

A close-up photograph of a hand reaching down towards a body of water. The hand is positioned in the upper right quadrant, with the index finger pointing downwards. The water is dark blue with gentle ripples, and the hand's reflection is visible in the water below. The overall mood is contemplative and focused on the interaction between the hand and the water.

slalom

Impact Report

2020

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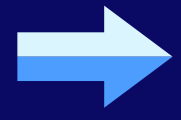
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About Slalom

Slalom is a global consulting firm
focused on **strategy, technology, and
business transformation**. We redefine
what's possible, and create what's next.



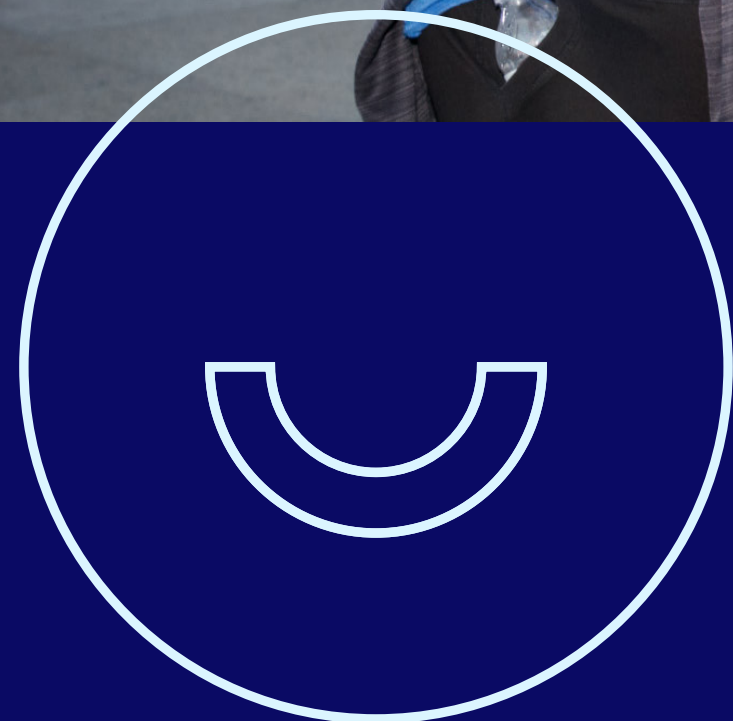
A global company, rooted in local markets

At Slalom, personal connection meets global scale.

We build deep relationships with our clients in **41 markets** around the world, while sharing insights across markets to bring the full breadth of Slalom's expertise to every engagement. Our regional Build Centers are **hubs for innovation**, attracting top talent to rapidly co-create the technology products of tomorrow. We also nurture strong partnerships with over **400 leading technology providers**, including Amazon Web Services, Google Cloud, Microsoft, Salesforce, and Tableau.

Founded in 2001 and headquartered in Seattle, Slalom has organically grown to more than 11,000 employees. We have been named one of **Fortune's 100 Best Companies to Work For** six years running and are regularly recognized by our employees as a best place to work.

Learn more at [slalom.com](https://www.slalom.com).





02

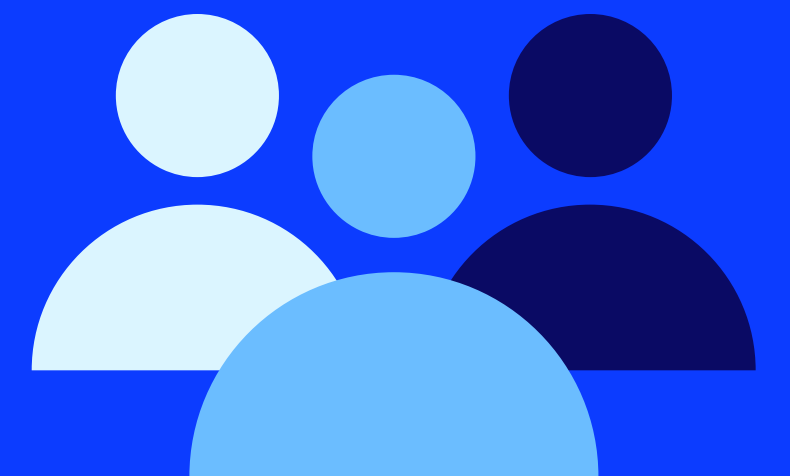
A year like no other

Individually and together, we faced profound challenges in 2020.

We will always remember the fear, uncertainty, loss, rage, and grief of these months.

Yet we persevered, adapted, and lived our values when it mattered most.

In this impact report, we honor it all.



Responding to historic challenges

Slalom's first corporate social responsibility (CSR) report showed how we developed environmental, social, and corporate governance strategies. We designed our CSR strategy, vision, and goals in 2019 to align with the United Nations Sustainable Development Goals (UN SDGs). As a leader in technology and business, we affirmed our support for the **UN's global call to action.**



These pages reflect Slalom's focus in 2020 on matters related to COVID-19, social justice, and environmental sustainability. We share how we worked to protect our people, clients, and communities during the ongoing pandemic. We document the specific steps we took as a global organization toward racial equity, healing, and justice.

We acknowledge that we have much further to go—and **we commit to listening and learning as we move forward.**

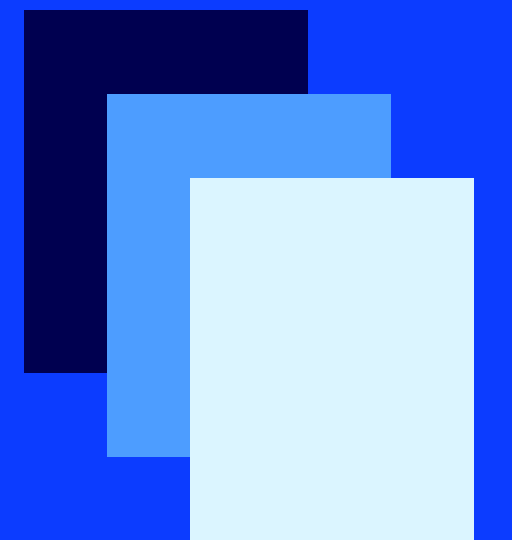


03

Letters from leadership

“ In tough times, a company’s values are tested. We committed to protecting our people and their jobs.

Lucy Hur, Chief People Officer



Dear reader,

When the global pandemic hit, I'd been in my position as Chief People Officer for a year. Not long, but long enough to cherish the extraordinary Slalom culture that held us up as we came together to deal with an unprecedented global crisis. Our executive team quickly rallied and created a global response plan. The result? A three-phased, One Slalom approach to navigating through uncertain times, which we introduced in our first-ever global Town Hall meeting.

In March of 2020, there was a lot of uncertainty around the pandemic. Many companies began eliminating jobs and communicated that merit increases and bonuses would be affected. Some of our biggest clients were pulling their consulting spend, but we never wavered on our commitment to our people.

Our most pressing concern was the safety, health, and well-being of our team members and their families. And as we pivoted overnight to working

Some of our biggest clients were pulling their consulting spend, but we never wavered on our commitment to our people.

remotely company-wide, we cut discretionary spend and did not eliminate any jobs. In the spirit of servant leadership, we decided to continue paying merit increases and bonuses for our team members. Senior leadership team members agreed to forgo a portion of their annual bonuses, if needed, and we worked across organizational boundaries to protect the company.

I'm proud of the decisions we made to put people first when we didn't know what the outcome would be. We lived our values and led with empathy, demonstrating our deep care and compassion for all of Slalom and our communities.



Chief People Officer
Lucy Hur



In 2020, the world shifted—profoundly. In the wake of George Floyd's murder and the Black Lives Matter protests around the globe, we were called to action, to recognize systemic racism, and to pursue justice, personally and as a society. For many of us—especially me and other Black Americans, as well as all communities of color and those with diverse identities across the world—what we saw on our TV screens and in the news was not new: it was painfully familiar. For others, it was an awakening and a reality check.

I am energized by Slalom's people-centric vision, strengthened by our existing ID&E community, and inspired by our culture.

Joining Slalom as its first Chief Inclusion, Diversity, and Equity (ID&E) Officer, I stepped into the role as we faced three crises: one of health, one economic, and one of racial injustice. Even in these

difficult circumstances, I knew that I had joined the right place. I am energized by Slalom's people-centric vision, strengthened by our existing ID&E community, and inspired by our culture.

That same confidence in our mission and our people remains with me today. While there is much to be done, I know that our community of more than 10,000 teammates will contribute to our journey toward equity for all. I appreciate that they shared their voices and talents to accelerate Slalom's commitments and enrich our understanding. Change will not happen overnight, but Slalom is ready to do the work.

We will move forward, together.



Chief Inclusion, Diversity, and Equity Officer
Ilesha Berry

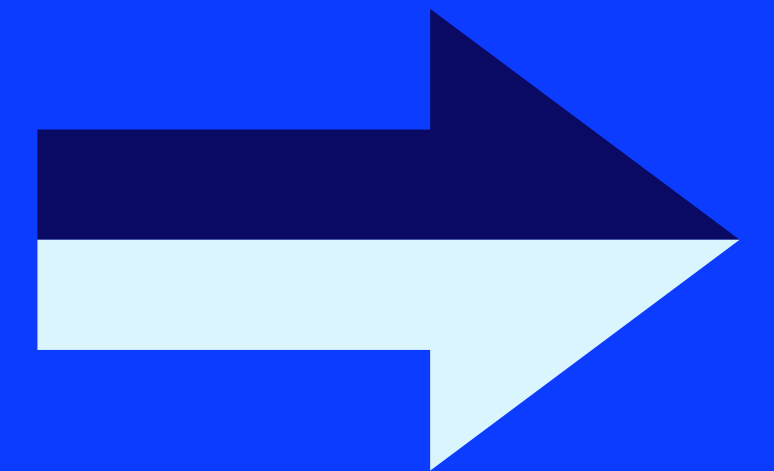




04

Advancing with intention

As a company, we're committed to aligning our corporate responsibility goals to the **UN SDGs**, rigorously measuring our progress, and being transparent with our stakeholders.



2020-2030

Impact goals

Learn more about the [UN SDGs](#).



People goals

GOAL 1

As we grow, maintain an employee engagement score of above 90%, and reach and maintain an average Love of Work score of above 9 out of 10.

GOAL 2

Reflect the racial and ethnic diversity of our US local communities by or before the end of 2030.

GOAL 3

Achieve gender parity in our representation across Slalom worldwide by or before the end of 2025.

UN Goals



Social impact goals

GOAL 1

Collaborate with our customers and partners to create a more equitable, inclusive, and sustainable world.

GOAL 2

Contribute our expertise, time, and money to reduce inequalities in communities around the world.

GOAL 3

Grow the endowment of the Slalom Foundation to \$100 million and use the funds to continue making impactful grants.

UN Goals



Environmental goals

GOAL 1

Achieve carbon-neutral operation emissions and shift to 100% renewable energy by or before 2030

GOAL 2

Implement waste-reduction programs across all Slalom offices.

UN Goals





2020-2030

People goals

Our people goals align with the UN SDGs related to good health and well-being, reduced inequalities, and gender equality.

Other measures count, too. One of our core values is “celebrate authenticity.” We want employees to feel a sense of belonging—to feel safe and valued—no matter what.

UN Goals

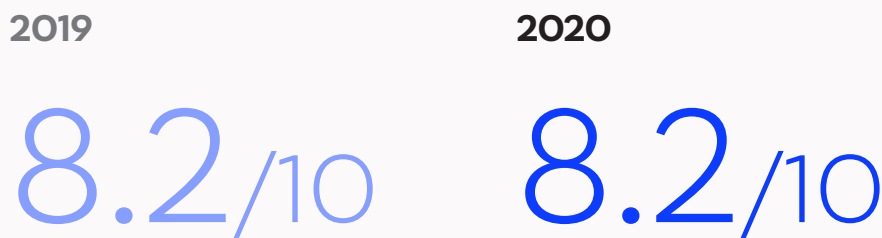


Goal 1

As we grow, maintain an employee engagement score of above 90%, and reach and maintain an average Love of Work score of above 9 out of 10.

OUR PROGRESS

Our 2020 Love of Work score was 8.2 out of 10. In 2019, this score was also 8.2 out of 10.



Note

In 2020, because we were focused on protecting our team members and their families, as well as driving social justice initiatives, we sent pulse surveys throughout the year to understand how we could best support our people during the pandemic—instead of conducting an annual employee engagement survey.

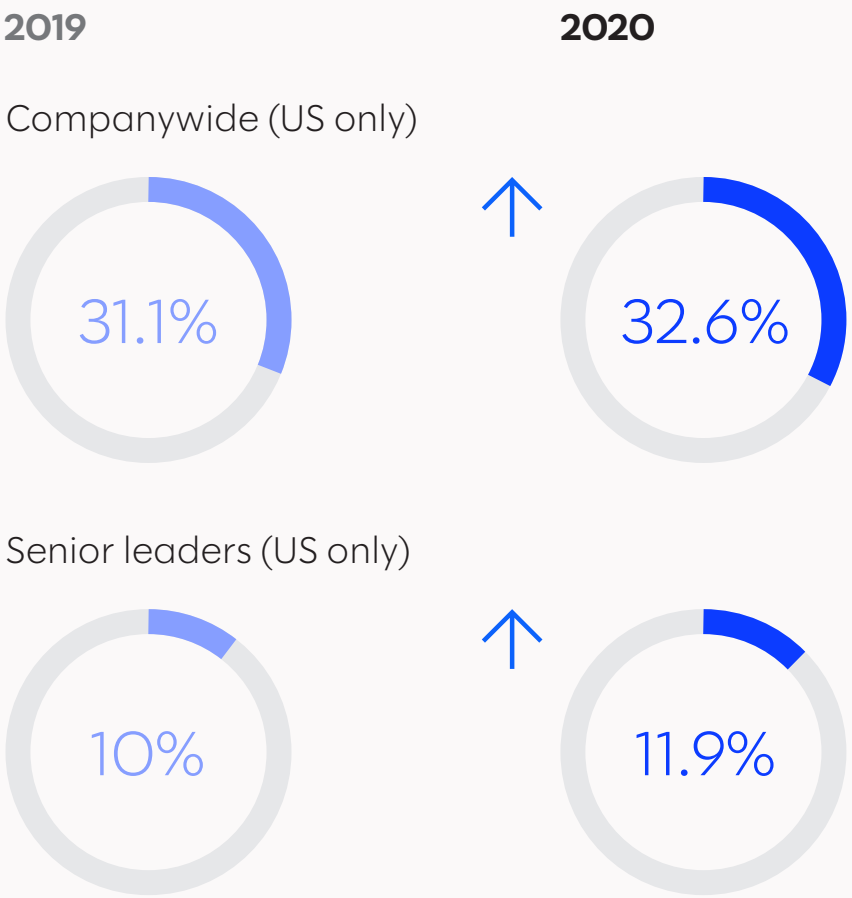
Slalom-speak
We're committed to fostering a culture where people learn, grow, and enjoy their work every day. Slalom's Love of Work score reflects how we're performing in these areas.

Goal 2

Reflect the racial and ethnic diversity of our US local communities by or before the end of 2030.

OUR PROGRESS

In December 2020, 32.6% of our workforce (at all levels) in the US was racially or ethnically diverse—a 1.5% increase from 2019. While 11.9% of our senior leaders (managing directors and above) were racially or ethnically diverse in the US—a 1.9% increase from 2019.



Goal 3

Achieve gender parity in our representation across Slalom worldwide by or before the end of 2025.

OUR PROGRESS

In December 2020, 36.9% of our workforce at all levels and 24.8% of our senior leaders (managing directors and above) were women, a 0.3% increase overall and a 1.4% increase from 2019.



Note

In 2021, we combined our people goals 2 and 3, and made them both global. We believe that, by or before 2030, we can mirror the diversity of our communities (inclusive of apparent and non-apparent forms of diverse identity) and achieve gender parity in all our markets/organizations. We are still on track to achieve gender parity much sooner, per our original goal.



2020-2030

Social impact goals

Our social impact goals align with the UN SDGs related to our local communities and our customers. Slalom community goals cover the UN SDGs for zero hunger, good health and well-being, quality education, and sustainable cities and communities. Our customer goals are tied to the UN SDGs for decent work and economic growth; climate action; industry, innovation, and infrastructure; and responsible consumption and production.

UN Goals

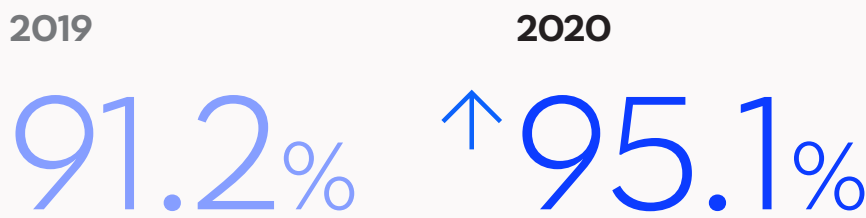


Goal 1

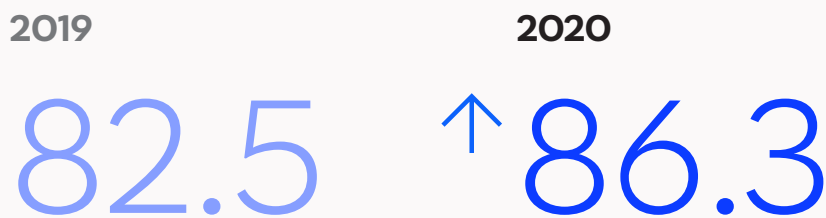
Collaborate with our customers and partners to create a more equitable, inclusive, and sustainable world.

OUR PROGRESS

In 2020, 95.1% of surveyed customers responded that Slalom is good or great at helping them reach for and realize their visions, an increase of 3.9% from 2019.



Our 2020 average Customer Love transformational score was 86.3 out of 100, an increase of 3.8 points from 2019.



Slalom-speak
Slalom's Customer Love Index is composed of 10 elements broken into two categories: expected and transformational. Elements like active listening and communicating effectively should be expected of all professional services firms. Transformational elements are the differentiators—the special something that sets us apart and makes the most difference to our clients' long-term performance.

Goal 2

Contribute our expertise, time, and money to reduce inequalities in communities around the world.

OUR PROGRESS

\$1M In June of 2020, we launched our Social Equality Initiative (SEI), an effort to fight racism and social injustice as well as help eliminate healthcare, economic, and educational disparities. We made a million-dollar pledge toward the SEI.

\$400K In recognition of Juneteenth, the Slalom Board of Directors approved a one-time matching contribution of up to \$200,000 for organizations that support Black communities. Total donations equaled more than \$400,000. We distributed these funds to more than 100 organizations.

We started an Inclusive Recruiting learning program for our Talent Acquisition team, to ensure our end-to-end recruitment and hiring practices are inclusive, diverse, and equitable.

We launched **Project Ada**, an initiative within our Women in Tech group, to help increase gender parity in technology.

As we opened two Slalom offices in Australia in 2020—in Sydney and Melbourne—we launched Aboriginal and Torres Strait Islander cultural competency training.

\$4.3M Slalom agreed to donate more than \$4.3 million in pro bono work in 2020 in our local communities across the US and around the world. This is far from an exhaustive list of our efforts in this goal category. Check out the **Partnering with our communities** section to read stories about how we worked toward this goal.

Goal 3

Grow the endowment of the Slalom Foundation to \$100 million, to make impactful grants in the future.

OUR PROGRESS

For 2020, the Slalom Board of Directors authorized an annual contribution to the Slalom Foundation of \$2.2 million (inclusive of the SEI pledge), a \$200,000 increase from our initial \$2 million investment in 2019, which reflects our continued commitment to social justice and equality, bringing endowment assets to more than \$4.0 million.





2020-2030

Environmental goals

Slalom environmental sustainability goals relate to the UN SDGs for climate action and the goal for affordable and clean energy.

UN Goals



Goal 1

Achieve carbon-neutral operation emissions and shift to 100% renewable energy by or before 2030.

OUR PROGRESS

Our 2020 emissions were 27,047 tCO₂e,* with the majority of our emissions coming from purchased goods and services. This is our first time calculating emissions from our purchased goods and services and employee commuting/teleworking. The addition of these categories caused our overall emissions to increase, despite emissions reductions caused by decreased business travel and office energy consumption during the pandemic.

2019	2020
Total emissions 25,282 tCO ₂ e	27,047 tCO ₂ e

Our 2019 emissions were 25,282 tCO₂e, with the majority of our emissions coming from business travel.

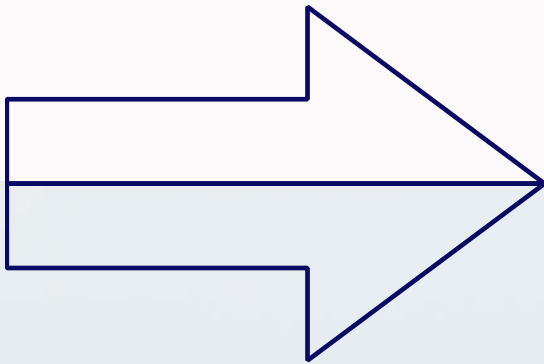
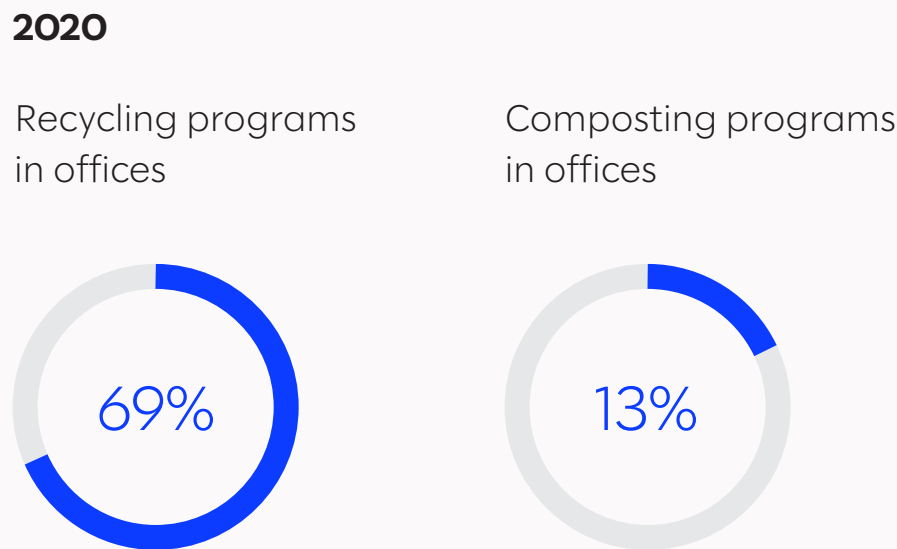
*tCO₂e stands for metric tons of carbon dioxide equivalent. Numbers are rounded on this page.

Goal 2

Implement waste-reduction programs across all Slalom offices.

OUR PROGRESS

In 2020, office sustainability groups and local operation managers continued to plan for waste-reduction initiatives in Slalom offices. When surveyed, 69% of offices reported a recycling program and 13% reported a composting program. As we head back into the workplace, we will continue to implement programs aimed at ensuring that waste is diverted from landfills.

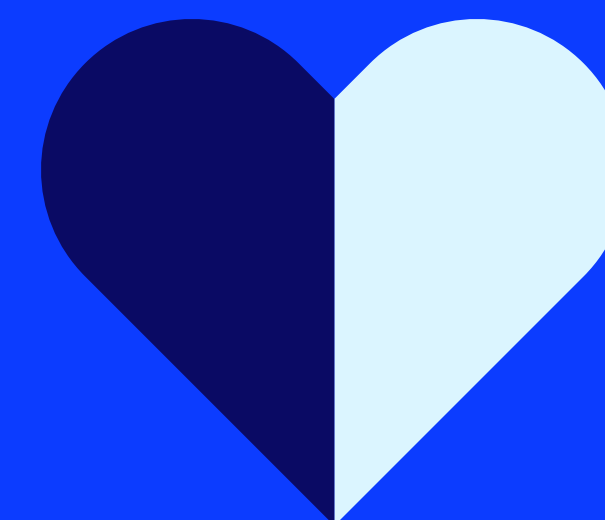


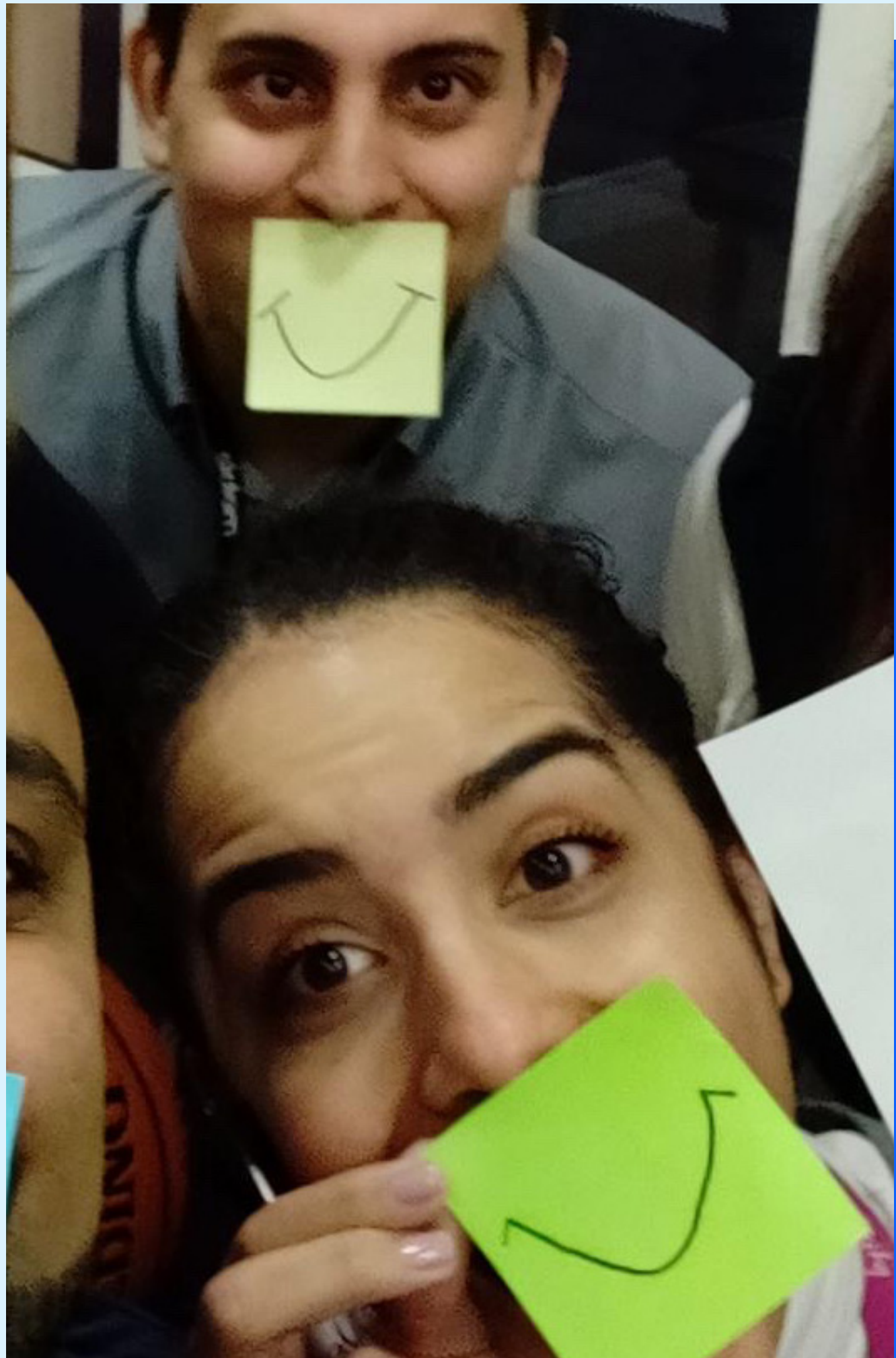


05

Big vision. Big heart.

At Slalom, we're proud of our **lively, inclusive, and entrepreneurial culture**. During an incredibly challenging year, when our team members were dealing with everything from social isolation to outright trauma, we led with a **people-first approach**.

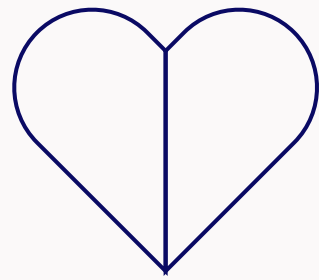




“ We never ever sacrifice people for profits—we will sacrifice profits for people. It’s the right thing to do, and it is a good strategy.

Tony Rojas
Slalom President

We put people first, always.



In 2020, as we listened to and learned from team members, we refined our employee value proposition and clarified four focus areas: Work and Career, Learning, Pay, and Health and Well-being.

We believe our approach is unique in the consulting industry—by taking a holistic view, we seek to ensure that the distinctive skills and passions of every individual are seen, celebrated, and rewarded.

Through the first part of the pandemic, all we knew was uncertainty. What we thought would be weeks of working from home turned into months—and then more than a year. But we adapted. Team members gathered via virtual events, and as an organization we worked to create more equity during a year when existing disparities widened in the world.



CAREER GROWTH

A new Me@Slalom career framework that supports personalized skill development and career pathways. The framework provides greater clarity and consistency in job titles and expectations, creating a stronger, more equitable foundation for all of our people processes.

AVOIDING PAY DISPARITIES

A prohibition on inquiries into a candidate’s current or past compensation—on a global scale, not just in locations where it’s a requirement. Research shows that when candidates share compensation histories, they can reveal preexisting pay disparities that could perpetuate unequal pay.

INCLUSIVE RECRUITING

An Inclusive Recruiting learning program for our Talent Acquisition team, to ensure our end-to-end recruitment and hiring practices are inclusive, diverse, and equitable.

HOLISTIC HEALTH

Expanding health and well-being offerings, to support our team members holistically (emotionally, mentally, physically, financially, and socially). Examples include extended benefits for paid parental leave, increased adoption support, and new financial planning workshops.

PAY EQUITY ANALYSES

A commitment to completing pay equity analyses twice per year (aligned with our mid-year promotions and end-of-year compensation processes). We conduct reviews in partnership with independent third-party experts, and we leverage one of the most sophisticated pay analysis tools on the market.

MENTAL HEALTH FOCUS

Numerous activities focused on mental health, including increased EAP support, seminars, internal podcasts, and a toolkit of resources introduced for Mental Health Awareness Month (May).

“ From the global pandemic and economic crisis to the renewed spotlight on social justice, we’ve faced a lot this year. Our employee resource groups have stepped up in amazing ways. They’ve demonstrated the very best of our culture ... providing opportunities for every voice to be heard and every team member to be celebrated.

Sharon Aut

Director, Global Inclusion, Diversity, and Equity



KEEPERS OF SLALOM CULTURE

Employee resource groups

Our employee resource groups provide a warm and inclusive place for employees with common interests, goals, and backgrounds to connect and learn from one another. These groups are open to all Slalom employees and are led by an executive sponsor, global lead(s), and local-level chapters.

“ It was the first time in my life I had so many people lead a conversation with ‘Hey, I’ve been feeling really anxious these days’ or ‘I’m really burnt out’ or ‘I’m feeling pretty down and depressed.’ It’s been the first time in my life that I’ve been in a professional environment where that’s not only happening, but welcomed.

Nicole Drakopoulos, Horizons cofounder
Principal, Organizational Effectiveness
Slalom New York



ASPIRE

brings together the diverse experiences, perspectives, and cultures of our Asian, South Asian, Asian American, and Pacific Islander employees to attain new heights.



SLALOM WOMEN

connects, elevates, and celebrates women to enable an equitable voice throughout Slalom—creating an exceptional place to work and empowering the women of today and tomorrow.



PRISM

helps our LGBTQ+ and allied employees succeed throughout their careers at Slalom.



REACH

(Recruiting, Education, Authenticity, Community, Heritage) strives to attract, connect, retain, and advance our Black employees, as well as expand our networking relationships for the betterment of Slalom, our people, and our Black community.



CODE

(Celebrating Our Diverse Employees) is dedicated to fostering ethnic and cultural diversity and strengthening our community through celebration and education.



SLALOM VETERANS

helps military veterans, reservists, employees with military family, or anyone passionate about engaging with this community or supporting veteran initiatives.



UNIDOS

attracts, develops, and retains top Hispanic/Latinx talent and builds cultural awareness within Slalom.



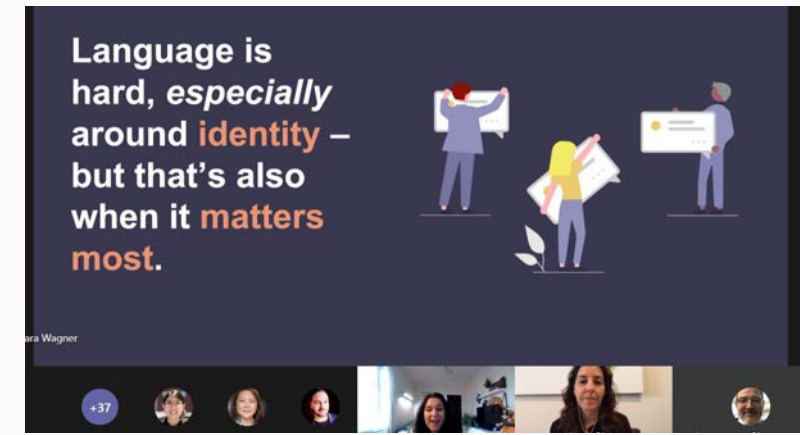
HORIZONS

amplifies the voices of the disabled, neurodiverse, and mental health communities. Horizons is committed to being educators, advisors, and advocates for measurable change within Slalom and beyond.

Staying connected during lockdown

COVID-19 isolated all of us. Virtual connections became lifelines for seeing friends, loved ones, and colleagues. Our employee resource groups (ERGs) fostered communities within Slalom where people could talk about similar struggles and experiences—and create new relationships when they needed them most. Our ERGs helped dispel the notion that we were alone.

These are just a few of the groups and events that provided much-needed support, connections, and resources at Slalom during 2020.



HORIZONS

Launched in 2020, Horizons amplifies the voices of the disabled, neurodiverse, and mental health communities. During the pandemic, the group held remote lunch activities and a book club. At one event, members participated in a workshop to learn how to practice more self-compassion. Lara Wagner, Global ID&E Communications Lead, led the group. “There was something very powerful in seeing people relax together,” Wagner said. “It required a lot of vulnerability to be on camera, close your eyes, and speak to yourself compassionately. People felt seen for who they are, and were able to be authentic.”

Members participated in a workshop to learn how to practice more self-compassion.

Virtual events like this helped people build connections during a time of social isolation, when anxiety and depression became more commonplace for everyone.

[Learn more](#)



REACH

REACH focuses on recruiting and retaining Black talent, as well as networking, mentoring, and education. After George Floyd’s death, REACH partnered with Inclusion and Diversity leadership to form the Action Against Racism community to help Slalom employees learn, connect, and mobilize against racism. The group organized many events to help during a challenging year. For example, one REACH chapter hosted a virtual event where members played a game that sparked conversation related to the Black experience.

I can be open about my experiences as a Black man in a way that I have not before.

There were “feel-good questions that made us laugh,” said Jenae Coffie, a Talent Acquisition Manager, and also candid conversations about mental health that were “incredibly emotional but also very necessary.” Cyrell Williams, an ID&E Director at Slalom, says that REACH “is a place where I feel that I can be open about my experiences as a Black man in a way that I have not before.”

[Learn more](#)



ASPIRE

Formed in 2020, Aspire is an employee resource group for Slalom’s Asian, South Asian, Asian American, and Pacific Islander employees, leaders, and allies. With the year’s rise in anti-Asian violence and racism, the need to share experiences and support each other was more important than ever.

Aspire is probably my favorite part of Slalom.

Aspire lead Gil Sta. Maria, a senior consultant at Slalom Seattle, said, “We do hear stories of discrimination. It helps to talk about it. It hurts, and if it happens to someone they can reach out.” Vicky Nguyen, a Talent Acquisition Coordinator, appreciated when Sta. Maria invited her to join Aspire after she started at Slalom. “Having that sense of connection— instant connection—was so awesome. Aspire is probably my favorite part of Slalom,” she said.

[Learn more](#)

COMING TOGETHER

Unidos-REACH event

At the height of the Black Lives Matter protests, **Unidos**—the ERG for Slalom employees who are Hispanic/Latinx—partnered with REACH to hold a joint event. “Unidos wanted to show our support for the Black Lives Matter movement,” said Unidos lead Tiffany Lumley, a Talent Management Program Manager at Slalom.

to combat racism. This was an opportunity to reflect on the places the Hispanic/Latinx community can be more inclusive and aware of how we might be discriminating against our own community.” Listeners heard from Slalom teammates about what it’s like to be both Black and Hispanic/Latinx.

The virtual meeting was the most well-attended event in Unidos history.

The virtual meeting was the most well-attended event in Unidos history. “It was a big ‘aha’ that we can do so much more if we come together,” said Lumley.

“Racism exists within the Latino community, too. Latin America and the US both share a similar history of slavery. This conversation was a way for us to bring our shared struggles to light and talk about how we can work together

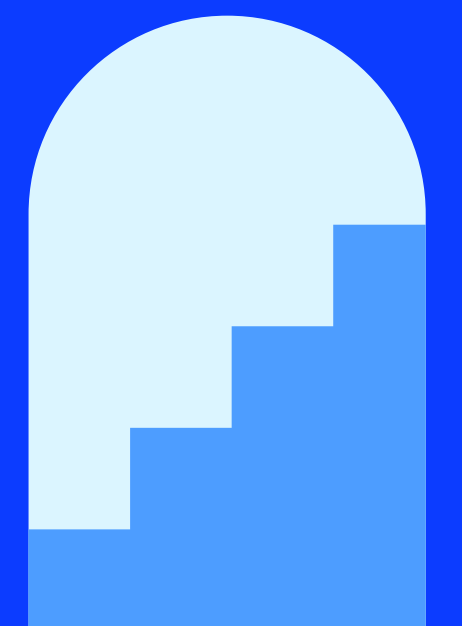


Racism exists within the Latino community, too. Latin America and the US both share a similar history of slavery.

06

Journey to equity

In the days following George Floyd's death, Slalom CEO Brad Jackson wrote a public statement declaring the **company's stance against racism**. He also shared seven commitments—intentional actions Slalom would take toward becoming an anti-racist company. This and more are part of Slalom's journey to equity.

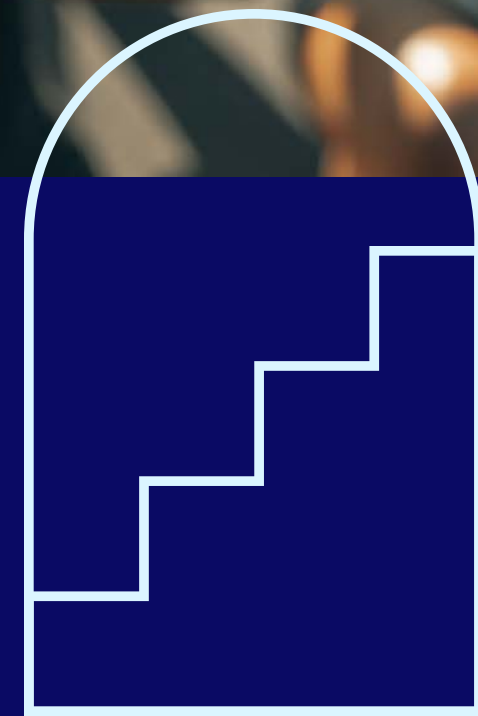




“ No one is asking anyone to have an answer to racism or xenophobia. People just want to know you hear them, you see their pain and suffering, and it’s real. And with whatever influence you have, you’ll work to make this a more just world.

Pritha Sridharan

General Manager, Slalom Orange County



In the days following George Floyd's death,

Slalom CEO Brad Jackson also committed to hiring a Chief Inclusion, Diversity, and Equity Officer, backed by a fully resourced Center of Excellence, and creating an **Anti-Racism Advisory Committee (ARAC)**.

And he promised to improve transparency around pay equity and diverse representation.

With ARAC's guidance, those seven commitments have now coalesced into four areas of focus for the company's equity journey. The work we started in 2020 is **now infused into all aspects of Slalom's practices**.

THE STARTING LINE

Journey to equity



CEO Brad Jackson publicly states Slalom is an anti-racist organization.

Slalom creates the ARAC a task force of Slalom employees (across markets and levels) dedicated to advising and shaping our anti-racist efforts.



The Inclusive Recruiting learning program launches. Since it began, we've shown percentage gains in hiring across three historically marginalized groups: women, Black/African American, and Hispanic/Latinx.

Slalom hires a dedicated ID&E global lead over US markets, expanding our ID&E resource team.



HORIZONS

Horizons, our global ERG amplifying the voices of the disabled, neurodiverse, and mental health communities, forms.



Slalom Australia creates its Reconciliation Action Plan in partnership with Reconciliation Australia and launches educational training on the history and cultures of Aboriginal and Torres Strait Islanders.

Q1



WOMEN IN TECH

Project Ada launches its first action: the AWS Training Accelerator. Women gained 50% of our AWS certifications in 2020—a significant increase from 6% in 2018.

Q2

\$400,000

In recognition of Juneteenth, **Slalom Board of Directors approves a one-time matching contribution** of up to \$200,000 for organizations that support Black communities. Total donations equaled more than \$400,000. Funds were distributed to more than 100 organizations.

Aspire, our global ERG bringing together the perspectives of Asian, South Asian, Asian American, and Pacific Islander employees, launches.



SEI



The ARAC put the SEI into action by funding and activating partnerships with nonprofits that dismantle racist practices and address economic and education disparities.

Q3



"Listen and Learn" sessions form—a safe space for topical conversations about race, local communities, the pandemic, anti-racism work, and hate crimes.

Q4



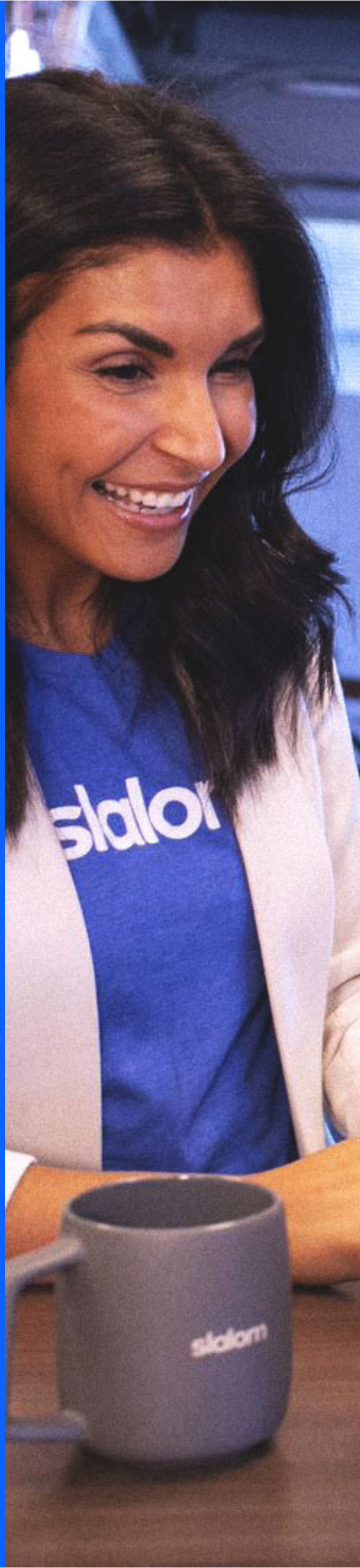
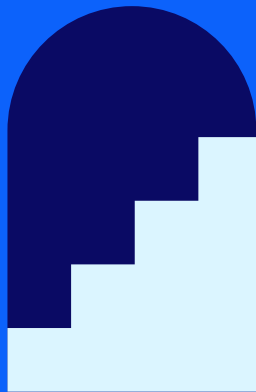
Slalom Presents, a virtual event series that provides access to inspiring and educational conversations with the world's leading voices, launched with an event focused on realizing racial equality. Our Q4 event focused on leading through a crisis.



Slalom hires Iesha Berry, Slalom's first Chief Inclusion, Diversity, and Equity Officer (CIDEO) and lays the foundation for expanding to a fully resourced Center of Excellence, with responsibility for Sustainability and Impact, too.

“ I’m proud that we put the whole recruiting team through this program. We’re doing this to drive a cultural transformation and give our recruiters tools to lead and grow the business in the direction that we aspire to go.

Tyler Shada
Managing Director, Recruiting



JOURNEY TO EQUITY

2020 and beyond

Reflecting the diversity of our communities is one of Slalom’s 2030 goals. Since we began our Inclusive Recruiting learning program in 2020, we’ve significantly increased hiring across the historically underrepresented groups that we started tracking in Q4 of 2018. So far, every recruiter has completed the program, and we’re beginning to see some positive results.

AS OF Q1 2021:

↑ 11.9%

of new hires are Black/
African American

an increase of 1.1% from a
previous high of 10.8% in Q4
of 2020*

↑ 7.5%

of new hires are
Hispanic/Latinx

an increase of 0.4% from our
previous high of 7.1% in Q4 of
2020*

↓ 43.1%

of new hires are
women

a decrease of 0.2% from our
previous high of 43.3% in Q2
of 2020

*Statistics specific to US

JOURNEY TO EQUITY

ID&E Center of Excellence

In 2020, we began planning for the ID&E Center of Excellence, a team dedicated to accelerating our efforts toward inclusion, diversity, and equity. One of the team's functions is centralizing racial justice education for all Slalom team members.

The executive leadership team started working with the Racial Equity Institute and confirmed plans to train the senior leadership team in Q1 2021. The ID&E

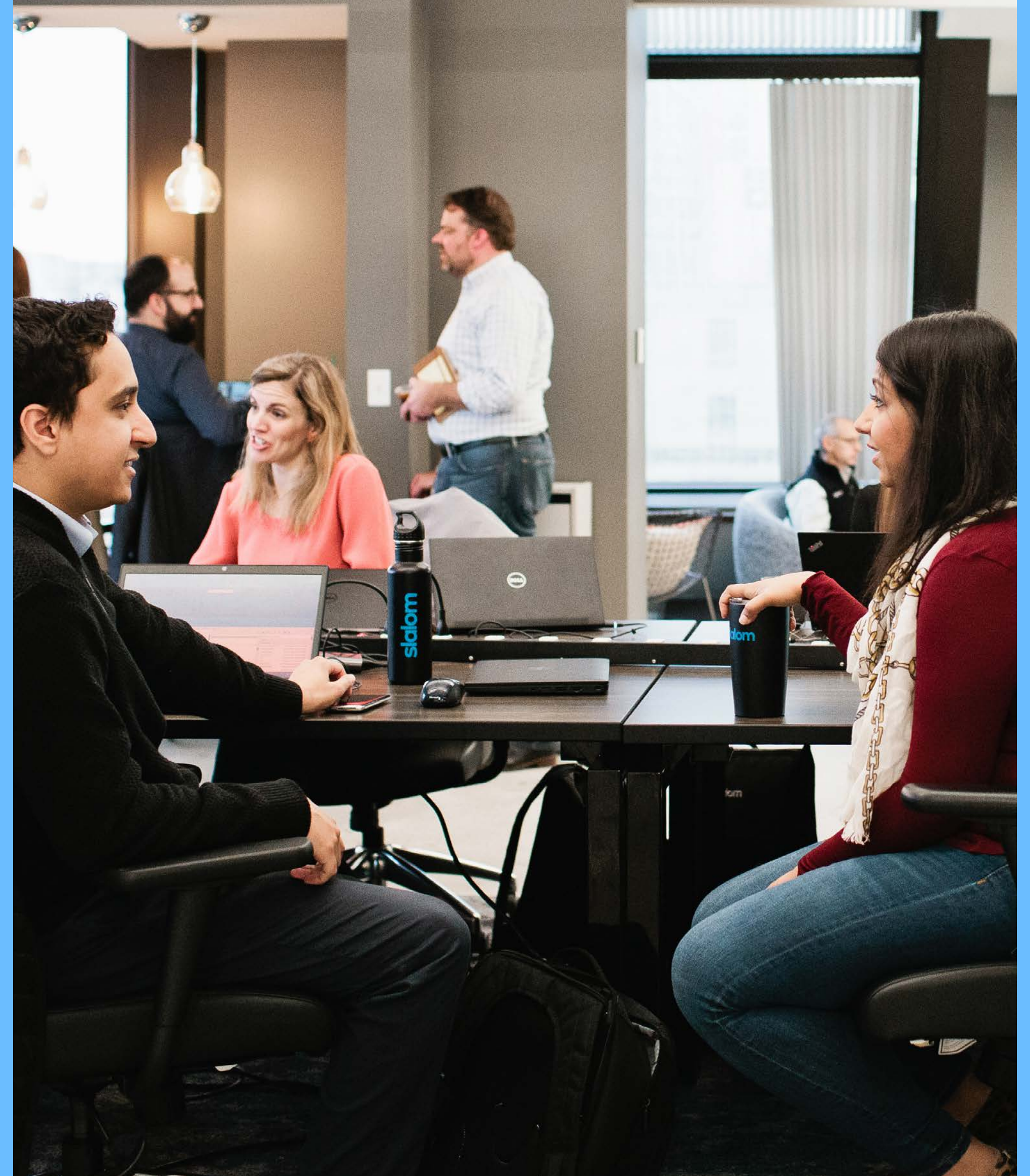
Center of Excellence and the ARAC will select a racial justice learning provider to launch racial justice trainings across the entire company by the end of 2021.

We will continue to fund actions like the SEI and use Slalom talent to support mission-driven organizations that focus on social justice all over the world.



“ Anti-racism is not just about what we can do, but who we are. At Slalom, we are committed to justice, humanity, and equality.

Brad Jackson
Slalom CEO



“ The world changed in a matter of days. In a very nimble way, we helped with what was most important.

Shelley Fulla

Director, Slalom Chicago



Partnering with our communities

While public fear about COVID-19 crossed socioeconomic boundaries, communities of color were hit particularly hard. In many of our markets, the work of Slalom teams supported public sector agencies' pandemic response efforts. Here are some examples.



City of Los Angeles

Shining a light on recovery and reopening

We helped the City of Los Angeles create Tableau dashboards as a way for city leaders to communicate information about COVID-19, such as testing and hospitalization rates, and statuses about city services.

[Learn more](#)



City of Denver

Forecasting the long-term impact of COVID-19

We partnered with Harvard students to help the City of Denver assess how COVID-19 is affecting Denver's revenues and economy. Thanks to flexible forecasting models and user-friendly tools, Denver is ready to meet changing circumstances now—and confidently plan for the future.

[Learn more](#)



City of Chicago

Data visualizations in the fight against COVID-19

We partnered with the City of Chicago, the Chicago Department of Public Health, the Mayor's Racial Equity Rapid Response Team, and other organizations to create interactive data visualization dashboards that present complex public health and epidemiological data about COVID-19 in accessible ways.

[Learn more](#)

Working for social good

We made efforts to help our communities and each other. During our second Hack for Good, from March to October, 25 Slalom teams built solutions to further the missions of nonprofit organization partners, tackling issues like poverty, homelessness, and gang violence. Here are a few more examples of life-changing nonprofit partnerships in 2020.

“ You’d think delivering a project through COVID-19 would be more challenging, but for us the world became a smaller place. We worked with Slalom teams in London, Manchester, Boston, Atlanta, and Seattle to support OnSide—all of us connected and going the extra mile.

Lyndsay Hymas
Senior Director, Slalom Manchester



OnSide

Life-changing support through technology

OnSide relies on Salesforce to operate effectively and demonstrate the impact and value of its youth work. We helped OnSide maximize an existing Salesforce solution so that its teams could build a new foundation for the future, while continuing to support members across England.

[Learn more](#)



CARE

Using data to support women in crisis

CARE provides women and girls with healthcare, advocacy, food, water, shelter, hygiene, and more. When the pandemic hit, CARE created the Women Respond program to provide humanitarian relief around the world. Slalom and Microsoft partnered to develop a modern data solution that helps the organization deliver exactly what’s needed to those who need it most.

[Learn more](#)



Autism Alliance of Michigan

Helping families navigate a pandemic

We helped Autism Alliance of Michigan (AAoM) reduce manual work for its staff and quickly connect families to the resources they need. The data entry form, database, and dashboards that make up its new directory system will help AAoM form a more robust network of services and providers and expand access to services for people with autism throughout the state.

[Learn more](#)

Helping companies find the way forward

When the pandemic hit, companies around the world had to adapt fast. From healthcare to retail, we helped our clients navigate the COVID-19 pandemic and empower their organizations to be more flexible and resilient.

“ Through every step of this process, Slalom walked beside Piedmont. It has truly helped us take better care of our patients.

Patient Experience Lead
Piedmont Healthcare



InputHealth Delivering same-day COVID care to the residents of Ontario

We partnered with InputHealth to deliver a SaaS solution that triages COVID-19 patients. Thanks to a speedy and effective deployment, residents living in Canada’s Ontario Health West region have access to screening, same-day care, and virtual appointments—preserving clinical capacity for those who need it most.

[Learn more](#)



Groupe Dynamite Turbocharging ecommerce sales with Salesforce

During a world-changing moment for retailers, we helped a global fashion company take its ecommerce experience to the next level with Salesforce. The Montreal-based business nimbly pivoted from a brick-and-mortar business model to an online platform in order to survive the COVID-19 shutdown.

[Learn more](#)



[Read more about how we helped healthcare organizations around the world respond to COVID-19.](#)



07

Protecting the planet

Slalom made significant progress in 2020 toward **integrating environmental sustainability** across our company. We completed the first comprehensive environmental assessment of our company for the 2019 reporting year, and we formed a full-time team to assess and monitor Slalom's environmental impact.





“ You can’t say, ‘I care about my employees,’ and not be doing something for the environment. ‘What are you doing for the environment?’ ‘Well, we haven’t really worked on that yet.’ Well, then stop saying you care about your employees.

Michael C. Bush, CEO of Great Place to Work

in conversation with other thought leaders during Slalom Presents: Unboxing Work

PROTECTING THE PLANET

Stewarding resources responsibly

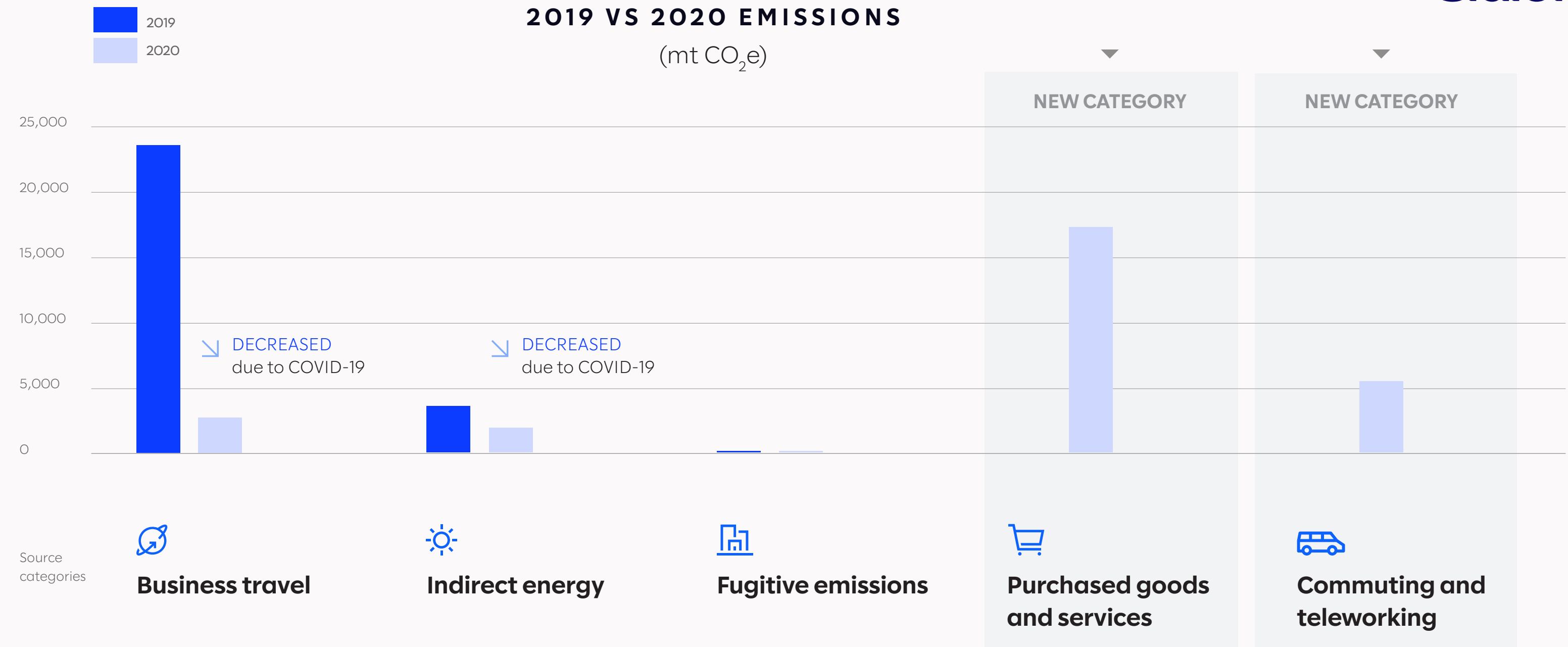
For the 2020 reporting year, we began tracking additional emissions from our purchased goods and services, commuting, and teleworking, which raised our total carbon footprint.

Slalom halted company travel in 2020 to protect our people's health during the pandemic.



As a result, we saw lower emissions related to air travel—and a smaller carbon footprint for each team member. But even with the global shutdown during quarantine, our planet's CO₂ levels decreased by only 7%*. We still have a long way to go, and we're committed to continuing our efforts to get there.

*<https://earth.stanford.edu/news/covid-lockdown-causes-record-drop-carbon-emissions-2020#gs.cdjsyf>



2020 SCOPES

<p>SCOPE 1</p> <p>Fugitive emissions (office equipment)</p> <p>4</p> <p>metric tons of CO₂ equivalent</p> <p>Change: remains insignificant Data collected: 2019, 2020</p>	<p>SCOPE 2</p> <p>Indirect energy (office electricity)</p> <p>1,511</p> <p>metric tons of CO₂ equivalent</p> <p>Change: decreased due to COVID-19 Data collected: 2019, 2020</p>	<p>SCOPE 3</p> <p>Business travel (air, hotel, rail, car)</p> <p>2,335</p> <p>metric tons of CO₂ equivalent</p> <p>Change: decreased due to COVID-19 Data collected: 2019, 2020</p>
<p>SCOPE 3</p> <p>Daily commuting</p> <p>2,298</p> <p>metric tons of CO₂ equivalent</p> <p>Change: NEW category Data collected: 2020</p>	<p>SCOPE 3</p> <p>Teleworking (electricity, heating, cooling)</p> <p>3,909</p> <p>metric tons of CO₂ equivalent</p> <p>Change: NEW category Data collected: 2020</p>	<p>SCOPE 3</p> <p>Purchased goods and services</p> <p>16,990</p> <p>metric tons of CO₂ equivalent</p> <p>Change: NEW category Data collected: 2020</p>

“ We do our jobs to protect the planet and treat people equally—in their jobs, their lives, and their communities. We’re trying to create a more sustainable and equitable future for everyone.

Theresa Dugan

Director, Slalom Sustainability + Impact team





Growing a team, grassroots-style

A year before the Sustainability and Impact (S+I) team even existed, Slalom completed a baseline environmental, sustainability, and governance (ESG) assessment. Using that 2019 data, we calculated the company’s carbon footprint, and reported our findings in our first-ever CSR report. The insights we gained from that initial assessment helped set our strategy and goals for 2020, and enabled us to be more transparent with our clients, suppliers, and partners.

Slalom has always been a place where people jump in and give back to our community.

That first ESG assessment jump-started the new S+I team. Between 2019 and 2020, we staffed the team and expanded its mission to include

our entire social impact strategy. At the start of 2021, we hired Theresa Dugan to be S+I team director.

Now we have a dedicated organization that tracks the company’s environmental and social impact. We also lead the effort on integrating sustainability best practices into Slalom’s daily operations, business strategy, and culture.

“Slalom has always been a place where people jump in and give back to our community,” said Dugan. “Now we’re strengthening how we show up as a global organization.”

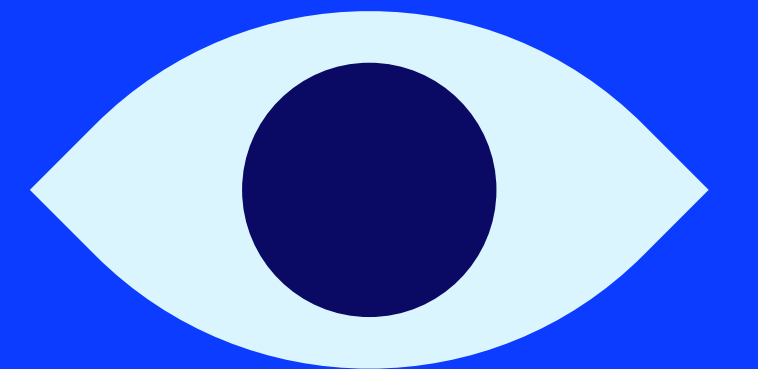
The S+I team reports to Iesha Berry, our CIDEO, who also leads our ID&E Center of Excellence and S+I team. The holistic view Slalom took in 2020—making investments in both ID&E and sustainability and impact—defines the company’s approach with our people, our clients, our communities, and the environment.



08

A look ahead

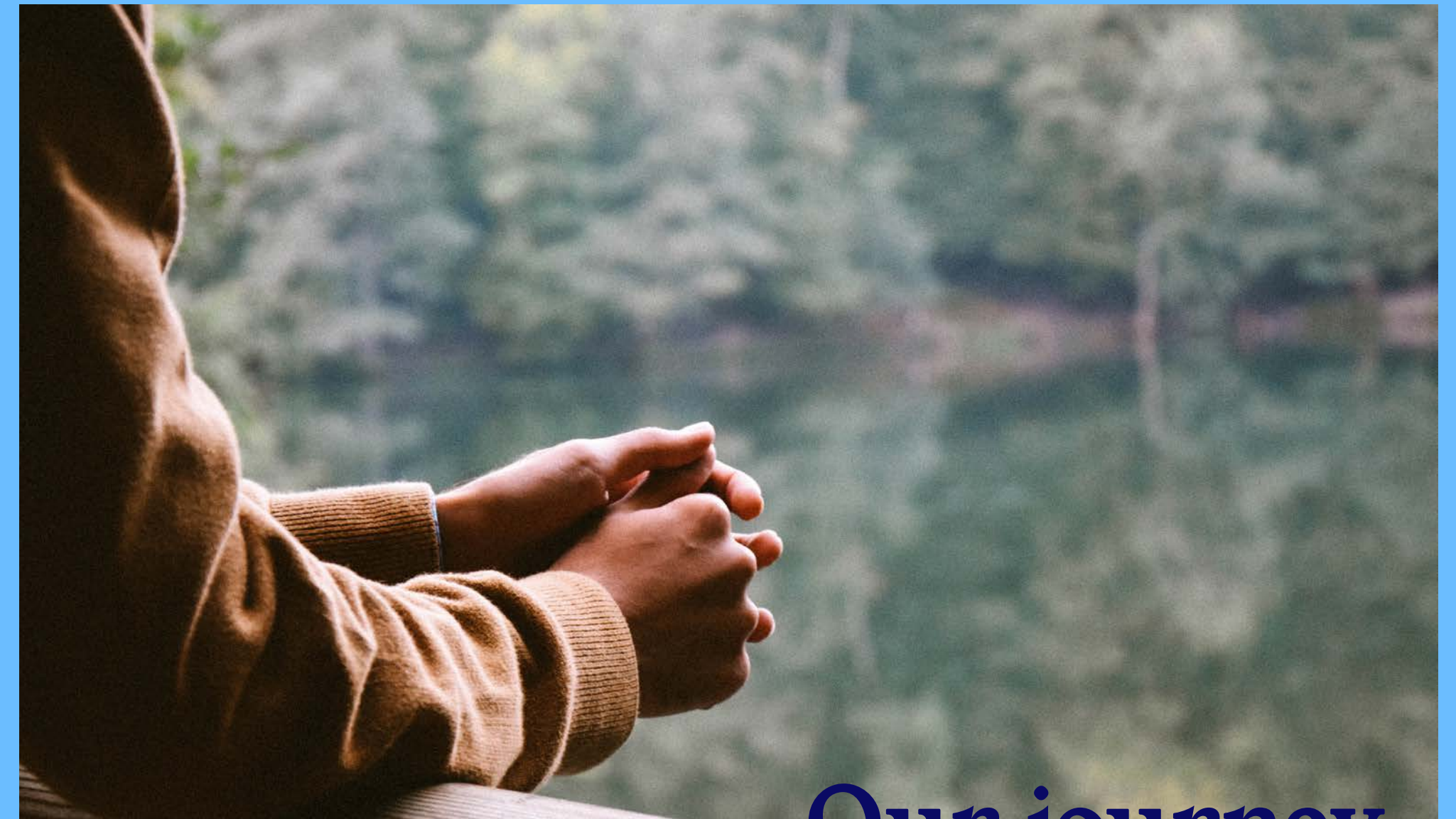
We will never forget the events of 2020—a year beset by the **pandemic and social unrest**. Many of us are grieving the loss of people we knew and loved, and some of us experienced the public finally **waking up to the injustices** we've already confronted and known.



As a company, Slalom is forever changed—in the ways we work and connect, and how we support each other and stand up against racism.

We had a responsibility to our people, and we showed up. But we're certainly not done. Slalom will take everything we've learned, and all the initiatives we launched, and carry them forward with greater awareness and intention.

Ilesha Berry, Slalom CIDEO, says our journey "is a marathon, not a sprint." We will stay the course and do the work to continue building a more equitable, sustainable workplace and a better future for all.



**Our journey
is a marathon,
not a sprint.**

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