

ESG REPORT

2023-2024

/ BEHAVING RESPONSIBLY
/ DEVELOPING SUSTAINABLY

EDITORIAL

As the world is confronted with challenges of unprecedented magnitude, we firmly believe that, more than ever, bold actions are required.

CYLAD is built on the strong conviction that as members of society, we need to do our part when it comes to driving positive change. For us, it means always pushing our commitments towards a more sustainable future further and empowering all our stakeholders to do the same.

In the past two years, we have made significant progress, embedding ESG in all that we do:

- We built a CYLAD international community around ESG topics, ensuring we have a focal point in each country and taking actions at the global level
- We supported major industrial companies in their sustainable transformation journey with our dedicated ESG offer on topics such as ESG strategic roadmap set-up, ESG portfolio management, carbon footprint reduction, and life cycle analysis.
- We implemented an ambitious travel policy, tackling our biggest source of CO2 emissions. As consultants, our job is to work side by side with our clients, nevertheless, we are committed to reducing our travel to the necessary and we encourage, when possible, traveling by train.
- We strengthened our support to associations through our Foundation, putting the expertise of our consultants at their service with pro bono activities.
- We created a sustainable procurement policy, ensuring all our suppliers are compliant with sustainability and ethics rules we promote
- We pursued our initiatives towards our employees, paying specific attention to their well-being at work.



Laurence Massat
Partner
Toulouse office

“We believe that we have a role to play in driving positive societal and environmental impact”

Following the same energy and mindset that drives us when working with our clients, we want to remain ambitious. In the coming years, we plan to:

- Strengthen our environmental policy, with bold targets dividing by two our CO2 emissions by 2030, particularly in the transport and digital usage areas
- Start investing in carbon credits for natural carbon sequestration projects, in line with IPCC guidelines, to generate a positive impact on biodiversity issues
- Continue to move forward on our social policy by introducing stress management training. The human factor is our biggest asset and we are convinced that we must protect it by working on psychosocial risk reduction for all our employees.

At CYLAD, we are committed to working hand in hand with our stakeholders—employees, clients, and partners—to create meaningful impact, transform challenges into opportunities, and drive progress together.

Rewarded efforts in 2024

In 2024, CYLAD was awarded the silver medal by Ecovadis, the globally recognized CSR assessment platform, evaluating our environmental, social, human rights, ethical and responsible procurement practices.

CYLAD's global score is among the top 15% of consulting companies.

We are pleased to have achieved this score and are aware of the continuous efforts we still have to make to maintain and improve our performance.

We are focusing on the Ecovadis' action plan to go further and become an even more sustainable company.



ABOUT CYLAD

CYLAD was born, in 2007, out of an entrepreneurial adventure

CYLAD developed into a firm that reflected its founders' vision of what consultancy should be: a model combining expertise, content focus, accuracy, transparency, humility, tenacity, and above all, added value for customers.

The firm built its reputation on two pillars: an in-depth knowledge of the Aerospace & Defence sector and strong expertise in Project and Program management.

Born from complex industrial projects, the firm's DNA is naturally structured to tackle projects using a cross-functional approach, breaking down silos and addressing many levels of complexity.

Industries

With in-depth industrial experience, we guide executives from industries and associated services to overcome their performance, transformation and growth challenges.



Aerospace



Defence



Pharma, Medtech & Healthcare



Machinery & Electronics



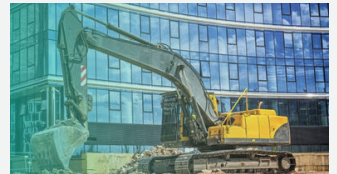
Transportation & Automotive



Consumer products & Retail



Energy & Utilities



Construction, Real Estate & Infrastructure

Expertise

STRATEGY

- Corporate strategy
- Growth & offer strategy
- Innovation
- Mergers & Acquisitions
- ESG strategy

TRANSFORMATION

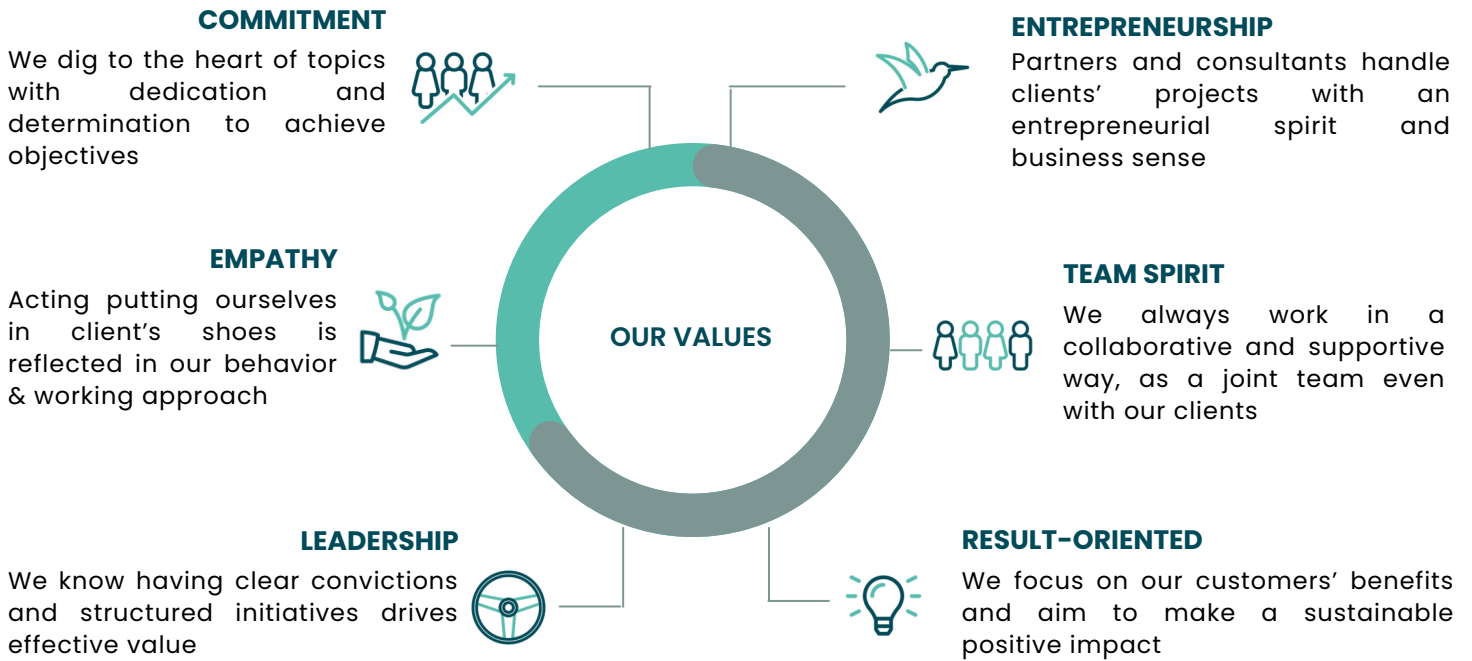
- Transformation program
- Sustainability & decarbonation
- Digital & IT function transformation
- Organization & governance
- Change Management & leadership

EXCELLENCE & PERFORMANCE

- Project & portfolio management
- Product development
- Cost & cash competitiveness
- Operations & supply chain
- Efficiency & performance management
- Process optimization
- Data & analytics

ABOUT CYLAD

Our values



The CYLAD Way

GUIDING LEADERS TO SHAPE THE FUTURE OF INDUSTRY

WE ACCELERATE YOUR SUCCESS

As **entrepreneurs**, we know the struggle, we know what is at stake. That's why we are relentless in helping leaders solve their most pressing issues. As your **right hand**, we put all our energy into guiding & supporting you in achieving your goals and **opening up new possibilities**.

WE PUT CONCEPTS INTO ACTION

Our support goes far beyond strategic recommendations. From strategic decision-making to operational detail, we provide **hands-on support** to turn **ideas into reality**. We act as an operational relay, connecting executives with operational teams across functions, for **sustainable change**.

WE WORK WITH AN ANALYTIC CONTENT FOCUS

Our **deep understanding of industrial activities** and environment is the backbone of our approach. We combine a **comprehensive vision** with a strong content focus, deep analytical capabilities, and strong problem-solving skills. It's what allows us to offer **tailored, practical, and actionable solutions**.

WE EMPOWER YOUR ORGANIZATION

Once we have helped you find the right keys and set you on the right path, we make sure you are **autonomous** to pursue your journey and achieve your ambitions.

WE CARE FOR PEOPLE

We put **human and honest relationships** at the center of the way we operate. With **empathy** and **humility**, we work **side by side** with our clients in an integrated way.

OUR ESG JOURNEY

- **Creation of CYLAD Consulting**

Following a shared desire of the founders to provide consulting services according to their values



2007

2012

- **Creation of CYLAD Foundation**

To promote social entrepreneurship, equal opportunities, and local economic development

2018

- **Definition of CYLAD values**
- **Nomination of ESG team**

To structure, strengthen and develop our commitments

- **Certified HappyIndex®AtWork**

Which shows that our values are reflected in our way of working



2019

- **Release of our first ESG report**
- **First CYLAD carbon footprint calculation**

- **Awarded Bronze Medal by Ecovadis**
- **CYLAD integrates the United Nations Global Compact**

2020



2021

- **Extension of our ESG approach** to all countries and offices and elaboration of a yearly roadmap
- **Publication of our first COP**



- **Awarded Silver Medal by Ecovadis**
- **Certified HappyIndex®AtWork**
- **Internal publication of our environmental awareness policy**

2022



2023

- **Publication of our procurement policy**

- **Confirmed Silver Medal Top 15% by Ecovadis**

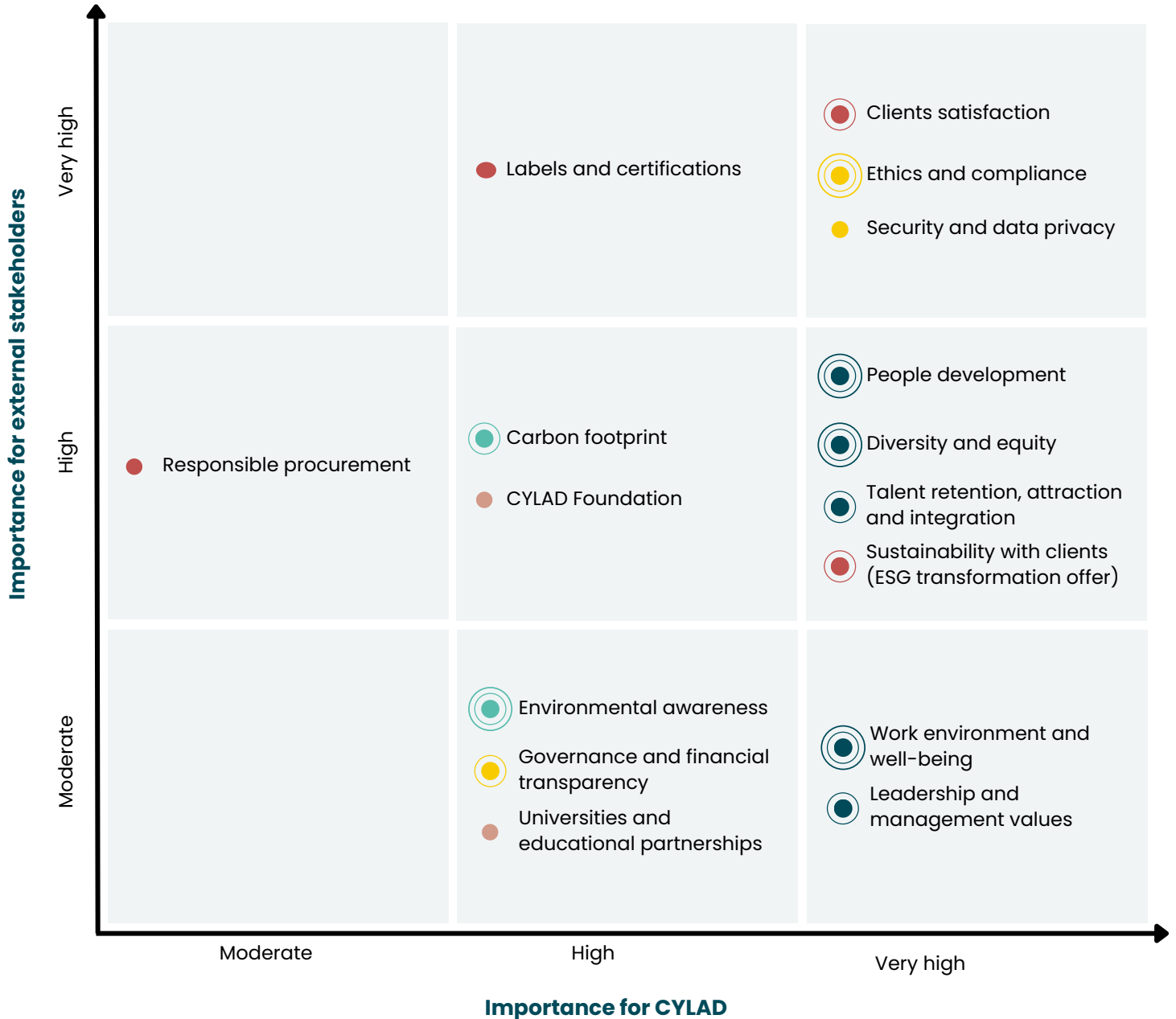
2024



MATERIALITY ASSESSMENT

The analysis of materiality enables us to identify and map the most relevant non-financial performance challenges for CYLAD and its internal and external stakeholders, according to their importance and the risks associated.

16 challenges have been identified, covering the following areas: Social, Environmental, Societal, Governance and our Value Chain.



	Social Responsibility		Governance / Ethics & compliance	Relevance for CYLADians ● Relevant ● Very relevant ● Highly relevant
	Environmental Impact		Societal Responsibility	
	Value Chain			

MEET OUR TEAM

A global and motivated team

Since 2018, a team of volunteers has been working to structure and strengthen our ESG approach. To follow CYLAD's international development and to address ESG as a whole, each country is represented by at least one focal point (several in France, where the approach was initiated and is led). Each team member contributes to this topic at the company level and ensures the sustainable growth of CYLAD.

The team leader secures the consistency of the approach across the different countries through rigorous governance at 2 levels:

- Monthly meetings with all focal points to drumbeat roadmap progress, make decisions and align on the way forward
- Ad 'hoc meetings on specific topics with relevant contributors
- Validation of the ESG strategy in Partners' meeting

Team Leader



Laurence Massat
Sponsor
Partner



Maëlle Berger
Team Leader
Manager



Camille Maily
Team Leader
Senior Consultant

Key contributor



Melissa Arif
Contributor
Marketing Manager



Guillaume Poupart
Contributor
Senior Consultant



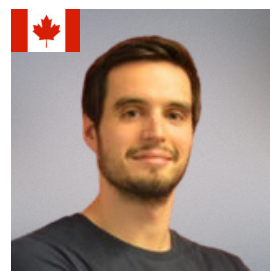
Antoine Palacio
Contributor
Experienced Consultant



Edouard Poyau
Contributor
Experienced Consultant



Alexis Bories
Focal point Australia
Senior Consultant



François Bernard
Focal point Canada
Manager



Killian Stich
Focal Point Germany
Experienced Consultant



Michelle Sarbach
Focal point Switzerland
Experienced Consultant

TABLE OF CONTENTS

Acting towards our teams

At CYLAD, we work together with a positive and benevolent mindset and help consultants grow to their full potential

p. 08

Helping to build a green future

At CYLAD, we care for our planet through our everyday actions

p. 15

Committing to sustainable growth

At CYLAD, we collaborate with our stakeholders to create long-term value through sustainable practices

p. 20

Contributing to society

At CYLAD, we encourage social and professional integration by promoting equal opportunities

p. 24

Embodying our values

At CYLAD, we anchor our values in our actions to pursue a long lasting journey

p. 30



ACTING TOWARDS OUR TEAMS

At CYLAD, we work together with a positive and benevolent mindset and help consultants grow to their full potential

ACT TOWARDS OUR TEAMS



We believe that our people are our most valuable asset.

Since the beginning of CYLAD, we accelerate their development, reward their commitment and care about their well-being at work.

CYLAD is committed to supporting its employees throughout their careers in the company, and to promoting the values of respect, benevolence, empathy and authenticity.

People@CYLAD stands on 6 pillars

We have developed a set of 6 pillars that structure our actions and initiatives around the human dimensions of our teams.



VALUES & BEHAVIOURS

Promote the company's values and behaviours to foster team unity and a common value-driven culture.



COMPENSATION & BENEFITS

Provide a financial reward system based on fairness and meritocracy.



LIFESTYLE & WELLBEING

Foster a positive work environment and ensure a quality of life at work for all.



LEADERSHIP MODEL

Train all managers to lead with a positive and benevolent management style.



PEOPLE DEVELOPMENT

Give every Cyladian the tools & means to develop hard and soft skills, all along their career path.



TEAM & OFFICE EVENTS

Develop team spirit & positive work atmosphere through regular team and office events.

ACT TOWARDS OUR TEAMS

People development

In 2022, we created the “CYLAD Academy” to accelerate the implementation of a comprehensive training program per grade.

In 2024, we modified the structure of the training setup towards a more tailored approach based on 2 main pillars:

- “The CYLAD Path”: standardized training program (per grade) with proven formats and trainers to ensure all the basics are covered
- Individual training targeting specific expertise or skills, based on consultants’ needs and wishes

In France, we facilitate exchange sessions on a specific client project to provide concrete examples, and help consultants to understand how to solve clients’ issues.

It is organized in 2 steps:

1. The project team shares an overview during our monthly business meetings and with all Cyladians
2. For those who want to go further, they can participate in an open exchange session and ask questions about specific aspects of the project



Marie Decroix
Partner

“With the significant growth of CYLAD, we defined a revised and more systematic training path, with a list of mandatory training to be attended at each grade. In addition to this “collective” training path, defined for all consultants, we continue to provide consultants with access to individual training, to upskill on a particular improvement axis, or to develop a specific expertise they are interested in. In addition, we recently put in place an open exchange on a particular project to familiarise consultants with the practical aspects of these projects.”

Jump Starter

The Jump-Starter is a support program for newcomers, to ensure proper integration and presentation of how CYLAD works.

From the same office, a Cyladian accompanies the newcomer during the first 6 months.

DAY 1: present how CYLAD works, explain the expected role and competencies of a consultant, and present a typical client project

WEEK 1: follow up integration and answer questions

First 6 months: manage skills assessment against expectations and support progress

Our goal is to ensure fairness and skill acquisition during the first few months, which are critical in the consulting industry.

ACT TOWARDS OUR TEAMS

Well-being at the office

The well-being of Cyladians is important to us. We aim to foster a sense of community among colleagues by organizing regular get-togethers:

- Monthly business meeting to provide overview of activity and share client case
- Monthly team lunch
- Friday breakfast at the office



Olivier Paget
Partner

"In a demanding business, characterized by the constant search for the extra mile, one of the fundamental principles behind the creation of CYLAD was to provide a benevolent environment, both for our employees and in our interactions with our customers.

In the consulting world, the learning pace is very fast by nature. But we want this pace to be defined by each individual, not imposed to them. We believe that every person is responsible for his or her own commitment, and we trust in the motivation and dedication of our employees to bring out the best in them.

Wedding, house projects, the arrival of a child - everyone needs to be able to balance their professional and personal lives, and we do our utmost to reconcile these projects with the constraints of our missions.

On a day-to-day basis, workload peaks happen, but meetings outside acceptable working hours should remain the exception. Everyone needs to be able to organize their time with a degree of flexibility to allow to practice a sport or hobby, working from home."

90%

of satisfaction for client missions' content

100%

of satisfaction for work environment



Ensure wellbeing at work

Team building is another important aspect that we promote through group activities and sports events, such as the winter university per grade or the summer team event. To ensure that CYLAD is a great place to work, we measure motivation through annual engagement surveys.

We are aware of the difficulties consultants may face balancing their professional and personal lives.

To ensure a healthy balance, we have implemented the following measures:

- Workload monitoring
- Business travel arrangements
- Part-time positions to balance personal and professional constraints
- Internal mobility to allow employees to work in different cultures
- Remote work to meet employee's expectations in terms of flexibility

SOCIAL COMMITTEE

Economic and Social Committee (ESC) in France

The French ESC was elected in March 2023 for 4 years and with members from both the Toulouse and Paris offices. It represents and protects employees' interests. The Economic and Social Committee was created to facilitate dialog between employees and management.



REPRESENT

Ensures employees' collective and individual expression to management



PROTECT

Defends health, safety and working conditions. It contributes to the organization and financing of social and cultural activities.



PARTICIPATE

The ESC takes part in consultations and collective bargaining. It is consulted annually on the company's economic, financial and social policies.

ESC in action

The ESC sets up actions for employees:

- Introduction of a green mobility package: 39 packages distributed
- Creation of a budget to finance sports and cultural activities:
 - Foot 5 (Paris) x4
 - Semi Marathon of Blagnac (Toulouse)
 - Prize for the winners of a bet competition for the Rugby world cup and the Football european championship
 - Bowling night (Toulouse)
- Set-up of an employee exchange platform: live exchanges, anonymous survey
- Engagement Survey sent out, analyzed and actions plan implemented

Chief Happiness Committee in Germany

Born in 2022 following a brainstorming session from CYLAD Germany on "Building our CYLAD at client and internal level", the Chief Happiness Committee aims to turn the team's improvement ideas into reality. Since then, 9 members of the team (Partners, consultants, and HR) have developed and implemented many initiatives to foster well-being at work – e.g., to strengthening internal appreciation, setting up manager event groups, monthly mood and continuous staffing monitoring, salary transfer into holidays, work beyond offices, employee of the year award, company bike leasing, sports membership, Executive MBA, Germany-wide railroad ticket, CYLunchia, enhanced IT equipment and much more.

LEAD WITH BENEVOLENCE

Mentoring

We have a mentoring program between consultants and managers. Consultants can choose their Mentor 4-6 months after the arrival from the managers with whom they have built a trusting relationship.

The role of the Mentor is to:

- Guide their mentees on both formal (e.g. internal processes, organization) and informal aspects
- Help the consultant to improve soft and hard skills
- Stand in for the consultant at the end of the semester review

By establishing this system, we aim to promote a safe environment where you can rely on someone you can trust and confide in, and provide an experienced pair to help consultants improve their performance.



Cécilia Combey
Augustin's mentor

"I'm a big fan of the mentor-mentee relationship! Having personally voted for its introduction at CYLAD, I'm convinced of the benefits it can bring. Having the opportunity to exchange on the questions he may have, problems, desires, and successes, in a safe space and with continuity, is for me one of the keys to a consultant's professional and personal development. The relationship is also very valuable for the mentor, who can draw on it to progress and improve as a manager.

And when you're lucky enough to come across a mentee who, not only hears the advice modestly offered and applies it successfully but also whose human qualities reflect the firm's finest values, the experience becomes nothing less than beautiful."

Leadership Model



Augustin Desombre
Cecilia's mentee

"At CYLAD, the mentoring program has been an invaluable part of my professional and personal development. My relationship with my mentor, which started 5 years ago, has provided me with guidance and support in navigating the complexities of the consulting business. And I've come across a few situations requiring an attentive ear. Through regular interactions all along the years (formal as well as informal), I have gained crucial insights, spotted essential skills to develop or reinforce, and received constructive feedback that has significantly supported my trajectory within CYLAD. Beyond the professional realm, my mentor has also been a source of personal encouragement, helping me to build confidence when I needed it most."

BUILD TEAM SPIRIT

Team and office events are an important part of workplace well-being, as they foster collaboration, relationships and trust.

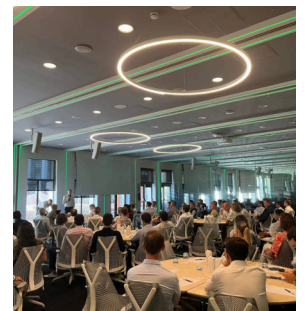
Team event

Every year, we organize an event that brings together all our offices (located in the same geographical area) for 3 days in an informal, sporty and festive atmosphere.

This event has a double objective:

- Share key business information with the whole team
- Reinforce CYLAD's values and strengthen relationships between employees of all offices, levels and seniority through team-building activities.

In Europe, the last Team Events were held in Sitges (2024), Biarritz (2023) and Lisbon (2022).



Regatta

In June 2024, we organized the first CYLAD regatta. 4 CYLAD crews from Hamburg, Munich, Paris and Toulouse competed in a 2-day regatta in the Bay of Saint-Malo, France.

The victory was awarded to one of the German crew! This event is important to us, it is an opportunity to bring together Cyladians, while promoting an outdoor activity.

Sport Challenge

Sport is an essential part of Cyladians' lives. In June 2024, the Paris and Toulouse offices challenged each other in a sport competition!

During a month, each team swam, ran, biked, and hiked to record the maximum kilometers.

In total, 38 teammates participated in 314 activities, covering 3923 km, the equivalent of Toulouse – Nuuk (a city in the south of Greenland)!





HELPING TO BUILD A GREEN FUTURE

At CYLAD, we care for our planet through our everyday actions

MONITOR OUR CARBON FOOTPRINT

France only as a pilot before extending to other countries in 2025.

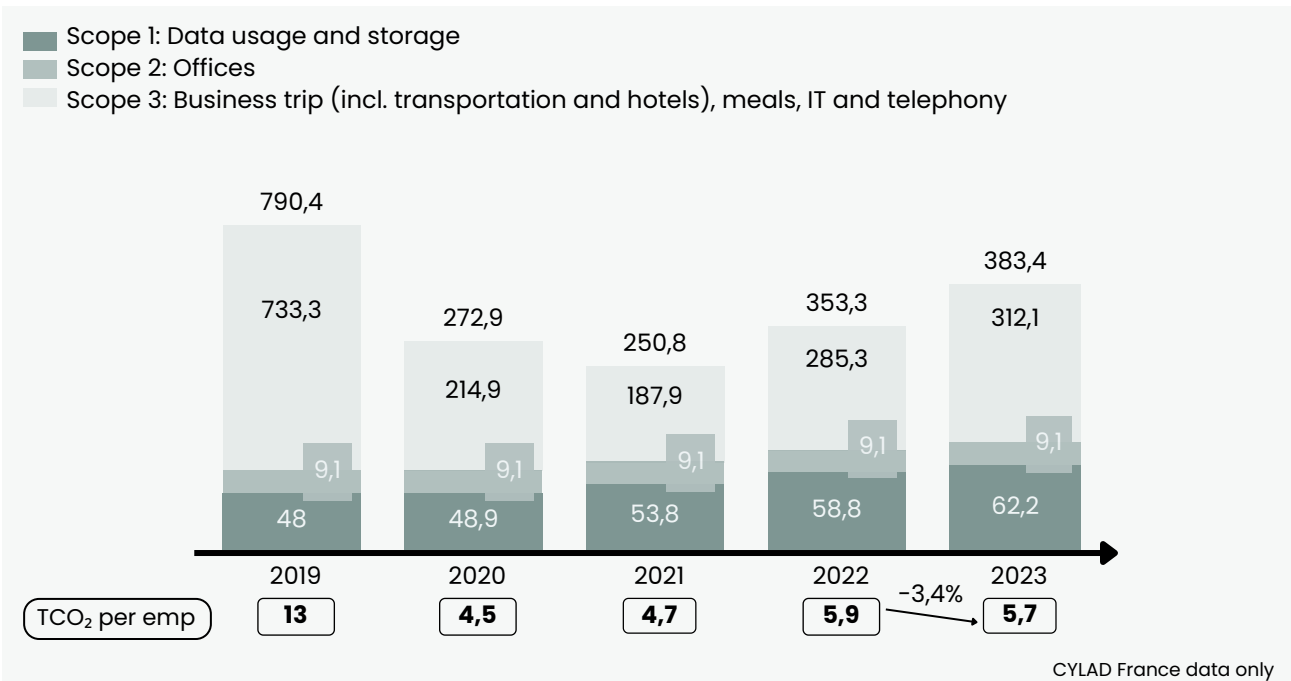
Evolution of CYLAD carbon footprint

Since 2019, we have been calculating our carbon footprint on an annual basis. Thanks to the involvement of our employees, we have started to implement alternatives to our usual consumption patterns, but, as a Consulting company we still have significant emissions that we plan to reduce over the years. The decrease between 2019 and 2020 is related to Covid while the increase in 2022 is due to the inclusion of the carbon footprint from our team events.

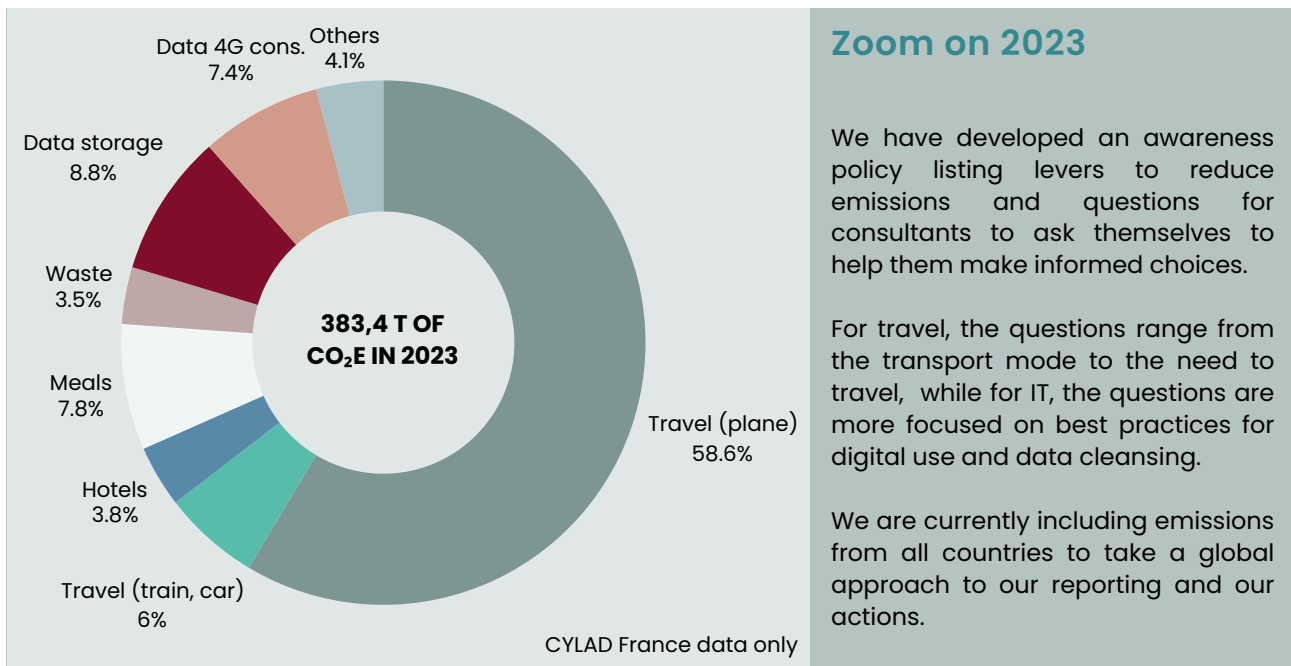
Our main carbon hotspots are:

- Travel, especially flights
- Hotel stays
- Data storage

Scope breakdown for CYLAD emissions in TCO2 for France



All offices CO₂ emissions will be analyzed in 2025.



WORK TOWARDS AMBITIOUS TARGETS

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.

- **Reduce** CYLAD France overall **carbon footprint by 45% by 2030**, i.e. a reduction of around **70% per employee** (compared to 2019)
- Target **Net-Zero by 2050**: maximum carbon avoidance and reduction, and compensation of the residual through virtuous biodiversity projects
- **Start funding biodiversity projects as soon as possible** (before 2030) through high-quality carbon credits (nature-based + sequestration) to:
 - Offset our impact on nature and climate by restoring and regenerating biodiversity
 - Compensate a part of our residual CO2 emissions
- **Develop awareness on nature and biodiversity** through training sessions in 2025

Develop sustainable mobility



Arnaud Guerin
Principal

"Having been lucky enough to have a clear view of my travels (Paris - Toulouse), I was able to mix my weekly trips for 2 years at 50% TGV and 50% Plane.

I recommend this mix for trips lasting more than 3 days. Indeed, even if the arrival time is later at the customer's place in Toulouse (+2h vs. plane), the trip is more efficient by train because of (1) the possibility to work (easier confidentiality/space / free wifi), (2) less fatigue (less noise, possibility to stretch and have a real meal/drink), (3) the simplicity of boarding and disembarking (saving time and fatigue). See for yourself: try it out for a few weeks!"

Travel

Travel accounts for 58.6% of our emissions, mainly due to international and domestic air travel (Paris-Toulouse). While it is difficult to stop traveling in the consulting business, there are other measures that can be taken to reduce our travel-related carbon footprint: promoting soft mobility for daily commuting and encouraging the use of high-speed trains instead of planes whenever possible.

To encourage employees to come to work using sustainable transport, we provide financial support of €200 to help them buy gear and security equipment for example.

This aid is distributed once a year to all employees who use sustainable transportation, including bicycles, public transport outside of subscriptions, and others.

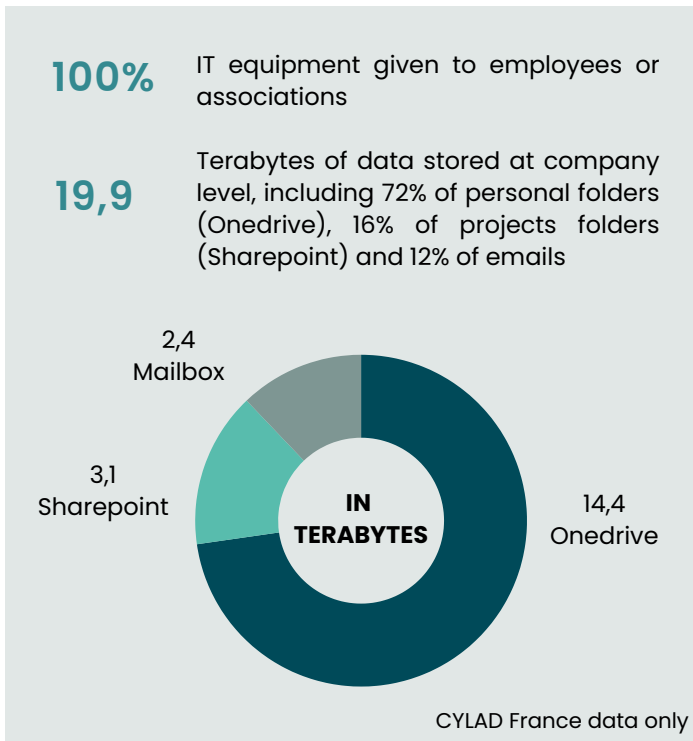
By offering this incentive, we aim to encourage the use of these environmentally friendly modes of transport wherever possible.

USE DATA WISELY

IT data usage evaluation

Since 2021, we have been measuring our data storage on servers and our data consumption. We then identified potential areas for improvement and launched concrete initiatives to reduce them. For example, we have added the cleaning and archiving of all project documents to the end-of-project checklist. We also conduct regular screenings of data storage to identify areas for improvement.

In 2023, 14% of our CO2 emissions were related to IT data (data storage and consumption).



Sébastien Cailliau
Partner

"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."

Digital cleaning week

For one week, we encouraged our teams to do a digital clean-up and remove all unnecessary documents from their computer and server.

The aim of this week was to inform consultants about the digital footprint of their folders and to encourage regular review, keeping only important documents and the latest versions.



RAISE CYLADIANS AWARENESS



Guillaume Poupart-Lafarge

Senior Consultant

"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 some Cyladians to be climate fresk animators to spread this knowledge internally and to our clients. Our mandatory 'newcomers induction program' includes the climate fresk which seems to be a well-appreciated exercise by our new consultants. The next step to increase our awareness & knowledge on this matter is to do the same with the 2-tons exercise ."

Climate fresk

All Cyladians received Climate Fresk training during the 2022 Summer University and all newcomers complete this training as part of the Newcomer Induction Programme (NIP). Our aim is for all employees to have validated the training and have a good understanding of the impacts of climate change. Climate Fresk is an innovative, effective and accessible tool to help participants understand the science behind climate change.





COMMITTING TO SUSTAINABLE GROWTH

At CYLAD, we collaborate with our stakeholders to create long-term value through sustainable practices

OFFER SUSTAINABLE TRANSFORMATION

As part of our transformation expertise, we have developed an offer to support companies on their sustainable transformation journey: from building a comprehensive ESG strategy to translating this strategy into a tangible and sustainable operating model.



Strategy

PERFORM DIAGNOSIS OF CURRENT STATE

ESG maturity assessment, LCA, Carbon footprint

ESG STRATEGY, AMBITIONS AND ACTIONABLE PLAN

Targets, roadmap, prioritization and value model / business case



Transformation & Execution

SET-UP AND STEER TRANSFORMATION PROGRAM

Operating model, CSRD performance management, portfolio management, interim Chief of staff / PMO

DRIVE ESG PROJECTS IN OPERATIONS

Project framing, impact analysis and execution

MANAGE CHANGE

Acceleration of people commitment via digital app for example



Operations

SHIFT PRODUCT DEVELOPMENT TOWARDS SUSTAINABILITY

Integration of ESG dimensions in Product Life Cycle management

BUILD GREEN MANUFACTURING, PROCUREMENT AND SUPPLY CHAIN

Supply chain impact and resilience, decarbonization, energy management, responsible procurement, waste and scrapping management

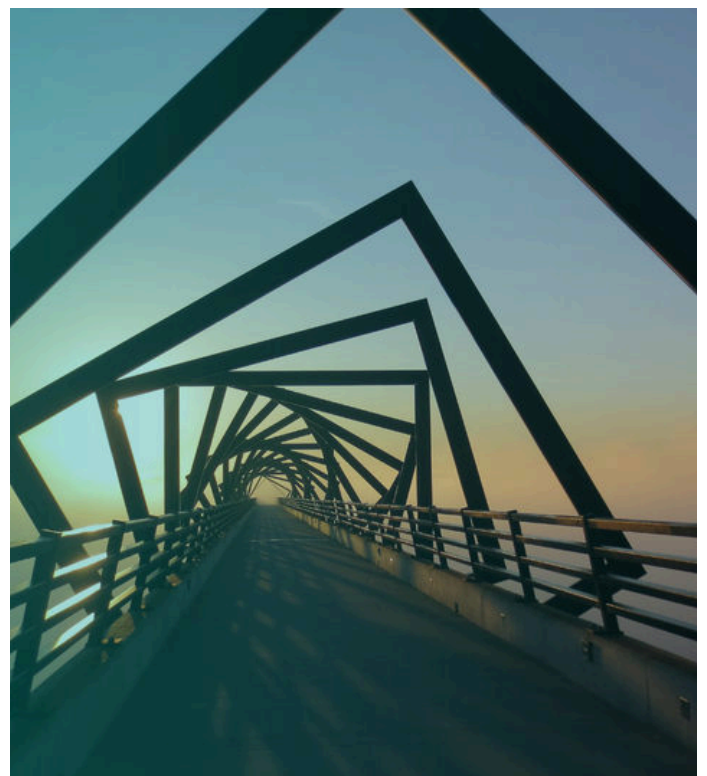
TRANSITION TO NEW WAYS OF WORKING

Circularity, resiliency to climate, environmental and societal risks

5 strategic areas at stake

We truly believe that companies need to focus on 5 strategic areas to implement a comprehensive sustainable transformation:

- **COMPLIANCE:** to ensure future viability by meeting new regulations and directives (e.g. CSRD, CS3D)
- **COMPETITIVENESS:** to improve efficiency, strengthen supply chain management and optimize stocks and waste to reduce costs
- **REPUTATION:** contribute to improving customer loyalty, attract new customers and unlock access to green finance to drive growth
- **EMPLOYER BRANDING:** provide employees with a sense of purpose to increase engagement and promote well-being at work to attract, retain and develop talent
- **RESILIENCE:** limit exposure to fossil fuel scarcity and supply chain disruptions, helping our clients gain resilience



WORK WITH EXPERTS TO DELIVER THE MOST VALUE

On topics requiring specific expertise, we leverage the knowledge of ESG domain experts to combine CYLAD's structuring capability and business sense with the latest trends.

CARBON FOOTPRINT ACCOUNTING AND REPORTING



- Map company's activities and define scope of the accounting
- Collect and assess data quality and consistency
- Define accounting methodology and granularity
- Assess carbon footprint in an iterative way
- Integrate accounting model and data in DCO2 and support the client use the tool

LIFE CYCLE, PHYSICAL FLOWS AND RETAIL ORGANIZATION ASSESSMENTS



- Define scope and allow exhaustive robust data collection
- Perform Lifecycle or Flows assessment and understand conclusions and perform critical analysis on robustness and limits vs. client scope
- Identify and evaluate relevant levers for eco-design and minimization of environmental impacts and evaluate levers
- Consolidate and prioritize portfolio of levers and drumbeat execution

RESOURCES AND UTILITIES MANAGEMENT AND OPTIMIZATION



- Understand availability criticality of utilities for customers' processes
- Secure supply demand balance and supply of utilities
- Develop innovative solutions for circularity or reducing consumption
- Provide technical and financial foresight

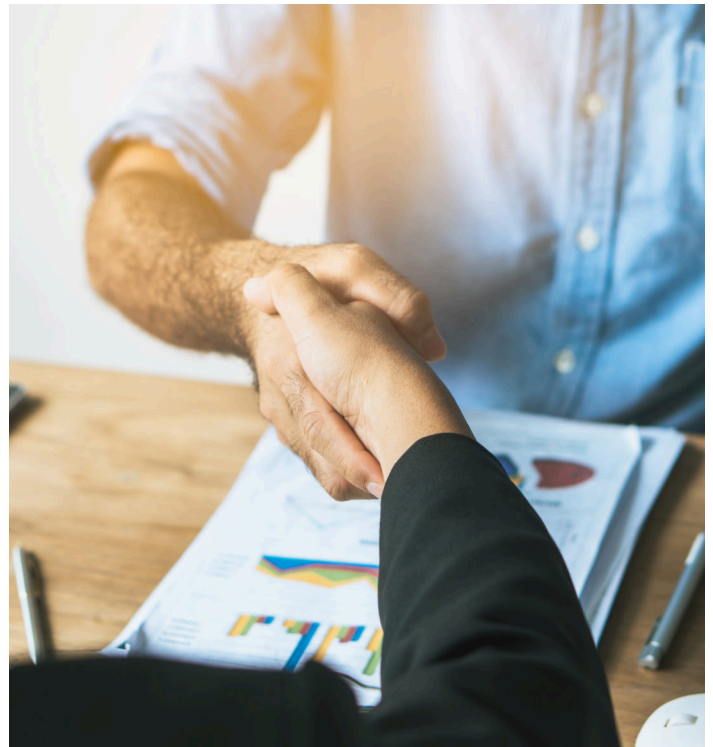
HAVE A RESPONSIBLE PROCUREMENT POLICY

The purpose of this document is to explicit our approach and actions on responsible sourcing:

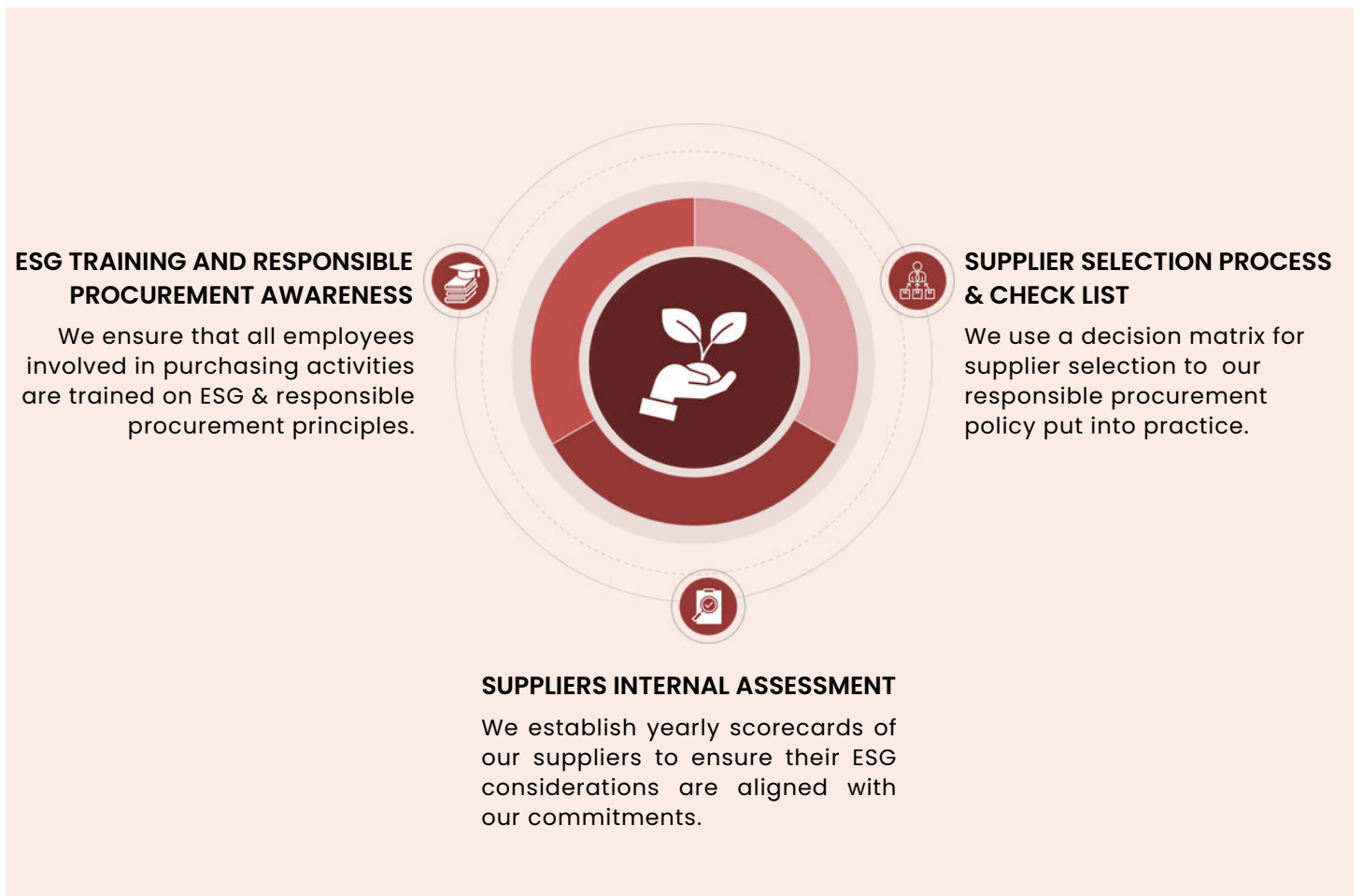
- What are the pillars of our responsible procurement strategy and what is our internal process?
- How do we select suppliers that are aligned with our ambitions and respect our supplier code of conduct?
- How do we ensure regular audits of our supply chain to identify areas for improvement?

Our approach will focus on the following purchase categories, which are most common for consulting firms:

- Subcontractors and contractors
- Office and related purchases
- Service providers
- IT equipment and software



Main actions in 2024 -2025





CONTRIBUTING TO SOCIETY

At CYLAD, we encourage social and professional integration by promoting equal opportunities

STICK TO OUR VALUES



Sébastien Chaussoy
Partner & Founder

"The purpose of the Foundation's creation was to give back part of the success of CYLAD to society. CYLAD's DNA and culture are based on an entrepreneurial mindset. It was obvious to set up a company Foundation dedicated to supporting professional inclusion based on entrepreneurship, company creation, and self-employment. The experience shows that 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."



Created in 2012, the CYLAD Foundation provides financial support to non-profit associations working to develop employment and business growth.

It also provides pro bono consultancy time to contribute to the creation of social and economic value, through the long-term accompaniment of self-employed people.

It supports 4 French associations:

- Réseau Entreprendre (Ile de France and Occitanie)
- ADIE (Ile de France and Toulouse)
- Entourage
- 60 000 rebonds

The CYLAD Foundation has signed the Charte du Mécénat (Charter of Corporate Sponsorship), created by Admical, a French association for the promotion of ethical sponsorship.

CYLAD's ambition is to make a positive contribution to our society, in particular through its Foundation which promotes equal opportunities, but also through the solidarity initiatives that have been developed within the company for more than 10 years.

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



50k€

donated in 2024 by the Foundation to non-profit associations that support social entrepreneurship, promote equity, and foster local economic development



220h

pro bono hours in 2024 from our consultants dedicated to training courses, support to associations or entrepreneurs



20 Entrepreneurs

received time and business insights from our consultants in 2024

ACT WITH THE FOUNDATION

Réseau Entreprendre

It is a community of business leaders who help entrepreneurs with job creation potential to succeed and develop their leadership skills.

CYLAD Foundation supports the association, by:

- Contributing financially to the operating costs
- Helping to select candidates and validate projects

In 2023 / 2024 we supported 10 entrepreneurs in preparing their pitch to obtain a loan.



Adie

Adie is a non-profit organization helping people with financial difficulties to create their own business and therefore their own employment through microcredit.

In both Ile de France and Occitanie, CYLAD Foundation has specific actions with Adie :

- Through the award of special "Créadie prizes" to support entrepreneurs in their projects
- Through specific exchange sessions with entrepreneurs with the Adie path to provide feedback and challenge their projects

ACT WITH THE FOUNDATION

Entourage

Entourage is an association that promotes social reintegration and creates social links by offering excluded and isolated people the support networks they need. It is particularly active in both professional and sporting terms.

The CYLAD Foundation works with Entourage on:

- Awareness-raising workshops for consultants on people in precarious situations
- Participating in solidarity activities



60 000 rebonds

60 000 Rebonds was founded in 2012 to support entrepreneurs whose companies have undergone judicial liquidation, helping them to bounce back into a new professional project, through both personal and professional guidance.

The association's mission is to change society's perception on failure.

In 2024, the CYLAD Fondation started a new partnership to support 60 000 Rebonds through

- Financial contribution to operating costs
- Participation to "Exchange and Development Groups , » where an entrepreneur can present its questions regarding a personal or professional challenge, to benefit from the diverse perspectives of contributors, helping them progress in their journey.

SUPPORT ASSOCIATIONS THAT MEAN SOMETHING TO US

In 2024, we decided to redistribute the French 'Taxe d'apprentissage' (apprenticeship tax), to associations working on the following themes:

- Equal opportunities
- The place of women in society and the industry
- Social and environmental responsibility

We have chosen to give financial support to 3 associations:

1. Capital filles

Created 11 years ago, they accompany high school girls from priority neighborhoods and rural areas. They propose a wide range of workshops, with 2 main topics addressed:

- Deconstruction of gender stereotypes
- Higher education guidance (introducing and helping students to explore new paths)

2. Proxité

Mentoring association founded in 2002, Proxité contributes to academic success, guidance and sustainable professional integration of young people from disadvantaged areas.

3. ESAT Hors-murs

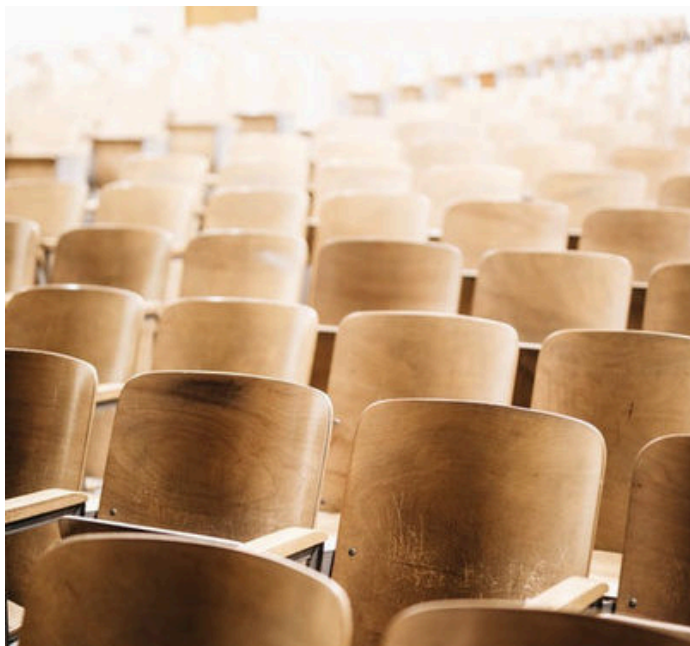
Their mission is to support disabled adults aged 18 and over in their professional integration project by: strengthening their capacity to act; identifying and strengthening their skills; finding companies likely to offer employment; studying and adapting workplaces; providing on-the-job support.



SUPPORT FUTURE LEADERS

To support the professionals of tomorrow, CYLAD has developed partnerships with several schools to share its expertise and build links with students:

- Coaching and supporting students
- Teaching about economics and specific industries
- Supporting academic projects
- Funding academic exchange programs
- Funding scholarships



Supaero courses

As part of our initiative with academic actors, we gave lectures to the Supaero School, an aerospace engineering school in France. These lectures focused on the fundamentals of aerospace economics. The aim was to provide knowledge on the subject through 6 thematic courses, presentations by key players in the sector and a case study.

The main topics addressed were:

1. Aerospace market overview
2. Aerospace industry value chain & competition
3. Airline companies
4. Economics of the space market
5. Dealing with financial pressures
6. Climate change challenges for aviation



EMBODYING OUR VALUES

At CYLAD, we anchor our values in our actions to pursue a long lasting journey

EMBED OUR VALUES IN OUR POLICIES

At CYLAD, we support the Universal Declaration of Human Rights and are committed to complying with labor laws, and as such we place great importance on ethics and values. Integrity, fairness & equity, confidentiality & security, and non-corruption are the driving principles behind our actions and must be respected by all employees.

Code of conduct

It presents our values and principles in 5 parts:

- **LABOR, HUMAN, AND EMPLOYEE RIGHTS**, we are committed to respecting internationally recognized human rights and labor laws.
- **INTEGRITY** is part of our DNA. We ensure mind independence and put our clients' interests first. To avoid conflicts of interest consultants who have worked with companies that compete with our clients will inform them and seek their consent.
- **TRADING POLICY**, prohibits any act or disclosure of inside information, in accordance with insider trading laws, to protect the integrity and ethics of CYLAD.
- **EQUITY and FAIRNESS**, we are viscerally attached to fighting all forms of discrimination and securing equity and fairness in our internal and external relationships.
- **CONFIDENTIALITY**, we are committed to respecting the confidentiality towards of our employees and customers.

IT Security policy

The purpose of the CYLAD IT Security Policy is to define the requirements in terms of tools, processes and organization, to protect our data and the data of our customers:

- Security is a **matter of behaviour**
- The use of **IT security tools installed** on laptops and mobile devices (antivirus / VPN / hardware encryption) is mandatory
- **Project managers** are responsible for reinforcing the **application of CYLAD's and the customer's security policy in their assignments**
- If we are using our **client's system**, we ensure the application of their **security policy**
- In case of **incidents**, we **immediately inform the project manager and launch the specific procedure.**



Alert procedures

Our internal code of conduct includes an alert process in the event of:

- Discrimination or harassment
- Corruption or bribery
- Doubts about a sensitive transaction (gift, invitation, etc.)

Consultants can raise their concerns or report issues to different contact points, including their current/previous manager, a Partner, their mentor, or the Social and Economic Committee (in France).

CYLAD

[WWW.cylad.com](http://www.cylad.com)

PARIS

38 rue de Bassano
75008 - Paris

TOULOUSE

5 esplanade Compans Caffarelli
31000 - Toulouse

HAMBURG

Brodstrangen 1-5
20457 - Hamburg

MUNICH

Mindspace Stachus Herzogspitalstrasse 24
80331 - München

ZURICH

Zentrum Staldenbach 5
8808 - Pfäffikon SZ

GENEVA

Route de Meyrin 123
1219 Châtelaine

MONTREAL

1275 avenue des Canadiens de Montréal
QC H3B 0G4

ADELAIDE

89 Pirie St
Adelaide SA 5000