

2021

# Impact Report



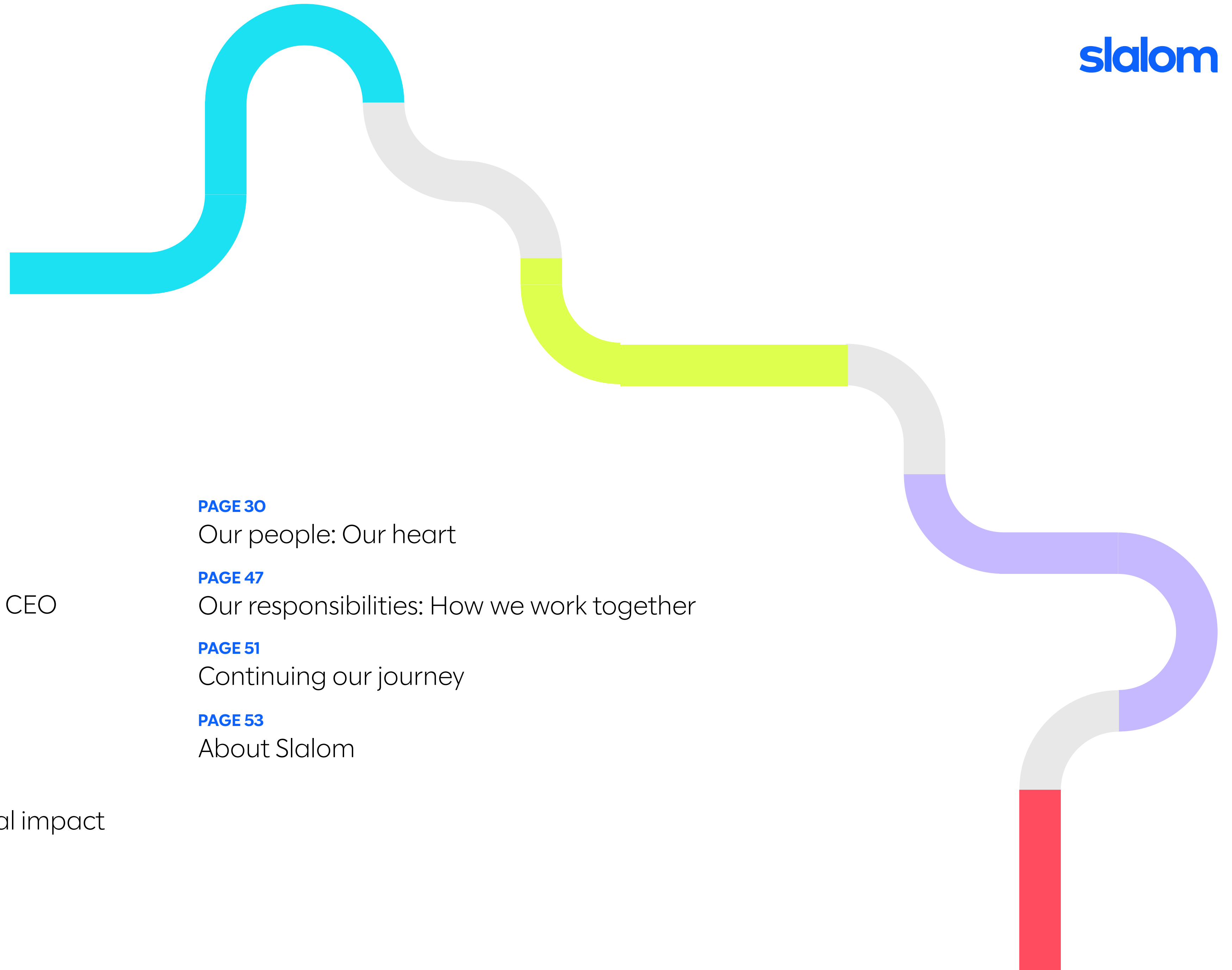
slalom



2021

slalom

# Impact Report



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About Slalom

# Building better tomorrows for all

We help people and organizations dream bigger, move faster, and build better tomorrows for all. That’s our purpose at Slalom.

We believe a single person has the power to change the world. And when that power is multiplied across 13,000+ people who share a singular vision for a brighter future, there is no limit to the positive change we can affect.

In the words of Persian poet Rumi, “Yesterday I was clever, so I wanted to change the world. Today I am wise, so I am changing myself.” That is where our sustainability and impact journey started years ago, and we’re proud of what we’ve achieved so far.

From offering our expertise pro bono to evaluating the sustainability practices of our vendors, we continued advancing in 2021 toward our goals and will use that momentum to drive us forward.

In the areas of our planet, our communities, and our people, we set ambitious goals because we recognize our responsibility to do good in the world. It’s not

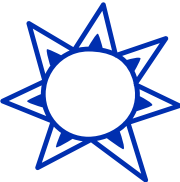
enough to support others who affect change. We must be part of the solution, taking an honest look within and continuously assessing our progress to chart where we want to go next.

We’ve always sought to **make a meaningful impact on our planet, our communities, and our people.**

How we do that continues to evolve as our company grows and we deepen our expertise in the areas of sustainability and impact.

Building better tomorrows for all requires us to act now with urgency, integrity, and transparency. It’s not only the right thing to do, it’s what our team members, our communities, and our customers expect from us.

It’s what we **expect of ourselves.**



Joined **The Climate Pledge** in February 2021



**Reduced** market-based **emissions** by **37%**, and **increased** use of **renewable energy** by **2%** between 2019 and 2021



Two offices made the switch to **100% renewable energy**



Recognized as an **Amazon Web Services (AWS) Energy Competency Partner**



**1.2M meals generated** by the global Food Drive



**USD\$200,000** to organizations dismantling systemic racism



**USD\$5M+** in pro bono consulting



**400+ AWS certifications** earned by women through Project Ada



Slalom team members contributed over **10,000 hours** in 2021 in **support of our Inclusion, Diversity & Equity efforts**



**Ranked #1** in Industry Best Workplaces™ for Parents 2021 by *Fortune*



# Our shared vision: a letter from our CEO

Dear readers,

As I reflect on 2021, I am reminded of all the challenges we—as global citizens—have faced and are working collectively to overcome. We persevered through year two of the pandemic and we took concrete steps to protect our planet from climate change, and systemic inequalities continue being called out and addressed. Progress is being made, but so much opportunity remains.

Today’s environmental, social, and economic challenges are imminent issues that require innovative solutions—solutions we at Slalom are committed to providing alongside our partners and customers in each of the communities where we live and work.

Across the globe and in each of our 43 markets, our purpose is to dream bigger, move faster, and build better tomorrows for all. This purpose and our 10 core values are woven into the fabric of who we are as a company. And so, we are wholeheartedly invested in the idea of effecting positive change and making an impact on lives near and far. We know it’s a journey, not a destination. And we are taking action, one step at a time.

In 2021, we continued to transform internally to improve the world around us. This includes

furthering our environmental, social, and governance (ESG) strategy within our operations and the services we provide and ramping up efforts to measure our environmental impact to transparently show our progress. We joined [The Climate Pledge](#) and worked to build a unified strategy across Slalom to achieve its goal of net-zero carbon emissions by 2040.

**“We are wholeheartedly invested in the idea of effecting positive change and making an impact on lives near and far.”**

In addition to taking those climate actions, we continued to make a tangible impact on people’s lives and in the greater community through valued customer relationships. In both a paid and pro bono capacity, we helped organizations address racial injustice, more efficiently administer COVID-19 vaccines, and build sustainable supply chain processes to reduce environmental impact. This is only the beginning.

Like every year prior and every year to come, in 2021 we put our people first. From building on our inclusion, diversity, and equity (ID&E) momentum to providing additional health and well-being benefits to help team members and their families navigate the pandemic, we provided our teams the flexibility to determine how to best collaborate, connect, and maintain balance in our new hybrid world.

I’m convinced that our work is now more important than ever before as we build better tomorrows for all. We are committed to showing up every day with courage, empathy, and teamwork. Together, Slalom team members make a difference in the lives of our customers and communities, and we continue to work toward a more environmentally and socially responsible workplace and world. We know it’s possible, and we won’t stop until we get there.

**Brad Jackson**  
CEO



A Slalom New Jersey team member helps with a coat drive for Jersey Cares.



GOALS OVERVIEW

# Our 2020-2030 impact goals

As a company working toward better tomorrows for all, we fully support the [UN Sustainable Development Goals \(UN SDGs\)](#), which were presented in 2015 as a shared global blueprint for prosperity. Our sustainability and impact goals in the areas of **planet, communities, and people** align to the UN SDGs as we believe it is our corporate responsibility to advance them. We rigorously measure our progress and are transparent with our stakeholders, sharing both our successes and challenges.

Left to right: Slalom New Jersey team members participate in a beach sweep with Clean Ocean Action. Slalom Bay Area team members building frames for Habitat for Humanity’s Playhouse Build. Slalom Seattle Veterans take a quick photo break from an outing.



## Our planet 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 SDGs



## Our community 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 USD\$100M to make impactful grants in the future.

UN SDGs



## Our people goals

- Goal 1:** 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/ethnic diversity of our US local communities by or before the end of 2030.
- Goal 3:** Achieve gender parity in our representation across Slalom by or before the end of 2025.

UN SDGs





PROGRESS HIGHLIGHTS

# Our planet

Slalom has aligned our environmental goals to the UN SDGs for climate action and affordable and clean energy.

UN SDGs



## Goal 1

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

Progress

We are putting the infrastructure in place to help us achieve our goal to reduce carbon emissions. Investing in both resources and measurement tools, we are building a system that will move us beyond commitment to action.

2019 emissions (market-based):	2021 emissions (market-based):	% change emissions:
51,256 tCO <sub>2</sub> e*	32,361 tCO <sub>2</sub> e	-37%

\*metric tons of carbon dioxide equivalent

Emissions include Scope 1, Scope 2, and Scope 3 (categories: purchased goods and services, business travel, commuting/teleworking). We recognize a significant emissions reduction can be contributed to reduced business travel due to the global pandemic.

2019 renewable energy:	2021 renewable energy:	% change renewable energy:
0%	2%	2%

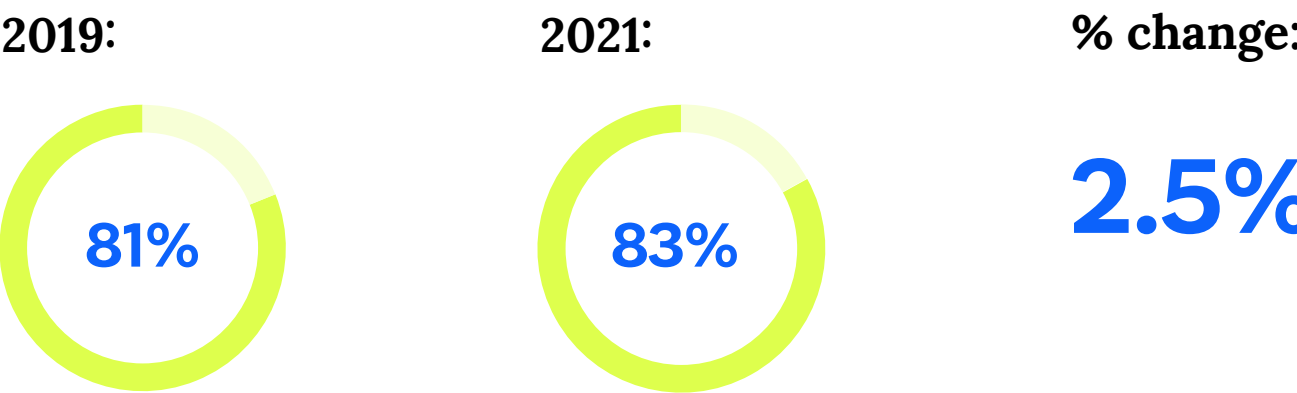
Renewable energy is determined by the amount of Renewable Energy Certificates (RECs) for each MWh of energy consumed.

## Goal 2

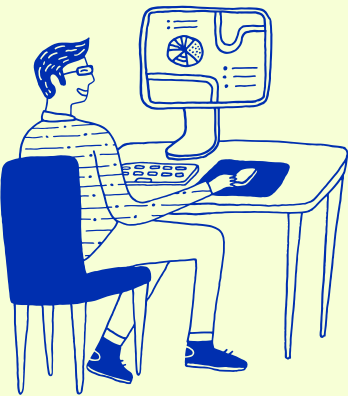
Implement waste reduction programs across all Slalom offices.

Progress

Our offices continue to implement waste reduction programs, including composting and recycling, as we strive to achieve 100% participation in these programs across our physical spaces.



Waste reduction programs include any form of recycling or composting program in a Slalom physical space. Calculations done using 35 physical locations in 2021.



Two of our Slalom offices made the shift to **100%** intentionally purchased **renewable energy** in 2021, with more offices making the transition in 2022.



PROGRESS HIGHLIGHTS

# Our communities

Slalom is identifying how we can best contribute to the UN SDGs working toward zero hunger, equitable health and well-being, quality education, and creating sustainable cities and communities.

UN SDGs



## Goal 1

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

Progress

We worked closely with our people, our customers, and our partners to drive tangible results throughout our local communities in the 43 markets in which we live and work.

- **Promoting equitable access to COVID-19 vaccine:** Partnering with the Cook County Department of Public Health in Chicago, we drove a **28% increase in COVID-19 vaccination rates in 11 communities where rates were lowest.**
- **Increasing energy efficiency:** Supported the United Kingdom’s Department of Business, Energy, and Industrial Strategy (BEIS) in administering the Green Homes Grant initiative, which was part of the UK’s COVID-19 response package. This initiative led to the “greening” of more than 200K homes, **sequestering tens of thousands of tons of CO<sub>2</sub> to lower the country’s carbon footprint.**

## Goal 2

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

Progress

Through our community volunteer efforts, pro bono client engagements, and local and global donations, we supported organizations around the world.

- **Purposeful work:** In 2021, Slalom team members contributed nearly 22K hours in partnership with more than 291 organizations to deliver work that aligns with our purpose of building better tomorrows for all.
- **Addressing education disparities:** Through the Springboard8 program, which we launched at Seattle Central College, Slalom volunteers contributed more than 1,200 coaching hours and USD\$40K in tuition relief to Black male college students in Seattle to support an increase in graduation rates.

## Goal 3

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

Progress

The Slalom Foundation, which began with an initial investment of USD\$1M in 2019, has grown to USD\$6.9M and as we expand to new locations, we seek ways for each of our markets to contribute to the endowment. Our corporate giving efforts align to our purpose of building better tomorrows for all.

- **Dismantling systemic racism.** In 2021, we disbursed more than USD\$200K through our Social Equality Initiative (SEI) grant program, which calls on our team members to nominate local not-for-profit organizations to receive grants in support of their work addressing education and economic disparities faced by individuals in underrepresented communities.



The **Slalom Foundation**, which began with an initial investment of USD\$1M in 2019, **has grown to USD\$6.9M.**



PROGRESS HIGHLIGHTS

# Our people

Our people goals align with the UN SDGs related to health and well-being, reduced inequalities, and gender equality. We also strive to ensure our people feel a strong sense of inclusion, belonging, and engagement. This aligns with our core value: *Celebrate authenticity.*

UN SDGs

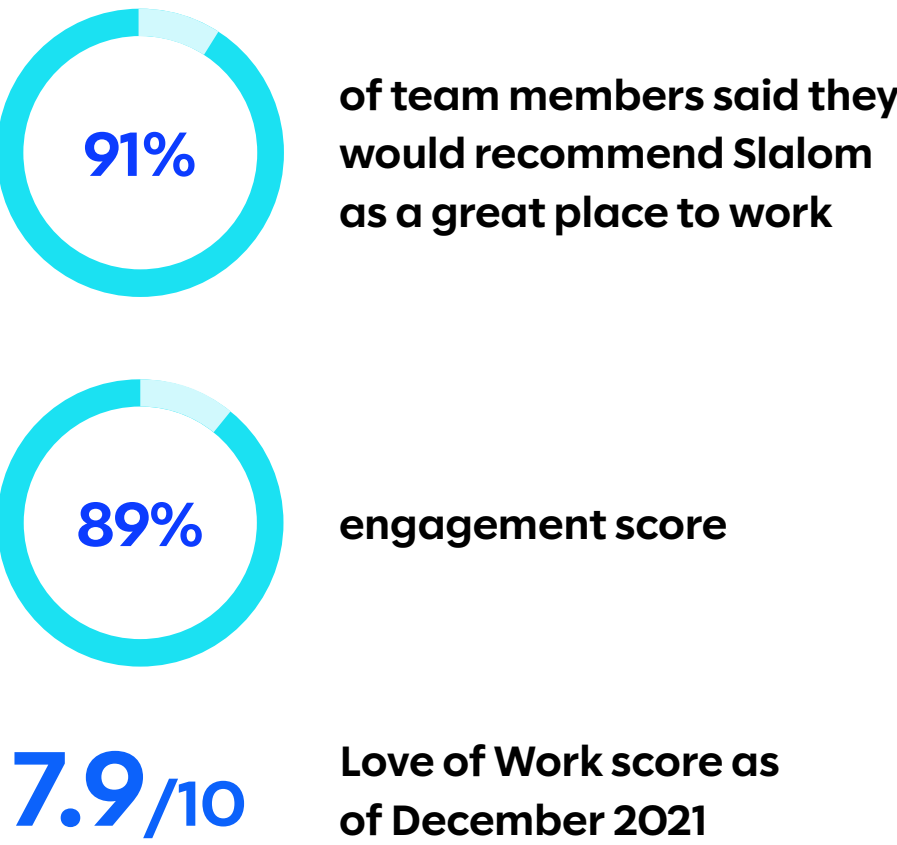


## Goal 1

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.

Progress

Based on our April 2021 Engagement Survey:\*



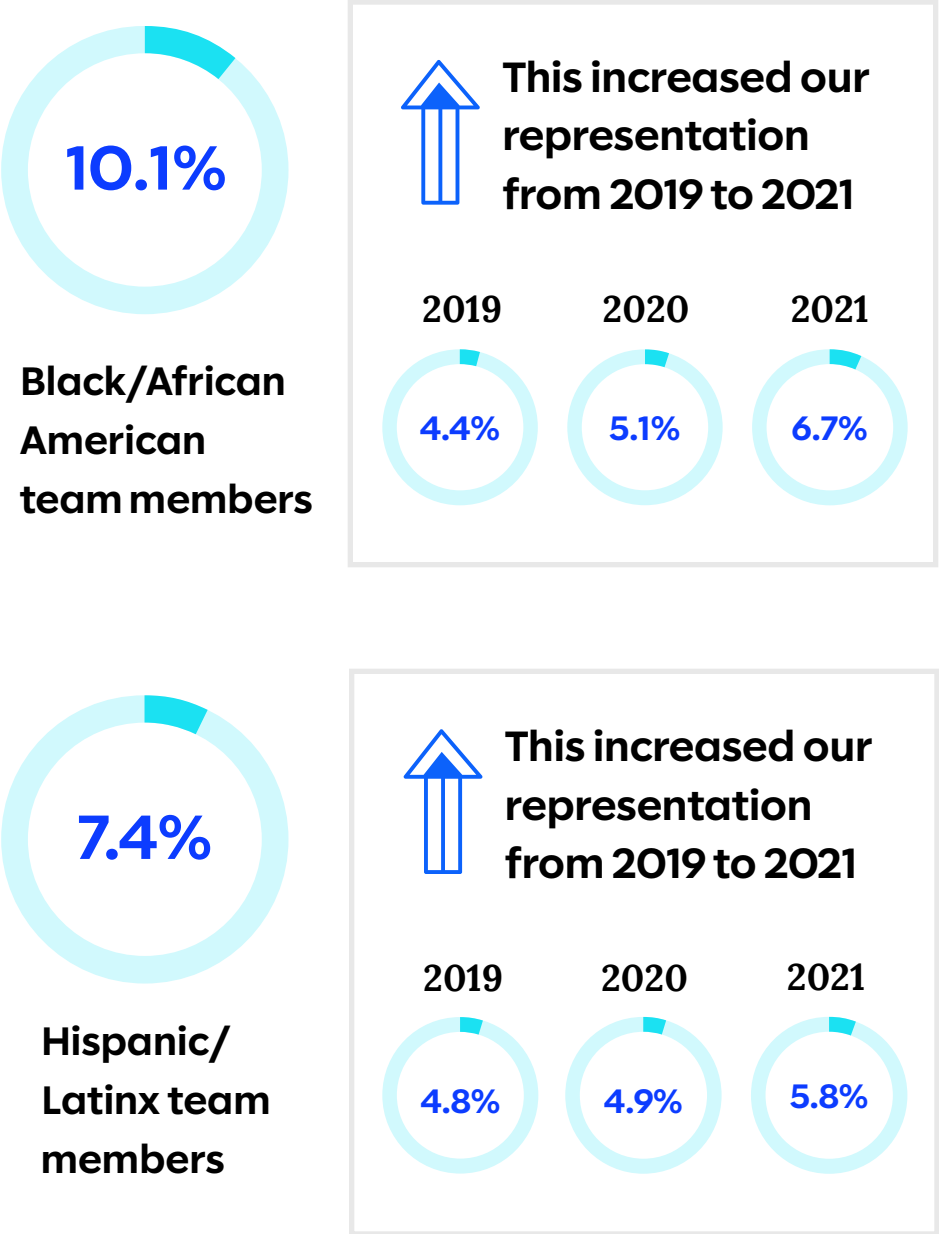
\*87% of our team members participated in this survey

## Goal 2

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

Progress

Slalom continued to increase our representation across underrepresented groups in 2021. In the United States, of our total hires, we hired:

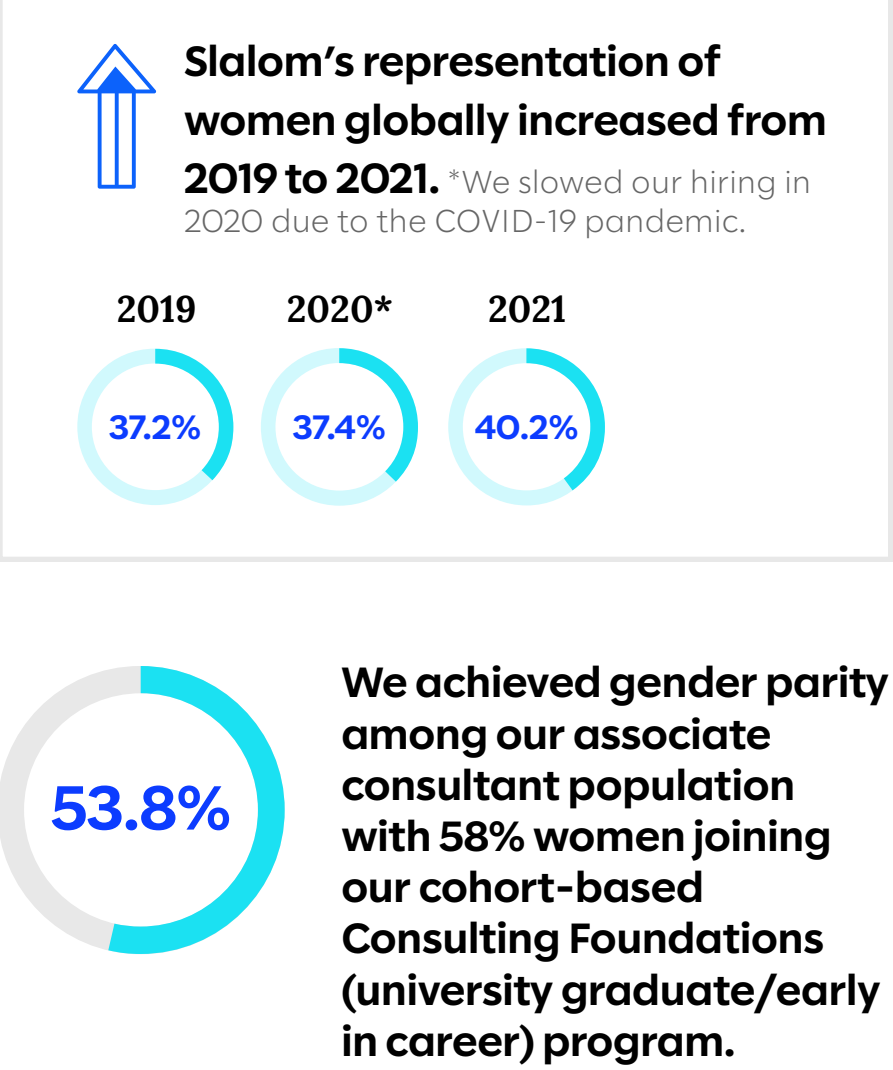


## Goal 3

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

Progress

In 2021, 44% of our new hires were women, and in the fourth quarter of the year, 21 of our markets/teams achieved 50% female hires.





OUR PLANET

# Transition to net zero





# “Protecting the environment for future generations directly ties to Slalom’s purpose and core values.

We believe embracing sustainability—including achieving carbon-neutral emissions and shifting to 100% renewable energy by 2030—will enable us to improve the health of the planet and help meet the challenges of our customers and our communities . We’re thrilled to be joining other companies that are showing their sustainability commitment through The Climate Pledge.”

Tony Rojas  
President

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







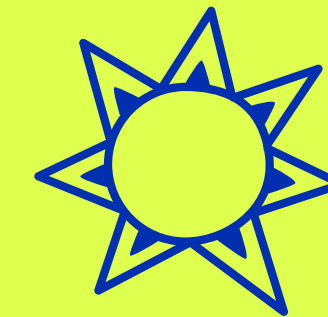
# Embracing sustainability

At Slalom, we believe a healthy planet **will enable us to improve the health of our people and help meet the challenges of our customers and communities where we live and work.** While it's not one person's singular responsibility, effecting real and lasting change requires us all to commit to behavioral changes that will reduce our carbon footprint as a company.

**We believe embracing sustainability—including achieving carbon-neutral emissions and shifting to 100% renewable energy by or before 2030—is the only path forward.** Waste reduction is also critical when we think about protecting our planet for future generations.

Top: A Slalom Build Bay Area team member cleans up the streets during Slalom's MLK Day of Service. Bottom: A few folks from Slalom Silicon Valley dig up invasive fennel at Coyote Point Park.

## Pledging allegiance to our planet



We spent 2021 building on our 2020 progress toward integrating environmental sustainability across the company. That's why we joined [The Climate Pledge](#) in

February 2021. This commitment, co-founded by Amazon and Global Optimism, is a call to businesses and organizations to take collective action on the world's most pressing crisis and work together to build a safe and healthy planet for future generations.

Through collective action, The Climate Pledge pushes signatories to achieve net-zero carbon emissions 10 years ahead of the Paris Agreement targets—by 2040, not 2050. This aligns to Slalom's purpose of building better tomorrows for all, as well as guiding us to be intentional in our transition to net zero by first doing all that we can to reduce our emissions and carbon footprint, before moving to offset it. It is not enough to aim for carbon neutrality: we must make the behavioral and consumption changes before moving to an offsetting strategy.



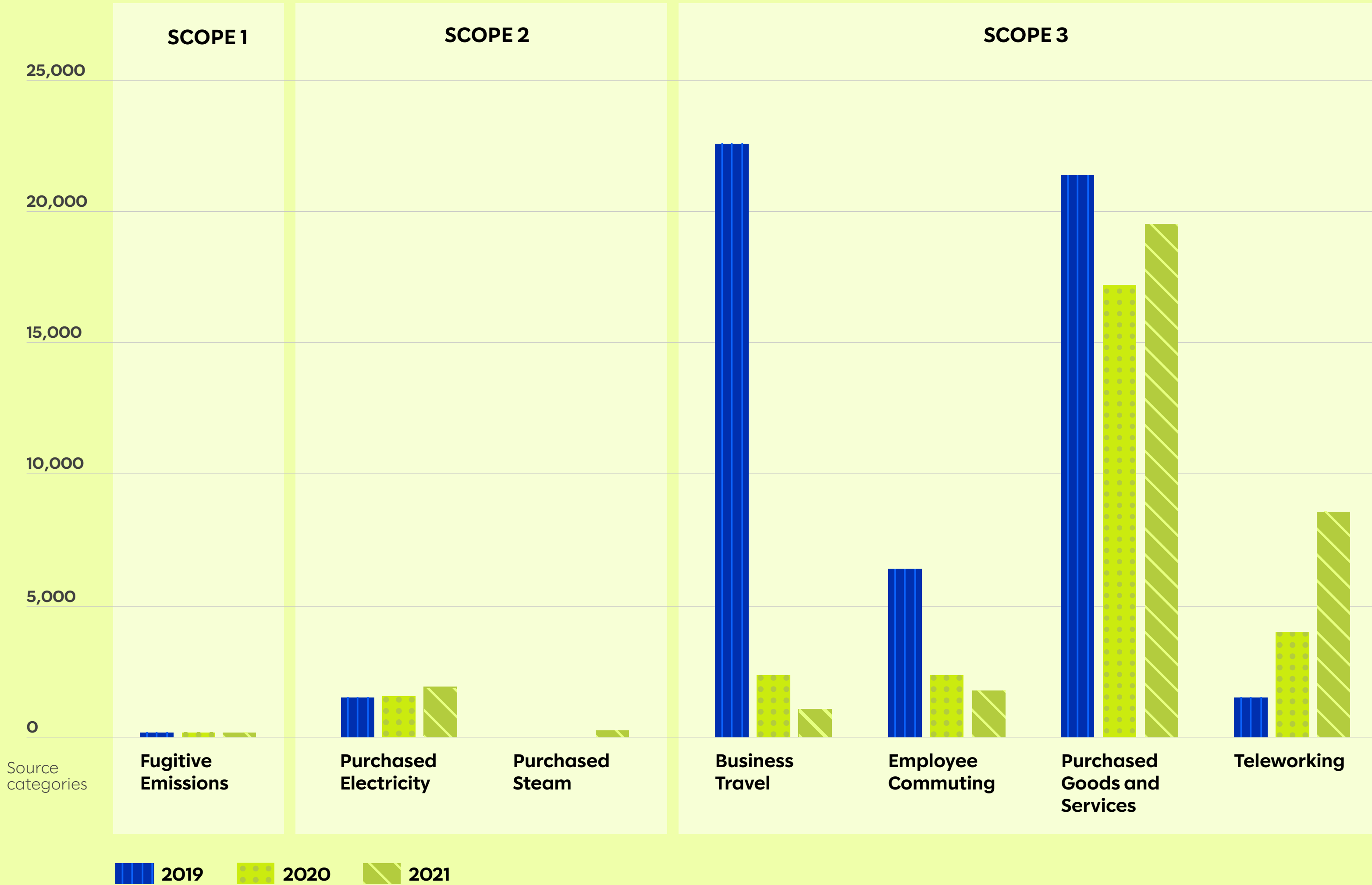
# Emissions

As part of our journey to net-zero carbon emissions, we are determined to reduce our greenhouse gas emissions, which we measure in tonnes or metric tons (t) of carbon dioxide (CO<sub>2</sub>) equivalent (e), or more simply written as tCO<sub>2</sub>e. Over the past several years, we have built the infrastructure necessary to move beyond commitment to action. This infrastructure supports our data-driven decision-making, ensuring we can properly measure and manage our carbon footprint. From 2019 to 2021, we reduced our emissions from 51,256 tCO<sub>2</sub>e to 32,361 tCO<sub>2</sub>e, which is a 37% reduction.

Since 2019, we have revised our baseline emissions, using more accurate assumptions and methodologies for our calculations. We were able to track new categories such as commuting, teleworking, and purchased goods and services. As we seek to improve our accuracy and methodologies year over year, our footprint may continue to change, which is another step on our journey toward greater transparency.

The table to the right describes our Scope 1, Scope 2, and Scope 3 emissions.

2019-2021 emissions (tCO<sub>2</sub>e)





# Stewarding resources responsibly

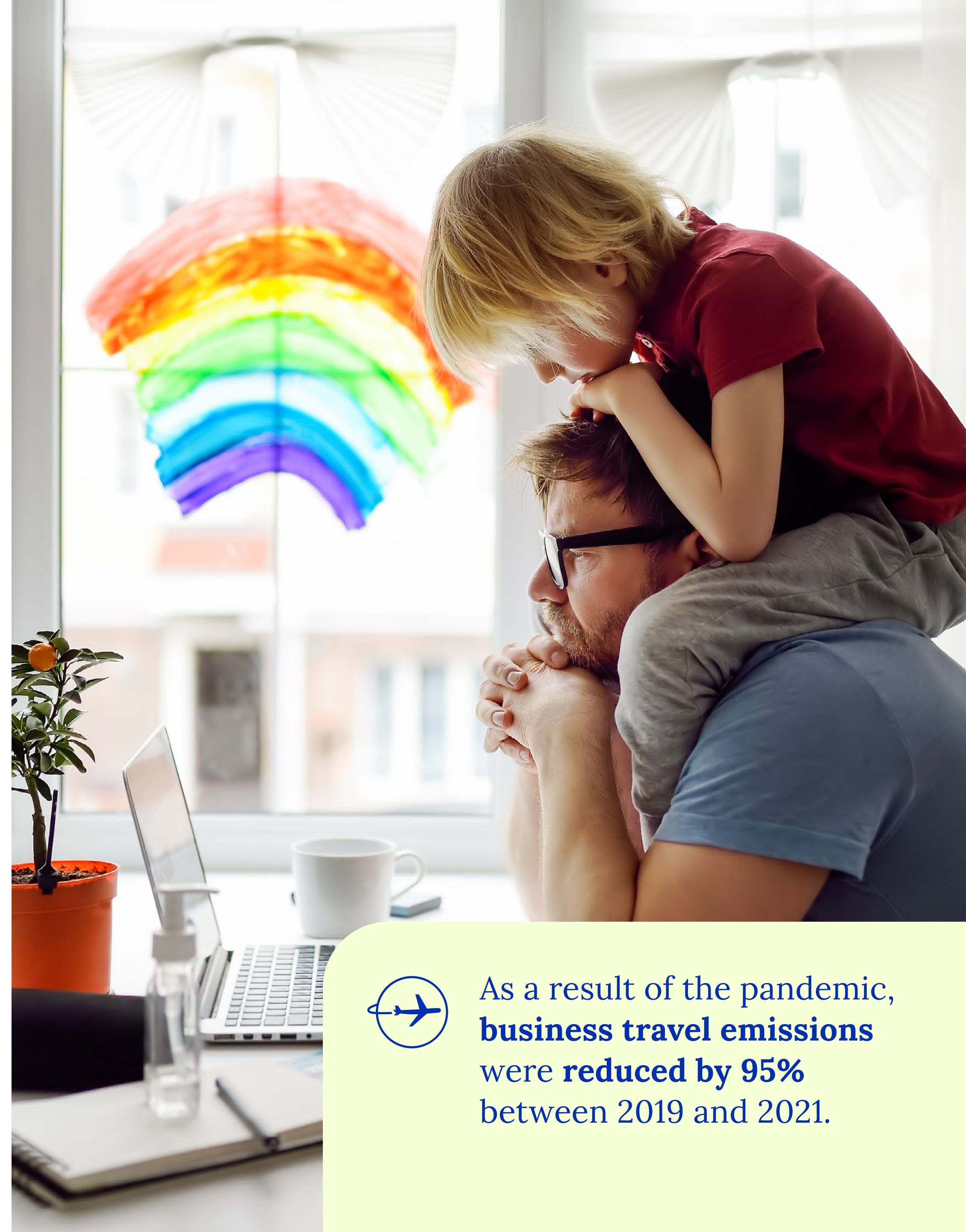
While 2020 could be classified as a collective world shutdown, 2021 could be called a year of reawakening to a “new normal.” The pandemic forced us to reimagine everything from how we purchase goods and services to how we foster connection, socialize, work, and travel. We realized we could use the learnings from the pandemic to be better environmental stewards as the behavioral changes brought about by COVID-19 greatly reduced our carbon footprint.

By halting company travel in 2020 due to the pandemic and then introducing our Best for All flexible approach to work in 2021, we’ve lowered emissions from air travel and reduced our carbon footprint per person and for the company as a whole. In fact, as a result of the pandemic, **business travel emissions were reduced by 95% between 2019 and 2021.**

And while we expect more travel to resume, we now have a baseline understanding of our emissions and can work toward additional reductions per traveler going forward. This will be achieved in two ways: first, by giving teams the opportunity to define their own norms for

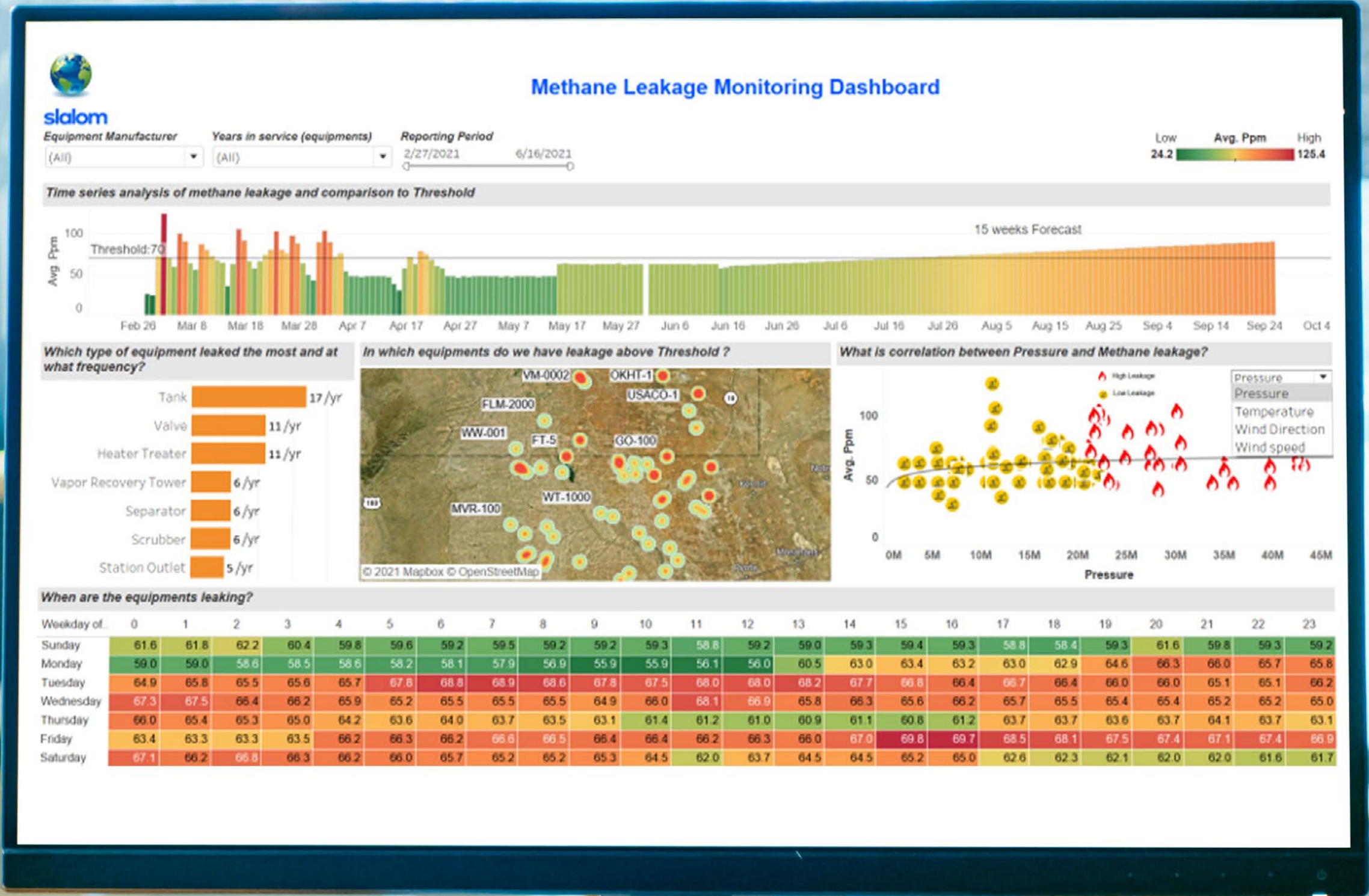
work and collaboration (via our Best for All work approach as mentioned above); and second, by leveraging booking-tool technology that allows flights to be sorted by carbon emissions and hotels to be sorted based on their eco-certification status.

We screened new vendors using sustainability criteria that evaluated their waste and recycling programs, emissions, and ethical practices. This was especially important as we considered options for Slalom events, gifts, and gear. We evaluated our event and holiday gifts with an eye toward products with either a give-back component or made from sustainable, recyclable, or compostable materials. For our end-of-the-year gratitude gifts, we also offered our team members the choice of making a charitable donation to select organizations in lieu of receiving Slalom gear themselves. Nearly one in four team members opted to make a donation, allowing this simple yet effective shift to make a small reduction in environmental impact while increasing our social impact.

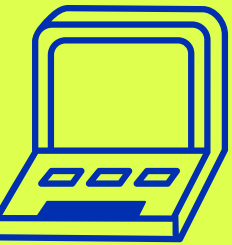


As a result of the pandemic, **business travel emissions were reduced by 95% between 2019 and 2021.**





# 2021 hackathon: Hack for climate solutions



Inspired by the Slalom corporate responsibility report in 2020, our 2021 hackathon brought together engineers, big thinkers, and enthusiastic leaders to collaborate on sustainability challenges such as waste management and reduction, protecting our environment, and the biodiversity of our communities. Hosted by Slalom Build, and open to all of Slalom, **more than 150 Slalom team members across 20 cities and four countries participated in the [Hack for Climate Solutions](#) event.**

The top team, **Meth Busters**, devised a connected sensor solution to detect and limit methane emissions, which

the UN has identified as the strongest lever to slow climate change. The team's solution focused on monitoring emissions in the oil and gas industry using low-cost Internet of Things (IoT) sensors and a cloud-based data and analytics dashboard solution. Using this technology, companies can notify leak detection and repair teams to fix leaks quickly, minimizing safety hazards, reducing environmental impact, and preventing lost revenue.

Other hackathon teams' solutions included a cloud-based carbon calculator for companies to monitor the carbon footprint of their data operations, and intelligent traffic lights that decrease vehicle idle time, thus reducing emissions.

A sample dashboard of Meth Busters' methane emissions connected sensor solution.



# Energy

As part of our efforts to put initiatives and programs in place to improve our overall environmental footprint, we hired a dedicated team member to engage with the property managers of our leased buildings to obtain their energy consumption information. Over the past several years, our total energy consumption has gone up as we’ve added additional markets; however, several markets have begun to make the shift to renewable energy.

For existing facilities, we are exploring ways to ensure our energy is coming from renewable energy sources, such as by purchasing Renewable Energy Certificates (RECs), and we are considering sustainable energy criteria for new buildings that we move into (e.g., if a building is LEED certified). We will continue to calculate total energy consumption based on our growing number of markets while tracking reduction in individual markets.

# Industry recognition

Our environmental sustainability work was recognized by others in the industry in 2021. Along with our partners and their customers, Slalom celebrated the following:



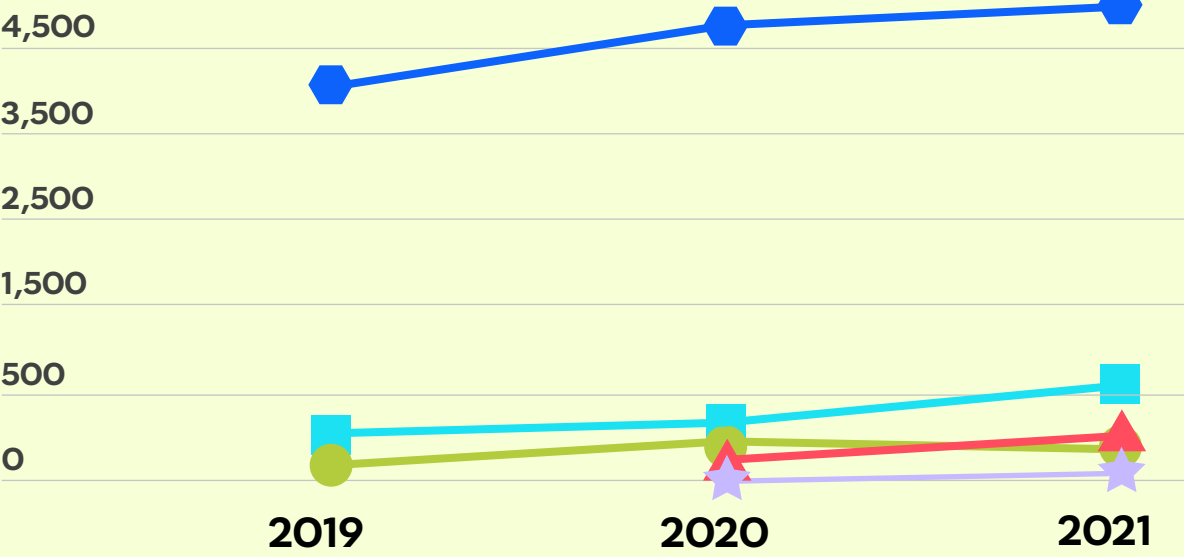
**AWS Energy Competency** recognized our breadth of capabilities across the energy sector globally and the work we do to help customers leverage AWS cloud technology to accelerate the transition to a sustainable energy future.

To share our progress with requesting stakeholders, Slalom annually reports to the Carbon Disclosure Project (CDP) and EcoVadis. In our most recent scorecard from EcoVadis, Slalom earned a silver medal and scored in the top 25% of companies assessed. The EcoVadis medal is our first award in recognition of our ESG achievement. This is also the first year where we have scored above the industry average across all topic areas; it is a big accomplishment, and it reinforces that Slalom is moving in the right direction.

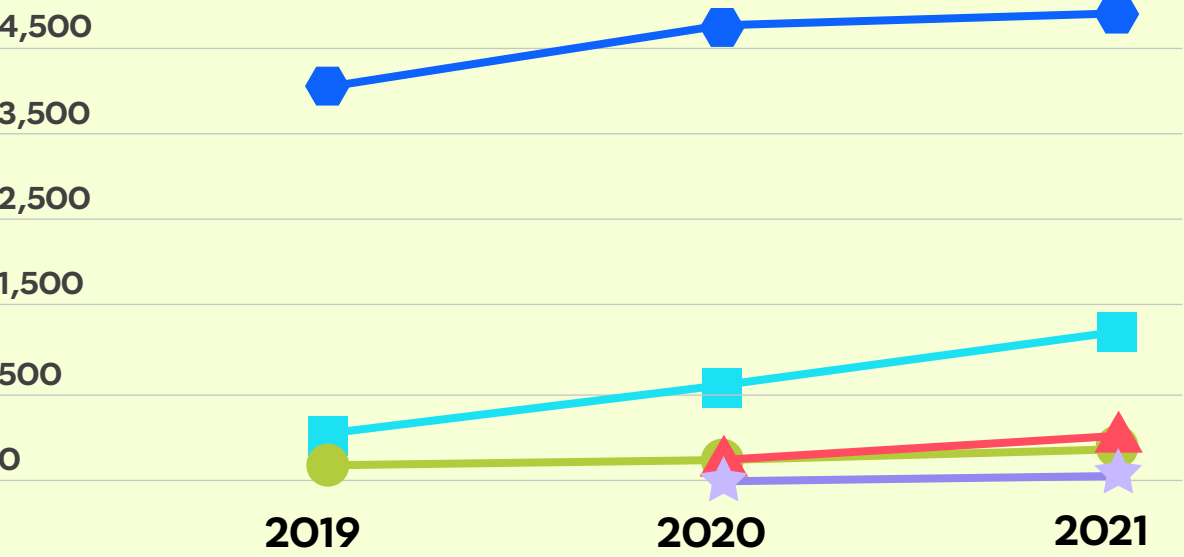


- Canada
- England
- Australia
- Japan
- United States

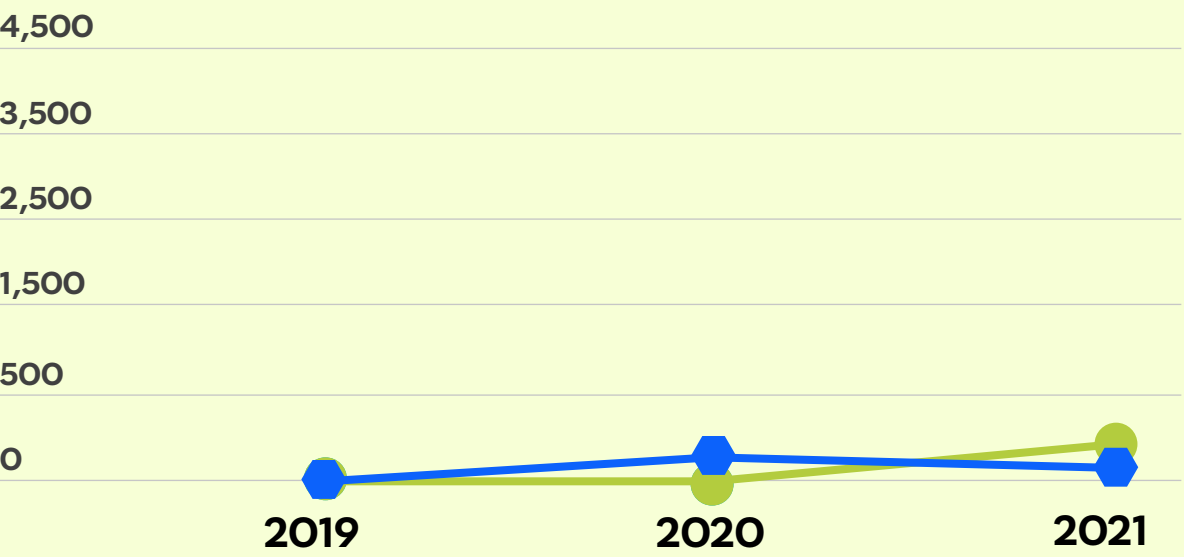
Total energy consumption (MWh)



Non-renewable energy (MWh)



Renewable energy (MWh)







# Cleaning up Australia— together



We are proud to work with organizations—like [Clean Up Australia](#)—that share our sustainability goals. As one of Australia's most trusted environmental organizations for over 30 years,

Clean Up Australia inspires and empowers communities to clean up, fix, and conserve the environment. In 2021, we worked together to build data visualization dashboards so that Clean Up Australia could better track the progress of its programs and how it is creating a more sustainable future for Australia and the world.

A Slalom team cleaning up Maroubra Beach on Clean Up Australia Day.



# Grassroots support for sustainability

Slalom’s Green Teams are dedicated to promoting environmental responsibility and an eco-friendly culture in the office, at home, and in the greater community. In our offices around the globe, they drive efforts to inspire action for a brighter, cleaner, and more sustainable planet.

For Earth Month in April 2021, several offices took action including:

- **Denver:** planned a month-long eco-challenge and a week of engaging events. They also implemented a new, in-office composting initiative to divert food waste to compost instead of trash, reducing their office’s carbon footprint.
- **Melbourne and Sydney:** hosted a series of lunch-and-learn sessions focused on reducing our individual environmental footprints, coordinated a Clean Up Australia day, ran a month-long sustainability challenge for local participants, and successfully completed a National Tree planting day.

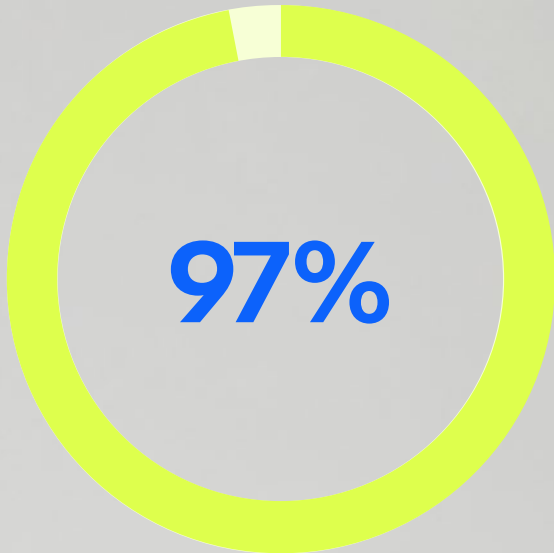
- **London:** offered responsibly sourced food and catering for the local team and encouraged all office gifting to be done via socially impactful marketplaces such as Social Supermarket.

In 2021, Boston and London also reported using 100% renewable energy, with more offices such as Melbourne and Montreal to make the switch soon. This drives us toward our goal of 100% renewable energy by 2030.

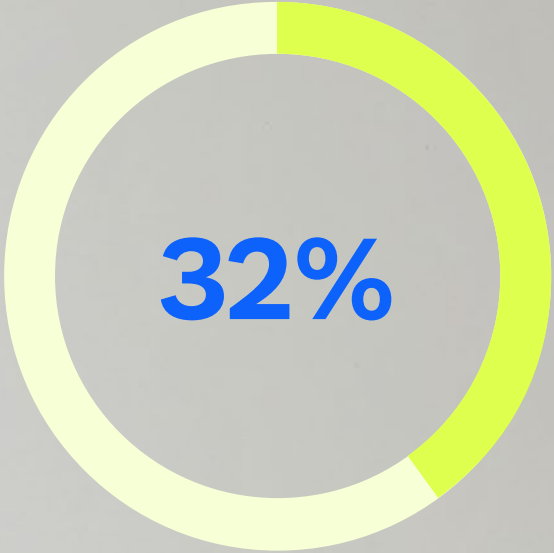
Of the 29 offices that responded to our annual Green Teams survey, 97% of them offered some form of formal recycling (paper, plastic, aluminum cans, glass, batteries, e-waste) in 2021. Also, 32% offered some form of composting.

We have more steps to take on our journey to sustainability, and our Green Teams are just one piece of the plan.

Of the 29 offices that responded to our annual Green Teams survey:



offered some form of formal recycling (paper, plastic, aluminum cans, glass, batteries, e-waste).



offered some form of composting.





OUR COMMUNITIES

# Local care, global impact





# Driving equity, inclusion, and sustainability

As we expand our local care, we affect our global footprint. We do this by supporting partnerships that drive equity, inclusion, and sustainability, contributing our time and expertise on projects that will make a profound impact, and working to purposefully grow the endowment of the Slalom Foundation so we can continue this work well into the future. Here are just a few examples of our community impact across the globe in 2021.



## Moving neighborhood data for social change in California

We partnered with the [USC Sol Price Center for Social Innovation](#) to enhance a platform that puts invaluable neighborhood-level data in the hands of Los Angeles community groups and policymakers. The result is a more powerful and accessible tool to support social justice efforts across Los Angeles.



## Helping Canada during COVID

We partnered with [Microsoft and CDL Rapid Screening Consortium](#) on a mission to solve one of Canada’s biggest challenges in history: protecting public health while reopening the economy. Together, we developed a rapid antigen screening program, which is available to all organizations in Canada.



## Supporting a UK charity for underserved young people

Slalom consultants in London, Manchester, Boston, Atlanta, and Seattle teamed up to help [OnSide](#)—a UK charity that provides young people in economically disadvantaged areas across England with positive adult role models and safe spaces—to more fully utilize Salesforce and, in turn, better support their key constituents.





4

**Raising money for cancer research**

More than 20% of Slalom Columbus team members participated and/or supported Pelotonia, an annual charity bicycle ride that raises money for cancer research.\* In Slalom’s first year of participation, our riders committed to fundraising, at a minimum, USD\$1,250 each. **In 2021, our team raised nearly USD\$20,000 for innovative cancer research.**

*\*Funds raised benefit The Ohio State University Comprehensive Cancer Center-Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, including The Pelotonia Institute for Immuno-Oncology*



5

**Fostering diversity in tech careers**

Slalom Denver’s Community Career Catalyst program provides career support and mentoring to diverse job seekers. In 2021, the program hosted two cohorts of mentees with Turing School of Software & Design and the not-for-profit Climb Hire. **Approximately 50% of mentees received job offers within three months of program completion.**



6

**Painting the neighborhood to brighten lives and homes**

Slalom Fort Worth partnered with Trinity Habitat for Humanity and the City of Fort Worth for the Cowtown Brushup event. Volunteers helped restore homes by providing minor exterior rehabs. **This program brightened neighborhoods and helped homeowners, many of whom are elderly residents on fixed incomes.**



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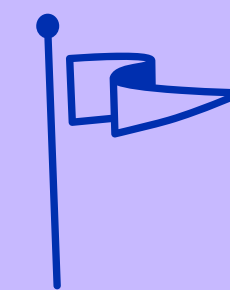
**Bringing smiles to kids in the hospital**

Slalom Chicago continued its support of patients, staff, and families at Lurie Children’s Hospital by:

- **Assembling and delivering more than 1,000 care packs as part of Slalom’s MLK Day of Service.**
- **Bringing summer camp to the bedside of 318 patients.**
- **Participating in the Run for Gus race and raising USD\$2,700 for treatment of children battling brain tumors.**
- **Raising more than USD\$10,000 and delivering 100 children’s books.**



# Delivering equity for all



In 2021, we worked in multiple communities to support equitable vaccine distribution. In Lake County, Illinois, we partnered with the local government to create a tool—the [AllVax Portal](#)—that accelerated their vaccine rollout. **The AllVax Portal was an integrated Salesforce experience that provided equitable access to the COVID-19 vaccine for Lake County’s diverse population of 700,000 people.** This partnership addressed important and timely public health concerns while building long-term trust within the community too.



# Taking a stand for men's health

In 2021, we took a stand for the [Movember Foundation](#)—the leading global charity focusing on men's mental health and suicide prevention, prostate cancer, and testicular cancer. Since 2003, Movember has raised funds to deliver innovative, breakthrough research and support programs that enable men to live happier, healthier, and longer lives.

Slalom has participated in Movember since 2011, encouraging team members to get involved by creating an event in their local market, sharing a message of hope on the virtual Kudo board, or making a donation in any amount to Slalom's Movember team.

“Each year we tend to break the record of the previous year. **In 2021, we had 315 participants in 23 markets and raised USD\$104,866 in 30 days.** In total since 2011, we have raised more than USD\$546,000 for men's health programs.”

**Gary Bedell**  
Senior Consultant,  
Business Advisory Services

Top: Slalom Seattle's Movember team striking a pose at a fundraising event. Bottom: Slalom Chicago team members getting ready for a facial trimming at an event supporting Movember.







## Addressing food insecurity

Our people are passionate about supporting the communities where we live and work. Slalom holds several annual charity-focused events per year. In spring 2021, we held our **10th annual Slalom Food Drive**, our largest company-wide charitable event. Markets partnered with local food banks, raising money and awareness, and employees volunteered their time. **The Food Drive generated over USD\$400,000 equivalent, which resulted in more than 1.2 million meals around the globe.**

“This year, we set out to make a difference in **32 communities across three countries**. I am proud to say **we raised nearly USD\$410,000 through team members’ generous contributions this year.**”

**John Tobin**  
Executive President







## Lending our expertise through pro bono work

**In 2021, we provided more than USD\$5M in pro bono consulting value.**

One example was our work with the [Boys & Girls Club of Hollywood, California](#). For this project, we helped to implement a new customer relationship management (CRM) system, trained the not-for-profit on reporting and analytics, built a roadmap for marketing and fundraising campaigns, and assisted with donor management. Now, the organization's leaders can make thoughtful, data-driven decisions about fundraising, and they are better equipped to communicate effectively. This in turn will provide the club with more time and resources to serve families and kids in the community.

In Atlanta, we worked under a federal grant issued by Invest Atlanta (City of Atlanta's economic development authority) to deliver services at a discounted rate as we **provided COVID business recovery services to over 80 small businesses, 70% of which were women-owned or owned by a member of an underrepresented group.**

Another example of our pro bono work is in Australia. In organizing a donation drive for the [Melbourne Indigenous Transition School](#) (MITS), our Australia employee resource group identified an opportunity to provide more than just financial contributions. To help MITS drive better student outcomes, **we developed a customized dashboard that measures the progress of students after they've graduated** and provides essential data to inform the strategic direction of the school.



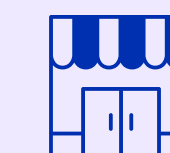
**22,000 hours**

In 2021, our people contributed nearly 22K hours in partnership with more than 291 organizations to deliver work with purpose.



**USD\$1M**

We raised more than USD\$1M in donations across 25 of our markets.



**14 markets**

Also in 2021, 14 of our markets donated nearly USD\$5M in pro bono consulting value in support of communities.



# Partnerships with lasting impact

We are also entering the fourth year of our partnership **with [Feeding America](#) to completely transform how the largest domestic hunger relief organization uses data and technology** in its national office and network of food banks to end hunger in America. Slalom-built tools resulted in 101 million additional nutritious meals for neighbors in need last year. These tools helped food banks better understand their sourcing operations and match supply with demand. Our partnership helped Feeding America better understand the nature of food insecurity in America and the national office evolve their network engagement strategies.

We worked with [Plan International Canada](#), whose mission is to improve the lives of the world's most vulnerable children, to replace their legacy customer relationship management (CRM) system with a Salesforce CRM. We also worked to integrate its broader technology ecosystem so the organization could better manage international projects, child sponsorships, and donor relationships. This will enable Plan International Canada to support more children globally, especially young girls who have historically been denied equal access to education, healthcare, and more.



Slalom Boston team members at the Greater Boston Food Bank, where the local partnership has been going strong for seven-plus years.



# Supporting an increase in Black male college student graduation rates



In 2021, Slalom continued to partner with Seattle Central College and the Seattle Colleges Foundation on the Springboard8 program. Funded through the Slalom Foundation, this partnership connected 37 Black male students with 13 Slalom coaches to work together with the goal of providing support for their college journey. Through the program, **we provided approximately 1,200 hours of volunteer coaching—a cost of USD\$30,000 (volunteer hours valued at USD\$25/hour) and nearly USD\$40,000 in tuition relief to the participating students.**

**1,200**  
hours of volunteer coaching

**USD\$40,000**  
in tuition relief







# The Slalom Foundation

We started the Slalom Foundation with an initial investment of USD\$1M in 2019. Each year, a percentage of our operating budget is allocated to the Foundation, and at the end of 2021, the Foundation endowment had grown to USD\$6.9M. Those funds are then disbursed through various philanthropic programs, like our Social Equality Initiative (SEI), which empowers our team members to nominate not-for-profit organizations in their communities to receive grants.

We will continue to contribute to the Foundation as we expand to new locations, as well as seek ways for markets to directly contribute to the endowment.





# Social Equality Initiative (SEI) grant recipients

In 2021, we completed year two of our three-year journey donating USD\$1M to organizations focused on dismantling systemic racism through our SEI grant program funded via the Slalom Foundation. This program is aimed at supporting local organizations focused on dismantling structurally racist policies and practices and/or addressing economic and education disparities faced by Black, Indigenous, and people of color (BIPOC) communities. **By the end of 2021, we had awarded SEI grants to 10 organizations totaling over USD\$200,000 across our markets.**

<a href="#"><u>Intertwined</u></a>	Intertwined empowers young people and engages members of the Greater Houston community and beyond to work together to achieve peace and progress and ensure lasting change.
<a href="#"><u>The Hidden Genius Project</u></a>	The Hidden Genius Project was founded by five Black male entrepreneurs/technologists to train and mentor Black male youth in technology creation, entrepreneurship, and leadership skills to transform their lives and communities.
<a href="#"><u>Hopeworks</u></a>	Hopeworks propels young people to build strong futures and break the cycle of violence and poverty in Camden, New Jersey, by connecting them to life-changing opportunities where their growing technology skills go to work for enterprising businesses within the community.
<a href="#"><u>CASA of Philadelphia</u></a>	Court Appointed Special Advocates (CASA) of Philadelphia County trains and supervises more than 100 community volunteers every year to advance the welfare of children in foster care through effective advocacy.
<a href="#"><u>For Oak Cliff</u></a>	For Oak Cliff provides culturally responsive initiatives in South Oak Cliff, Texas, to liberate the community from systemic oppression, create a culture of education, and increase social mobility and social capital.
<a href="#"><u>Feed'em Freedom Foundation</u></a>	Feed'em Freedom Foundation ignites and centers Black agriculturalists to participate as owners and movement leaders within agriculture, land stewardship, regional food security response, and economic prosperity.

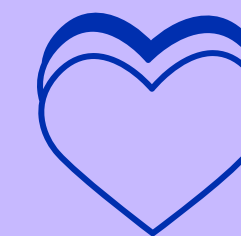
<a href="#"><u>The Prosp(a)rity Project</u></a>	The Prosp(a)rity Project's mission is to improve the financial and economic mobility of college-educated Black women and tackle the hurdles of systemic inequity, fueled by misogynoir (the intersection of sexism x racism).
<a href="#"><u>Detroit Justice Center</u></a>	The Detroit Justice Center is a not-for-profit law firm working alongside communities to remedy the impacts of mass incarceration by creating economic opportunities, transforming the justice system, and promoting equitable and just cities.
<a href="#"><u>Self-Evident Education Inc</u></a>	Self-Evident Education envisions a world where all young people understand and honestly assess the ways that race and racism have been intentionally constructed throughout the US.
<a href="#"><u>Friends of San Quentin News</u></a>	Friends of San Quentin News is dedicated to elevating the voices of the incarcerated and formerly incarcerated, helping restore dignity in how they're viewed, giving them hope for fair treatment, and motivating them toward civic engagement.







## Direct aid to India



When India and Nepal were in the midst of a devastating humanitarian crisis from COVID-19 in 2021, Slalom joined the global response efforts to help with monetary donations. **Slalom donated USD\$75,000 in aid to [Project HOPE](#), a not-for-profit organization working to procure and distribute medical supplies and equipment, train front-line health workers, and educate communities about how to stop the spread of COVID-19.** Donations to Project HOPE received a matching contribution, which resulted in USD\$142,500 in direct aid to impacted communities across India and Nepal.



OUR PEOPLE

# Our heart







# Our people come first. Always have, always will.

**In 2021, as the world began to emerge from the pandemic, Slalom's people-centric superpowers converged.**

As general manager of our Washington, DC, office at the time, I witnessed how committed our company leaders were to incorporating ID&E and sustainability and impact (S&I) into all aspects of our culture.

From making our recruitment and hiring practices more inclusive to ensuring our employee experiences were tailored to the diversity of our workforce, we were enabling our people to love their lives and work in more ways than ever before.

These are the reasons that I welcomed the opportunity to step into the role of chief ID&E officer in April 2022. With gratitude for the work my predecessor set in motion, I am humbled to lead us forward on our journey to build better tomorrows for all.

One of our core values—and a personal favorite of mine—is “Do what is right, always.” This simple yet powerful statement is used to guide so much of what we do. It's our north star for all people-related decisions, and it always leads us in the right direction. Our commitment to living this value in everything we do is why I choose to be at Slalom.

It's why we led with transparency and accessibility in our business updates to team members via our Slalom Town Halls. It's why we put an emphasis on mental health resources when educating our team members on our benefits. It's why we built a career framework that rewards the journey rather than the destination. We know the decisions we make today will shape lives for generations to come, so we don't take them lightly.

**Together, we've built a unique culture that leverages empathy, authenticity, strong relationships, and collaboration to deliver unparalleled business outcomes and employee experiences.** People are the heart of all we do, so it only makes sense for them to be the center—the connection—that everything else flows through.

**Kristine Santa-Coloma Rohls**  
Chief ID&E Officer





# Benefiting all

Slalom offers a full range of life, health, wellness, disability, leave, retirement, and additional benefit programs to meet the diverse needs of team members and their families. We're proud that many of our benefits exceed the requirements and/or typical market practices in each country where we operate. In 2021, we implemented a unique and flexible well-being spending account referred to as the THRIVE fund, which can be used by team members to improve their physical, emotional, financial, and social well-being in a way that has the greatest impact to them. Slalom also launched a global backup care program (for elderly and child dependents) and offered special access to other care services including household cleaners, pet walkers, and more.

Slalom New Jersey team members and their families putting together school supplies for Urban Promise Trenton.



Our **benefit programs that support parents** received recognition from *Fortune* and Great Place to Work®. We came in No. 1 in the industry and No. 4 overall on their Best Workplaces™ for Parents 2021 list. Slalom continued to provide eight weeks of paid parental leave\* for all parents and an additional eight weeks of paid leave for recovery for birth mothers (for a total of 16 weeks for birth mothers).\* According to Great Place to Work, survey comments included “Slalom supports and advocates for women leaders through flexible work arrangements for returning mothers and a strong sense of collaboration and support in general.”

Slalom was also awarded the *Fortune* 50 Best Workplaces for Parents (US) in 2021 for the third year in a row.

*\*In the US.*



# Holistic health

At Slalom, we want to help each of our team members love their life and work—in other words, thrive. We think of health and well-being in a holistic way—emotional/mental, physical, financial, and social well-being. These four interconnected pillars support both individual and collective well-being.



## Emotional/mental health

In the US, Slalom team members have access to our Employee Assistance Program (EAP) through Cigna. When challenges like stress, relationship issues, substance abuse, and more come up, team members can access confidential support with a licensed counselor at no cost to them.



## Physical health

Aside from building a culture that prioritizes physical activity—our annual STEPtember challenge encourages markets and global teams to compete against each other by keeping track of their movement for the month of September—team members receive funds through our THRIVE well-being account (USD\$350 or equivalent) that can be used to purchase exercise equipment, a fitness tracker, personal training, and more.



## Social well-being

We offer a robust and flexible paid-time-off (PTO) program that enables our team members to take time away from work to spend with family and friends, travel, pursue their passions, and more. In addition to PTO, we also offer floating holidays, which allow our team members the flexibility to choose additional days away from work.



## Financial health

Where applicable, we host financial planning webinars, hosted by our 401(k)/retirement partner Fidelity, to support team members in achieving their financial goals. In addition, team members in the US can access free financial consultations by phone as well as a discount on tax preparation services through EAP.

# External honors

Aside from being recognized as Best Workplaces™ for Parents 2021, we also received several country-level awards and [more than 20 local office awards](#) in 2021:

### Glassdoor 2021 Best Places to Work (US), fifth year in a row

Honors companies that employees love working for. Winners are determined solely based on **feedback provided by employees.**

### Fortune® 100 Best Companies to Work For® (US), sixth year in a row

Assesses through employee feedback companies that create great employee experiences that cut across race, gender, age, disability status, or any aspect of who employees are or what their roles are.

### Human Rights Campaign (HRC) Best Places to Work (US), seventh year in a row

Recognizes businesses that earn a score of 100 on the HRC Foundation’s Corporate Equality Index, a national benchmarking tool on corporate policies, practices, and benefits pertinent to lesbian, gay, bisexual, transgender, and queer employees.

### ARN Women in ICT D&I Champion (Australia)

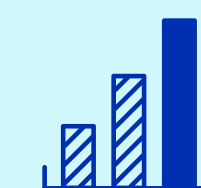
Honors standout companies that are driving diversity and inclusion across all aspects of the business, spanning employees, customers, and key stakeholders.



# Reaching new milestones

Slalom is guided by our purpose, core values, and our 10 strategic priorities, which include customer obsession; people, culture, and values; and inclusion, diversity, and equity. This combination of attributes drove a strong increase in demand for our services in 2021, and we continued to bring on new team members, reaching a milestone of 10,000 Slalomers (working in more than 40 markets across five countries) in July. As we grew, we were keenly focused on ensuring our demographics mirrored the communities wherein we live and work.

And we're not done inviting people to pursue their passions and make an impact with us. As part of our 2030 strategic priorities, we anticipate being in 20 to 25 countries by the end of the decade.



**In 2021, we had the most hiring growth in Slalom's history**

**11,000+**

The total number of Slalom employees worldwide



**“The year 2021 was a really rough time for a lot of people who were coming to terms with the fact that the pandemic was not going to be over in the foreseeable future.**

**Slalom’s executives were transparent in letting us know that they cared about our health and well-being by not forcing us to go into the office, which I greatly appreciated. The company also helped donate to communities during the holidays, when we had the option to purchase something from the Slalom store or donate our portion. I loved that!”**

**Johanna Wei**  
Senior Analyst,  
HR Data & Analytics



Slalom President Tony Rojas presenting at a virtual Town Hall.

## Transparency for our teams

Our senior leaders focused on being transparent with our people in 2021. We communicated the positive—and the challenging—in our virtual Slalom Town Halls, which started in 2020 and became a mainstay in 2021. During these global meetings, senior leaders provided updates on what was happening in the world and with Slalom, while being candid, informative, and human. The Town Halls provided space for our people to feel connected and informed as they worked virtually while hearing honest updates from our leaders in uncertain times.



## Growing your own way

In 2021, we rolled out our new Me@Slalom career framework, which was designed to guide our people in growing and developing their careers at Slalom—in their own way. Me@Slalom enables our go-forward approach to an equitable employee experience around learning and development, performance, promotion, and compensation and reward processes. We also aligned more than 5,000 team members’ roles to the new framework, with more consistent titling and robust job descriptions to support their unique career growth aspirations.



These programs also help **strengthen the connective tissue of our growing company**, representing each of our markets and global teams that make up the Slalom family.

## Skill building that sets us apart



We offer robust learning and development opportunities to help our team members build technical, functional, consulting, and leadership capabilities. In 2021, over 500 early-career consultants completed a virtual bootcamp, followed by a specialized academy (e.g., Cloud, Salesforce, Slalom-created Business Advisory Services Academy).

Additionally, we launched an interactive onboarding game to help our new team members learn about the Slalom culture and get to know our senior leaders, purpose, vision, and strategy. We also continued to transition in-person experiences to virtual ones and built new virtual experiences from scratch to strengthen team member connections while supporting remote working.

We also launched two new virtual leadership development programs in 2021, while pivoting a third traditionally in-

person program to the virtual environment. The first new program focused on core leadership skills for new to mid-level people leaders. The virtual approach and overall design of this program enabled us to scale it to three times the size as previous years. This multi-month leader-led cohort-style program finished the year with more than 75 trained guides and more than 250 participants, deepening their development of Slalom's core leadership competencies. The second new program focused on accelerating the transition for more than 50 newly promoted and hired managing directors, ultimately setting them up for success in their roles with professional coaching, executive-led small-group mentoring, and peer networking. These programs also help strengthen the connective tissue of our growing company, representing each of our markets and global teams that make up the Slalom family.



## Looking forward to our future of work

As the world—and work—shifted, Slalom continued to grow exponentially. **In 2021, three out of five team members were hired during a time when we couldn't meet in person.** To address this changing work landscape, we needed to define the future of work for our people.

We created Slalom's Best for All approach in response to those rapidly changing dynamics between employers and employees. Our goal was simple: work *should* work for individuals and teams, even if that looked different across our business. We wanted to respect team member preferences, all while meeting our clients' diverse needs. The result was our hybrid approach that empowers teams (inclusive of clients and partners) to define their "norms" and ways of working so everyone can show up as their best selves. This is an example of our company-wide, people-first approach.

As we navigated the "future of work," we prioritized listening to and equipping our people with what they needed to be successful. In spring 2021, we created **HabLab, which studies the habits and habitats for creating the best employee experience at Slalom.** Through six experiments, grounded in science, we are identifying ways to ensure each of our team members loves their future at Slalom.



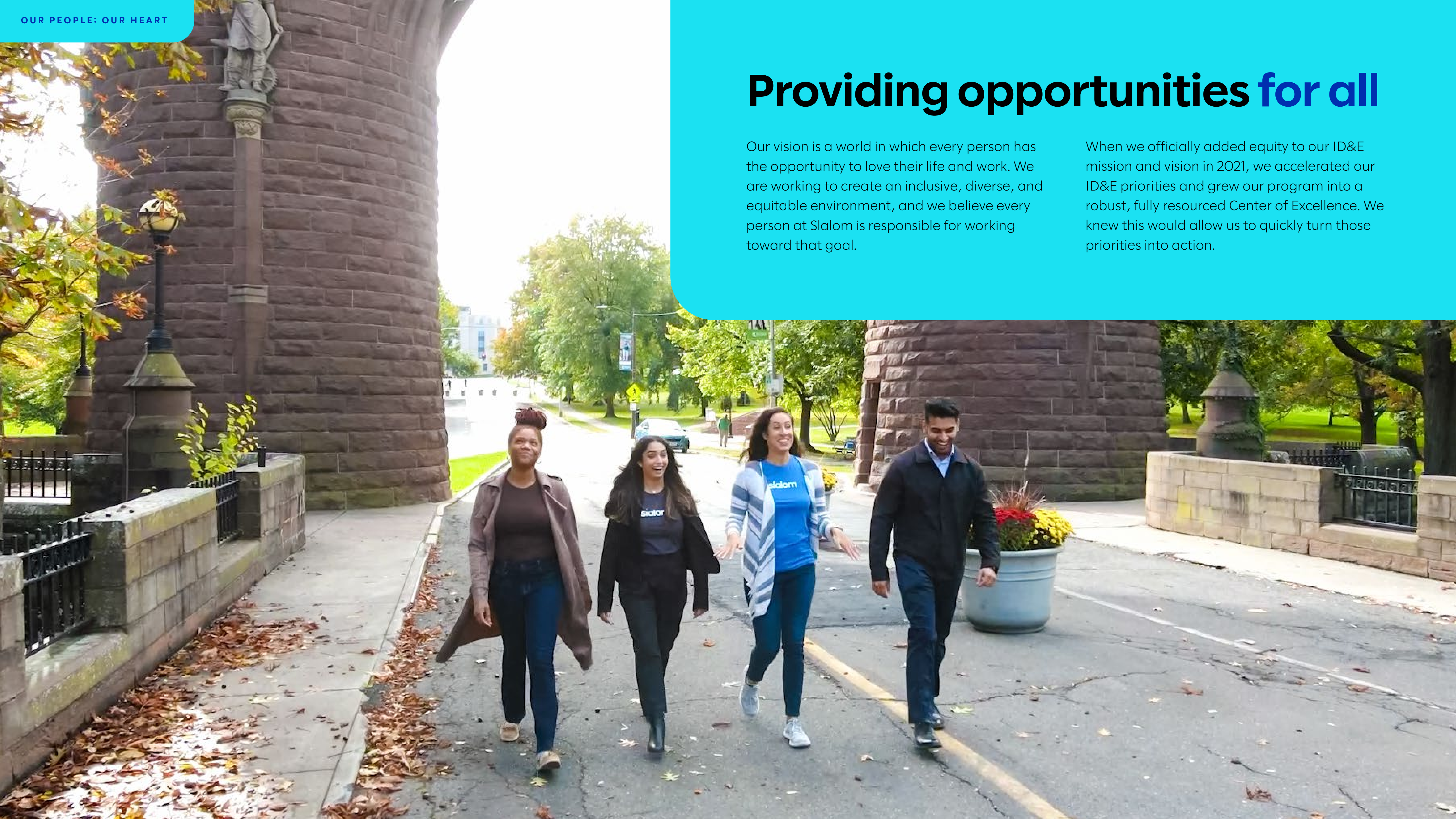
We are identifying ways to **ensure each of our team members loves their future at Slalom.**



# Providing opportunities for all

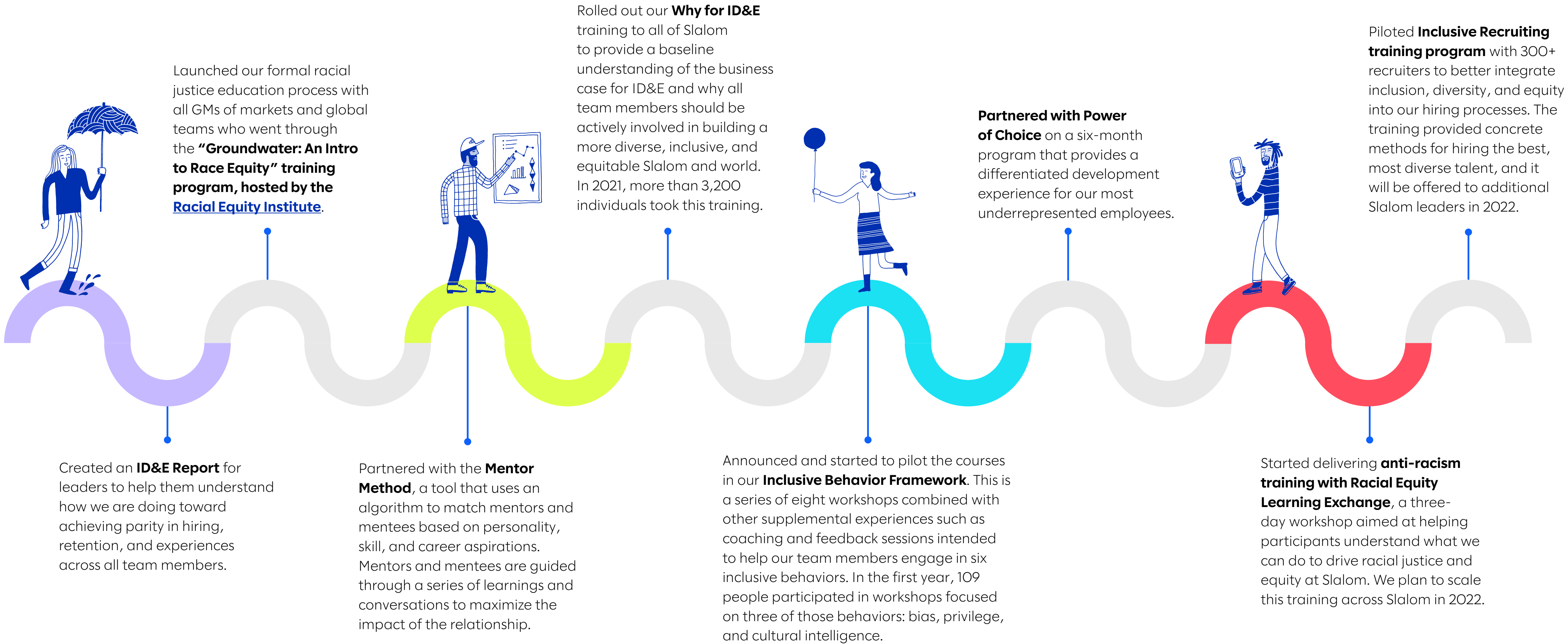
Our vision is a world in which every person has the opportunity to love their life and work. We are working to create an inclusive, diverse, and equitable environment, and we believe every person at Slalom is responsible for working toward that goal.

When we officially added equity to our ID&E mission and vision in 2021, we accelerated our ID&E priorities and grew our program into a robust, fully resourced Center of Excellence. We knew this would allow us to quickly turn those priorities into action.





# After a year of hard work, here are our ID&E 2021 updates:





# Lifting each other's voices

Employee resource groups (ERGs) help to build inclusivity, celebrate diversity, and foster belonging. At Slalom, we consider our ERGs the “keepers of our culture” and a critical business enabler to attract and retain our diverse talent. Our ERGs exist to help historically underrepresented or marginalized communities create inclusive environments so team members can thrive in the workplace. Their primary purpose is to provide groups of employees with a formal structure within the company to support their unique needs as they relate to specific personally identifying characteristics, including visible and invisible identities. Each ERG has a unique and clear vision that is integrated into the overall inclusion, diversity, and equity (ID&E) strategy. Our ERGs are global, open to everyone, and led by an executive sponsor and global leads.

In 2021, we created a Global ID&E Council to serve as a governing body to drive alignment, accountability, and advocacy as we integrate ID&E across the company. The council is chaired by our CEO and includes 15 of our executive leaders from across the globe.

To capture and reward the investment and impact of our ID&E efforts, we launched dedicated, global time codes for our ERG leaders and ID&E ambassadors to track non-billable, above-and-beyond, internal Slalom contributions such as global and local ERG leadership coordination, delivery of programs, learning opportunities, initiatives, and ERG events hosted across our markets. These time codes recognize our team members who are building the resources, tools, and community spaces that enrich our culture and broaden our horizons. At the close of the year, Slalom team members logged over 10,000 hours of effort in support of ID&E.

**“Slalom is a big place and being able to find a home and the people with whom you feel most comfortable being yourself is so important. ERGs provide that space for so many different communities.”**

**Gina Rice**  
Managing Director, Chicago

Top: Slalom Boston Veterans and families visit the oldest commissioned warship afloat. Bottom: Prism Denver members and families turn out for a PRIDE Walk.





“I love that **at Slalom** you can **do your best, most fulfilling work AND be a happy mother!**”

**Rathna Nair**  
Principal, Delivery Leadership

## ERG highlights for 2021

As we closed out 2021, our eight Slalom-sponsored ERGs met with the Global ID&E Council and the Executive Leadership team to each discuss their vision and mission, what they want to be known for in 2030, asks of the executive team, key accomplishments for 2021, obstacles/barriers they face, their focus areas for 2022, and how they will measure success.

Some commonly acknowledged obstacles/barriers included no in-person events due to the pandemic; the level to which local leadership influences employee experience and psychological safety; lack

of confidence in data for self-identifying communities, making it difficult to measure progress; and burnout.

Based on these barriers, our ERGs made direct asks for more active and visible sponsorship, dedicated budgets, investment in full-time resources, corporate partnerships with diverse professional organizations supporting recruiting activities, and professional development opportunities.

Following are snapshots of the vision, mission, and key accomplishments for each of our global ERGs:



**Vision**

An inclusive community where diverse perspectives, experiences, and cultures are the cornerstones of how we think, approach problems, and celebrate our employees.

**Mission**

Connect, cultivate, and empower a community of Asian, Asian American, Pacific Islander (API) employees by raising awareness about cultural heritage, further career development and representation, providing networking and mentorship opportunities, and creating a sense of belonging.

**Key accomplishments in 2021**

Established a corporate sponsorship with the National Association of Asian American Professionals (NAAAP), a local ERG chapter in 25 of our markets, and provided educational and leadership programs to support API members.



**Vision**

A Slalom where employees of all backgrounds are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to Slalom’s success.

**Mission**

To strengthen our relationships with colleagues, clients, and communities through celebrating and leveraging all aspects of diversity, for the success and development of our people, our communities, and our company.

**Key accomplishments in 2021**

Expanded presence in three new markets taking the total to 21, and also expanded our leadership team to support new ERG pillars and provide global leadership opportunities to more community members.



“As I’ve seen, family has the power to turn isolation over one’s queer identity into a celebration. **Employee resource groups like Prism can be that supportive family for Slalomers, making it easy to come out and be your authentic self from day one.**”

**Shelley Fulla**  
Director, Market



**Vision**

To create a world where the infinite variations in mind and body are represented, empowered, and celebrated.

**Mission**

We amplify the voices of disabled, neurodiverse, and mental health communities. We are committed to being educators, advisors, and advocates for change within Slalom and beyond. We realize our mission through educational programming, accessibility initiatives, policy reform, recruiting, and a commitment to intersectional allyship.

**Key accomplishments in 2021**

Launched 19 chapters in our first year, encouraged Slalom to join the Valuable 500, sponsored the Stanford Neurodiversity Summit, and led activities for Mental Health Awareness Month and National Disability Employment Awareness Month.



**Vision**

To empower all of Slalom’s diverse employees to celebrate their authenticity every day.

**Mission**

To recruit and retain LGBTQ+ advocates and leaders, to create a culture of continuous education, and to embed ourselves within our communities. We will increase awareness and understanding while removing workplace barriers for all sexual orientations, gender identities, and allies.

**Key accomplishments in 2021**

Signed the Business Coalition for Equality Act, obtained a perfect score on the HRC CEI, hosted the first global Trans Awareness Week, and hosted 14 sessions of our LGBTQWhat?! workshop in 10 markets for 400+ employees and all general managers.



**Vision**

A purpose-driven company of connected, empowered, and engaged employees who best reflect and support the communities in which we live and work.

**Mission**

REACH strives to build awareness by attracting, connecting, retaining, and advancing our Black employees as well as expanding our networking relationships for the betterment of Slalom, our brand, our people, and our Black community.

**Key accomplishments in 2021**

Launched the first REACH Global Summit, launched the second iteration of a mentoring program designed to meet the specific needs of the Black community, and expanded the REACH leadership to all Slalom markets.



“I appreciate that **Slalom encourages us to pursue our passions.** That’s what gave me the confidence to propose creating Unidos several years ago. **Unidos has allowed me to open doors for others in the Hispanic and Latinx community** and improve our collective experience here at Slalom.”

**Justin Zamarripa**  
Principal, Customer Engagement,  
Unidos Co-founder & Co-lead



**Vision**

A workplace of empowered employees who love their work, positively affiliate and engage with the Hispanic and Latinx culture, and are committed to the betterment of our surrounding community.

**Mission**

To attract, develop, and retain top Hispanic and Latinx talent, build cultural awareness within our company, and expand our network for the betterment of Slalom, our people, and the community.

**Key accomplishments in 2021**

Expanded membership into 25 Slalom markets; launched Unidas: Latinas at Slalom; held an external Latinx panel during National Hispanic Heritage Month; partnered with Lin-Manuel Miranda to bring his unique story to Slalom; and grew representation by 15% from 2020.



**Vision**

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

**Mission**

To improve the transition from the military career to the post-military career for soldiers, sailors, airmen, marines, and coastguardsmen.

**Key accomplishments in 2021**

Increased veteran population by 50%; hired a dedicated veteran and military family recruiter; expanded partnership with Salesforce Military and Hiring Our Heroes; and expanded from a single day of recognition to Military Appreciation Month.



**Our purpose**

We connect, elevate, and celebrate women to enable an equitable voice throughout Slalom—creating an exceptional place to be.

**Our governance**

We are organized as a board representing the executive leadership from three networks: Women in Technology, Women’s Leadership Network, and Women Who\_build.

**Key accomplishments in 2021**

Launched the new Slalom Women brand bringing together a new ERG operating model; celebrated International Women’s Day and Women’s History Month; sponsored the 2021 Grace Hopper Celebration annual; and held the first-of-its-kind Slalom Women’s Summit—a five-day event focused on the connections and growth of our people.



# Promoting technology education **for women**

Another way our people found meaning is through impactful programs and partnerships. Built for women by women, [Project Ada](#) (named for Ada Lovelace, the world's first computer programmer) is a Slalom initiative started in partnership with Amazon Web Services (AWS) that began in 2020. The goal is to increase the number of woman-identifying team members with AWS certifications, eventually reaching gender parity in this area. This program aims to address the fact that those who identify as women have historically had lower certification than their male-identifying peers.

Through this program, over 400 certifications were earned by woman-identifying team members by March 2021. Today, 35% of Slalom's AWS-certified consultant population identify as women. Also in 2021, Slalom expanded Project Ada beyond the original foundation of technical skills by piloting professional development to include concepts integral for growth such as values-based leadership and branding and launching peer-to-peer coaching.

We believe providing technology education, inspiration, and opportunity for underrepresented

groups is part of our responsibility, and we're excited to continue expanding Project Ada, and potentially even offering it to our clients in the future.

Another program that promotes technology education for women is our [Breaking Barriers](#) program, which was launched in 2021 in partnership with Microsoft, Generation USA, and Year Up. Over 200 team members belonging to underrepresented communities earned Microsoft certifications through this program in 2021, 51% of whom were women and 67% of whom were ethnically diverse. Slalom team members contributed nearly 400 volunteer hours (including nine workshops for Year Up students and 128 mentoring sessions for Generation USA learners) in service to Breaking Barriers.

## 400

**Number of AWS certifications earned by woman-identifying team members by March 2021.**

## 200

**Number of Microsoft certifications earned in 2021, 51% of whom were women.**

**“Project Ada gave me the support and confidence to learn new technology that I previously thought was out of my league. The certifications I earned with the help of Project Ada have been a game changer for my career development.”**

**Nicole Egan**

Senior Delivery Principal, Boston,  
and Project Ada participant







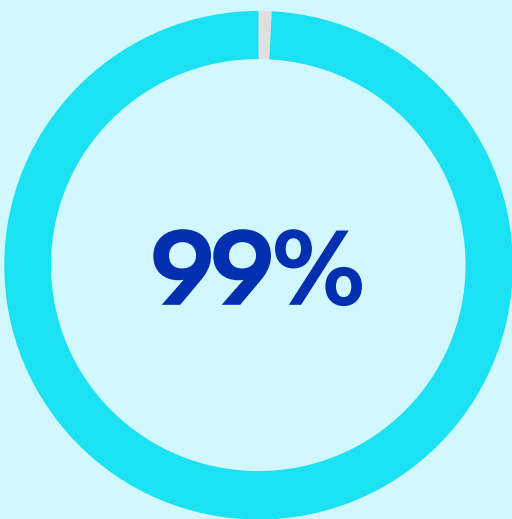
# An impactful course on inclusive recruiting

One of our 2030 goals is to reflect the diversity of the communities where we live and work. To help us achieve this goal, our Talent Acquisition and ERG leaders developed a six-week Inclusive Recruiting training program to better integrate diversity, equity, and inclusion into our hiring processes across Slalom.

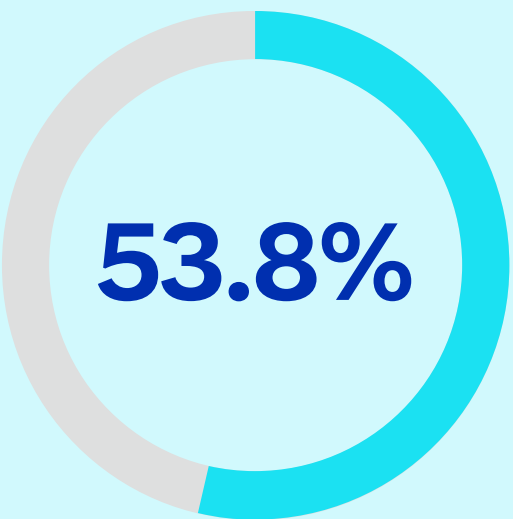
In 2021, all our 300+ recruiters completed this training content, which provided concrete methods for hiring the best talent, more inclusively, so we can reach our broader goal of a more diverse workforce.

After the Talent Acquisition team completed the initial program, we moved toward developing a similar six-week experience for all Slalom hiring managers.

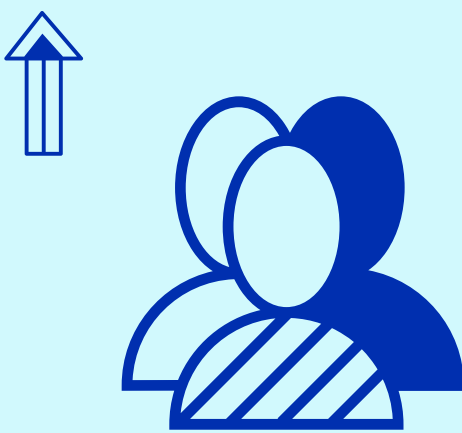
## The results speak for themselves:



Following the training, 99% of respondents reported their ability to recruit more inclusively was meaningfully affected.



We achieved gender parity among our associate consultant population with 58% women joining our cohort-based Consulting Foundations (university graduate/early in career) program.



With the help of the Inclusive Recruiting program, we materially increased our underrepresented minority hiring while more than doubling our hiring overall.

	Six quarters preceding Inclusive Recruiting training (% of hires)	Five quarters since Inclusive Recruiting training (% of hires)
Women (Globally)	37.5%	44.1%
Black or African American (Not Hispanic or Latino) (US)	8.1%	9.8%
Hispanic or Latino (US)	5.9%	7.5%





## Ensuring equitable pay

We are committed to continuing to maintain pay equity at Slalom. Thus we complete pay equity analyses twice per year in alignment with our mid-year promotions and year-end compensation processes. Through these analyses Slalom ensures team members with similar roles, experience, and performance are receiving equal pay. In addition, we prohibit inquiries into a candidate's current or past compensation. This ensures that no preexisting disparities in pay will be perpetuated in one's pay upon joining Slalom.

## It's all our responsibility

Creating an inclusive, diverse, and equitable environment is the responsibility of everyone at Slalom. It's a responsibility we take seriously. Our specialized programs and teams accelerate unique commitments and ensure that ID&E is infused into Slalom's cultural fabric and ways of working.



We are **committed to continuing to maintain pay equity** at Slalom. Thus we **complete pay equity analyses twice per year** in alignment with our mid-year promotions and year-end compensation processes.





OUR RESPONSIBILITIES

# How we work together





# Slalom is driven by one of our core values: *Do what is right, always.*

The Edelman Trust Barometer indicates that more people trust businesses and industries than they do their governments. We take that responsibility seriously and work to ensure that every aspect of our business operates responsibly and securely. We also work diligently to prepare for the future by investing in needed expertise, developing strategic frameworks and enabling proper oversight.

## Ethical business practices

In 2021, we assessed our internal ethics and business practices as they relate to our partners and customers. To support our commitment to the highest ethical business practices, we re-designed and enhanced our anti-bribery and corruption training and our anti-harassment and discrimination training. All team members were required to take both courses—and to review our anti-bribery and corruption policy—to foster a responsible and ethical workplace.

## A secure partner

In August 2021, Slalom obtained the [ISO 27001 certificate award](#) from Coalfire, an independent cybersecurity advisor. The ISO 27001 certification is a third-party, expert assessment that reviews our security processes, tools, and systems related to the protection of client and company data. This assures our customers, partners, and potential clients that we can be trusted with highly sensitive data, intellectual property, and other information assets. In 2021, we had no substantiated complaints concerning breaches of customer privacy or losses of customer data.

## Engaging with suppliers, responsibly

We value companies that mirror the diversity of our customers, our people, and our communities. **Slalom's Supplier Diversity Program** encourages relationships with and development of diverse suppliers to ensure we're supporting equal business opportunity. We know that by diversifying our supplier base, innovation will flourish, and we'll develop even better ways to meet our clients' needs. In 2021, we worked with our vendors to determine which of our product suppliers qualify as a diverse supplier, and what that certification process entails. In turn, we looked to include product and service options from diverse suppliers as much as possible.





“ESG has grown in importance at a pace that, quite frankly, is faster than expected, but when we consider the ‘collision’ of the social issues, economic conditions, environmental threats, and political and regulatory developments we face, it makes sense where we are today.

Finance plays a key role in the cross-functional development of a sustainability strategy that is rooted in the clear understanding of the implications and opportunities of a financially resilient business model.”

**Rob Potter**  
Chief Accounting Officer



## Investing in needed resources

Slalom’s **Sustainability + Impact (S+I) team** continues to assess our ESG progress and address resource needs when they arise. In 2021, we hired two new team members whose roles focus on sustainability related to our facilities and our procurement of goods and services. Our new resources have made a tremendous difference in our focus, goal creation, and progress toward sustainability. **This dedicated group tracks the company’s environmental and social impact and leads the effort on integrating sustainability best practices into Slalom’s daily operations, business strategy, and culture.**

Also in 2021, we updated our ESG strategy to better align to our 2030 goals, created an environmental framework, and completed a robust program to track all our environmental efforts.

## Staying resilient in uncertain times

Over the last few years, we’ve been reminded of the critical importance of team member safety and security. From the pandemic to gun violence to natural disasters, there has been no shortage of tragic and unforeseen events that require rapid response by an adept team with highly specialized experience. To further enhance our preparedness and response to these types of situations, we transformed our physical security organization in 2021.

We hired a director of global resiliency and safety services to oversee environmental health safety, crisis management, business resilience, and workforce protection. This team focuses on building resilience across Slalom using innovative strategies that protect our people, our business, and our brand. Our strategies include compliance, monitoring, and regulatory reporting of environmental safety and systems inside our workplaces and building our crisis and emergency management framework to respond to local disasters.



## Providing **safe solutions**

Slalom created a vaccination policy for team members and a new system for visitors to Slalom offices or in-person events. To further support our people, we rolled out three mobile applications—the HID Mobile Access app to replace physical badges; a health and safety function in the Workday mobile app that tracks vaccination and/or testing status; and a CLEAR Health Pass for visitors—to streamline access while safeguarding the health of our team members and guests.

## Different markets, **different needs**

Different communities have different needs. That's why we're developing a strategic impact framework to allow for flexibility across the cultural and operational norms that span our geographic footprint. This will allow us to collectively track and measure our long-term impact everywhere we live and work.

## **Leading** by example

Slalom's Board of Directors champions the pursuit of the company's inspiring vision and purpose while living our core values. The board's traditional corporate governance responsibilities include oversight of corporate strategy, risk management, accountability, transparency, and ethical business practices. In addition to ensuring Slalom is well run, the board (which consists of both internal and external directors) is encouraged to challenge our thinking and takes an active role in our corporate citizenship through our Sustainability + Impact programs.

Each of the members of our board possesses complementary skills, expertise, and attributes. Additionally, board members are each encouraged to bring their own passion for specific initiatives. We believe a high-functioning board should have a diverse makeup, in terms of professional and life experience, gender, ethnicity, and more. A diverse, inclusive culture is critical to Slalom's future success, and the board is committed to embracing different thoughts, opinions, and people. The board meets quarterly with ad hoc meetings as needed to address specific issues.



Continuing  
our journey





# In 2021, we set out to continue **making a meaningful impact** on our planet, our communities, and our people.



Based on what we shared in this report, we're proud to say we are doing what we set out to do. And while we know a tremendous amount of work remains ahead, we are full of hope for the future—and we hope you are too.

This past year was one of important advancements in the most critical areas, like taking action to protect the environment, building equity in our communities, and helping our people thrive in a flexible work environment. We will continue to build on that momentum by acting with urgency, integrity, and transparency, while using our purpose—**building better tomorrows for all**—as our guide for 2022 and beyond.

For our **planet**, we'll continue to refine how we track and reduce our Scope 3 emissions by leveraging new technology to identify improvement areas and implement carbon-reduction initiatives faster. We'll take steps to further reduce energy consumption and transition to renewable energy in our offices. We'll further our sustainability efforts related to Slalom travel by creating a framework

Slalom Bay Area team members giving back to the local community through the Habitat for Humanity Playhouse Build.

grounded in data and traveler education. Our ESG Steering Committee will continue this impact-focused work with our customers to help them achieve their sustainability goals as well.

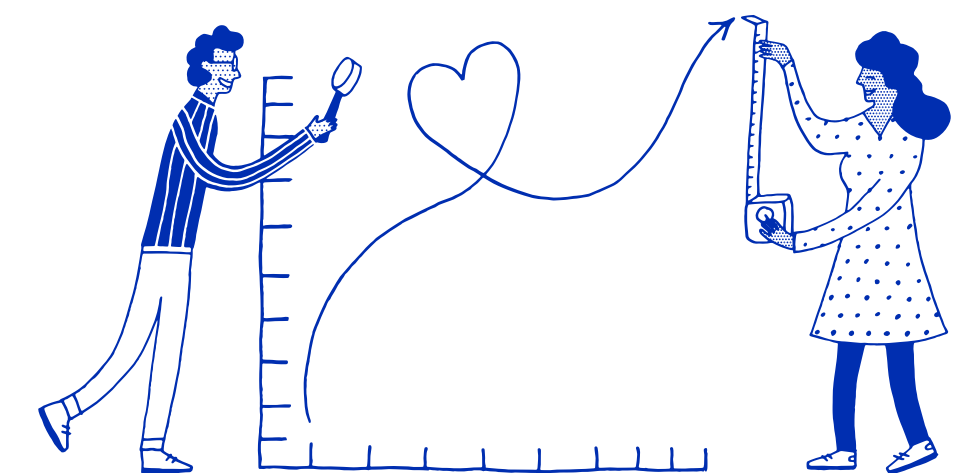
For our **communities**, we will continue empowering local not-for-profits committed to dismantling systemic racism through our SEI funded via the Slalom Foundation. We also plan to expand and grow the number of volunteer and community impact initiatives as Slalom's footprint grows globally. Finally, we will look for ways to better track and measure our community impact in the coming year.

For our **people**, we'll pilot our six-week Inclusive Recruiting program for Slalom leaders and expand it to more markets across Slalom. We will provide career development, mentoring, and sponsorship programs focused on our team members in historically underrepresented groups to ensure they feel included in equitable opportunities to thrive at Slalom. We will continue to partner with additional advocacy

agencies that support the growth, development, and certification of diverse companies, including the National Gay and Lesbian Chamber of Commerce. Slalom has become an active corporate member of the Women's Business Enterprise National Council and the National Minority Supplier Development Council.

**Each small step helps to create a big impact, further propelling us on our journey to our 2030 goals. Why is this important?** It's the right thing to do. It's what our communities and our customers expect from us.

## It's what we **expect of ourselves.**





# About **Slalom**

**Slalom is a purpose-led**, global business and technology consulting company. From strategy to implementation, our approach is fiercely human. In six countries and 43 markets, we deeply understand our customers—and their customers—to deliver practical, end-to-end solutions that drive meaningful impact. Backed by close partnerships with over 400 leading technology providers, our team of 13K strong helps people and organizations dream bigger, move faster, and build better tomorrows for all. We're honored to be consistently recognized as a great place to work, including being one of *Fortune's* 100 Best Companies to Work For six years running.

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

**For questions about the 2021 Impact Report, please contact us at [slalomesginfo@slalom.com](mailto:slalomesginfo@slalom.com).**

**“At Slalom, our people come first. Our vision, purpose, and core values guide our way of being as a company and how we work. We value each person’s uniqueness and encourage our team members to be their authentic selves, nurturing a culture of belonging and inclusion. We aspire for each person to love their work and life.”**

**Sangeeta Prasad**  
Chief Marketing Officer





# Our board of directors

The board is composed of five board members, including management and two independent directors.

Board members listed in alphabetical order by last name.



**Brad Jackson**  
Director & Chief Executive Officer

Brad has served in this executive role since 2005 and co-founded the business in 1993. Previously, he worked in a variety of roles at Robert Half International. Brad started his career at PricewaterhouseCoopers. He is currently a Washington State University (WSU) Foundation trustee and a member of the WSU National Board of Advisors (NBoA) Executive Committee, and previously served as the chair of the WSU NBoA.



**Deanna Oppenheimer**  
Director

Deanna joined as a director of the company in 2021. She is the founder of CameoWorks, a firm that advises several CEOs of early-stage private companies, and BoardReady, a not-for-profit that accelerates the diversification of governing boards in the US. Deanna currently serves as a non-executive director for Hargreaves Lansdown. In November 2020, she was appointed to the Thomson Reuters Board. Deanna also currently sits on the private board of Seattle-based Joshua Green Corporation.



**Tony Rojas**  
Director & President

Tony has served in this executive role since 2005 and was a strategic advisor for the company in 2004. His responsibilities also include acting as an executive and board co-sponsor of Slalom’s corporate social responsibility and ESG assessments. Tony is currently a trustee for the WSU Foundation, and previously served as the chair of the WSU Foundation on the Board of Governors, Board of Trustees, Nominating Committee, and Finance Committee. In his previous role, Tony served as co-CEO of Corbis, a digital media company owned by Bill Gates.



**John Tobin**  
Director & Executive President

John is a co-founder and the executive president, EMEA & APAC for Slalom, and a director of the company. He is focused on Slalom’s geographic expansion and supporting our presence in those regions. He is also responsible for business advisory services and emerging technologies (EMERGE), global talent teams focused on transformation and innovation. John previously held senior roles in technology and consulting with AT&T Wireless and Ernst & Young.



**Bryan Weeks**  
Director

Bryan has served as a director of the company since 2005. His director responsibilities include acting as a board co-sponsor of Slalom’s corporate social responsibility and ESG assessments. Bryan is head of Russell Investments’ Americas Institutional business and is responsible for leading and expanding the firm’s investment and consulting businesses in North America. Bryan rejoined Russell Investments in January 2017 after spending 12 years at Silver Creek Capital as president and CEO.



**slalom**