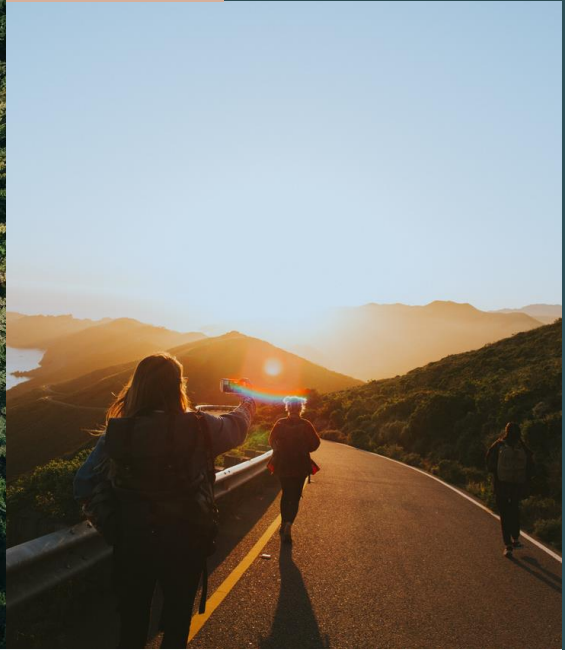

CYLAD

20
22



ESG REPORT

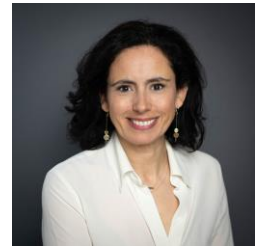
Environmental,
Social and
Governance



Behaving responsibly,
Developing sustainably

EDITORIAL

LAURENCE MASSAT,
PARTNER,
TOULOUSE OFFICE



For the past 15 years, CYLAD has been supporting industrial companies in overcoming their performance, transformation, and growth challenges, driven by our values of commitment, empathy, team spirit, leadership, open-mindedness, and entrepreneurship.

However, we believe that our mission goes further and that we have a role to play in driving positive societal and environmental impact:

- With our clients by helping them to address sustainability challenges
- Within our teams by nurturing a positive work environment and promoting equity and inclusion

In 2022, we pursued our actions toward a more sustainable future, and we achieved significant progress in several areas:

- We have developed a new dedicated sustainability transformation offer to support our clients with their ESG stakes
- All our consultants, from every office, have been trained on the climate change stakes with *La Fresque du Climat*, and some of them to eco-conception and Lifecycle Assessment
- We have performed a carbon footprint calculation that enables us to identify our emission sources and levers to reduce them, in particular raising awareness of travel-related emissions, reducing the amount of data stored on our clouds or recovering waste from lunches and stepping up the recycling program<

- We have implemented a leadership model, translating into behaviors our key management values
- We pursued the *People@CYLAD* initiative to foster well-being at work
- With the CYLAD Academy, we have accelerated the consolidation of a training catalog, enabling our consultants to develop their skills and build meaningful careers

Our efforts and progress have been acknowledged by 2 labels: the Ecovadis Silver Medal rewarding our actions toward reducing our environmental impact and the *Happy@Work* label awarded by our employees and recognizing our commitment toward them.

I want to thank the CYLAD volunteer team for their dedication to making ESG an engagement lever at CYLAD.

But there is still much more to do. And, in the years ahead, we are committed to accelerating our ESG journey and to helping our clients do the same, for a more sustainable future, for all.

REWARDED EFFORTS IN 2022



In 2022, CYLAD was awarded the silver medal by the CSR assessment platform Ecovadis. This assessment takes into account our environmental, social, human rights, ethical and responsible procurement practices.

CYLAD's global score is among the top 18% of consulting companies. We are pleased to have reached this score and are aware of the continuous efforts we still have to make to maintain and increase this performance. We are focusing on Ecovadis' action plan to go further and become an even more sustainable company.



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ORIGINS, VALUES & THE "CYLAD WAY"

Founded in 2007, CYLAD has developed into a firm that reflects its **founders' vision** and remains faithful to the image they had of what consulting should be: a model combining **expertise, content driven approach, accuracy, respect, transparency, perseverance**, and above all, **added value for customers**.



THE "CYLAD WAY"

COMMITMENT &
DETERMINATION

EXPERTISE &
CONTENT

SIMPLICITY & TAILORED
APPROACH

EMPATHY & CONSIDERATION

EFFECTIVE IMPLEMENTATION

TEAM SPIRIT &
COLLABORATION

HOLISTIC
APPROACH

AUTHENTICITY & HUMILITY



CYLAD EXPERTISE

INDUSTRIES

At CYLAD, we support industrial companies and bring corresponding profiles. Our people have a **technical background** and **experience in operations**.

We focus on **industrial and technology-intensive companies** and our teams have the ability to deep-dive into **complex content** while **maintaining business sense**.

The drive to create a **sustainable value** is central to all our activities.

AEROSPACE & DEFENCE



PHARMA, MEDTECH & HEALTHCARE



MACHINERY & ELECTRONICS



TRANSPORTATION & AUTOMOTIVE



RETAIL, LUXURY & CONSUMER PRODUCTS



ENERGY & UTILITIES



BASIC MATERIALS & CHEMICALS



CONSTRUCTION, REAL ESTATE & INFRASTRUCTURE



KNOW-HOW

STRATEGY

- CORPORATE STRATEGY
- GROWTH & OFFER STRATEGY
- INNOVATION
- MERGERS & ACQUISITIONS

TRANSFORMATION

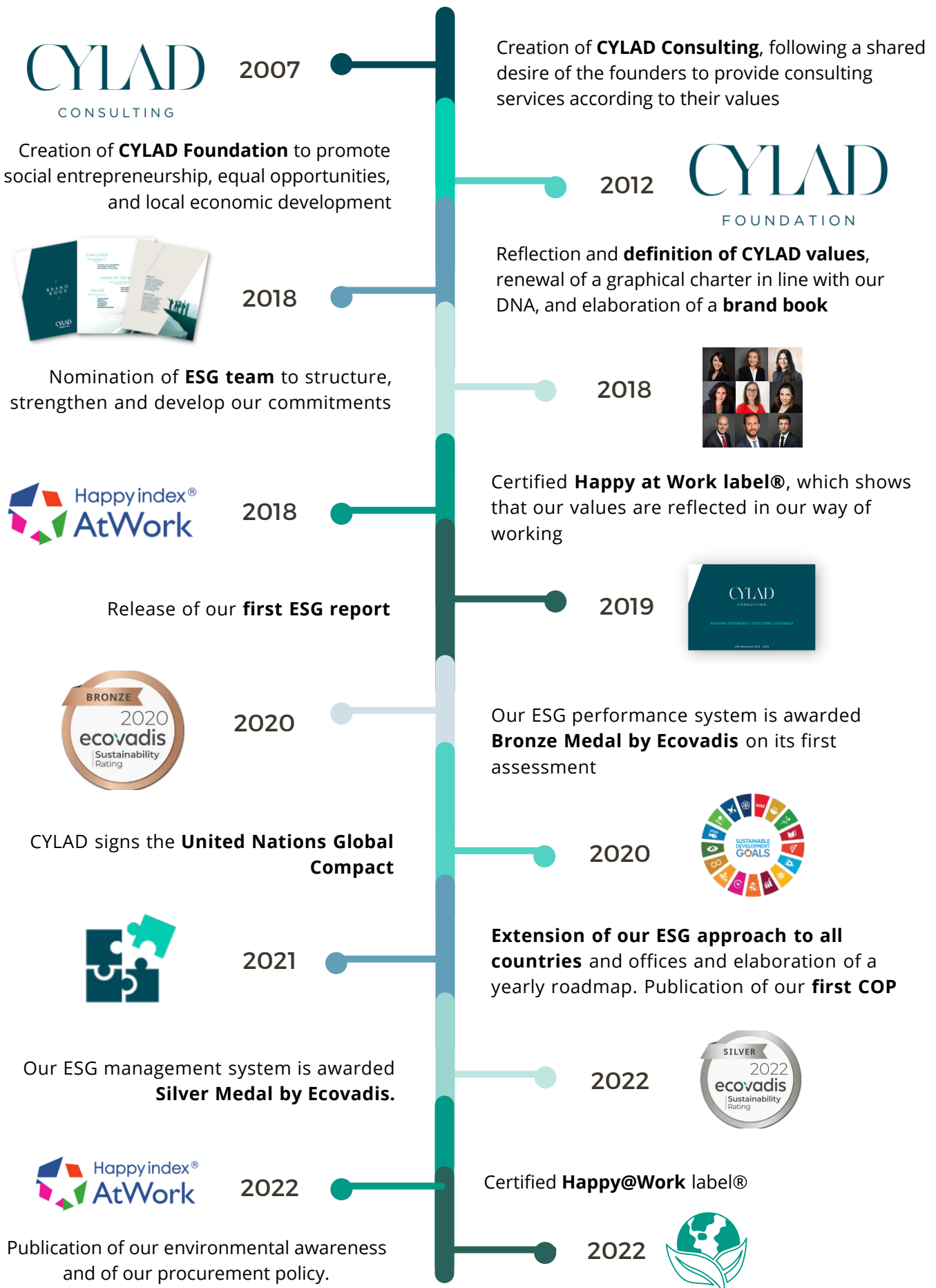
- TRANSFORMATION PLATFORM
- OPERATING MODEL TRANSFORMATION
- SUSTAINABILITY
- DIGITAL & IT FUNCTION TRANSFORMATION
- ORGANIZATION & GOVERNANCE
- CHANGE MANAGEMENT & LEADERSHIP

EXCELLENCE & PERFORMANCE

- PROJECT & PORTFOLIO MANAGEMENT
- PRODUCT DEVELOPMENT
- COST & CASH COMPETITIVENESS
- OPERATIONS & SUPPLY-CHAIN
- EFFICIENCY & PERFORMANCE MANAGEMENT
- PROCESS OPTIMIZATION
- DATA & ANALYTICS

OUR ESG JOURNEY

CYLAD has been committed, since its creation in 2007, to develop an ESG approach for both its employees and its stakeholders. This approach has been **progressively structured**, and we have **formalized our commitments** to be **in line with our values and our actions**.



THE CYLAD ESG APPROACH

Since its creation, CYLAD has always put its employees at the heart of its actions by ensuring their well-being at work despite the job intensity in our professional sector and by encouraging personal and professional achievements for each of them. In line with its 6 core values, the company has taken social and societal initiatives throughout its development. Since 2018, a team of volunteers are working to structure & strengthen our ESG approach.

The team is sponsored by a partner, led by a manager, and is composed of focal points in each office. It is also supported by key functions such as human resources and marketing & communication.

We have made great progress in formalizing specific policies and in setting ESG targets to achieve. The ESG team meets several times a month to take on coming challenges and ensure CYLAD's sustainable growth.

“ Personally interested in environmental issues, I joined the ESG team with the aim to contribute to these topics at the company level. **Lawrence Thurotte Weech**

“ For me, ESG should not be seen as a communication tool or a trend to follow, but rather as a sincere and authentic commitment to work towards improving our responsibilities. **Oriana Lafaille**

A WILLING & AMBITIOUS TEAM



Laurence Massat

SPONSOR
PARTNER



Maëlle Berger

TEAM LEADER
PARIS



Fanny Colette

CONTRIBUTOR
HUMAN RESSOURCES



Oriana Lafaille

CONTRIBUTOR
MARKETING



**Pierre Turquet
de Beauregard**

FOCAL POINT
PARIS



**Lawrence Thurotte
Weech**

FOCAL POINT
PARIS



Jelena Jovanovic

FOCAL POINT
GERMANY / SWITZERLAND



Marion Delas

FOCAL POINT
TOULOUSE

A hand holding a lightbulb against a sunset background. The background is a soft, out-of-focus gradient of blue, purple, and orange, suggesting a sunset or sunrise. A hand is visible in the lower right, holding a standard incandescent lightbulb. The lightbulb is unlit and has a visible filament. The overall mood is contemplative and hopeful.

SOCIAL RESPONSIBILITY

SOCIAL RESPONSIBILITY AT CYLAD

We believe that our people are our most valuable asset for a sustainable growth.

Since the beginning of CYLAD, we reward their commitment, accelerate their development, and care about their well-being at work. CYLAD is committed to supporting its employees throughout their career in the company, and to promote the values of respect, benevolence, empathy and authenticity.



Paul Archer,
Partner & CYLAD
Founder
Paris Office



" When we created CYLAD with Sébastien, we wanted a firm that reflected our vision on consulting business and was faithful to our values, among which are fairness and balance. This is not some kind of fairness washing or an idealist understanding of how consulting should be operated. CYLAD was targeting a long-lasting story, and hence we took care of establishing factors of stability. The consulting business is intense and can be a difficult activity. To operate in good conditions, the CYLAD team deserves certainties to be taken care of. We are then very careful to equally balance constraints within the team, and we encourage all CYLADIANS to express their thoughts and opinions which we are committed to listening to and taking their needs fairly into account."

DIVERSITY AND EQUITY

Equal pay for men and women in the same position and level of seniority

13 different **nationalities** among our >100 employees

FINANCIAL BENEFITS

We encourage and **reward our employees with bi-annual individual performance** and collective bonuses based on the company results.

CYLAD also takes on everyday actions and offers benefits such as health insurance, meal vouchers, and gift cards for special occasions.

CARING FOR INDIVIDUALS

We encourage every Cyladian, regardless of their seniority or rank, to **speak up if she/her is facing any issue and needs support.**

"CYLAD Talk" is a team of volunteers, that meets every month to talk about life at CYLAD and make proposals to Management team to **improve social dimensions.**

INVOLVEMENT IN CYLAD'S DEVELOPMENT

On a voluntary basis, our consultants actively participate in **internal working groups**, recruitment activities and contribute to the company's work environment.



SOCIAL RESPONSIBILITY AT CYLAD

WELL-BEING AT OFFICE

We work in teams and encourage interpersonal connection. We measure motivation through **yearly engagement surveys** and organize regular **informal gatherings** to share with colleagues (e.g. breakfast at the office on Fridays, Christmas dinner, Easter brunch, etc.)

We promote **team building** through group activities and sporting events, such as a bi-yearly university and summer team events.

INTEGRATION AND PROFESSIONAL DEVELOPMENT

100% of cyladians

- Have a jump-starter when integrating the company
- Follow the Newcomers Induction Program (NIP)
- Have a mentor
- Are assessed and have a path for evolution: 2 People Reviews per year and for each mission

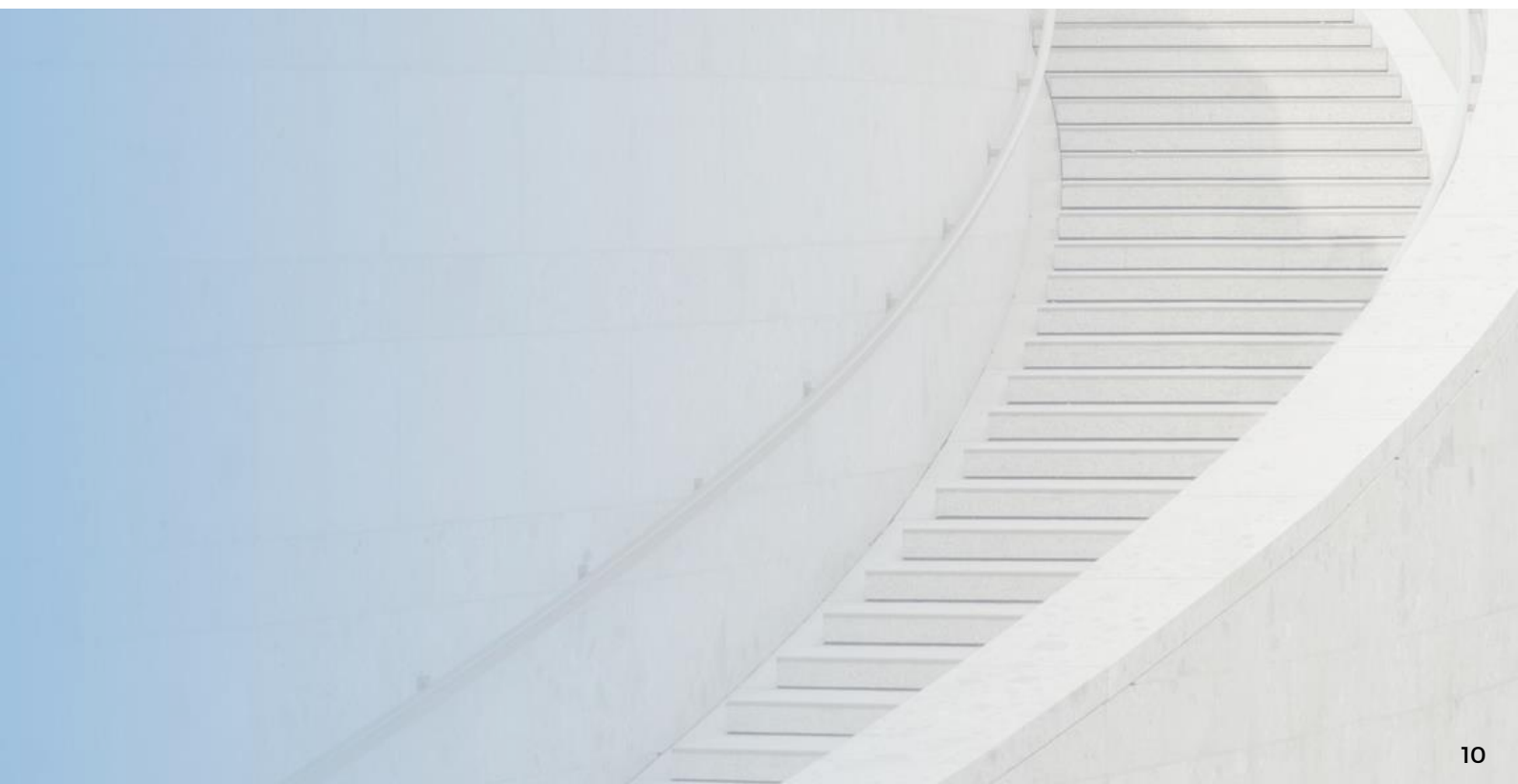


Steffen Petersen,
Partner
Hamburg Office



The development of our collaborators

"We know that our people are our greatest asset, and therefore, our aspiration is to provide the team with the necessary support and resources to grow personally and professionally. As one example, we recently put in place an internal committee dedicated to well-being at work and including all levels, from Intern to Partner. Our goal is to create the best possible working environment."



ACHIEVEMENTS AND KPI IN 2022

The Covid context raised questions about the human factor and the attractiveness of CYLAD and the commitment of its teams. The management team carried out an assessment of the actions already in place and workshops with volunteers were organized to identify areas for improvement and propose new measures.

All the actions implemented and co-constructed with the teams were integrated into a reference document, People at CYLAD.

The purpose of this document is to reference all the actions and initiatives that are taken within CYLAD regarding the human dimension and the attention paid to our collaborators.

PEOPLE@CYLAD STANDS ON 6 PILLARS



ZOOM ON "LIFESTYLE & WELL BEING AT WORK"

Improvement of Cyladians working environment

- 3 new meeting rooms to work in small groups or alone
- Concierge service proposal (Paris office)
- Adjustable desk set-up created

Improvement of Cyladians work/life balance

- Workload monitoring
- Business travel arrangements
- Internal mobility
- Part-time positions
- Remote work
- Monthly pulse check to measure motivation & commitment

EMPLOYEES' SATISFACTION

assessed during the last engagement survey:

- 98%** of satisfaction with the **work environment**
- 91%** of satisfaction with the **internal missions' content**
- 90%** of satisfaction with the **client missions' content**

JOB STABILITY

- 16%** **turnover** of consultants in 2021-22 vs 20% to 30% rates in consulting firms
- 4** years of **seniority** on average
- 100%** of employees are on **permanent contracts**
- 11** **interns/apprentices** to support youth in their professional development

ACHIEVEMENTS AND KPI IN 2022

ZOOM ON "PEOPLE DEVELOPMENT"

The "CYLAD Academy" has been created in 2022 to accelerate the set-up of a full training program. It aims at developing knowledge assets for each consultant all along their career path.

The post-Covid phase allowed us to organize face-to-face cross-office training, enabling consultants to combine skills development and informal get-to-know. This includes for example :

- Summer & Winter Universities
- Newcomer Induction Program (NIP)
- "Knowledge channel" on a functional expertise

In addition, we completed our training path and eased access to training material:

- Creation of a Manager Induction Program to support newly promoted managers in their new role
- Elaboration of a Power BI training, followed by 60% of the consultants
- New remote training for all consultants and experienced, in addition to the 2 Universities
- Founding of certifying programs, such as MBAs or specific expertise training, e.g. SAFe certification
- Set-up of a full training catalog, covering hard and soft skills, easily accessible for all consultants to proactively register for a training



KEY PERFORMANCE INDICATORS

2763 hours of **collective trainings**, which correspond to 27,5 hours per person.

2 **Universities** per year

2 **Newcomers Induction Program (NIP)**

1 **Managers Induction Program (MIP)**

594 hours of **individual trainings** for 21 employees across all offices in 2021-22

90% of **satisfaction** with **skills** developed by working on client missions

83% of **satisfaction** with the **careers opportunities**



Marie Decroix,
Partner
Toulouse Office



"Our consultants are eager to continuously learn and grow. It is our duty and great honor to provide them with the structure and means to feed their willingness to develop their skills and functional expertise."

ACHIEVEMENTS AND KPI IN 2022

ZOOM ON "LEADERSHIP MODEL"

CYLAD trains and supports managers to embody CYLAD's values through its management style. To do so, CYLAD created a Manager Induction Program and a manager toolkit to help all managers to reach leadership model values.

Every Cyladian is encouraged to get feedback about their way of managing, or to alert if needed. Several opportunities are created to encourage free expression (e.g. Mentoring, bi-yearly evaluations, engagement surveys).



TESTIMONY OF A MENTOR-MENTEE PAIRING



MENTOR

Arnaud Guerin,
Principal
Paris Office



"I highly value the relationship between mentor and mentee. I am personally convinced of the benefits of conveying the company spirit across all grades. Beyond that, this long-term relationship is an opportunity to support consultants' personal development on specific skills requiring in-depth work. So, this is key for me to take time and prioritize support to people facing difficulties, technical questions or about professional development. Most of the time my mentees and myself are catching-up informally on Fridays, when all teams are gathered at the office. We also set up more formal discussions when needed. "



MENTEE

Alexandre Varoqueaux
Senior Consultant
Paris Office



"I started my CYLAD journey in Australia at the very beginning of the Australian office. We grew up with a small team bounded by very strong personal and professional relationships. Once back in France, my mentor has been a real trump card to get used to the new work environment. He shared his own experience abroad and he was very comprehensive about the challenges faced during an expatriation and those once back. His support is a key factor in my professional and personal development."

OBJECTIVES 2023

PREVENT & RAISE AWARENESS ON PSYCHOSOCIAL RISKS

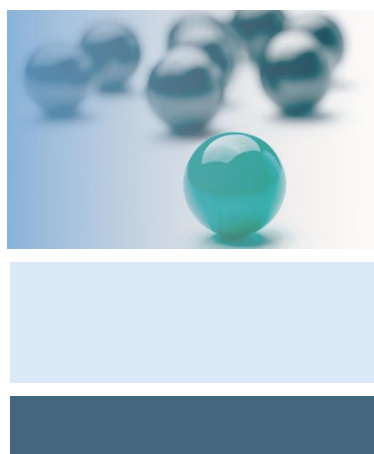
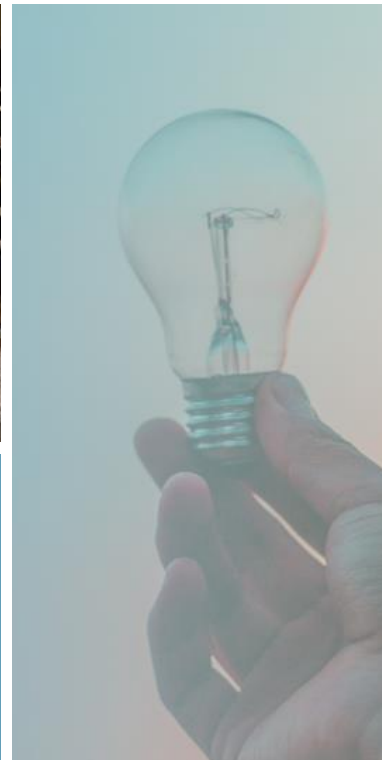
- Take part in the "2023 World mental health day".
- Plan workshops on psychosocial risks and stress management prevention.

CONTINUE TO ENSURE THE WELL-BEING OF OUR EMPLOYEES

- Pursue Happy@work® initiative.
- Continue a cross offices Engagement survey to enrich People @ Cylad initiatives.

FINALIZE AND COMMUNICATE ON PEOPLE @ CYLAD

- Release "People @ Cylad book" to gather all actions and implementations.



An aerial photograph of a two-lane asphalt road that curves through a dense, lush green forest. The road is flanked by thick stands of evergreen trees, with some sunlight filtering through the canopy in certain areas. The perspective is from directly above, looking down the length of the road as it disappears into the woods.

ENVIRONMENTAL IMPACT

ENVIRONMENTAL IMPACT AT CYLAD

Since 2019, we are calculating our carbon footprint on a yearly basis.

As a consulting company, our two main carbon emission drivers are traveling/hotel and data storage. Thanks to the involvement of our employees, we have been able to implement alternatives to our usual consumption patterns and are becoming a more sustainable company year after year.



Alexandre Van den Berg,
Partner
Montreal office



"At CYLAD, the transition to more responsible practices has become natural over the years, with everyday contributions such as using reusable water bottles, limiting printing, switching to a bean-to-cup coffee machine...

In Canada, we are working in a coworking place that has removed major single-use disposable plastic (cups, utensils...) and enable to recycle plastic waste. We also try to limit our carbon footprint by promoting the least emitting transportation means. It is also thanks to the investment of our consultants who volunteered to identify all solutions to reduce our emissions so that we can react against environmental issues. We hope to do even more in the future thanks to the involvement of all our collaborators and the formalization of our environmental policy."

TRAVEL

Emissions due to travels represent the majority of our environmental impact, as working on our client's premises is mostly required for our activities.

The **establishment of an office in Australia** in 2018, and in **Canada** in 2019 have enabled us to consequently **reduce our need for traveling** from France to these countries.

COVID 19 has accelerated our ability to **work remotely** with our client, reducing our domestic travel.

In the office in Switzerland, all consultants have a monthly **train pass**, and most of the Partners drive an **electric car**.

DATA STORAGE

Since 2021, we have measured our **data storage on servers and our data consumption**, then we have identified potential areas of improvement and launched concrete initiatives to reduce them in the coming year.

WASTE AND RECYCLING ACTIONS

For over three years, we have been replacing plastic water bottles and coffee capsules in our offices with responsible alternatives, e.g.:

- re-usable water bottles
- coffee machine with coffee beans

In June 2021, we set up a partnership with RECYGO®, a paper recycling company, and have recycled approximately 300kg of paper in 2020 in our French offices.

A water station that filters town water is available with **reusable bottles** for employees.

We encourage the **long-term use of computers and phones**. Computers that can no longer be used for performance reasons are offered to charities (e.g., via the program "Des Ordres Pour Nos Enfants") to be re-used by students with reduced access to IT equipment.

ACHIEVEMENTS AND KPI IN 2022

Last year, a carbon footprint calculation allowed us to focus our effort on tangibles actions.

For the third consecutive year, we calculated in 2021 our carbon footprint to assess impact of previous year actions, and to determine areas for improvement:

- Awareness to all Cyladians about carbon footprint
- IT frugality - Data storage

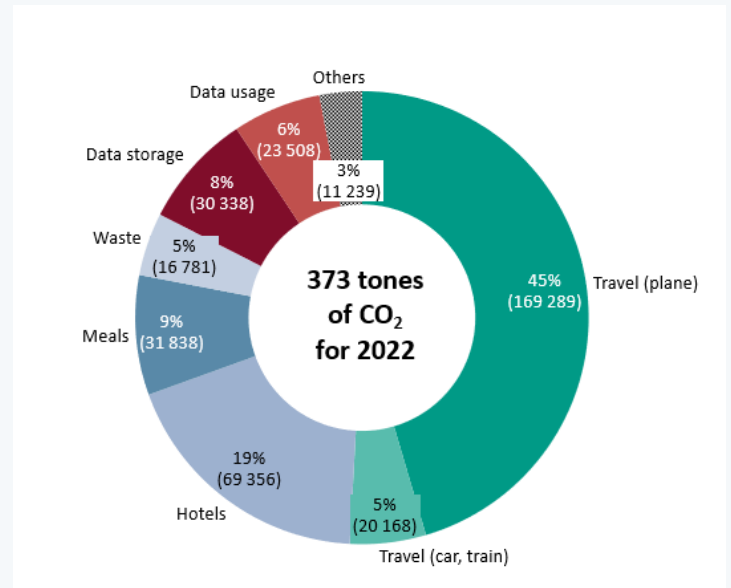


Sébastien Cailliau
Partner
Paris office



"Like security and confidentiality, environmental impact is at the heart of our IT approach. We always knew that as a consulting firm, our IT usage, both hardware and data consumption, was one of the key drivers of our environmental impact. In the coming months, we will focus on data storage improvements. Every week, we check the volume of data stored on our servers and the type of storage used for them. We want to make sure that we do not duplicate our documents, and we invest time to clean our folder structures each time we archive our project data. We believe this is important because data storage has a significant impact on CO₂ emissions. Our objective is for all employees to adopt responsible behavior in this regard; thus, we support and remind them to do data cleaning, in addition to general good practices."

KEY PERFORMANCE INDICATORS



Zoom on Meals

- Regarding food provided at the office (fruits and snacks), we are investigating to select more organic and local sourced products.
- We are encouraging Cyladians to reuse bags to pick-up their lunch.

100% IT equipment given to employees or associations

253 Tonnes of CO₂ emitted by CYLAD Consulting France, Canada and Australia in 2021

3 160 KG of CO₂ per Full Time Employee
This is **2.1 times less** than in 2019 (before Covid crisis).

12.6 Terra Bytes of data stored at company level

ACHIEVEMENTS AND KPI IN 2022

AWARENESS TO CYLADIANS WITH CLIMATE FRESK

In June 2022, 90 Cyladians from our European offices took part, during the annual summer university, in a dedicated full afternoon climate fresk.

The climate fresk is an innovative, effective and accessible tool to understand the scientific basis of climate change.



Guillaume Poupart,
Senior consultant
Toulouse Office



"The climate fresk was a brilliant and rewarding exercise. It taught us the scientific phenomenon and the causal links that are at stake with climate change.

Such knowledge appears fundamental for all decision makers (regardless of sectors), therefore we have decided to train Cyladian to be climate fresk animators to spread this knowledge internally and to our clients."



IT FRUGALITY

With the environmental impact of IT growing due to the extensive use of the cloud, we have been monitoring data storage monthly since the beginning of 2021.

A target has been defined for the average volume of data per person at the company level, for email, mission sites & personal work storage.

A procedure has been defined for all consultants to reduce the use of server space after each completed mission and a reminder of good practices is shared on a regular basis.

OBJECTIVES 2023

Our objective for the coming year is to continue to reduce our carbon footprint and increase the awareness of our employees on the environmental impacts of CYLAD's activity.

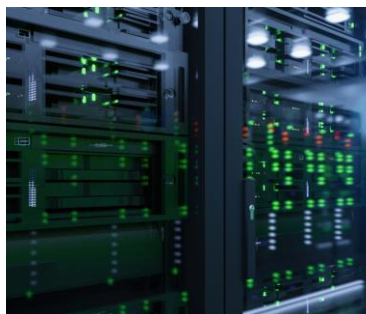
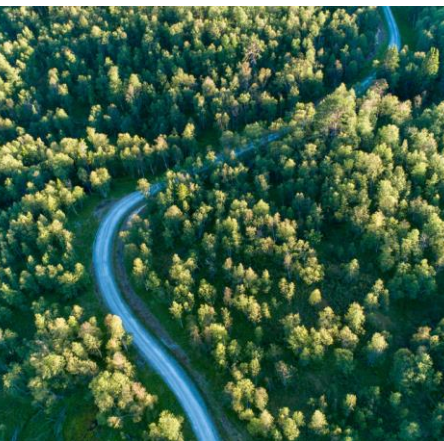
IT FRUGALITY

Two types of actions will be maintained:

- On-off actions
 - **Awareness sessions** on best practices towards digital sobriety.
- Regular actions
 - **Centralized cleaning of servers** of unnecessary or duplicated data
 - **IT clean-up sessions** are organized to delete unused or obsolete emails/folders, and reduce storage space, and reminders will be regularly sent.
 - **A data cleaning step** will be included in the mission standard process.

AWARENESS

- **Train Cyladians to be climate fresh animators** to spread this knowledge internally and to our clients.
- **Formalize a document to raise awareness on our CO2 emissions** and help Cyladians to minimize their environmental impact on our top 3 drivers: Flights, Hotels and Data Storage.





ETHICS AND VALUES

ETHICS AND VALUES AT CYLAD

At CYLAD, we support the Universal Declaration of Human Rights and are committed to respecting Labor Law, and as such, we place great importance on the ethics and values we convey. Integrity, fairness & equity, confidentiality & security, and non-corruption are the driving principles behind our actions and must be respected by all employees to ensure sustainable development of our company.



Thomas Trautmann
Partner
Hamburg office



"As professional consultants, we have a natural reflex of confidentiality and integrity. Both are preconditions to building trust with our clients. Confidentiality, because we get involved in topics that are at the core of our clients' competitive edge, may be of relevance to the stock market or may even not yet be known to the client's entire organization. Integrity, because our client impact builds on a trust-based relationship. Both integrity and trust are closely related and driven by credibility and reliability. No doubt, we must be credible and reliable in everything we say and do. The CYLAD values must be embodied not only towards our clients but also within our teams. Moreover, to build a strong and integrated team, there must be a commitment to the basic standards referred to as labor, human and employee rights and more fundamentally equity and fairness.

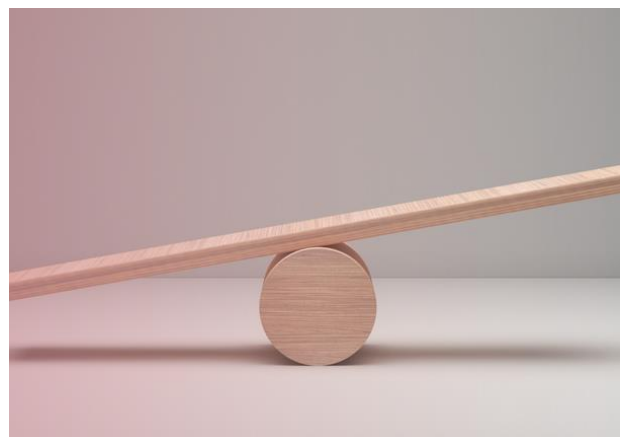
PROTECTION OF CYLADIANS AND CLIENTS

In 2021, we published three main documents about protection of Cyladians and our clients.

1 CODE OF CONDUCT that presents our values and principles across 4 parts:

- **LABOR, HUMAN AND EMPLOYEE RIGHTS** as we are committed to respecting the internationally recognized Human Rights and Labor Law.
- **INTEGRITY** as it is part of our DNA. We secure cognitive independence and place our clients' interests above all.
 - We avoid conflict of interest: consultants who have worked with companies competing with our clients will inform the latter and seek their agreement. Otherwise, they will be removed from the assignment.
- **EQUITY and FAIRNESS** as we are viscerally dedicated to educating ourselves, fighting all types of discrimination, and securing equity and fairness in our internal and external relationships.
- **CONFIDENTIALITY** as we are committed to respecting confidentiality towards our employees as well as our clients.

100% employees are aware of the **code of conduct**



ETHICS AND VALUES AT CYLAD

2 IT SECURITY POLICY

The purpose of the CYLAD IT Security policy is to define CYLAD IT requirements in terms of tools, processes and organization, to protect our data and our clients' ones.

1/ Our priority is to **protect our customers' data**, as well as our data

2/ Security is a matter of **behavior**

3/ Use of the IT security tools installed on the **Laptop and Mobile** (Antivirus / VPN / hardware encryption) is mandatory

4/ Project Leaders are responsible for reinforcing the application of **CYLAD's and Customer Security Policy** on their missions

5/ In case you are using a **customer system**, you must ensure the application of its security policy

6/ In case of any **incidents** inform as soon as possible the **project leader** and launch the **specific procedure**

100% of newcomers are **trained in IT security**



3 INTERNAL PROCEDURES

Our internal procedures contain the following chapters:

- Measures the implementation of **health and safety regulations in the company**
- **Conditions under which the employer can require employees to restore working conditions** that protect the health and safety of employees if these are compromised (e.g., wearing a mask in case of an epidemic)
- **General and permanent rules** relating to discipline as well as the nature and scale of **sanctions** that the employer may take.
- Provisions related to **employees' rights of defense**.
- Provisions related to **moral, sexual harassment and sexist behavior**



Bruno Glaus
Partner
Zurich office



"The main reason why we decided to merge with the CYLAD Group and become CYLAD Experts was the shared VALUES. We were truly impressed by the professionalism coupled with empathy, open-mindedness, entrepreneurship, and team spirit we encountered at CYLAD.

CYLAD Experts, as a Senior Experts organization, and CYLAD Consulting, as a consulting organization, offer various professional backgrounds, but we do not differ in values.

The more we work together and we get to know each other, the more we appreciate the value-driven culture. It is the key success factor of our (and of every) merger."

ETHICS AND VALUES AT CYLAD

ALERT PROCEDURES

Our internal Code of conduct includes an alert process in case of:

- Discrimination or harassment
- Potential cases of corruption or bribery
- Doubts regarding a sensitive transaction (present, invitation...)

Consultants have different possibilities to alert and report such issues, and are free to choose the one they are the most comfortable with including: the manager on their current/previous mission, a partner, their mentor, the regular mood survey, or the French Cylad Talk representatives (forum created for France to foster and reinforce discussions between partners and employees).

Partners are also committed to investigating and providing solutions for every issue.

The procedures have been jointly presented with the Code of Conduct during the dedicated session.

ADHERENCE TO CYLAD VALUES BY ALL COLLABORATORS

Specific attention is paid, in our **recruitment process**, to ensure that we hire people who share and embody the company's values (several interviews with different members of the CYLAD team: HR, Consultants, Managers and Partners).

Our **bi-yearly evaluations** are the opportunity to assess not only the performance, but also the **adherence to CYLAD's values and recommended behaviors**, and to identify possible soft-skills training or support needs.

We created a **CYLAD behavior booklet** during the Winter University 2020, presented as a weekly calendar, **it helps make CYLAD's values not just theoretical, but practical.**

60

Behaviors defined associated to our **7 values**

IMPLEMENTATION IN EVERYDAY LIFE



FROM THE MANAGER'S PERSPECTIVE

Cécilia Combey

Principal
Toulouse Office



"The semi-annual evaluations play an important role in spreading the CYLAD values within the firm. Firstly, because the evaluation criteria include the respect of our values, but also because the discussions we have during this time are an opportunity to take a step back and understand together how our consultants can convey and spread the CYLAD values on client' missions and internally. And the fact that we regularly question ourselves to see if we could do better is in line with the value of humility that we defend!"



FROM THE RECRUITED'S PERSPECTIVE

Thibaud Verdier

Experienced Consultant
Paris Office



"My first contact with a CYLAD Consultant was an open exchange focused on my compatibility with CYLAD and its values. This compatibility was the thread that ran through the rest of the interviews, allowing me to understand the core values of CYLAD. The case studies and the strong interaction they imply were great opportunities to showcase my leadership skills and my curiosity while getting to know the CYLAD Consultants."

ACHIEVEMENTS AND KPI IN 2022

SUSTAINABLE PURCHASING POLICY

The purpose of this document is to **describe CYLAD's ambition and commitments** regarding sustainable procurement and to describe how to achieve them. We want to ensure that we select suppliers who share our values and comply with labor, human and employee rights as stated in our Code of Conduct.

We are committed to **buying in a "sustainable way", monitoring our purchases, both in terms of quantity and quality.**

Thanks to this policy implementation, we are able to identify improvement axis, limit the risk of environmental impact and supply chain disruption and avoid social regulation violations.

We are currently focusing on the following 4 categories:

- **Subcontractors and contractors**
- **Office and associated purchases**
- **Services providers**
- **IT equipment and software**

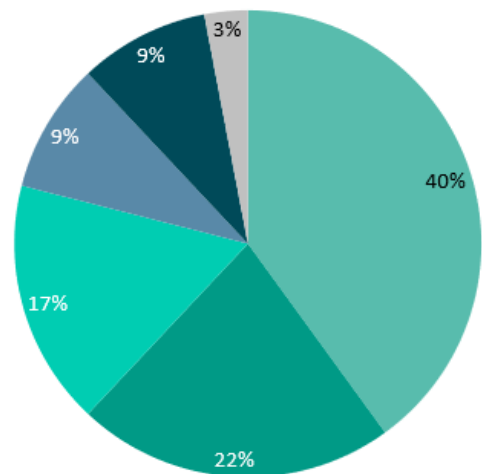
These 4 categories represent the highest amount of CYLAD purchases in 2021 and 50% of our suppliers.

We have implemented specific actions such as :

- **Definition of a methodology to ensure that our suppliers (current and future) are putting effort on CSR topics**
- **Definition of a code of conduct for our regular suppliers**

KEY PERFORMANCE INDICATORS

CYLAD purchasing landscape
(approximative values in %)



ACHIEVEMENTS AND KPI IN 2022

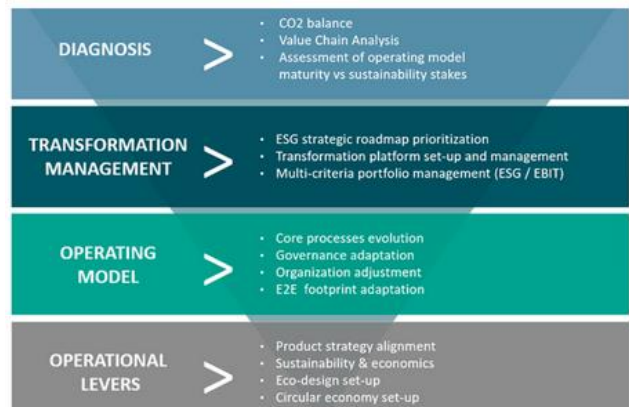
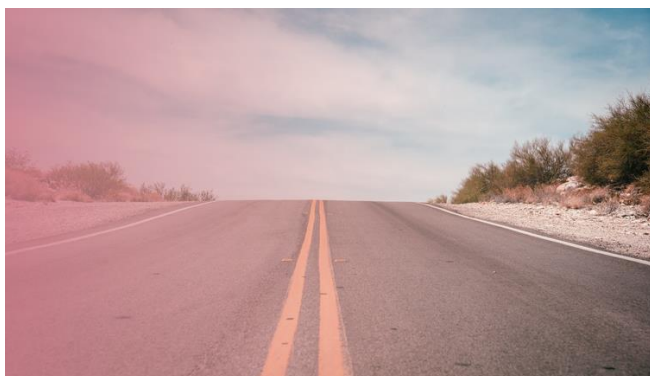
NEW CYLAD OFFER : ESG TRANSFORMATION

As part of our transformation expertise, we have developed a new offer to support industrial companies in their sustainable transformation journey.

We help make ESG objectives concrete and achievable, at all levels of the company, in a post-Covid context where ESG challenges are at the heart of corporate issues. We believe that to create value, sustainable transformations require a holistic approach, from roadmap to implementation.

To foster sustainable growth, we help companies in:

- **Defining the ambition and ESG roadmap**, including vision, framing, governance principles, roadmap, etc.
- **Identifying, evaluating and implementing comprehensive operational levers** for carbon footprint reduction, eco-conception and life-cycle analysis, energy savings, supply chain optimization, circular economy development
- Structuring and managing the **ESG transformation platform**
- Anchoring **new practices** in the **operating models**



A **dedicated page on our website** go further on this new offer : <https://www.cylad-consulting.com/sustainability/>

We have defined a training plan for our consultants to give them keys to help our clients on their ESG challenges. The training plan is composed of 2 axis : decarbonization and eco-design with basic and advanced modules.



Carsten Bremer
Expert Partner
Zurich office



"Our strategy has always been to create long-term value and achieve sustainable growth together with our clients. We believe that to create value and grow, sustainable transformations require a holistic approach: from roadmap to implementation. We help our clients define and implement the strategy into their day-to-day processes. Because responsible action and sustainable development is the only way forward."

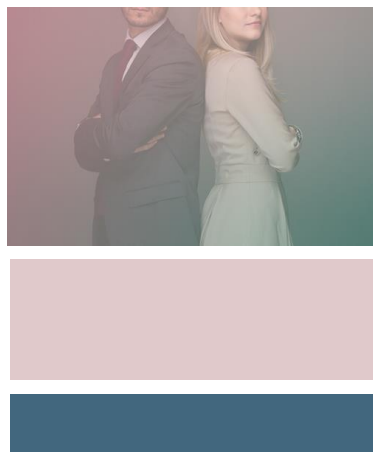
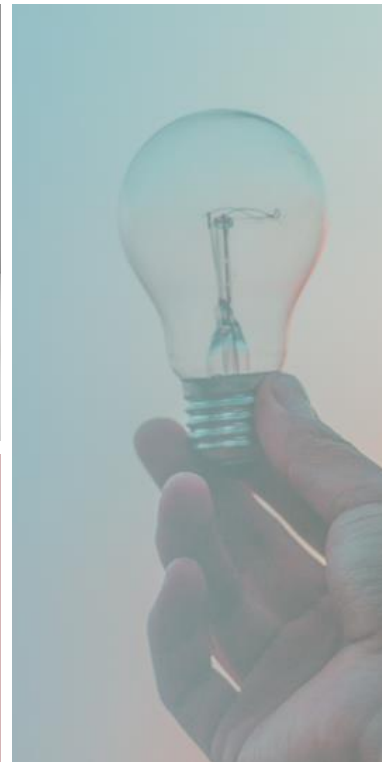
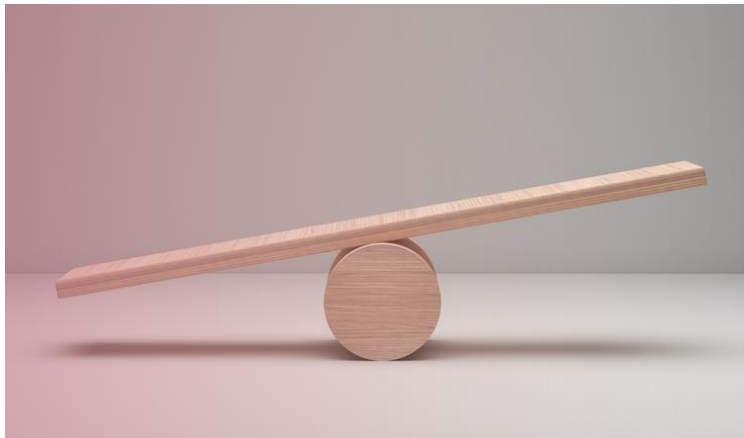
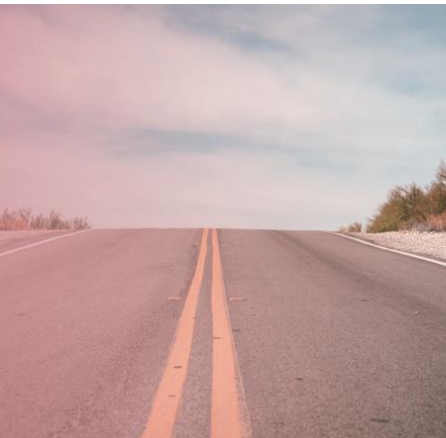
OBJECTIVES 2023

SUSTAINABLE PURCHASING POLICY

- Define the **ESG code of conduct for our regular suppliers** to ensure they comply with our values.
- Define a clear methodology to help the assistants team to apply **sustainable purchasing policy principles**.

AWARENESS

- Train CYLAD teams on **decarbonization and eco-design**.





SOCIETAL RESPONSIBILITY

SOCIETAL RESPONSIBILITY AT CYLAD

CYLAD Consulting has the ambition to act positively for our society, especially through its Foundation that promotes equal opportunities, but also through solidarity initiatives developed for more than 10 years within the company.

We think that individual efforts can lead to collective success and that beyond creating economic and social value for our clients, we can also act for the benefit of all.

THE CYLAD FOUNDATION

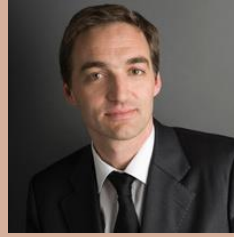


Created in 2012, the CYLAD Foundation aims to promote social and professional entrepreneurship, particularly through coaching and training.

The CYLAD Foundation provides financial support to non-profit associations committed to the development of employment and company growth.

It also provides pro bono consulting time to help create social and economic value, through long-term accompanying of self-employed persons.

It supports 3 French associations:
Réseau Entreprendre (Ile de France and Occitanie)
ADIE (Ile de France and Toulouse)
Entourage



Sébastien Chaussoy
Partner & Founder
Toulouse office



"The purpose of the foundation's creation was to give back part of the success of CYLAD to civil society. CYLAD's DNA and culture are based on an entrepreneurial mindset. It was obvious to set up a company Foundation dedicated to supporting entrepreneurship, company creation, and self-employment. The experience shows it enriches both the people we support and the CYLAD consultants. CYLAD will continue to contribute to its community via the foundation for the years to come."

The CYLAD Foundation is a signatory of the Charte du Mécénat (corporate sponsorship charter), established by Admical, a French association for ethical sponsorship promotion.

42,5 K€ **donated in 2022** by the Foundation to non-profit associations to support social entrepreneurship, promote equity, and foster local economic development

50 **Pro bono hours** from our consultants dedicated to training courses, support to associations or entrepreneurs

>8% of our consultants are **mentoring entrepreneurs**

SOCIETAL RESPONSIBILITY AT CYLAD

UNIVERSITY AND EDUCATIONAL PARTNERSHIPS

In order to support tomorrow's professionals CYLAD has developed partnerships with several schools to share its expertise and create links with students:

- Coaching and support of students
- Teaching classes about economics and specific industries
- Follow-up of academic projects
- Funding of academic exchange programs
- Funding of scholarships



Berkeley
UNIVERSITY OF CALIFORNIA

TUHH
Technische Universität Hamburg

Isae 
Institut Supérieur de l'Aéronautique et de l'Espace
SUPAERO

NT

NORTHERN INSTITUTE OF TECHNOLOGY MANAGEMENT
The Business School at the TUHH Hamburg University of Technology

 TECHNISCHE
UNIVERSITÄT
DARMSTADT



ACHIEVEMENTS AND KPI IN 2022

ACTIONS WITH RESEAU ENTREPRENDRE

The Réseau Entreprendre® is a community of business leaders supporting entrepreneurs to develop their leadership, create jobs and act for their territory.



The Foundation supports the association:

- financially, contributing to the operating costs
- with human support: members of the CYLAD Foundation are involved in the selection of candidates and the validation of projects

ACTIONS IN 2022

- Participation in the analysis of the files for the 'OCCITANIE INVEST' competition
- Participation in an innovation committee
- Participation in the selection seminar for the 'Ambition' & 'Booster' Program
- Coaching of 2 project leaders
- Albareil - professional kitchen
- Teamber - software solution for construction



Mounir Benkoulouche
Co-founder of
Lantana Bio



"As part of our support from Réseau Entreprendre, we were put in touch with CYLAD Consulting to benefit from coaching for the preparation of our pitch.

CYLAD helped us to improve our presentation, making it clearer, more synthetic and more impactful.

We were also challenged during Q&A sessions, which allowed us to be prepared and confident in front of the Créalia Occitanie jury.

We are very grateful for all this help, and we are now winners of the 2022 selection of Créalia Occitanie."



ACHIEVEMENTS AND KPI IN 2022

ACTIONS WITH ADIE

Adie is a charity helping people with financial difficulties to create their own business and therefore their own job thanks to microcredit. Its main missions are the following:

- Finance micro-entrepreneurs who do not have access to bank credit through microcredit
- Support micro-entrepreneurs before, during and after the creation of their business to ensure the sustainability of their activity
- Contribute to the improvement of the institutional environment for microcredit and business creation



The Foundation supports the association:

- financially, contributing to the operating costs
- with human support: CYLAD hosts and participates in final juries of the "Je deviens entrepreneur" program, a program for young entrepreneurs in business creation and the formalization of a business plan

ACTIONS IN 2022 WITH ADIE OCCITANIE

- "Coup de cœur des réseaux sociaux" sponsorship, to rewards entrepreneurs from Occitania, helped by an Adie microcredit, and whose projects stand out.
- Personalized coaching of the winner Andorinhas (artisanal soap factory) by CYLAD consultants

ACTIONS IN 2022 WITH ADIE ILE DE FRANCE

- 2 receptions organized this year, in september and in november, with various managers and partners giving feedbacks to project holders

NEW PARTNERSHIP WITH ENTOURAGE

Entourage is a charity that aims to create social links. Linkout is a program of Entourage that reintegrates people in precarious or excluded situations into the job market.



The Foundation supports the association with :

- Awareness sessions : Awareness-raising workshop for consultants on people in precarious or excluded situations
- Human support : Participation in solidarity team building days. Possibility in the long term for consultants who want to become volunteer coaches for people in precarious situations

ACTIONS WITH ENTOURAGE

- Signature of the partnership
- Awareness workshop in CYLAD Paris office for 25 consultants
- Awareness webinar for Paris and Toulouse office



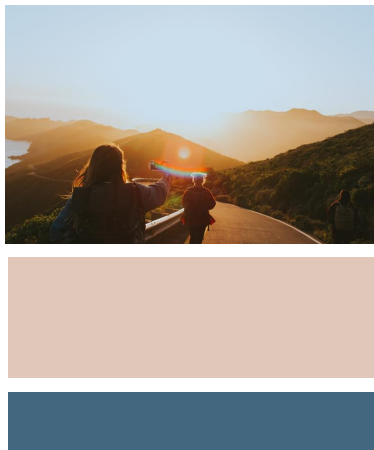
OBJECTIVES 2023

CYLAD FOUNDATION

- **Continue the partnerships** with Réseau Entreprendre Occitanie, ADIE Paris & Occitanie and Entourage.
- **Accompany and surround entrepreneurs** in the development of their entrepreneurial projects.
- Host final juries in our offices in Toulouse and Paris.
- **Recruit new volunteers** within CYLAD to get involved in the Foundation.
- Participate in **solidarity events** with CYLAD teammates.

SOCIETAL ACTIONS

- Organise an **Emmaüs clothing collection**.
- **Donate used computers** to various associations.



CYLAD

WWW.CYLAD-CONSULTING.COM

WWW.CYLAD-EXPERTS.COM

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