



# Slalom Corporate Social Responsibility Report

2019

slalom

# This is Slalom's first corporate social responsibility report.

The information in this corporate social responsibility (CSR) report is from Slalom's 2019 calendar year, and all baseline measures are 2019 unless otherwise noted. We include references to initiatives launched in 2020 based upon the 2019 assessment findings. Slalom's 2020 CSR report will be published in 2021, and we will publish future reports annually.

“ Striving for excellence in corporate social responsibility is not just an objective at Slalom—it is foundational to the company's core values.



**Bryan Weeks**  
Slalom Board Member



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## About Slalom

Slalom is a modern consulting firm focused on strategy, technology, and business transformation.

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At Slalom, personal connection meets global scale. In 39 markets around the world, Slalom's teams have autonomy to move fast and do what's right. These local teams are backed by regional innovation hubs, a global culture of collaboration, and partnerships with over 300 of the world's leading technology providers, including AWS, Google Cloud, Microsoft, Salesforce, and Tableau.

Slalom was founded on the idea that consulting doesn't have to be a grueling, road-warrior career. We live and work in the same communities as our clients. Our promise, "Love your future," guides our culture, our work, and our relationships—helping us uncover solutions that others don't.

Slalom's clients include more than half the Fortune 100 and a third of the Fortune 500—along with mid-market companies, start-ups, non-profits, and innovative organizations of all kinds. Together, we tackle complex projects to deliver high-impact results.

Founded in 2001 and headquartered in Seattle, Slalom has organically grown to over 8,000 employees. We have been named one of Fortune's 100 Best Companies to Work For five years running and are regularly recognized by our employees as a best place to work.

# Slalom is committed to adopting sustainable, responsible, and innovative practices so that each person can love their work and life, now and in the future.

“ At Slalom, we bring our heads and our hearts to everything we do, because that’s who we are. People come first in our lively, inclusive, and entrepreneurial culture. Here you can be your most authentic self and do the best work of your life.



Lucy Hur  
Chief People Officer

## Our approach

We’re excited to share Slalom’s 2019 corporate social responsibility report. Starting in March 2020, Slalom conducted a comprehensive environmental, social, and corporate governance (ESG) assessment as part of our larger corporate responsibility initiatives. For this assessment, we leveraged a combination of industry-standard ESG frameworks.

We engaged with our stakeholders—employees, customers, communities, suppliers, and partners—to contribute to our 2019 ESG assessment and identify issues, risks, and opportunities. These stakeholders have been key to influencing the assessment findings and reporting to the Slalom Board of Directors (the Slalom Board).

In addition to providing general disclosures about our organizational profile and governance, we assessed our policies and practices related to environmental, social, products, services, data privacy, sourcing, community impact, ethics, and transparency topics. Within each of these topic areas, we assessed strategic, financial, and operational risks.

After reviewing these findings, we created long-term goals and the Slalom Board asked executive leaders to also create a strategy for operating Slalom sustainably and responsibly going forward. Our strategy addresses risks within our governance, sourcing, social, and environmental practices, as well as identifies opportunities for sustainable innovation and community impact. We developed our strategy to align with the UN Sustainable Development Goals because we believe that as a leader in technology and business, our participation is necessary to support their global call to action. Learn more about the [UN goals](#).

Corporate responsibility is integrated within Slalom’s overall business strategy. The Slalom Board has established its responsibility for decision making and oversight of corporate responsibility at Slalom. Slalom’s executive leaders and certain working committees are responsible for leading the development and execution of Slalom’s long-term corporate responsibility vision, goals, and strategy. They will report updates to the Slalom Board on an ongoing basis. Slalom intends to conduct an ESG assessment aligned with industry reporting standards annually.

The information in this report supports Slalom’s commitment to better serve our stakeholders and the communities around us. We believe that by sharing what we’re doing now, we’ll be held accountable and deliver better outcomes in the future.

We know that corporate responsibility is a journey that will require us to constantly learn, adapt, and improve. As the world adopts standard corporate responsibility measures, we will explore new ways to measure our progress.

All content in this report is from Slalom’s operations in the US, UK, and Canada in 2019. In 2020, we launched operations in Australia and Japan which will be included in our 2020 report.

### United Nations Sustainable Development Goals



# A letter from our President

In 2019, when the Business Roundtable released a statement that the purpose of a corporation is to benefit all stakeholders—customers, employees, suppliers, communities, and shareholders—we couldn't have agreed more.

This is a seismic shift. The purpose of a company should be much greater than making profits. Corporate responsibility is being properly elevated from a compliance and reporting activity to a central strategy for progressive boards and leadership teams. It's the new non-negotiable.

At Slalom, everything we do is driven by our core values and our vision to enable a world in which each person loves their work and life. When we founded Slalom, we created a business model that enables our people to work with customers in their own communities—spending less time at airports every week and more time doing what they love. We believed this model would make our people happier, create better outcomes for our customers and partners, and reduce our carbon footprint. And it has.

We are a company with heart. As we've grown rapidly over the past 20 years—with teams now around the world—I'm incredibly proud that we've maintained our people-first culture and continue to live by our core values.

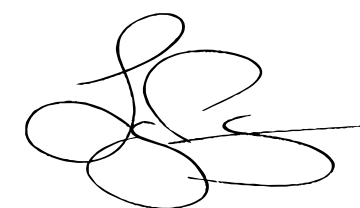
Whether we're using machine learning to spot breast cancer trends or using data to help underserved students succeed in school, we combine our passions and expertise to help organizations solve their biggest challenges and reach their visions, faster, to build a better future.

As we continue to grow with purpose, we have an even bigger responsibility and opportunity to do good in the world. The poet Anatole France said, "To accomplish great things we must not only act, but also dream; not only plan, but also believe." We see corporate responsibility as a journey that requires bold aspirations for the future—and specific, measurable actions for today. That's why we're sharing Slalom's first annual corporate social responsibility report with you.

In this report, we share our aspirational goals for 2030, including building a team that reflects the diversity of the communities in which we live and work, achieving carbon-neutral emissions, and shifting to 100% renewable energy.

In 2020, we conducted a comprehensive ESG assessment of our 2019 practices. It affirmed what we're doing well and revealed opportunities for us to improve. We're now able to make better decisions about how to operate every part of our business in sustainable, responsible, and innovative ways going forward. We will continue to learn, adapt, and improve.

We are committed to building a better future for our people, customers, communities, and environment. Thank you for being with us on this journey.

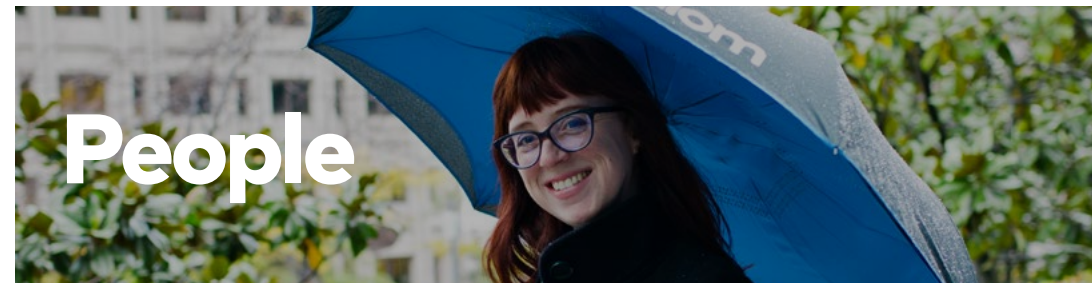


Tony Rojas  
President, Slalom



# Our 2020–2030 goals

We're committed to building a better future for our people, customers, community, and environment. Below are our long-term corporate responsibility goals and baseline measures, as well as how they align to the UN Sustainable Development Goals. We know these are bold goals and that we'll need to adapt as we learn, but we believe our goals are achievable.



**Enable each team member to love their work and life.**



## Reflect the diversity of our communities

Our aspiration is to build a company that reflects the rich diversity of the global communities in which we live and work. By doing so, we'll strengthen our teams and drive better outcomes for our clients.

### Where we are now

- In December 2019, 37.2% of our company at all levels and 25% of our senior leaders (managing directors and above) were women.
- In December 2019, 31.1% of our company at all levels and 10.2% of our senior leaders (managing directors and above) were racially/ethnically diverse.
- In 2020, we began annually sharing our pay equity data company-wide.

### Our long-term goals

We're on a journey, and we aspire to increase the diverse representation of our overall company and senior leadership by:

- Achieving gender parity in our representation across Slalom by or before the end of 2025.
- Reflecting the racial and ethnic diversity of our US local communities by or before the end of 2030.

## Enable each team member to do work they love

As we continue to grow globally, we're committed to fostering a culture where our people are learning, growing, and enjoying their work every day.

### Where we are now

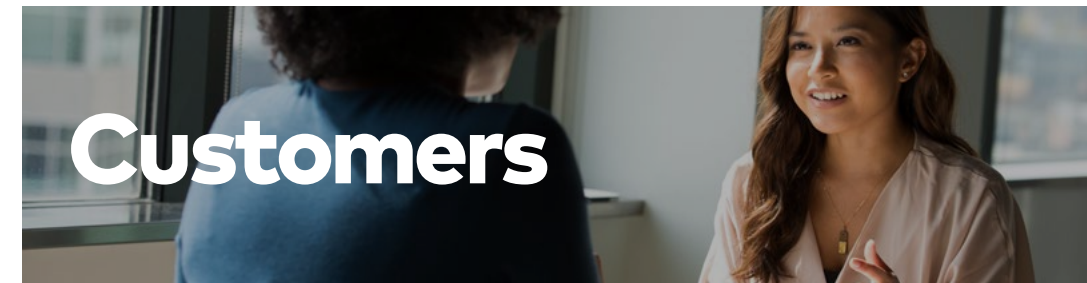
- Our 2019 employee engagement score was 91%.
- Our 2019 Love of Work score was 8.2 out of 10.

**91%**

2019 employee engagement score

### Our long-term goals

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



**Create sustainable, responsible, and innovative solutions to build a better future.**



## Help our customers realize their visions responsibly

We're proud of the work we're doing to help organizations make critical progress on their sustainability goals—and we see an exciting opportunity to do more.

### Where we are now

- In 2019, 91.1% of surveyed customers responded that Slalom is good or great at helping them reach for and realize their visions.
- We're collaborating with our technology partners to create and deliver sustainable solutions for customers.
- Our 2019 average Customer Love transformational score was 82.5/100.

**82.5/100**

2019 average Customer Love score

### Our long-term goals

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



**Help communities around the world solve their biggest challenges.**



## Partner with organizations to make a positive impact in our communities, together

Giving back is an essential part of our culture and business. Our people combine their passion and expertise to make a meaningful impact in communities around the world.

### Where we are now

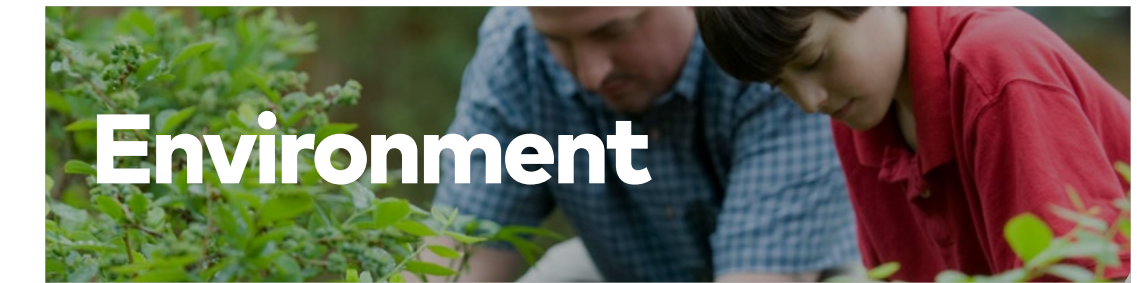
- We contributed charitable donations to various not-for-profit organizations in 2019.
- In 2019, we launched the Slalom Foundation with an initial \$2M investment.

**\$2 million**

initial investment in the Slalom Foundation

### Our long-term goals

- Contribute our expertise, time, and money to reduce inequalities in communities around the world.
- Grow the endowment of the Slalom Foundation to \$100M to make impactful grants in the future.



**Protect the environment for future generations.**



## Reduce our environmental impact

Reducing our carbon footprint and minimizing our natural resources impact is the right thing to do for our planet, people, and business. We're passionate about protecting the environment and the biodiversity of our communities.

### Where we are now

- Our 2019 emissions were 25k tCO<sub>2</sub>e, with the majority of our emissions coming from business travel.
- In 2019, 79% of Slalom offices had a recycling program and 30% of Slalom offices had a composting program.

**79%**

of Slalom offices had a recycling program

### Our long-term goals

- Achieve carbon-neutral operation emissions and shift to 100% renewable energy by or before 2030.
- Implement waste reduction programs across all Slalom offices.

tCO<sub>2</sub>e: metric tons of carbondioxide equivalent

## People

Enable each team member to love their work and life.

### UN Sustainable Development Goals Alignment

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From day one, we've done things differently at Slalom. We've offered balance and the ability to work where we live. That means our people can work on high-impact projects with organizations in their communities while spending time doing what they love, with the people they love, outside of work. We

encourage everyone to bring their full selves to work, and our diverse backgrounds and perspectives are what make Slalom, Slalom.

We're proud to be routinely named a best place to work and know our people-first approach has driven our success.





# Reflect the diversity of our communities

At Slalom, we respect, encourage, and celebrate different perspectives. "Celebrate authenticity" is one of our core values, and inclusion is a top priority.

We believe in equal opportunity and are committed to equal advancement for all.

## Inclusion

It's critical that every Slalom employee feels understood, included, valued, connected, and safe. We're on a journey to ensure this is true for every Slalom employee—now and in the future.

Slalom currently supports a series of workshops geared toward raising awareness and fostering inclusivity at Slalom. We have courses on building a more inclusive workforce, the concept of covering, and navigating a multigenerational workforce.

To further foster inclusion at Slalom, we're planning to:

- Launch an inclusion and diversity center of excellence focused on creating a thriving, inclusive, and diverse global team
- Update the diversity and equity dashboard to reflect the progress we make toward meeting our commitments
- Reinforce inclusive hiring practices to eliminate bias in interviewing, hiring, and staffing
- Create more growth and development opportunities for underrepresented and minority communities

↑ **5.1%**

### Representation of women

has increased 5.1% since 2014 to 37.2% of the workforce in December 2019.

↑ **17.6%**

### Women in senior leadership

has increased 17.6% since 2014 to 25.0% of the workforce in December 2019.

## Diversity

We're committed to having a diverse workforce at all levels, and we view diversity broadly—in terms of gender, race, ethnicity, background, geography, thinking, working styles, etc.

We're on a journey, and we aspire to increase the diverse representation of our overall company and senior leadership. **Our long-term goals** are to achieve gender parity in our representation across Slalom by or before the end of 2025 and reflect the racial and ethnic diversity of our US local communities by or before the end of 2030.

We aim to maintain equal pay for women and underrepresented groups with similar roles, experience, location, and performance in every country.

We're continuously reflecting on how we're doing and committing to actions that will help advance our diversity goals.

After identifying an area in 2019 that we knew we could improve—providing pay equity transparency to our employees—we shared our company-wide organizational metrics and an update on pay equity with all employees for the first time in August 2020. We will hold ourselves accountable by sharing this data with employees annually.



# 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.



## Aspire

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



## CODE

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



## Women's Leadership Network

is open to all genders committed to engaging, inspiring, and encouraging every woman at Slalom to achieve her full and unique potential.



## Slalom Veterans

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



## Prism

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



## Unidos

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



## Horizons

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

# Enable each team member to do work they love

## Learning and growing

One of our core values is “Stay humble and curious.” We listen to every voice, because we want to continuously learn, grow, and improve.

The Slalom engagement survey allows employees to share their experiences and feedback with leadership. Leaders listen to their ideas and concerns and respond accordingly. This survey empowers every employee to take part in building our culture. In this survey, we measure employee engagement through nine key measures, including: *I feel connected to others at Slalom, I am motivated to go above and beyond what is expected of me, I believe Slalom will be successful in the coming years, and I can see myself working at Slalom three years from now.*

**Our long-term goal** is to maintain an employee engagement score of above 90% as our company grows and scales. In 2019, our engagement score was 91%.

Also, every employee receives an email on their work anniversary asking how much they love their work on a scale of one to ten. In 2019, our average Love of Work score was 8.2 out of 10. **Our long-term goal** is to reach and maintain a score of 9 out of 10.

## A holistic view of well-being

We care deeply about our employees and support their physical, mental, social, and financial well-being. We want everyone at Slalom to be happy and healthy—and to thrive. We design our benefits and well-being programs to meet each person where they are, and we’re striving to increase the percentage of employees making progress toward managing their well-being. To accomplish this, we’ve identified the following actions for us to take:

- Evaluate our programs each year and identify how to support new ways of working.
- Create programs to empower employees at the local level with activities that help them meet their well-being goals.
- Develop technology-enabled tools, services, and insights to help employees identify key areas of focus—and make meaningful changes—regarding their well-being.

## Rewards and recognition

Slalom aims to provide a total rewards package that meets the diverse needs of our global employees and their families.

Our leaders are committed to compensating all employees fairly, period. We review pay practices across Slalom by regularly analyzing whether employees with similar roles, experiences, and performance earn equal pay. We also offer a comprehensive and competitive benefits package.

## Career development

We're continually improving and evolving our career development opportunities for employees.

In 2019, 83% of Slalom employees opted to receive career or skills-related training. We offered over 2,100 unique learning courses on a wide range of topics, including inclusion and diversity, time management, leadership, transformation, and technical certification training.

## Promoting conversations that matter

Slalom Speaks is a way for Slalom employees to inspire and connect with others by sharing their personal stories. It's an event where people can show up and be exactly who they are—and talk about what really matters to them. Slalom Speaks is expanding to include customers, Slalom alumni, and members of the community.

Nearly 100 people have shared their stories on stage since Slalom Speaks began in Seattle in 2015. Speakers can invite friends, family, and customers to join the evening of inspiring storytelling and connection over our human experiences.

“ This has been my favorite event that I've been a part of since joining Slalom almost six years ago. The speeches absolutely blew me away. They were all so heartfelt and inspiring. I'm grateful to have been a part of this incredible night.

Slalom Speaks participant  
Slalom Seattle

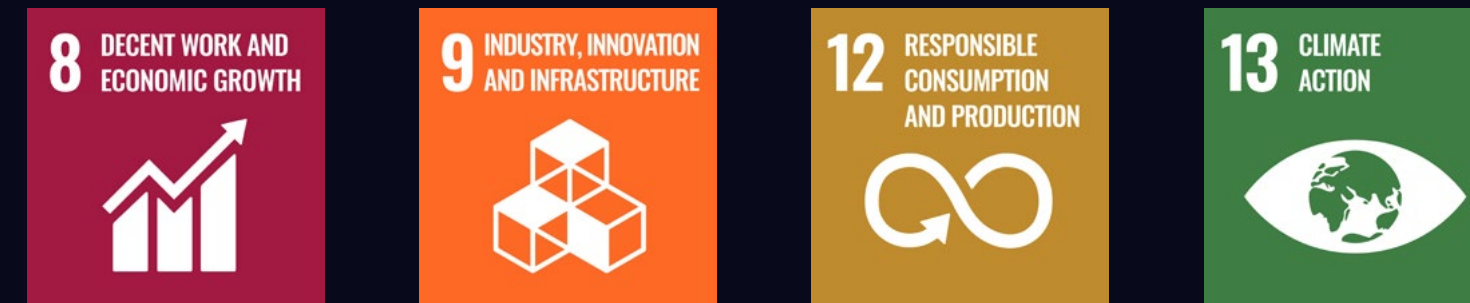


**Cindy Tran**  
Managing Director  
“Celebrate Your Personal Brand”  
Slalom Speaks Dallas 2019

## Customers

Create sustainable, responsible, and innovative solutions to build a better future.

### UN Sustainable Development Goals Alignment



As we advance our own corporate responsibility efforts across Slalom, we're scaling our expertise to help our customers do the same.

We're proud of the ways we're **helping our customers** create sustainable, responsible, and innovative solutions, and we see an exciting opportunity to do more.



# Help our customers realize their visions responsibly

Using our strategy, technology, and business transformation expertise, we're helping our customers realize their visions responsibly, and we want to do more of this work to make a bigger impact.

From helping a motor company build autonomous vehicles to improving our customers' supply chain inefficiencies, we help companies increase value and reduce their footprint through innovation. In our annual customer survey, we measure

transformational "Customer Love," which quantifies our impact on making connections for our customers, being a challenger, growing our customers' experts and leaders, and bringing more thought leadership. In 2019, our transformational Customer Love score was 82.5 out of 100. We'll seek opportunities to improve our transformational scores by bringing more to our customers, including incorporating sustainability into our work.

# Helping customers by improving our own practices

We want to become role models for how to operate a business that puts people first, takes care of the environment, and makes a positive impact on the world. Managing sustainable, responsible practices at Slalom—including measuring and disclosing our carbon footprint, practicing responsible sourcing, and managing data privacy and information security—is critical to supporting our customers' corporate responsibility goals.

## Measurement and disclosure

As part of our 2019 assessment, we measured and disclosed our sustainability footprint using industry-standard ESG assessment frameworks.

We intend to assess our sustainability progress and share a corporate social responsibility report annually on [slalom.com](https://www.slalom.com). We believe this is a core and essential part of our business, and that the more we learn and improve, the more we'll be able to help our customers do the same.

## Responsible sourcing

For our procurement sourcing, we use a standard approach that allows us to select vendors based on technical, functional, and cost-effective criteria.

We've initiated activities to begin implementing ESG criteria and practices involving contracting, assessments, auditing, and reporting.

## Data privacy and information security

Ethics and corporate responsibility guide our security and privacy-based decisions and strategy.

We consider the ever-growing risks and expectations with data privacy and information security as we serve our customers. As a member of a diverse global ecosystem, we're committed to our role as a responsible innovator.

Our information security policies are formalized and documented. We implement security measures that reduce risks to vulnerabilities to a reasonable, appropriate, and acceptable level. Slalom maintains a formal, comprehensive risk management program to manage the risks associated with the use of information assets. An example of our commitment to being leaders in data privacy and information security is our annual Slalom Hacktober event.

## Looking ahead

We're committed to helping our customers grow sustainably and responsibly while practicing corporate responsibility across our own value chain.

**Our long-term goal** is to collaborate with our customers and partners to create a more equitable, inclusive, and sustainable world.



## Slalom Hacktober

With the rise of phishing and hacking attacks on tech and consulting companies worldwide, we prioritize cybersecurity and keeping our company and client information safe. Inspired by National Cybersecurity Awareness month every October in the US, Hacktober is an annual, global Slalom event that makes cybersecurity awareness fun with security-themed events. Our 2019 Hacktober hackathon was a four-hour contest with teams racing to work through a series of server-side web security challenges.



## Community

Help communities around the world solve their biggest challenges.


### UN Sustainable Development Goals Alignment



Giving back is an essential part of our culture and business. We invest our time, expertise, and money to build healthier, safer, more equitable, and more resilient communities.

We partner with many community-focused organizations around the world to help them build capabilities, adopt new technologies, and reach their visions.

We also give back through company-wide fundraisers and events—from coordinating blood drives and charity races to hosting a summer camp at a children’s hospital.



# Partner with organizations to make a positive impact in our communities, together

Our people often say their most meaningful projects are those that positively impact their communities. By sharing our skills and

resources, we're helping community-focused organizations make a bigger impact, faster.

# Turning passion into impact

Using our strategy, technology, and transformation expertise, we help organizations tackle their biggest challenges, faster.

For example, we're helping the American Cancer Society find breast cancer trends with machine learning, using data to help underserved students succeed in school, and helping SightLife end corneal blindness by 2040 using human-centered design.

## Slalom is a Salesforce.org Premium Partner for not-for-profits

Through this partnership, we're delivering customer relationship management (CRM) capabilities to help not-for-profit organizations facilitate donor and volunteer management, enable efficient communications and marketing, and much more.



### SightLife

Eliminating corneal blindness by 2040

Right now, 12.7 million people around the world are living with corneal blindness, a condition that's preventable and curable with the right care. But with 98% of those people living in developing countries, many don't have access to treatment. Using a human-centered design approach, AWS, and Microsoft Power BI, we're helping SightLife reach its mission of eliminating corneal blindness by 2040.

[Learn more](#)

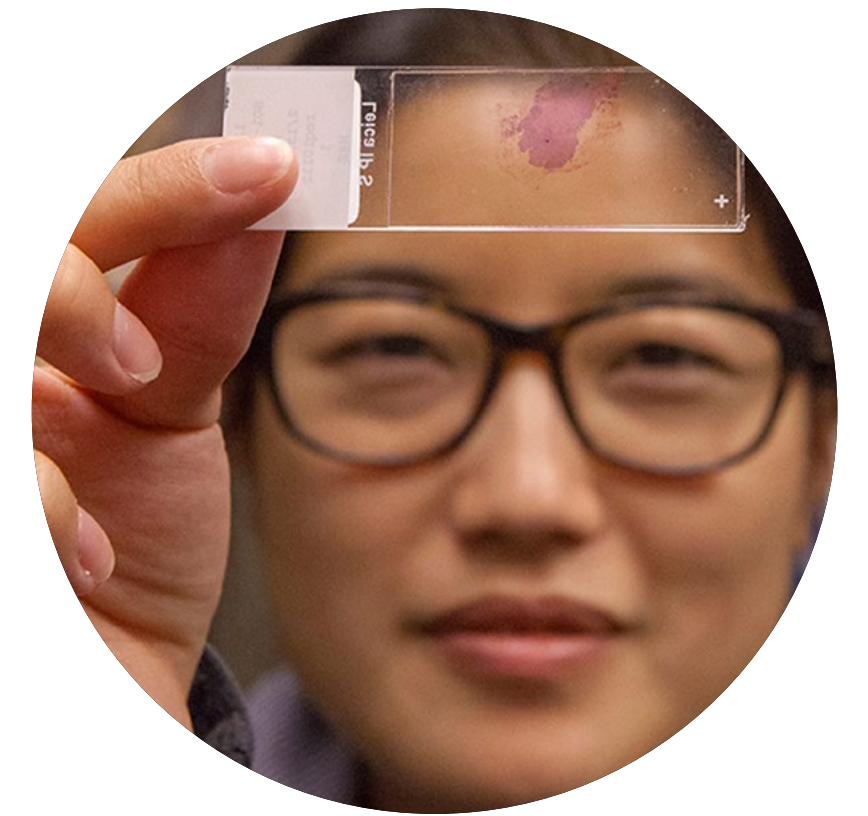


### Silicon Valley Education Foundation

Supporting and preparing students with data

Silicon Valley Education Foundation (SVEF) is a nonprofit organization dedicated to helping students prepare for college and their careers. We helped SVEF modernize its data strategy to get insights on students' progress and education programs' impact across 70 districts. Now, SVEF can share these insights with districts, schools, students, and donors, helping every student get the support they need to succeed in the future.

[Learn more](#)



### American Cancer Society

Finding breast cancer patterns with machine learning

We partnered with the American Cancer Society and Google to use machine learning to discover patterns in breast cancer tissues. Now, the American Cancer Society is set up to discover insights that could help prevent and treat breast cancer earlier. The organization is also equipped to use machine learning to analyze other types of cancers in the future.

[Learn more](#)

# Technology for social good

## Hackathons

Every year, our Slalom Build team invites employees to participate in multi-month **hackathons**. Teams partner with organizations in their communities—including not-for-profits—to identify a problem and develop a solution using technology, creativity, and innovation. The solutions are often at the prototype level, and top teams present their work at the final event to a group of Slalom leaders, clients, partners, and not-for-profit organizations. Solutions have ranged from helping people rise out of poverty in Chicago to improving literacy in Uganda.



### 2019 hackathon winner: Team Agrinauts

Agriculture accounts for about 70% of global water usage. Team Agrinauts helped a large grower and distributor of apples, cherries, and grapes in Washington state leverage Microsoft's Azure data services to integrate sensors and stream real-time data from sites across the orchard. This reduces water consumption, nutrient usage, labor, and fuel costs while improving yields.

[Learn more](#)

## Responsible artificial intelligence

Artificial intelligence (AI) is one of the most disruptive capabilities available to drive true transformation in business and human lives. Slalom's AI team focuses on scaling the responsible use of AI and is currently helping teams across the company with their AI efforts. We build AI knowledge and capability for everyone involved, while co-creating and quantifying the value of high-impact solutions for customers.

We partner with our customers and not-for-profit organizations to apply AI to solve the world's biggest and most urgent problems: cancer prevention and treatment, eliminating bias, allocating resources to those who need it most, education, and climate change.

Using AI ethically and responsibly also means we're committed to eliminating AI bias and leaving no one behind in terms of education and career opportunities. Over the next decade, we aspire to create solutions to close the digital divide.



# All-in on giving back

We're passionate about giving back. From holiday gift drives to local charity races, our people put their hearts and time into doing good for others.

Two examples of our many company-wide giving efforts include the annual Slalom Food Drive and Movember.

## Slalom Food Drive

The annual Slalom Food Drive is our largest company-wide charitable event. 2019 marked the eighth Slalom Food Drive, and employees collectively raised over \$410,000 for local food banks. In addition to employee donations and leadership matches, markets contributed volunteer hours and pro-bono services to make every donation go further toward feeding our communities.

\$1.79M

Over the past eight years, employees raised a total of over \$1.79M to provide food for those who need it in our communities.

## Movember

Movember is a global organization committed to raising awareness and funds for the biggest issues facing men today: mental health challenges, suicide, prostate cancer, and testicular cancer. Slalom has participated in Movember since 2011.

\$78K

In 2019, Slalom employees formed 21 local teams and raised over \$78,000.

## The Slalom Foundation

In December 2019, Slalom launched the Slalom Foundation to create substantial social benefit through grants and related philanthropic activities. **Our long-term goal** is to grow the endowment to \$100 million.

Slalom will build the Slalom Foundation's long-term charter and shape our giving plan in the coming months. To grow the endowment long-term and make the most meaningful grants in the future, we anticipate starting with modest grants of approximately five percent of the endowment each year.

We're exploring how clients, partners, and employees can collaborate with and contribute to the Foundation to help us make transformative impacts on the world.



# Creating a culture of giving

Supporting our communities is a key part of who we are. To make as big of a positive impact in the world as we can, we're working on creating a clear global giving strategy that will enable us to scale and measure our giving programs across all Slalom offices.

**Our long-term goal** is to contribute our expertise, time, and money to reduce inequalities in communities around the world.

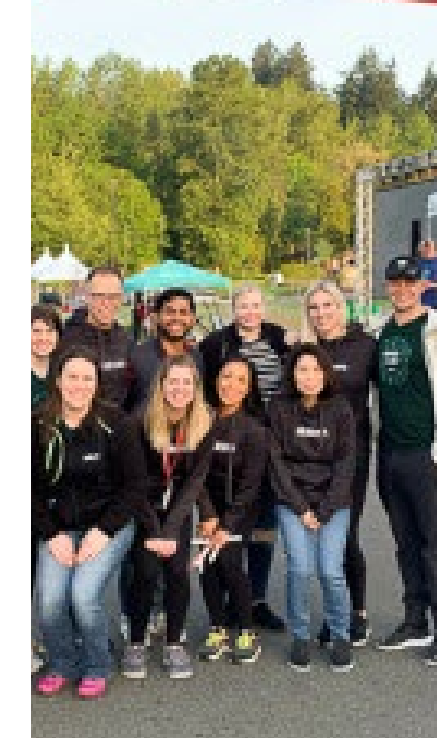
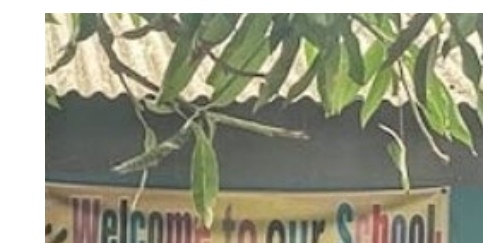
## Looking ahead

The problems facing our communities will constantly evolve—but our commitment, relationships, and the systems we establish will enable us to help find solutions to the world's most pressing challenges both locally and globally.

“ I'm proud of Slalom's corporate social responsibility efforts, as they are a great demonstration and celebration of our core values in action.



John Tobin  
Chief Experience Officer



## Environment

# Protect the environment for future generations.

### UN Sustainable Development Goals Alignment

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One of our core values is “Do the right thing, always,” and mitigating and adapting to the impacts of climate change is absolutely the right thing to do.

As a company in 39 markets around the world, we have a responsibility to measure the global impact we’re making on the environment—and find ways to improve.

In 2020, we assessed our offices’ carbon footprints, water stress levels, and waste consumption for the first time. Throughout this process, we gained key insights into our environmental impact.

# Reduce our environmental impact

During our assessment of Slalom's 2019 practices, we gained the following key insights: business travel is the activity that contributes the most to Slalom's carbon footprint, 9% of our 2019 office locations were in cities at high or extremely high water stress levels, and Slalom's waste and water usage did not have a significant impact compared to carbon.

Because this was our first time assessing environmental impact areas, we faced

challenges when we were collecting data to measure emissions, energy, water, and waste. Data was not consistently available across all sources, and some relevant categories could not be accurately evaluated (e.g., emissions from purchased goods and services). During the assessment process, we identified activities to improve the data collection process for future assessments and narrow the gap where data is missing.



# Emissions and energy

Reducing our carbon footprint is an important environmental practice and a responsible business strategy. We believe embracing sustainability—including lowering carbon emissions—will improve the health of the planet and offer opportunities to meet the challenges of our communities and customers.

We're working diligently to build a plan to get us to carbon neutrality. But we're not waiting to act. We're taking actions today and are focused on leading by example. To reduce our carbon footprint, we plan to educate employees and customers on their carbon impact, implement strategic operational changes, and leverage new and existing partnerships.

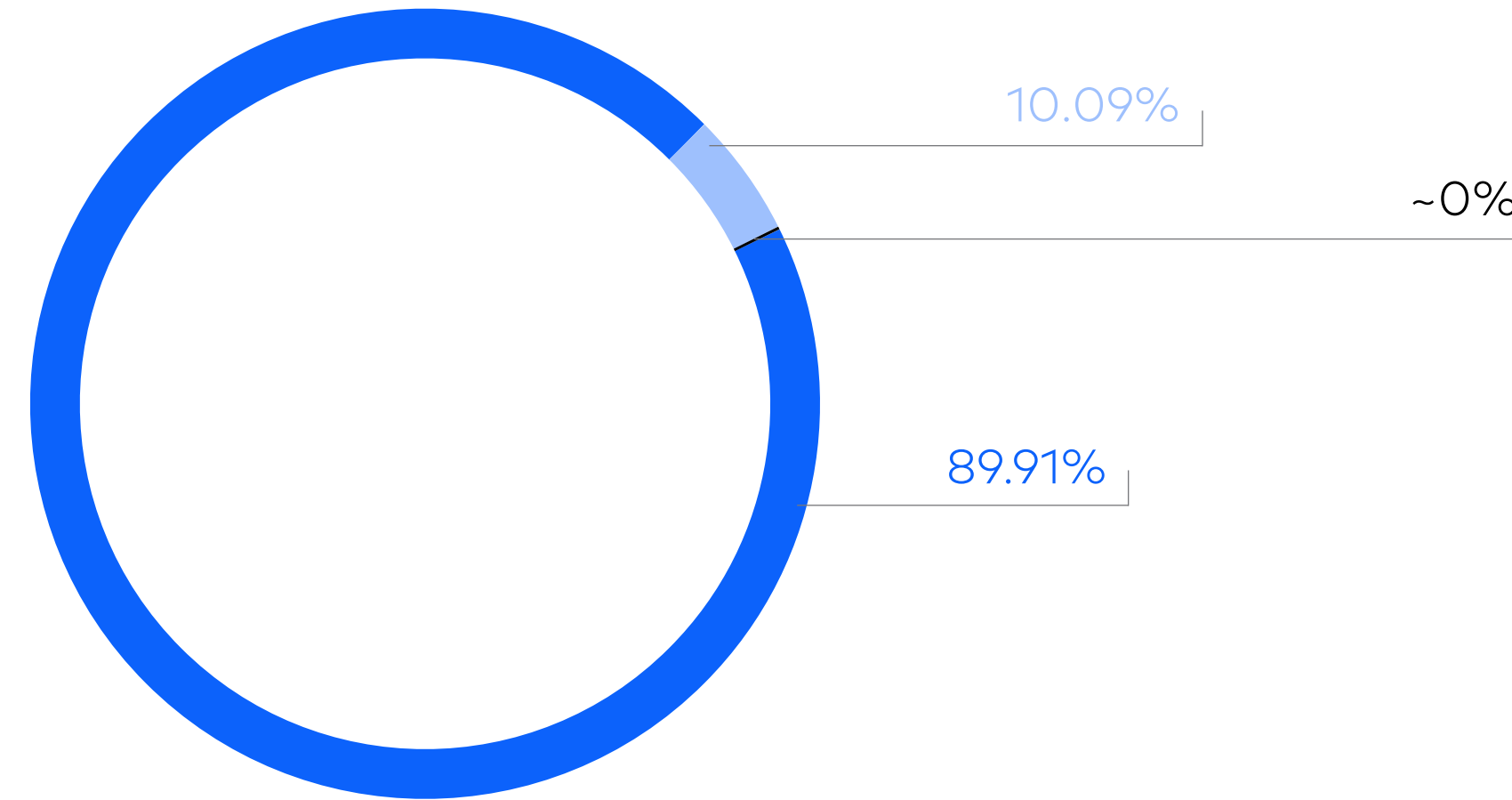
**Our long-term goals** are to achieve carbon neutral emissions and shift to 100% renewable energy by or before 2030.

## Carbon assessment

We strive to mitigate emissions and energy-related climate risks that impact our people, customers, communities, and environment. We understand that when we reduce our carbon footprint, we're improving our overall environmental impact and increasing our customers' ability to meet their climate goals.

To build a carbon reduction strategy, we first needed to measure our emission sources and identify which areas of our business have the largest carbon impact. Our 2019 ESG assessment revealed that our biggest carbon impact is in indirect emissions, primarily through business travel and office electricity.

2019 company-wide carbon emissions



● **Scope 1: All direct emissions**  
**<0.1 tCO<sub>2</sub>e**  
 Slalom's scope 1 emissions are fugitive emissions that occur from the equipment we own or control in our offices, like A/C equipment, refrigerators, and fire suppression equipment.

● **Scope 2: Energy emissions**  
**2,550.0 tCO<sub>2</sub>e**  
 Slalom's scope 2 emissions are indirect emissions that occur when the energy purchased by Slalom is generated. At Slalom, grid electricity is purchased for facility lighting, facility HVAC, end-point device usage (e.g., laptops), and server usage.

● **Scope 3: Business travel emissions**  
**22,731.0 tCO<sub>2</sub>e**  
 Slalom's scope 3 emissions are produced from activities that occur in our value chain as a result of our operations. For 2019, business travel was the only scope 3 category calculated.

**tCO<sub>2</sub>e:** metric tons of carbon dioxide equivalent

## Value chain

Slalom's value chain emissions are produced from the upstream and downstream activities necessary for Slalom to operate. To reduce indirect emissions across the value chain, we intend to reduce emissions from business travel, purchased goods/services, and employee commuting.

Looking ahead, we'll use findings from our assessment to expand emission awareness programs across our company and provide employees with knowledge and resources to manage their own carbon footprint through innovations like carbon dashboards. We'll also consider implementing a supplier reduction strategy and policy as part of our responsible sourcing initiatives.

## Operations

To reduce indirect emissions from our operations, we intend to continue reducing our office and server energy usage. We currently support the use of LED lighting (where available) and device sleep management. We also leverage data centers hosted in the cloud.

We intend to update building requirements and locate new Slalom offices in LEED-certified, BREEAM-certified, or other green office spaces. We'll also work in partnership with our current building managers to consider more efficient energy options.

For office emissions that can't be reduced, we're considering working with climate action partners to move toward renewable energy and offset our emissions.

## No unwanted travel

Slalom was founded on a unique consulting model of no unwanted travel. In an industry known for flying to customers' offices every week, our model gives us a smaller carbon footprint because we simply fly less. It also reduces costs for customers and makes our people happier, because they can spend less time on flights and more time doing what they love.





# Minimize our natural resources impact

Responsible consumption is important to us because it helps protect the environment and biodiversity of our communities while creating a positive social impact.

As a professional services firm, Slalom has a relatively low waste and water impact on the surrounding environment. However, we recognize that there are still actions we can take to improve our environmental footprint.

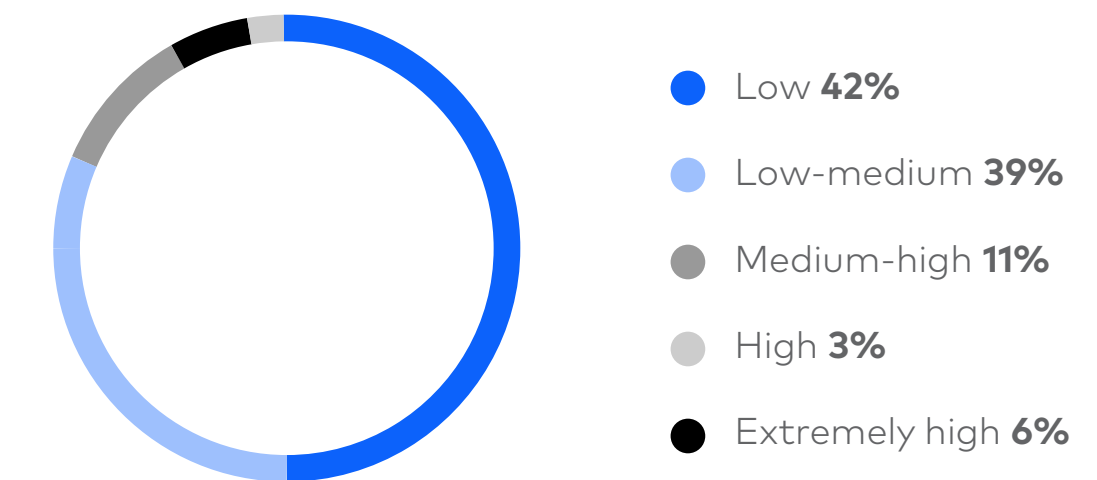
We're committed to minimizing our impact through market-relevant improvement activities and conservation efforts. As part of our commitment, we'll continue to monitor and minimize our waste through waste mitigation strategies like office composting and recycling programs. In 2019, 36% of Slalom offices had teams spearheading reduction initiatives and sharing sustainability-related news. **Our long-term goal** is to implement waste reduction programs across all Slalom offices by or before 2030.

## Water stress assessment

During our 2019 assessment, we evaluated water stress in all of our office locations. Slalom used the Aqueduct Water Risk Atlas mapping tool, which was created using information distributed by the World Resources Institute, to determine office water risk levels. Within the tool we used office locations to calculate an average water risk score from 13 factors of water stress.

We found that 9% of our offices are located in cities which are currently at high or extremely high water stress levels, and 75% are located in cities which will experience an increase in water stress by 2030. By monitoring our operational water consumption and establishing awareness of water risk, we serve as an advocate for environmental change to better support our stakeholders.

## Overall water risk score for Slalom office locations



The **Aqueduct Water Risk Atlas** measures an overall water risk score by aggregating the scores of 13 indicators from three categories of risk: physical quantity, quality, and regulatory and reputational risk. Higher scores indicate higher water risk.

Slalom's water consumption—with sanitation and employee consumption being our primary water use—is directly managed by Slalom building managers and property owners. We aim to collaborate with building management and influence decisions to reduce water consumption in our extended supply chain.

Looking ahead, we intend to assess and manage the water stress of all of our offices with responsible water consumption practices.

## Governance

Our governance  
reflects our  
commitment to  
grow responsibly  
and with purpose.

While the environmental and social pillars of ESG are critical, governance is also essential to running a responsible business. Governance is how we hold ourselves accountable, and good governance must align with our core values.

01. Do what is right, always.
  02. Drive connection and teamwork.
  03. Inspire passion and adventure.
  04. Take ownership. Get it done.
  05. Celebrate authenticity.
  06. Focus on outcomes.
  07. Fuel growth and innovation.
  08. Stay humble and curious.
  09. Build and shape a better future.
  10. Smile.
-

# Building a multigenerational company

## Corporate governance

We've made the strategic choice to be a privately held, multigenerational company, owned by our employees. As a private company, the Slalom Board plays an integral role in achieving our vision of creating a world in which each person has the opportunity to love their work and life. The Slalom Board is composed of management and an independent director. We have a fifth board seat open and will be filling it with an independent board member.

We seek directors that possess complementary skills, expertise, and attributes. Directors are encouraged to bring their own passion for specific initiatives. The Slalom Board is responsible for overseeing and making decisions regarding Slalom's corporate responsibility strategy.

## Executive governance

Slalom executive leaders oversee our corporate responsibility through a variety of formal and informal steering committees and teams. Key responsibilities include setting strategy and objectives, managing risks and opportunities, and monitoring market team performance against goals and targets in collaboration with stakeholders. Members of Slalom executive leadership report to the Slalom Board at least quarterly.

## Strategy and management approach

In 2020, Slalom set near-term, medium-term, and long-term goals, and we're learning what additional key metrics should be measured and monitored to support these goals.

Throughout the year, we intend to manage and monitor our corporate responsibility performance through governance structures, strategic planning, and continued collaboration with our stakeholders. Annually we intend to conduct an ESG assessment, aligned with industry reporting standards.

“ I believe that Slalom will become one of the most connected and impactful companies in the world, giving each person the opportunity to love their work and life.



**Brad Jackson**  
Chief Executive Officer

# A look ahead

We're excited to take what we've learned and make a bigger positive impact on our people and the world.

The challenges the world is facing today require big thinking, commitment, collaboration, and heart. And we're committed to doing everything it takes to help solve these challenges and build and shape a better future, together.



The background is a dark teal color with several lighter teal, abstract, elongated shapes that resemble leaves or petals, scattered across the frame. The shapes are semi-transparent and have a slightly textured appearance.

**slalom**

[www.slalom.com](http://www.slalom.com)