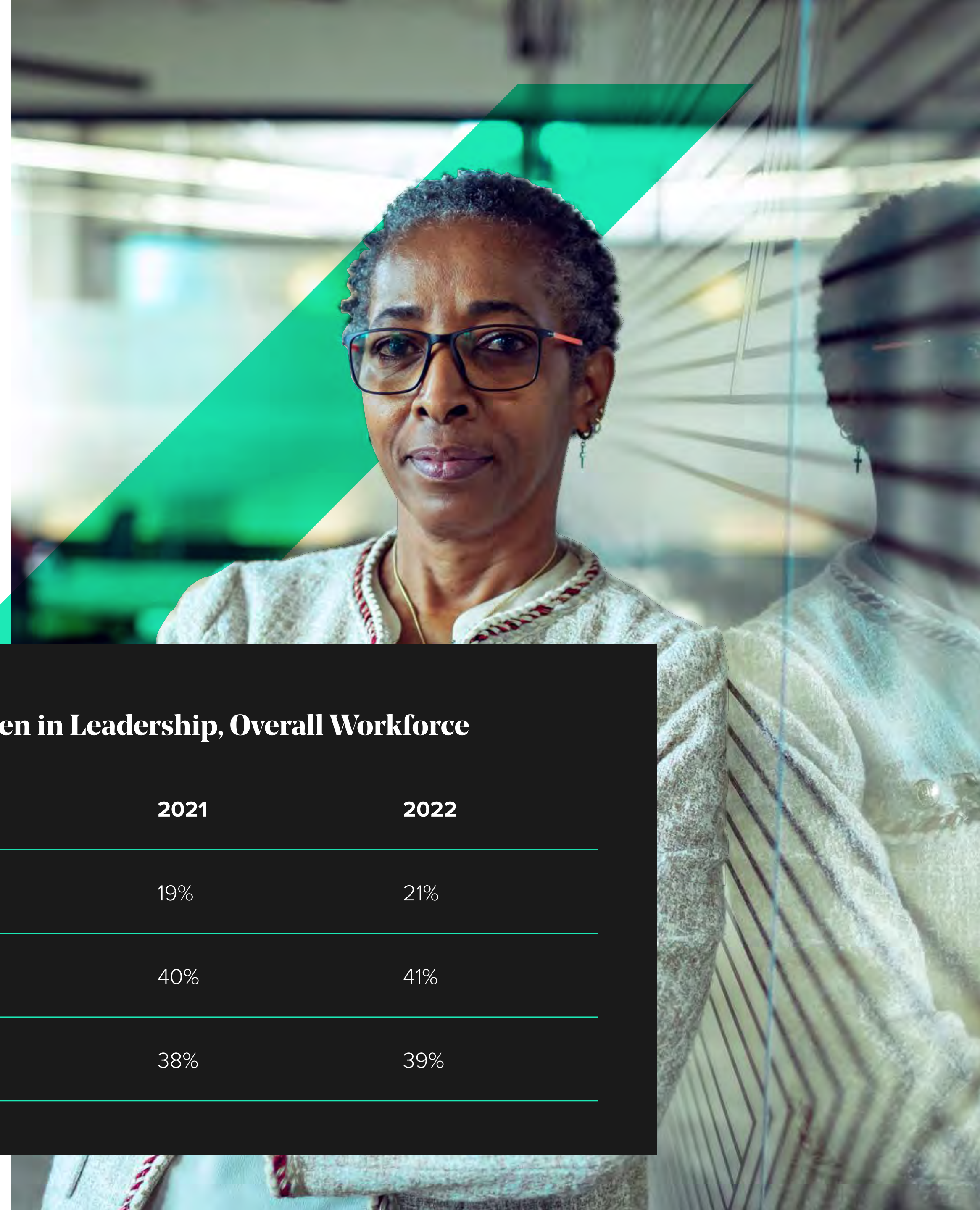
# Our People.

## Gender

Lifting the ratio of women to men is a priority for Sia Partners, and a challenge industry wide. Our efforts in this area are focused on the larger goal of retaining our women and supporting their professional development.

Central to this is raising the awareness of our workforce about unconscious bias and the obstacles faced by women in the workforce, and facilitating conversations about how we, individually and collectively, women and allies, can move forward in the pursuit of gender equality. In 2022, this effort took the form of different internal campaigns, events, and training courses. In honor of International Women’s Day and Women’s History Month, a global panel of Sia Partners women leaders had a candid discussion and Q&A with our employees about how they’ve witnessed gender equality evolve in their careers, and how we can drive change. In a broader campaign, they provided valuable career advice to our women, and allyship advice to all. Our Women & Allies employee networks organized various initiatives throughout the year, including personal branding workshops, research on gender bias in job ads, and events supporting women in Datascience.

We have steadily increased the proportion of women full-time employees from 2020, advancing on our objective to reach 25% women in leadership by 2028 and increase our overall gender balance by 1% per year. A significant focus in 2023-2024 is an in-depth analysis of rates of promotion and pay gap.



### Percentage of Women in Leadership, Overall Workforce

	2020	2021	2022
<b>Leadership</b>	19%	19%	21%
<b>Other Employees</b>	39%	40%	41%
<b>Overall Gender Balance</b>	38%	38%	39%

# Employee Spotlight.



**“Over the past year, I’ve been committed to raising awareness about gender bias and the fight for equality with Sia Partners’ Women & Allies network. Working with this network has allowed me to connect and engage meaningfully with energetic people who share my convictions. It has been an opportunity for me to have tangible impact for a cause I care deeply about.”**

**Noémie Lane**  
Noémie is an active member of the Women & Allies network in France.

# Our People.

## LGBTQIA+ Inclusion

Sia Partners' Pride & Allies Network, launched in 2021, is global in scope.

Comprised of 38% self-identified LGBTQ+ employees and 62% allies in 2022, representing 11 countries, this network offers 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 open-dialogue. Network highlights for Pride Month in 2022 included sponsorship of the New York Road Runners charity run, as well as Seattle Pride Fest, which counted over 100,000 attendees.



# Employee Spotlight.

**“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.”**

**Stefan Twigt**

Stefan leads Sia Partners’ global Pride & Allies Network.



# Our People.

## Racial & Ethnic Inclusion

Sia Partners stands against racism and systemic bias and is committed to ensuring the inclusivity and equitable treatment of our people of all races and ethnic origins.

Our dedicated employee networks drive positive change and provide a safe space for employees to share, learn, support, and celebrate one another. As an example, the North America BIPOC & Allies network, dedicated to welcoming, celebrating, and promoting Black, Indigenous, & People of Color within Sia Partners, organizes educational events through the initiative Sia Shares, providing an opportunity for learning and authentic discussion. In 2022, the network also continued supporting local communities, sponsoring the Economic Literacy (ExCel) Future Leaders Program for the third consecutive year. Across the globe, our team in Hong Kong is a signatory of a Racial Diversity & Inclusion charter.

In the APAC, Sia Partners Australia is committed to building more vibrant and prosperous communities in which Aboriginal and Torres Strait Islander culture, histories, and peoples are recognized, understood, and promoted. To this end, in 2022, our team began developing a Reconciliation Action Plan (RAP), working under the guidance of an Aboriginal mentor. Our work aligns with the RAP Framework developed by Reconciliation Australia, the lead body for reconciliation in the country. The framework contains four RAP types — Reflect, Innovate, Stretch, and Elevate — which allow organizations to continuously develop their commitments. Sia Partners' Reflect RAP will be submitted to Reconciliation Australia for approval in July 2023.



# Employee Spotlight.



**“I got involved with Sia Partners’ BIPOC program because I believe in representation. I believe that if our employees see people like themselves represented in leadership, they will imagine themselves as future leaders. My vision is that we create a welcoming culture where diversity is seen as a strength, where there is space for many voices and points of view across all levels in the organization. Creating a diverse environment ensures that our firm will attract and retain the best talent, and people will feel they truly belong.”**

**Sohail Thaker**

Sohail is a Partner in Canada and sponsor of the Black, Indigenous, and Persons of Color (BIPOC) & Allies network in North America.

# Employee Spotlight.

**“I am passionate about making sure everyone has the opportunity to do their best and be their best. I have been able to support the amazing work our local DEIB team are doing by progressing our Reconciliation Action Plan.**

**Our plan outlines how we turn our great intentions for achieving equality for Aboriginal and Torres Strait Islander people in Australia into measurable actions.”**

**Aaron Ryder**  
Aaron manages  
Sia Partners’ Reconciliation  
Action Plan in Australia.



# Our People.

## Disability

Sia Partners proudly supports employees with disability through different local programs.

As an example, in addition to dedicated HR referents and internal policies, Sia Partners France and Sia Partners UK provide access to external organizations specialized in navigating disability and major life changes. Employees receive tailored support by working directly with these organizations or via a dedicated ambassador. Our employee networks also drive numerous initiatives designed to raise awareness and support local communities. In 2022, our network in France sponsored a charity run supporting “Humanité & Inclusion” and hosted conferences in partnership with local non-profits.





# Employee Spotlight.

**“I care deeply about wellbeing and mental health because I believe in their transformative power. As a wellbeing network lead, I have dedicated myself to researching sources and impact of wellbeing and applying my understanding to help us design better policies. Wellbeing is vital as it influences overall happiness, productivity, and fosters resilient communities, ultimately shaping a brighter and healthier future for us all.”**

**Zvezdana Tipuric**

Zvezdana leads the employee wellbeing network at Sia Partners UK & Ireland.



# Our People.

## Career Development & Training

We believe that supporting the professional development of our people 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.

Sia Partners’ Next-Gen operating model is borderless, bolstering our culture of international collaboration. Since its launch in 2022, we have appointed a global Talent Development Team, charged with developing a group strategy that optimizes and harmonizes career development for our people worldwide.

As part of Sia Partners’ Talent Development strategy, in 2022, we began work on a new career path framework for our Strategy & Management Consulting Business Line. The framework harmonizes levels and expectations across all Hubs, providing more clarity to our people regarding performance and criteria for promotion. Three career paths have been defined within the framework: Consulting, Engagement, and Expert. These paths allow our people to go beyond the classic consulting path. The same work will be completed for all other Sia Partners Business Lines in 2023, including

AI, Data & Quantitative, SiaXperience, and Biopharma.

Employee engagement and wellbeing is a priority for Sia Partners. To help us measure and improve the employee experience over time, we launched an anonymous Pulse Survey in January 2022. Sent quarterly, the survey measures five key performance indicators: communication and transparency, alignment with core values, client delivery experience, internal team support, and mental health. Survey results are made immediately available to all employees. The Talent Development team works together with Sia Partners leaders to develop action plans for continuous improvement.

Regular performance appraisals for all full-time employees help frame career development at Sia Partners. The appraisal process varies somewhat by geography, with official cycles running annually (84% of locations) or biannually (16% of locations). During an appraisal, the individual’s job title, level, and compensation may be revisited. The 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 formal appraisal cycles, managers

are expected to maintain open, reciprocal communication with their teams, and our people are encouraged to seek continuous feedback.

In order to standardize appraisals and ensure fair promotion, expectations for skill development and performance are outlined for all roles within a given career path. These are defined for five skill groups: consulting skills, business development, business expertise, people management, and leadership.

Moving forward, our Talent Development team is working closely with Sia Partners Art of Leadership experts to formalize a global Mentorship Program, scheduled for launch in 2023. The program aligns with our culture of learning and professional development and aims to support the professional and interpersonal development of our people, increasing their employability while supporting retention at Sia Partners.



# Employee Spotlight.



**“I started the Young Professionals Network because I genuinely care about the growth and success of my fellow young professionals at Sia Partners. By establishing this network, I aim to foster a supportive community where we can connect, collaborate, and share valuable insights, ultimately empowering each other to thrive in our careers and achieve our professional goals.”**

**Kristal Mainsah**  
Kristal leads the Young Professionals Network in the U.S.

# Our People.

## 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. Our European offices offer V.I.E. contracts. Open to European citizens, these contracts allow employees to relocate to any Sia Partners office worldwide for up to two years. 22 Sia Partners employees were on V.I.E. contracts in 2022.

Our Internal Mobility scheme is designed for Sia Partners consultants with over two years of experience who are interested in transferring to a Sia Partners office abroad. Through this program, in 2022, 18 employees relocated internationally and eight transferred to another office within the same country.



# Our People.

## Learning Opportunities

Learning is essential for our employees to evolve in their careers and deliver value to clients.

Sia Partners has a flexible approach to professional development and training, providing an array of training modules to enable our people to grow their skills and increase their employability in a way that suits them.

Nearly 80 hours of training courses were available on Sia Institute in 2022. In 2023, our Talent Development team is formalizing Global Learning Paths. These paths are customized by level and include mandatory and optional training agendas.

**Our approach to learning is grounded in five principles:**

### The 70/20/10 rule

We believe that 70% of learning occurs through on-the-job experience, 20% happens socially, through colleagues and friends, and 10% takes place via formal training. We encourage our people to seek out learning opportunities everywhere.

### Tailor-made

Sia Partners training catalog is fully customized to support our people in their professional development. All employees have access to the catalog in its entirety and may sign up for courses of their choice.

### ATAWAD (Anytime, Anywhere, Any Device)

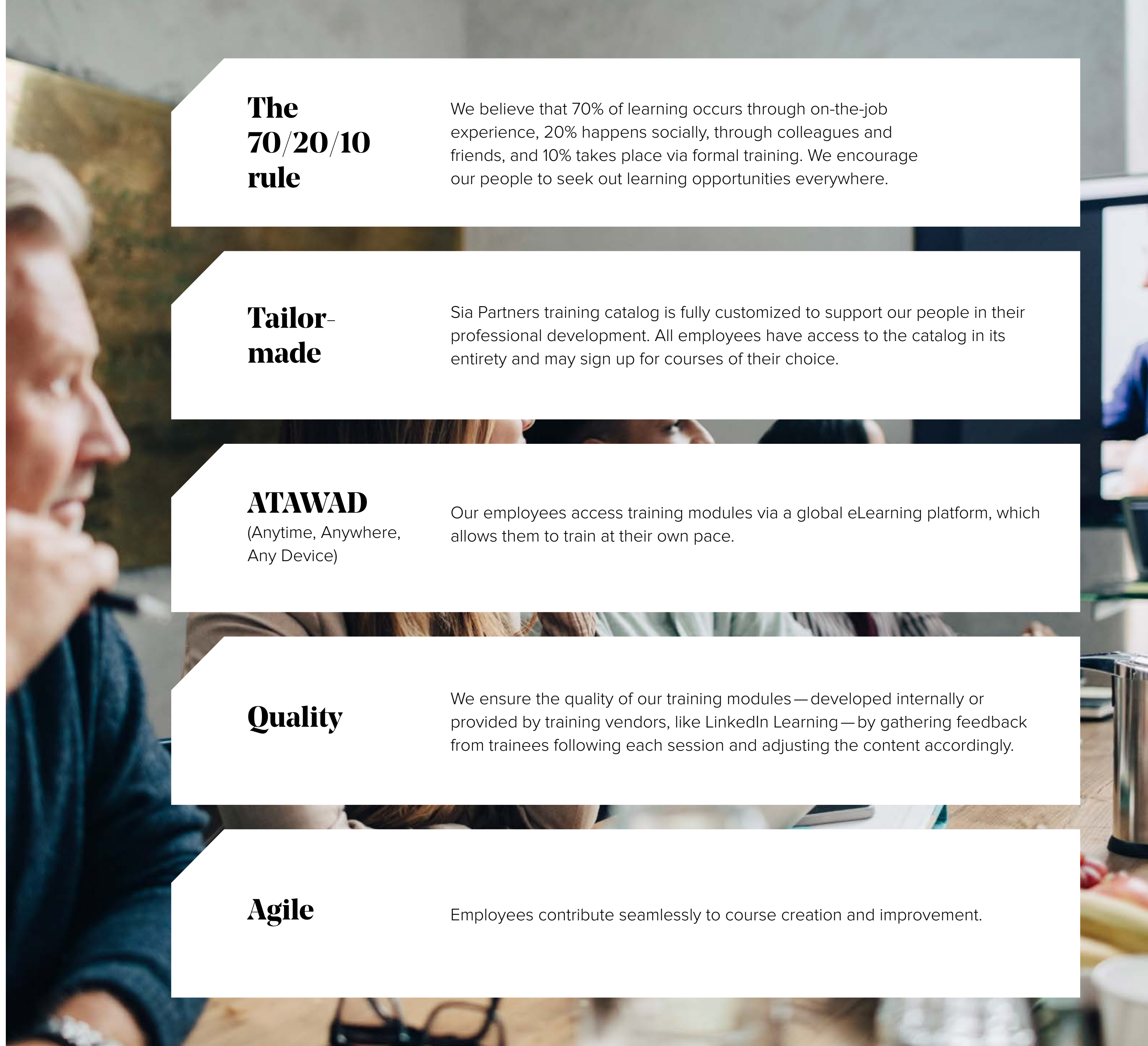
Our employees access training modules via a global eLearning platform, which allows them to train at their own pace.

### Quality

We ensure the quality of our training modules—developed internally or provided by training vendors, like LinkedIn Learning—by gathering feedback from trainees following each session and adjusting the content accordingly.

### Agile

Employees contribute seamlessly to course creation and improvement.



# People Metrics.

**74**  
Asia

**446**  
United States

**36**  
Australia

**104**  
United Kingdom  
& Ireland

**142**  
BeNe

**2,204**

Full-Time Employees made up of 62 nationalities,  
in 2022

**136**  
Canada

**56**  
Middle East

**1,164**  
FRLM

**46**  
Italy

# People Metrics.

## Gender Balance per Hub

	2021			2022		
	Women	Men	Non-Binary	Women	Men	Non-Binary
<b>Asia</b>	34.5%	65.5%	0%	39.2%	60.8%	0%
<b>Australia</b>	N/A	N/A	N/A	36.1%	63.9%	0%
<b>BeNe</b>	28.6%	71.4%	0%	30.3%	69.7%	0%
<b>Canada</b>	52.4%	47.6%	0%	51.5%	48.5%	0%
<b>France, Luxembourg, Morocco</b>	38.3%	61.7%	0%	40.5%	59.5%	0%
<b>Italy</b>	24.2%	75.8%	0%	30.4%	69.6%	0%
<b>Middle East</b>	27.3%	72.7%	0%	37.5%	62.5%	0%
<b>U.K. &amp; Ireland</b>	41.6%	58.4%	0%	41.3%	58.7%	0%
<b>U.S.</b>	38.0%	61.7%	0.3%	36.5%	63.2%	0.2%

## Global Salary Remuneration of Women to Men

	2020	2021	2022
<b>Leadership</b>	0.94	0.87	0.90
<b>Employees</b>	0.93	0.95	0.94

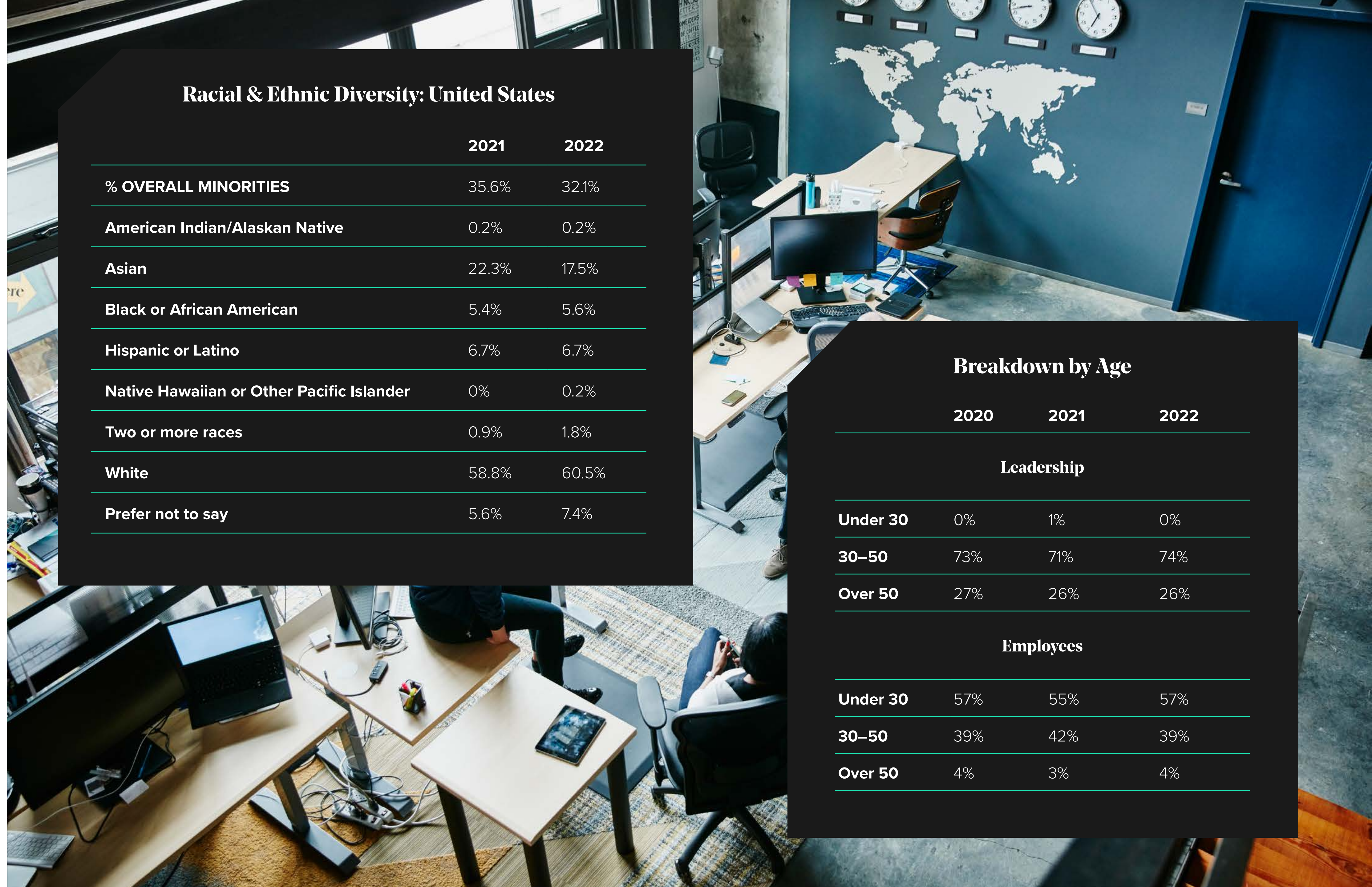
# People Metrics.

## Racial & Ethnic Diversity: United States

	2021	2022
<b>% OVERALL MINORITIES</b>	35.6%	32.1%
American Indian/Alaskan Native	0.2%	0.2%
Asian	22.3%	17.5%
Black or African American	5.4%	5.6%
Hispanic or Latino	6.7%	6.7%
Native Hawaiian or Other Pacific Islander	0%	0.2%
Two or more races	0.9%	1.8%
White	58.8%	60.5%
Prefer not to say	5.6%	7.4%

## Breakdown by Age

	2020	2021	2022
<b>Leadership</b>			
<b>Under 30</b>	0%	1%	0%
<b>30–50</b>	73%	71%	74%
<b>Over 50</b>	27%	26%	26%
<b>Employees</b>			
<b>Under 30</b>	57%	55%	57%
<b>30–50</b>	39%	42%	39%
<b>Over 50</b>	4%	3%	4%





# Community.

Following the Russian invasion of Ukraine, Sia Partners people around the world mobilized to show their solidarity with the Ukrainian refugees and support relief efforts.

Sia Partners corporate donated €100,000 to the Red Cross operations in Ukraine and launched an internal donation matching campaign, resulting in an additional €22,800 in total donations. Sia Partners employees also came together in other ways: several offices organized local donation drives, and our people in Europe helped provide housing to those in need.

Other charity and outreach initiatives are driven at the Hub level. As an example, Sia Partners France is a longtime sponsor of the Paris Opera. Another example is Sia Partners US, which makes yearly charitable donations, including UNICEF in 2022. At the individual level, our people can also get involved via employee networks, like Sia Cares, which brings together our people in the US to facilitate action in local communities.



# Clients.

As a consulting firm, we at Sia Partners have the opportunity and responsibility to leverage our expertise for increased social impact by helping our clients meet their own social responsibility objectives. Our client work in this domain is focused in four key areas: wellbeing at work, work transformation & work 4.0, social negotiation, and diversity, equity, inclusion, & belonging.

Sia Partners supports organizations in the development of their DEI vision, strategy, and programs by providing four key services:

## 1.

A **DEI maturity diagnostic** through which we identify key areas for improvement, making DEI more tangible and actionable

## 2.

**Employee Needs Workshops**, which leverage the best of SCRUM and Design Thinking methodologies to reveal the needs and expectations of key stakeholders and determine best practices for employee inclusion

## 3.

An **Organizational Audit** of all policies and procedures impacting the employee lifecycle and DEI, as well as a review and assessment of external communications and branding.

## 4.

**Training** on a broad range of topics, like unconscious bias, leadership coaching, and inclusive communication.



## 6%

Our Social offerings represented 6% of Sia Partners' global annual revenue in FY21/22.

# Governance



Handwritten signatures in teal ink are scattered across the page, including names like: Phil, G. K., Minna, Aur, Amy, Sean, Renee Mamer, Philip Dehner, John, Paul, Teja, William, K. Chi, and many others.

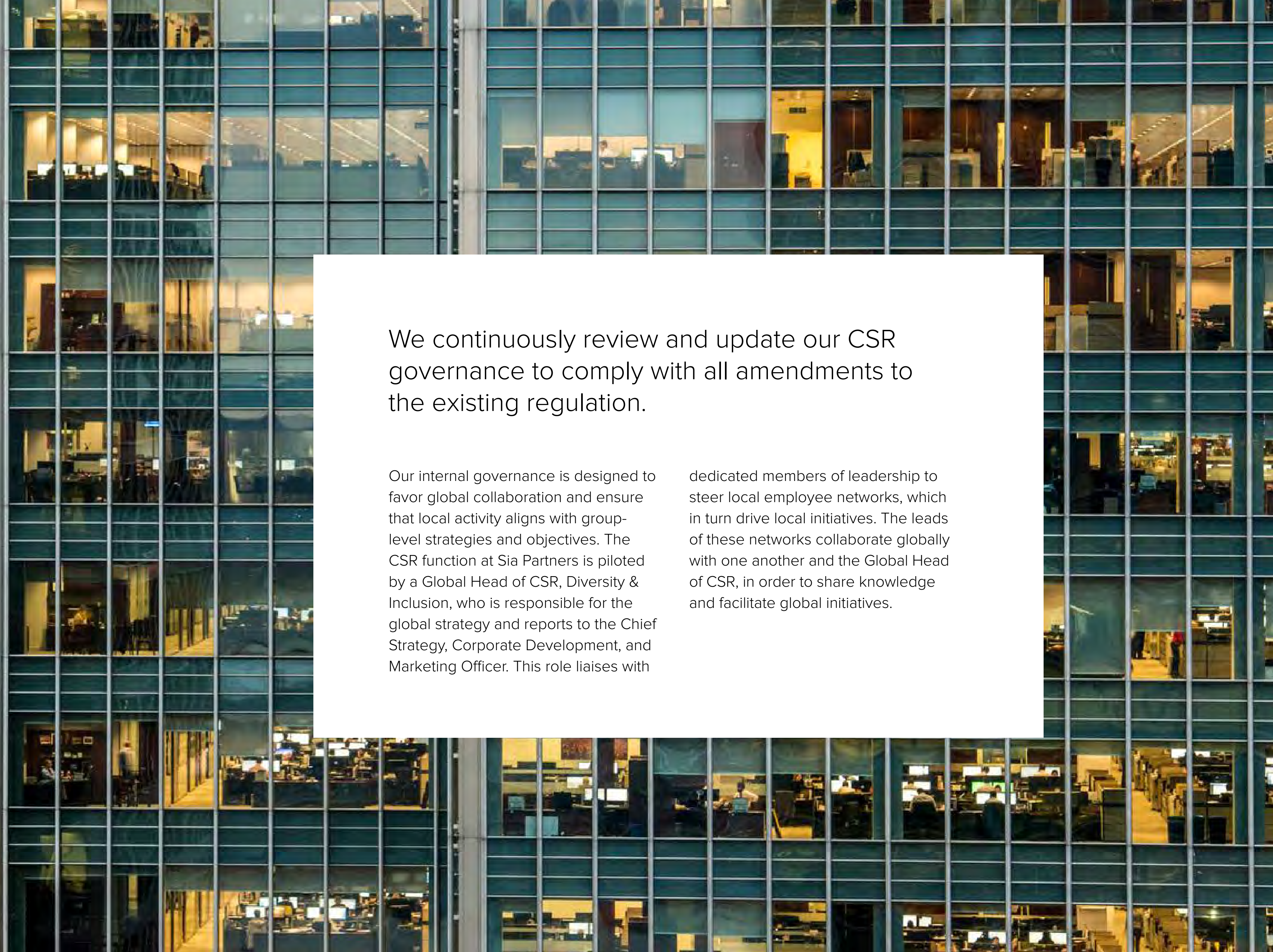
# Governance.

**Sia Partners is a Limited Liability Company (LLC). A holding company owns the mother company, which owns all subsidiaries and branches.**

The group operates across nine hubs: France, Luxembourg, & Morocco; Belgium & the Netherlands; Italy; the UK & Ireland; Canada; the US; Asia; Australia; and the Middle East. Each Hub is led by a Hub Managing Partner and Hub Steerco, comprised of Business Line Managing Partners, BU & Practice Leaders, and Market Leaders.

All Hubs sit under a global executive layer, led by the Group Chief Executive Officer, which comprises the following roles: Chief Strategy, Corporate Development, and Marketing Officer, Chief Financial Officer, Global Head of IT, Chief Solutions Officer, Chief Client Officer, Global Head of Studio & Alliances, Hub Managing Partners, and Business Line Managing Partners.

# CSR Governance.



We continuously review and update our CSR governance to comply with all amendments to the existing regulation.

Our internal governance is designed to favor global collaboration and ensure that local activity aligns with group-level strategies and objectives. The CSR function at Sia Partners is piloted by a Global Head of CSR, Diversity & Inclusion, who is responsible for the global strategy and reports to the Chief Strategy, Corporate Development, and Marketing Officer. 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.

# Ethics & Integrity.

We are committed to fostering a culture of ethics anchored in six core values: excellence, entrepreneurship, innovation, teamwork, care & support, and employee well-being.

Published on Sia Partners' website, our Code of Conduct serves as a guide for all Sia Partners stakeholders worldwide to ensure we uphold the highest standards of business ethics. The Code of Conduct outlines a set of tenets for each of our values and provides guidelines and procedures to clarify the behavior we expect of our people, including, but not limited to, non-discrimination, respecting the environment, raising alerts, anti-corruption, data privacy, and confidentiality. The Code of Conduct also lists sanctions for non-compliance. Signature of the Code of Conduct is required of all Sia Partners employees.

The Code of Conduct is reinforced by our Global Diversity, Equity, Inclusion, & Belonging (DEIB) policy, as well as local policies and employee handbooks, which provide country-specific regulations and business practices. In order to further embed ethics and integrity into our culture, we train our employees on topics like anti-corruption, data protection, and responsible purchasing.

Sia Partners ethical commitments to, and expectations of, suppliers with respect to labor and human rights, the environment, and anti-corruption, are formalized in a Responsible Purchasing Charter.

Signature of the charter has been a requirement of all new suppliers since Summer of 2022. Our goal moving forward is to make our operations more sustainable down the value chain by establishing an auditing process to increase supplier outreach.

Critical to our commitment to maintaining a culture of ethics is ensuring that Sia Partners stakeholders speak up if ethical standards are not respected. To this end, a Grievance & Whistleblowing Procedure is formalized in the Code of Conduct, which may be used by any stakeholder to raise an alert of any nature. This procedure is also published on Sia Partners' intranet and corporate website. HR procedures for managing alerts pertaining to discrimination or harassment are also detailed in our global DEIB Policy. We encourage stakeholders to raise alerts any time there is a suspected breach of any law or internal policy which affects Sia Partners or our employees.

**Excellence**  
**Entrepreneurship**  
**Innovation**  
**Teamwork**  
**Care & Support**  
**Employee Well-Being**

# Open Dialogue.

Open dialogue with our stakeholders is a key to managing our business with diligence, especially given Sia Partners' rapid international growth.

We leverage anonymous surveys, optimized via an external survey platform, to gain deeper insight into the employee experience and provide more transparency to our people. Survey results are accessible to all employees, updated in real time, with subsequent action planning communicated to employees by survey owners and other leadership. Open communication with our people is further ensured via employee networks, like DEIB networks and employee works councils. These networks serve to bridge communication between employees and upper management, either via reflection sessions or elected employee representatives. Information pertaining to the firm's performance, operations, and strategy is disclosed by leadership via written communication and dedicated Q&A sessions.

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 debate. 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.



# Anti-Corruption.



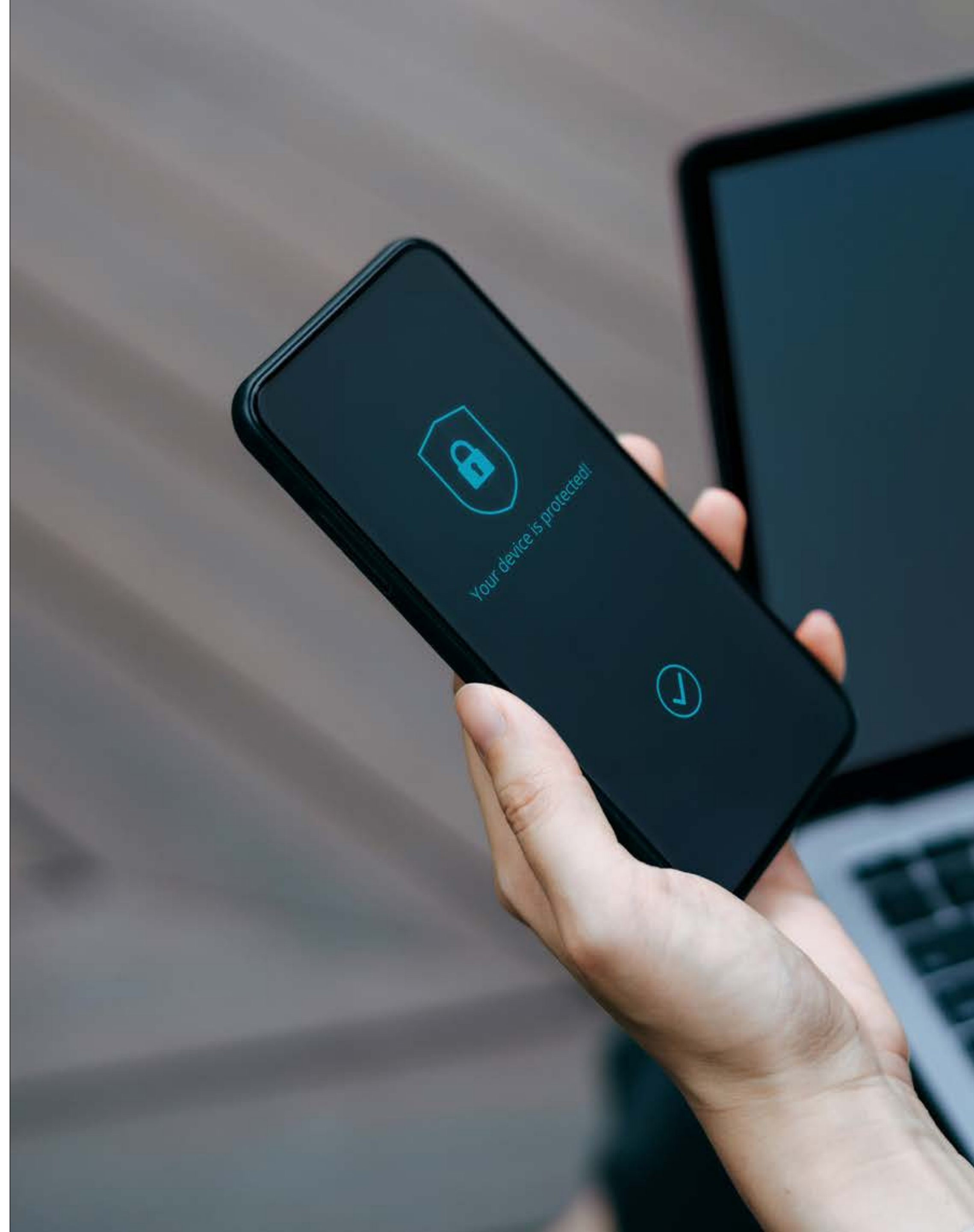
Central to Sia Partners' commitment to conducting business with integrity and independence is the prevention of corruption in all forms.

Our Code of Conduct equips stakeholders to fight corruption by making plain what constitutes corrupt behavior, like bribery and influence peddling, and how to take action should they witness a breach. For clarity on conflicts of interest and the procedures in place to avoid them, stakeholders are encouraged to consult the Code of Conduct, as well as Sia Partners' Gifts and Invitations Policy. The Code of Conduct is

further supplemented by anti-corruption training courses, which are required of all employees. In addition to local laws and regulations, all Sia Partners operations worldwide comply with French anti-corruption laws. Sia Partners' commitment to anti-corruption is further demonstrated by our support of the United Nations Global Compact, of which we are an active signatory.



# Data Protection and Confidentiality.



Sia Partners is committed to protecting the intellectual property and personal data of our stakeholders.

Global procedures and laws applicable to all Sia Partners sites are detailed in our Code of Conduct, Confidentiality Charter, and a host of other internal and external data protection policies. In addition to ensuring our people are equipped with the knowledge they need to comply with data protection and confidentiality laws, these policies

provide transparency on how all data is managed at Sia Partners, including procedures covering retention and erasure, cases of data breach, and risk assessments. In addition to local laws and regulations, all Sia Partners sites comply with General Data Protection Regulation (GDPR). An internal GDPR training course is required of all employees.

# Appendices



# Appendices.

## About this Report

The Sia Partners 2022 ESG Report covers Sia Partners operations worldwide for the year 2022 from January 1 to December 31. Some initiatives or activities begun in early 2023 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 with reference to the Global Reporting Initiative (GRI) Standards.

## Materiality

Since the publication of the group's first non-financial report in 2019, Sia Partners has disclosed its most significant ESG impacts in accordance with the Global Reporting Initiative (GRI) 2016 Standards: Core Option. The GRI has since updated these standards with the release of the GRI Universal Standards 2021, which comprise, among others, significant changes to expectations for materiality assessments and management approach disclosure for material topics. Sia Partners is using this as an opportunity to review our material topics and update internal processes and governance related to a selection of these topics. This exercise will help us to revisit our reporting priorities and set new objectives moving forward.

A review of the new GRI standards and subsequent revision of Sia Partners' previous list of material topics is underway. This assessment combines input gathered from key internal stakeholders,

primarily comprised of Sia Partners leadership, compliance teams, and experts. It is also informed by desktop research and growing ESG expectations coming from our clients. Our aim is to ensure our 2023 ESG report fully complies with the new standards.

## Assurance

This report did not receive assurance from an external auditor.

## Restatements

N/A

# Appendix I.

## UNGC principles

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 labor;

**Principle 5:** the effective abolition of child labor;

**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 Background.

## Social

### Breakdown by Employment Contract and Type, by Region and Gender

	2020		2021		2022	
<b>By employment contract, by hub</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Permanent</b>	<b>Temporary</b>
Asia	100%	0%	95%	5%	100%	0%
Australia	N/A	N/A	N/A	N/A	100%	0%
Belgium, the Netherlands	100%	0%	96%	4%	100%	0%
Canada	98%	2%	98%	2%	100%	0%
France, Luxembourg, Morocco	97%	3%	98%	2%	97%	3%
Italy	97%	3%	80%	20%	91%	9%
Middle East	94%	6%	95%	5%	91%	9%
UK & Ireland	100%	0%	95%	5%	100%	0%
U.S.	100%	0%	96%	4%	94%	6%
<b>Overall</b>	98%	2%	97%	3%	97%	3%
<b>By employment contract, by gender</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Permanent</b>	<b>Temporary</b>
Women	97%	3%	96%	4%	96%	4%
Men	98%	2%	97%	3%	98%	2%
Non-binary	N/A	N/A	100%	0%	100%	0%
<b>By employment type, by gender</b>	<b>Full-time</b>	<b>Part-time</b>	<b>Full-time</b>	<b>Part-time</b>	<b>Full-time</b>	<b>Part-time</b>
Women	98%	2%	99%	1%	99%	1%
Men	99%	1%	99%	1%	99%	1%
Non-binary	N/A	N/A	100%	0%	100%	0%
<b>Overall</b>	99%	1%	99%	1%	99%	1%

# Appendix II: Data Background.

## Social

### New Hires

	2020	2021	2022
<b>Total</b>	<b>420</b>	<b>887</b>	<b>881</b>
<b>By age</b>	<b>% of new hires</b>		
Under 30 years old	75%	73%	67%
30-50 years old	22%	24%	29%
Over 50 years old	3%	2%	4%
<b>By gender</b>	<b>% of new hires</b>		
Women	39%	39%	43%
Men	61%	61%	57%
Non-binary	N/A	0%	0%
<b>By region</b>	<b>% of new hires</b>		
Asia	3%	4%	4%
Australia	N/A	N/A	1%
Belgium, the Netherlands	7%	7%	7%
Canada	4%	8%	8%
France, Luxembourg, Morocco	63%	47%	49%
Italy	3%	2%	2%
Middle-East	1%	3%	3%
UK & Ireland	3%	6%	4%
U.S.	16%	23%	21%

### Parental Leave

	2020		2021		2022	
	Women	Men	Women	Men	Women	Men
Employees entitled to parental leave	5%	3%	2%	2%	3%	4%
Employees who took parental leave	81%	34%	89%	63%	93%	70%

# Appendix II: Data Background.

## Environment

Our carbon footprint was measured using a carbon accounting methodology which is certified ISO 14064.

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.

### GHG Protocol: 2022 Emissions per reglementary post (tCO<sub>2</sub>e)

Scope 1		
1.1	Generation of electricity, heat or steam	43.06
1.2	Transportation of materials, products, waste, and employees	149.89
1.3	Physical or chem Physical or chemical processing	0
1.4	Direct fugitive emissions	12.1
Scope 2		
2.1	Electricity energy related indirect emissions	316.33
2.2	Steam, heat and cooling related indirect emissions	0

### GHG Protocol: 2022 Emissions per reglementary post (tCO<sub>2</sub>e)

Scope 3		
3.1	Purchased goods and services	3,018.35
3.2	Capital Goods	328.54
3.3	Fuel- and energy- related activities not included in Scope 1 or Scope 2	190.33
3.4	Upstream transportation and distribution	5.48
3.5	Waste generated in operations	62.17
3.6	Business travel	4,159.27
3.7	Employee commuting	231.4
3.8	Upstream leased assets	343.25
3.9	Downstream transportation and distribution	0.62
3.10	Processing of sold products	0
3.11	Use of sold products	0
3.12	End-of-life treatment of sold products	0
3.13	Downstream leased assets	0
3.14	Franchises	0
3.15	Investments	0
4.1	Other emissions - Direct emissions from biomass (soil and forests)	0
4.2	Other emissions - Visitor and client transport	0
4.3	Other emissions - Other Indirect Emissions	0

# Appendix II: Data Background.

## Environment

### GHG Emissions Intensity (kg CO<sub>2</sub>e per employee)

	Scope 1	Scope 2	Scope 3
Global	92.8	142.4	3748.1
Asia (Hong Kong, Japan, Singapore)	15.3	167	7776.9
Australia	7.9	447.4	3118.4
BENE (Belgium, Netherlands)	880.7	118.6	3598.6
Canada	82	87.8	2892.8
France, Luxembourg, Morocco	48.3	27.5	3255.6
Italy	48.9	51.1	966
Middle East (Qatar, UAE, KSA)	27.7	217.7	17357.7
UK and Ireland	10.6	338.5	3956.7
USA	9.4	394.4	3282.7



# Appendix II: Data Background.

## Environment

### Total Energy Consumption (MWh)

	Electricity	Natural Gas
<b>Total</b>	<b>1,516.77</b>	<b>254.83</b>
Asia (Hong Kong, Japan, Singapore)	25.07	2.64
Australia	33.23	0
BENE (Belgium, Netherlands)	79.69	53.55
Canada	94.61	60.48
France, Luxembourg, Morocco	743.38	138.17
Italy	10.99	0
Middle East (Qatar, UAE, KSA)	27.28	0
UK and Ireland	118	0
USA	385	0

### Energy Intensity (kWh per employee)

	Electricity	Natural Gas
Global	0.68	0.11
Asia (Hong Kong, Japan, Singapore)	338.76	2.64
Australia	874.55	0
BENE (Belgium, Netherlands)	549.58	53.55
Canada	680.63	60.48
France, Luxembourg, Morocco	632.13	138.17
Italy	233.74	0
Middle East (Qatar, UAE, KSA)	487.11	0
UK and Ireland	1131	0
USA	863	0

# Appendix III: GRI Content Index.

## Statement of use

SiaPartners has reported the information cited in this GRI content index for the period 1 January 2022 to 31 December 2022 with reference to the GRI Standards.

### GRI Content Index

Disclosure	Location
<b>GRI 2: General Disclosures 2021</b>	
2-1 Organizational details	<a href="#">Business Appendices</a>
2-2 Entities included in the organization's sustainability reporting	<a href="#">Appendices</a>
2-3 Reporting period, frequency and contact point	<a href="#">Appendices</a> <a href="#">Contact</a>
2-4 Restatements of information	<a href="#">Environment</a> <a href="#">Appendices</a>
2-5 External assurance	<a href="#">Appendices</a>
2-6 Activities, value chain and other business relationships	<a href="#">Business</a>
2-7 Employees	<a href="#">Social</a>
2-9 Governance structure and composition	<a href="#">Governance</a>
2-11 Chair of the highest governance body	<a href="#">Governance</a>
2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">Governance</a>
2-13 Delegation of responsibility for managing impacts	<a href="#">Governance</a>
2-14 Role of the highest governance body in sustainability reporting	
2-15 Conflicts of interest	<a href="#">Governance</a>
2-16 Communication of critical concerns	<a href="#">Governance</a>

### GRI Content Index

Disclosure	Location
2-17 Collective knowledge of the highest governance body	<a href="#">Governance</a>
2-22 Statement on sustainable development strategy	<a href="#">Consulting for Good</a>
2-26 Mechanisms for seeking advice and raising concerns	<a href="#">Governance</a>
2-27 Compliance with laws and regulations	<a href="#">Governance</a>
2-28 Membership associations	<a href="#">Business</a>
2-29 Approach to stakeholder engagement	<a href="#">Governance</a>
<b>GRI 3: Material Topics 2021</b>	
3-1 Process to determine material topics	<a href="#">Appendices</a> <a href="#">Contact</a>
3-2 List of material topics	<a href="#">GRI content index</a>
3-3 Management of material topics	<a href="#">Appendices</a>
<b>GRI 205: Anti-corruption 2016</b>	
205-2 Communication and training about anti-corruption policies and procedures	<a href="#">Governance</a>
<b>GRI 302: Energy 2016</b>	
302-1 Energy consumption within the organization	<a href="#">Environment</a>
302-2 Energy consumption outside of the organization	<a href="#">Environment</a>
302-3 Energy intensity	<a href="#">Environment</a>

# Appendix III: GRI Content Index.

## GRI Content Index

Disclosure	Location
<b>GRI 302: Energy 2016 (continued)</b>	
302-4 Reduction of energy consumption	<u>Environment</u>
<b>GRI 304: Biodiversity 2016</b>	
304-2 Significant impacts of activities, products and services on biodiversity	<u>Environment</u>
304-3 Habitats protected or restored	<u>Environment</u>
<b>GRI 305: Emissions 2016</b>	
305-1 Direct (Scope 1) GHG emissions	<u>Environment</u> <u>Appendices</u>
305-2 Energy indirect (Scope 2) GHG emissions	<u>Environment</u> <u>Appendices</u>
305-3 Other indirect (Scope 3) GHG emissions	<u>Environment</u> <u>Appendices</u>
305-4 GHG emissions intensity	<u>Environment</u> <u>Appendices</u>
305-5 Reduction of GHG emissions	<u>Environment</u>
<b>GRI 401: Employment 2016</b>	
401-1 New employee hires and employee turnover	<u>Social</u>
401-3 Parental leave	<u>Social</u>

## GRI Content Index

Disclosure	Location
<b>GRI 404: Training and Education 2016</b>	
404-1 Average hours of training per year per employee	<u>Social</u>
404-2 Programs for upgrading employee skills and transition assistance programs	<u>Social</u>
404-3 Percentage of employees receiving regular performance and career development reviews	<u>Social</u>
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	
405-1 Diversity of governance bodies and employees	<u>Social</u>
405-2 Ratio of basic salary and remuneration of women to men	<u>Social</u>
<b>GRI 413: Local Communities 2016</b>	
413-1 Operations with local community engagement, impact assessments, and development programs	<u>Social</u>



# Contact

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