



**Diversity, Equity & Inclusion
Report for Fiscal Year 2024**
(1/10/2023 - 30/09/2024)

Table of contents	Page
About N-SIDE	3
Embracing Diversity to foster Equity and Inclusion	4
Insights (metrics & findings)	5
Gender	5
Nationalities	7
Age	9
Salary gap	10
Career Development	11
<hr style="border-top: 1px dotted #ccc;"/>	
How do N-SIDERS feel about DE&I	13
DE&I as part of our code of conduct	14
DE&I as part of our talent acquisition & talent management processes	14
Talent Acquisition	14
Rewards	15
<hr style="border-top: 1px dotted #ccc;"/>	
Inclusive workplace	16
Flexibility at N-SIDE	16
Supporting our N-SIDE families	17
Welcoming our expats	17
The N-SIDE HUB	17
Language at N-SIDE	18
Cultural awareness	18
Global Village	18
<hr style="border-top: 1px dotted #ccc;"/>	
Community & engagement	19
N-SIDE Committees	19
Volunteering for social inclusion	19
<hr style="border-top: 1px dotted #ccc;"/>	
Priority for the future	19

N-SIDE

N-SIDE is an international firm specializing in software and consulting services, leveraging mathematical optimization and AI to enhance decision-making across various industries. For two decades, N-SIDE has been pivotal in optimizing resource use and managing risks.

In the pharmaceutical sector, N-SIDE enhances clinical trial supply chain efficiency, cutting drug waste from 70% to 25%, mitigating shortages, reducing overproduction costs, and accelerating clinical trial processes. This improvement impacts 1 in 5 drugs marketed worldwide.

In the energy sector, N-SIDE supports power grid operators and energy markets in navigating the complexities of energy system transformation and rising electricity demands. Its algorithms enhance power grid efficiency for over 2 billion people and help maximize the integration of renewable energies.

Headquartered in Louvain-la-Neuve and with offices in Boston and Tokyo, N-SIDE employs over 200 staff from 27 nationalities. The company's commitment to sustainable transformation is evidenced by its certifications and accolades, including B Corporation, Ecovadis, Best Managed Company by Deloitte Belgium, ISO 14001 and ISO 27001.

Embracing Diversity to foster Equity and Inclusion



At N-SIDE, while diversity is one of our core values, we understand that innovation and success come from embracing diversity alongside a deep commitment to equity and inclusion.

Our commitment to Diversity, Equity, and Inclusion (DE&I) is essential to fulfilling our mission of empowering customers with innovative analytics solutions to navigate a resource-constrained and rapidly changing world. By embracing diverse perspectives, experiences, and backgrounds, we foster an environment where every voice contributes to creative problem-solving and groundbreaking innovation.

We strive to ensure that every N-SIDER, regardless of its background or identity, has an equal opportunity to grow, thrive, and make a positive impact. This inclusive approach is fundamental to our vision of building a sustainable and healthy world.

Testimonial

“Diversity, Equity, and Inclusion fuel N-SIDE’s mission. Our purpose is rooted in the understanding that we share one planet, which requires optimizing resources and minimizing waste for all of humanity. For N-SIDE, DE&I has a strategic dimension. By bringing together people from diverse backgrounds, we foster a wealth of ideas and perspectives that drive the creativity needed to tackle the complex challenges we face today and provide outstanding support to our customers.”

Philippe Chevalier,
Founder and CEO



This second edition of our Diversity, Equity, and Inclusion Report builds upon the foundation laid by our inaugural report. While we continue to focus on key metrics such as gender balance, nationalities, age distribution, and wage gap analysis, this report goes further. It explores how DE&I is perceived within our organization, included in our code of conduct, and talent management processes. It also highlights our continuous efforts to create an inclusive workplace, engage with our community, and set strategic priorities for the future.

Testimonial

“At N-SIDE, we believe that an inclusive environment is one where everyone feels valued, respected, and empowered to bring their whole selves to work daily. Our HR strategy is focused on nurturing a culture of care, where diverse talents can learn and flourish, ensuring that every N-SIDEr has equal opportunities to grow, develop, and reach their full potential, both professionally and personally. By celebrating our differences, we create a sense of belonging and mutual respect that fuels our collective success and drives our community to strive for continuous improvement.”

Maud Larochette
CFO & CHRO



Insights (metrics & findings)

We track DE&I metrics to ensure accountability and foster a diverse, equitable, and inclusive workplace. These metrics provide insights into gender representation, nationality, age diversity, pay equity, and fair hiring and career development practices. By monitoring these areas, we can measure our progress and make data-driven decisions to continuously improve our DE&I efforts.

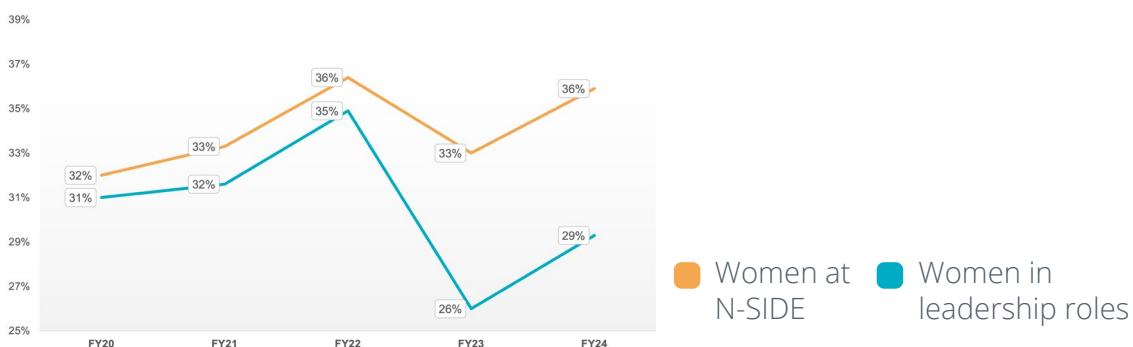
 **Gender**

When we look at our global workforce of around 200 employees, approximately 1/3 of the workforce are identified as women. So far, none have disclosed if they self-identify as non-binary.

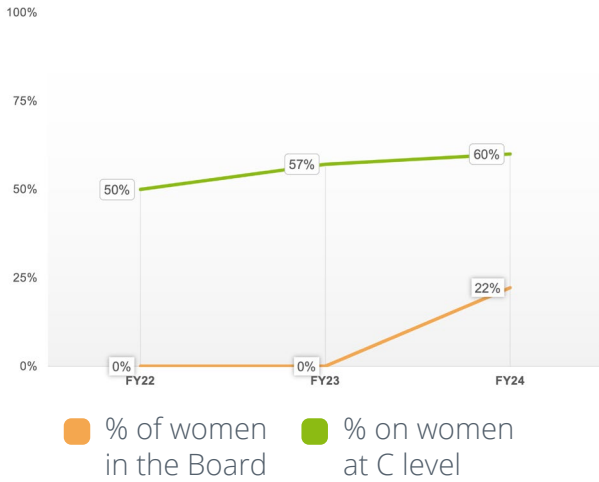
While women are underrepresented in managerial and board-level roles, 60% of our C-Level roles are occupied by women.

This places N-SIDE above the industry average, as less than one in five employees in the Belgian and European IT sectors are women, according to a study by Robert Half and Eurostat.

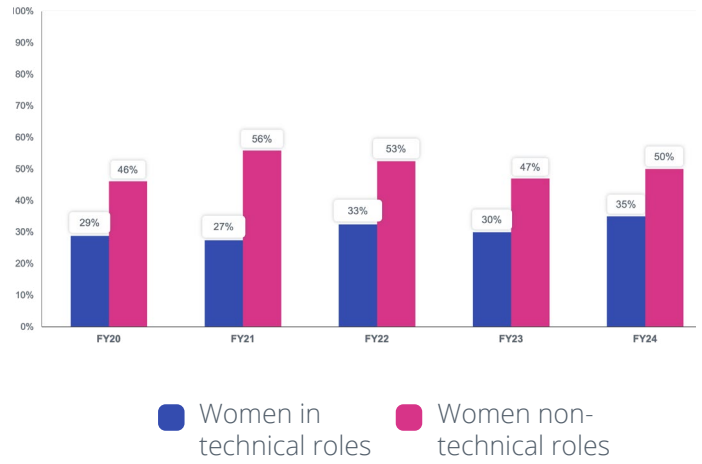
Women at N-SIDE Vs. Women in leadership roles



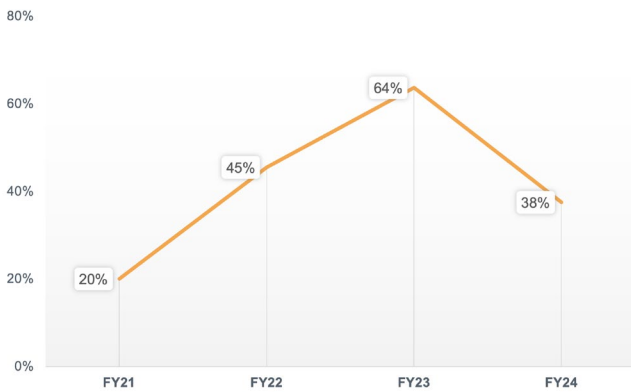
Women at C level and in the Board



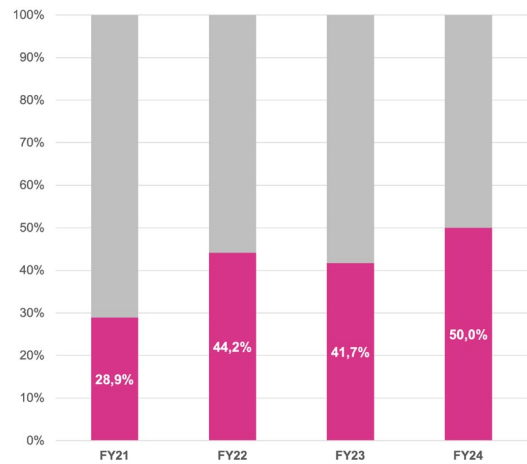
Women in technical roles vs. non-technical roles



% Women in departures



% Women in hiring



The last two charts show that women are underrepresented in technical roles, while departures show no significant gender differences.

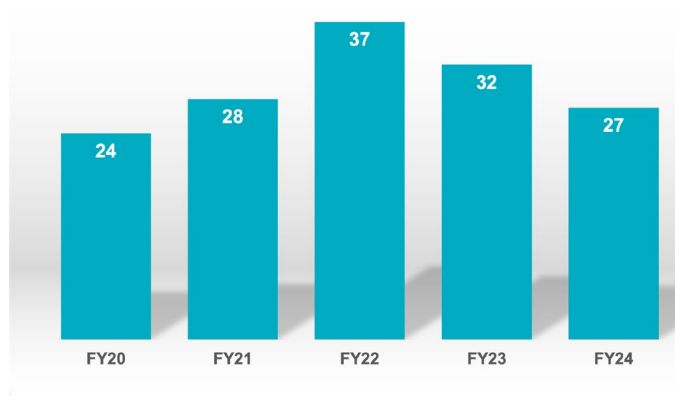
When looking at the gender split of all hires, over 50% of newcomers were women in FY24.



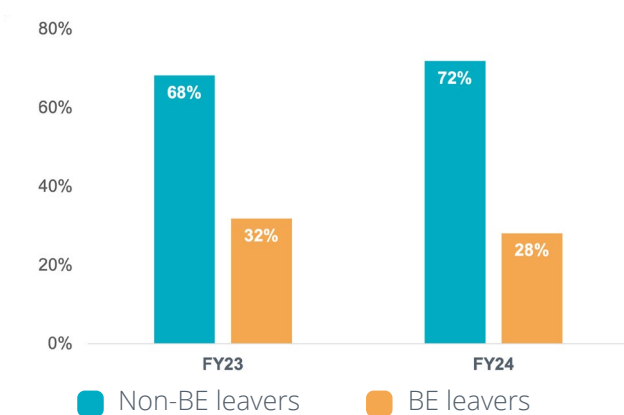
Nationalities

As N-SIDE continues to grow, we have monitored the diversity of nationalities within our workforce. With offices in Belgium, the US, and Japan, we specifically assessed the share of “Non-Belgians” while also counting the total number of nationalities represented. The data confirms N-SIDE’s international character, showcasing a workforce that includes employees from multiple continents, including opportunities to work fully remote. This reflects our commitment to eliminating barriers to diversity and inclusion in recruitment and our ability to attract talent from a global pool.

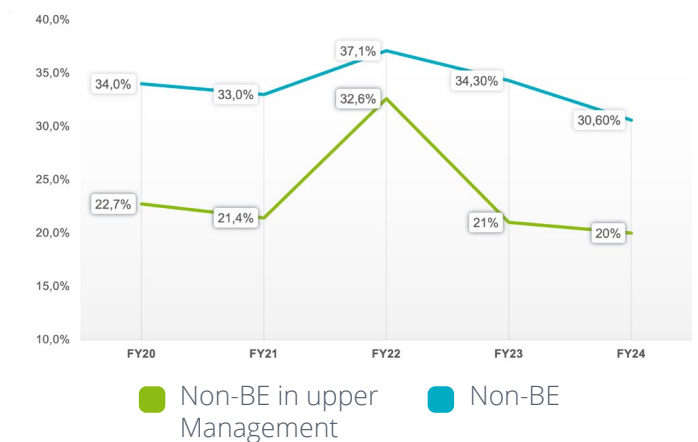
Nationalities



BE vs Non-BE Leavers

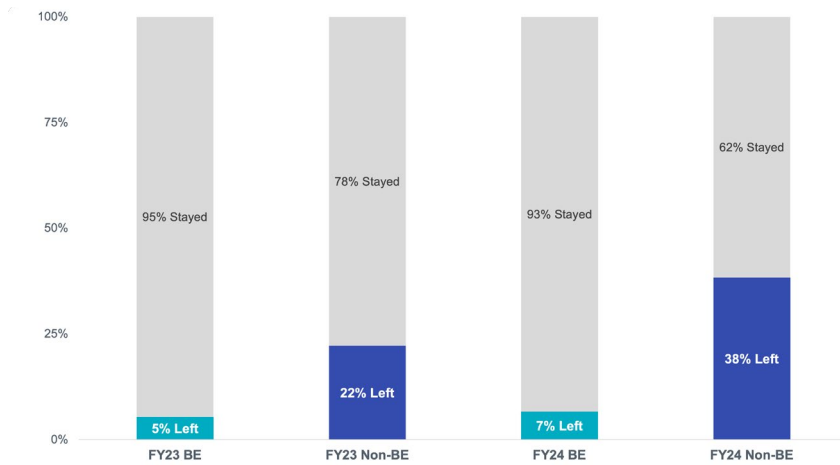


Non-BE in upper Management Vs. Non-BE

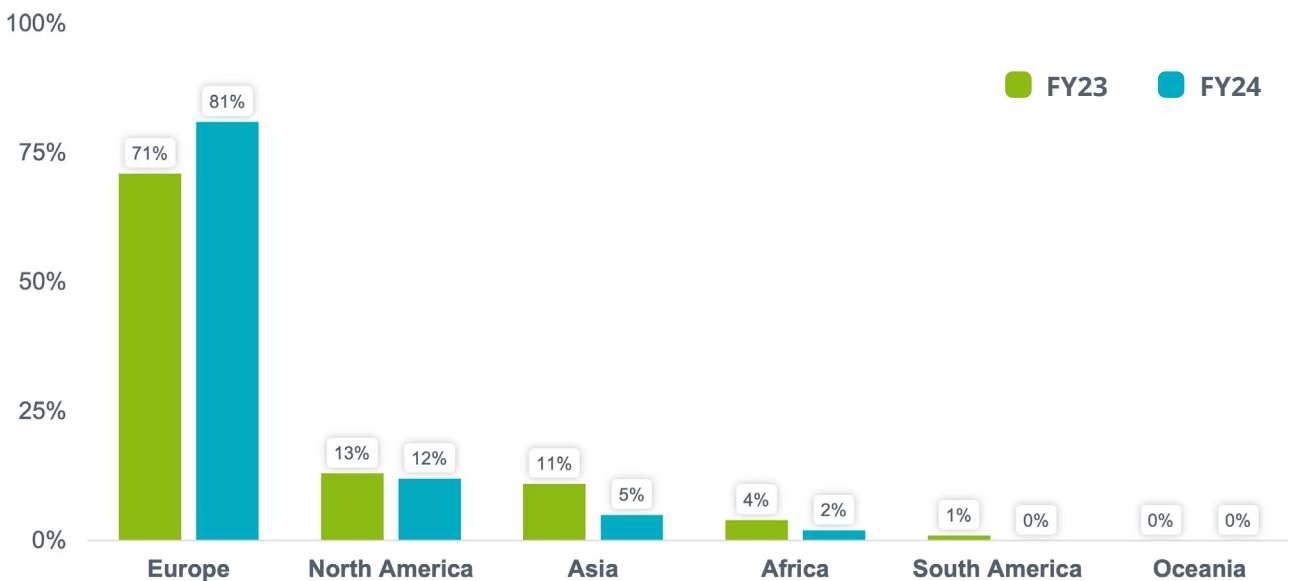


In summary, under 1/3 of the workforce is international, with 27 nationalities represented at N-SIDE by the end of FY24. The share of internationals (non-Belgian) at N-SIDE is 31%. When looking only at leadership roles, 20% are international.

Leavers BE vs. non-BE (FY23 and FY24)



Applicants by continent



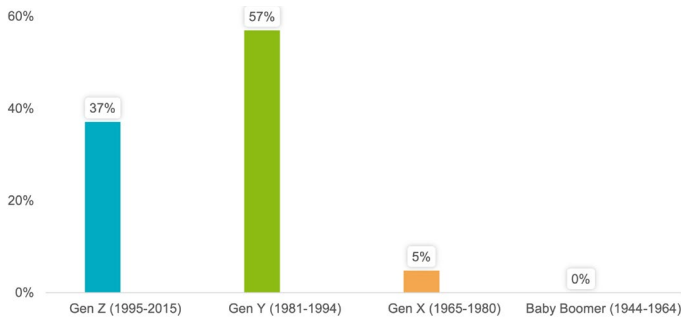
When looking at the applicants we receive for open positions, a majority of our applicants come from Europe, followed by North America and Asia. This reflects that our open positions correlate with where we have a local office - Belgium, US, and Japan.

Applicants from the graph only include direct applicants. This means applicants that directly apply to our job postings via our careers page. It does not include applicants that were headhunted by external recruiting agencies.

 **Age**

While we have been historically monitoring the average age at N-SIDE, we were also able to delve deeper on different aspects of age metrics - such as the average age in leadership roles and the generations at N-SIDE.

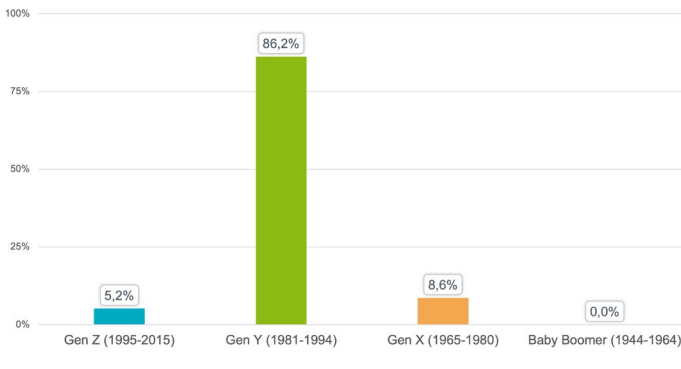
Generations at N-SIDE (FY24)



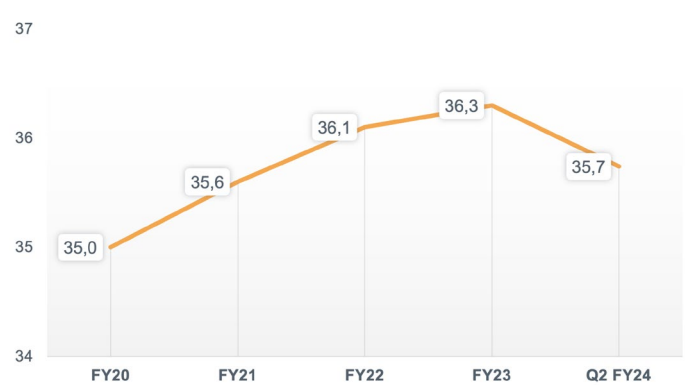
Average age



Gen at leadership level (FY24)



Average age in leadership roles



Average age over a couple of years remains stable. Currently, the average age is ~32. The majority - 86% - of N-SIDERS are Gen Y (born between 1981-1994).



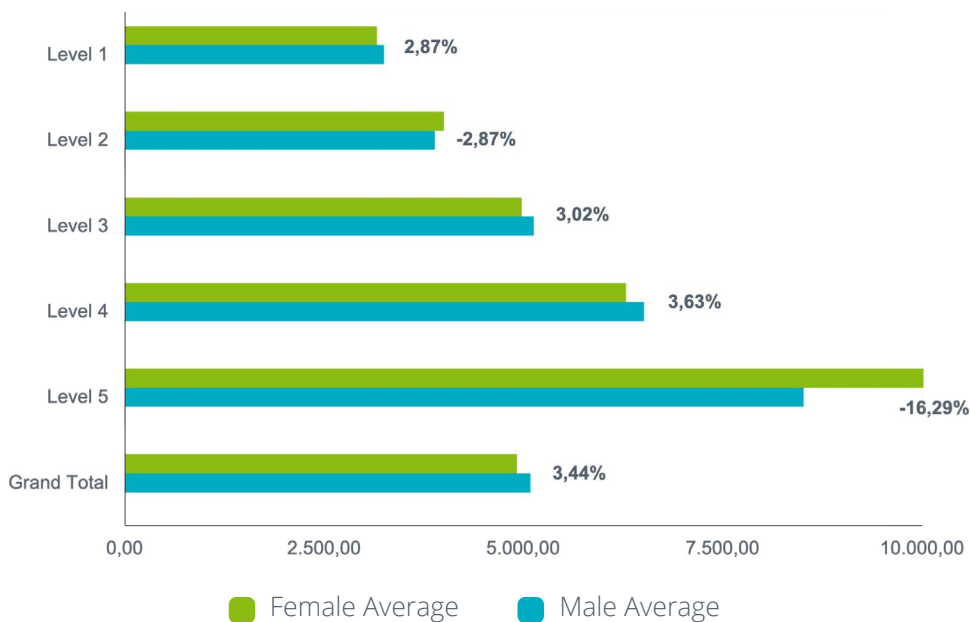
Salary gap

N-SIDE keeps track of the salary gap between men and women. After carefully comparing salaries between men & women in similar job levels, we noted one significant difference in C-Level positions (Level 5) around 16%. After investigation, this difference has nothing to do with gender but can be explained by different job roles within Level 5 (specific skills for some job roles for which the market salary is higher, independently from gender).

The same outcome also applied for Levels 3 and 4 (senior roles and management roles). A majority of these roles (65%) are occupied by men - 70% of which make up technical roles - whereas the majority of non-technical roles are occupied by women (65%).

The full analysis has been done for all N-SIDE offices and per job level to understand differences. For most levels, the difference is ~3%.

Gender salary gap



This indicates that our overall gender gap, at around 3%, is below the national average of 4.5% in Belgium, as highlighted by PwC's latest Women in Work index.

*Belgium closes gender pay gap to 4.5% but gender inequality remains high

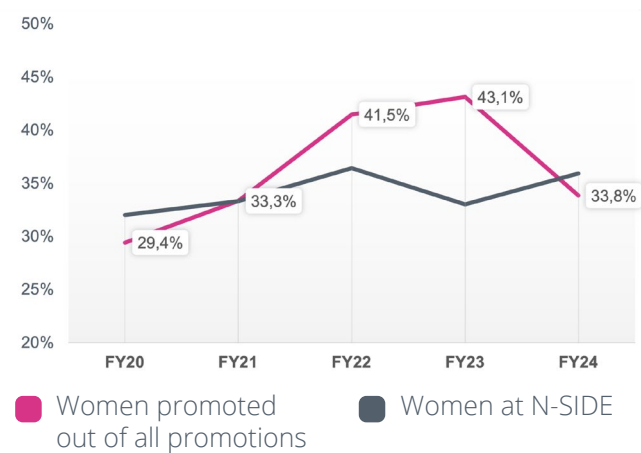


Career Development

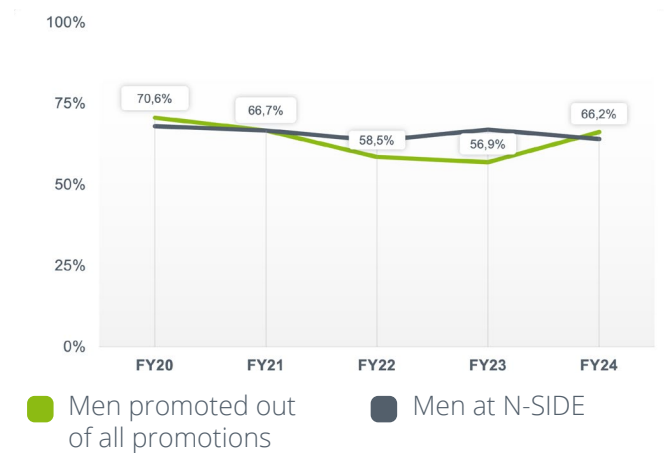
Monitoring gender and nationality in career development helps ensure advancement opportunities and have a fair chance to progress, regardless of their background. This approach reflects N-SIDE's DE&I commitment and helps strengthen the organization by fostering diverse perspectives across all levels.

These insights monitor N-SIDE's progress in promoting inclusivity in career development.

Women promoted/all promotions



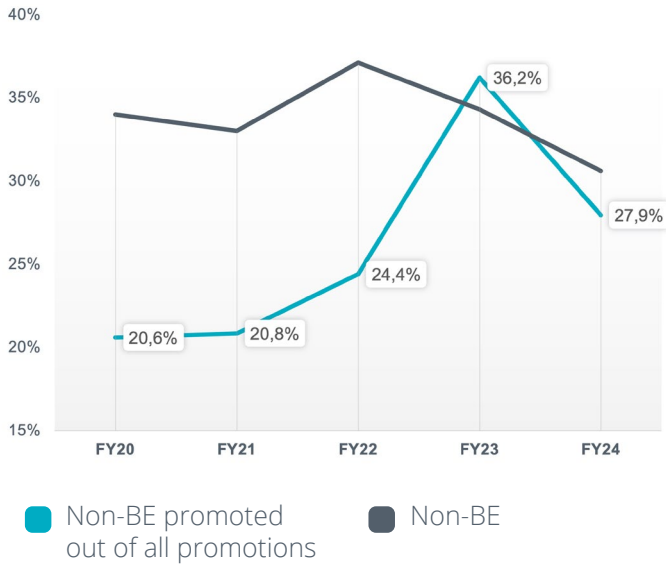
Men promoted/all promotions



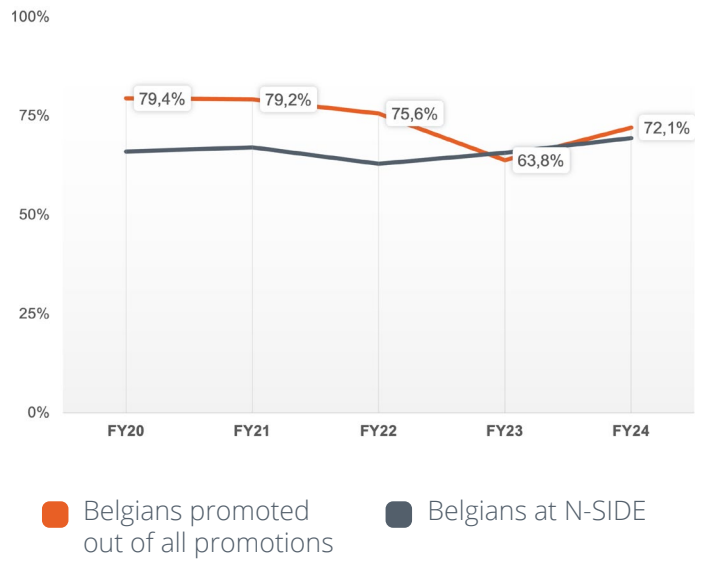
When looking at promotions between men and women, we focus on the promotion rate among men or women and compare it to the percentage of men or women at N-SIDE.

When comparing between the two, there was a steady increase in the percentage of women promoted at N-SIDE, with last year being the peak at 43.1% of promotions being women. However, there has been a ~10% decrease of women being promoted out of all promotions at N-SIDE. While the percentage of men being promoted remains higher the last 4 years, both remain in proportion with the population of men or women at N-SIDE (however, noting that the percentage of women promoted is slightly lower than the percentage of women at N-SIDE).

Non-BE promoted/all promotions



Belgians promoted/all promotions



When looking at promotions between Belgians (BE) and Non-Belgians (Non-BE), there is a similar trend as compared to gender-based insights on promotions. When looking at Non-BE promotions, there has been an increase of internationals promoted out of all promotions over the last 4 years, with a peak last year of 36.2%. However, there has been a ~8% decrease of internationals being promoted out of all promotions at N-SIDE.



While the percentage of BE being promoted remains higher, it remains higher than the proportion of the BE population, whereas it has been far lower for Non-BE. However, for FY24, it still remains closer to the proportion of the population for Non-BE, compared FY20-22.



How do N-SIDERS feel about DE&I

Since 2021, N-SIDE has conducted pulse surveys on a quarterly basis to monitor the feelings and opinions of N-SIDERS. Within this pulse survey, we addressed specific questions related to DE&I.

Since the last report, we have included new questions to dive deeper into specific topics that were relevant to N-SIDE:



-  I can be my true self here
-  I feel that the company is committed to diversity
-  People here are treated fairly regardless of their age
-  People here are treated fairly regardless of their ethnicity
-  People here are treated fairly regardless of their gender

Based on an average score out of 100, this is the evolution of how N-SIDERS felt in relation to Diversity at N-SIDE:



The historical average so far is 87.6 out of 100. While the score remains consistently high, it has taken a significant decrease since our previous results.

Based on feedback shared with HR, going forward we will include 2 additional questions to monitor and address the topic of language barriers amongst colleagues:

-  I feel included in social and informal conversations at work, regardless of the language spoken
-  Language differences in the workplace do not create barriers to collaborate with colleagues



DE&I as part of our code of conduct

N-SIDE's Code of Conduct outlines the ethical and legal responsibilities for all employees, guiding them in making the right decisions and providing resources when needed. All employees must acknowledge and adhere to this Code.



- 1 Diversity and equal opportunities:** The Code emphasizes the importance of treating everyone with dignity and equity. We encourage diversity and diverse opinions, fostering an inclusive and ethical culture. Our "Zero Tolerance Policy" against harassment and discrimination is strictly enforced, with serious consequences, including termination.
- 2 Trust and transparency:** We are committed to maintaining a safe and transparent workplace. To support this, we have a confidential reporting mechanism for violations of our Working Regulations, Policies, H&S standards, Code of Conduct, and the Law. This ensures no retaliation and provides clear reporting options in case of uncomfortable situations.
- 3 Training and awareness:** Since 2023, our "workplace ethics" training is part of N-SIDE's mandatory yearly program. This training raises awareness about the Code of Conduct, microaggressions, workplace violence, harassment, discrimination, and whistleblowing. All stakeholders in reporting lines are trained to ensure confidentiality and, where possible, anonymity.

DE&I as part of our talent acquisition & talent management processes

Talent Acquisition

At N-SIDE, we are dedicated to fostering a diverse and inclusive workforce. We believe that every individual brings unique talents and perspectives that enrich our organization. Our commitment to recruiting without bias ensures that all candidates are evaluated based on their qualifications, skills, and potential. To uphold this commitment, we adhere to the following principles:




- 1 Equal opportunity employment:** We are an equal opportunity employer. We do not discriminate against any candidate on the basis of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age, disability, genetic information, or any other characteristic protected by applicable law.
- 2 Merit-based recruitment:** Our recruitment processes are designed to identify and attract the best talent based on merit. We focus on candidates' qualifications, experience, and potential to succeed in the role. All decisions regarding hiring are made objectively and fairly.

- 
Candidate experience: We are committed to providing a positive and respectful experience for all candidates. This includes transparent communication throughout the recruitment process and providing constructive feedback when appropriate.
- 
Continuous improvement: We regularly review and assess our recruiting practices to identify areas for improvement. We welcome feedback from candidates and employees to help us enhance our efforts to recruit without bias.

Rewards

Our reward philosophy is built upon a foundation of fairness, transparency, and performance-based evaluation. This philosophy ensures that all employees are rewarded in a manner that is equitable, clear, and reflective of both individual and company-wide achievements. Thanks to our Flex Rewards Plan individuals at N-SIDE can shape their benefits package to correspond to the individual needs and preferences.

Here’s how we embody each of these principles:

- 
Fairness: Our reward system is designed to eliminate any form of discrimination. We actively monitor and promote gender equity in compensation to ensure fairness across all levels of our organization.
- 
Transparency: Our compensation packages are based on comprehensive salary studies and are reviewed regularly. This ensures that our rewards remain aligned with the market trends. Furthermore, to help our employees understand their position and growth potential within the company, we published salary benchmarks.
- 
Performance-based bonus & promotions: Bonuses and promotions are tied to individual performance, competencies, company values and KPIs through detailed evaluations and transparent criteria, ensuring fairness in recognition and advancement.



Inclusive workplace

Despite our presence across three distinct locations — Belgium, USA, and Japan — we operate as one cohesive company. This unity is integrated into our daily operations and internal communications to ensure alignment with our company's values and goals. It includes:

- A standardized onboarding process happening in the N-SIDE HUB for all, regardless of the geographical location.
- Every newcomer is paired with a dedicated coach to ensure they feel warmly welcomed and fully supported from their first day. This personalized guidance not only helps them navigate their new surroundings but also fosters a sense of belonging, making them feel included and embraced as part of our company culture.
- A bi-weekly “All Hands” staff meeting to share N-SIDE news, key achievements and present newcomers, with a recording made available.
- Regular cross-location team meetings with specific attention to time zones.

Flexibility at N-SIDE

N-SIDE puts a lot of effort into providing as much flexibility as possible to their employees. As we are managed by our objectives, we have a lot of freedom to organize our working life around our private life. N-SIDERS can adapt their working hours and working locations to fit best their needs while remaining accountable at work. As a reflection of the trust, collaboration and transparency which are at the core of the N-SIDE corporate culture has adopted a number of policies to create an accommodating working environment for all by empowering all employees' work-life balance.





The **Alternating weekly work schedule** allows N-SIDERS to work 9 days/10 while completing the normal average of 80 hours over a period of 2 consecutive weeks.

In addition, we give our people the freedom to work where they work best, wherever that may be. We have a hybrid, **Work From Anywhere (WFA)** as well as **remote working** policies:

- Our colleagues are only required to work from the office 8 days a month.
- Employees are entitled to WFA up to 20 days per calendar year.
- In some conditions, to align with changing global circumstances and to help our people connect with their loved ones, employees can request for extended WFA up to 3 consecutive months.
- In addition, N-SIDE enables some positions to be fully remote, promoting the intention to enable global talent to work with N-SIDE outside of Belgium, the US or other countries where N-SIDE has a local presence.

Supporting our N-SIDE families

We support colleagues who are parents or soon-to-be parents, fostering a caring and balanced workplace for all types of families. Here’s how we extend our support:

-  **Parental leave:** We offer comprehensive maternity, paternity, and breastfeeding leave options, and encourage both parents to attend pregnancy appointments together.
-  **Coaching and training:** We provide coaching sessions that offer practical tools for managing the transition back to work. Our training programs help parents achieve a better work-life balance.
-  **Flexible work arrangements:** We offer flexibility through paid leave and work-from-home options, especially when children are sick, ensuring parents can prioritize their family’s health without compromising their professional responsibilities.
-  **Parents resource group:** Although each experience is unique and there is no one-size-fits-all solution, sharing with others can always be useful and help through seeing other perspectives. To share struggles, tips and experiences, we have dedicated Slack channels (#help-parents and a private #club-motherhood).






Welcoming our expats

To ensure a smooth onboarding experience for expats, we’ve introduced a comprehensive guidebook and launched a dedicated Slack channel, #expats-in-Belgium. These resources are designed to provide valuable information, foster community connections, and offer support to help expats settle in and thrive in Belgium.

The N-SIDE HUB

On February 1st, 2024, N-SIDE moved its headquarters into a brand new building. The new N-SIDE HUB is designed to be accessible and inclusive for all, promoting soft mobility, introducing innovative work practices, accommodating various needs and making sure everyone feels welcome and respected. Our N-SIDE HUB is much more than a workplace: it’s a place of togetherness for sharing, innovation, and personal growth. It offers a range of dedicated rooms and facilities, including:



-  **Nap room:** for those times when a short break can make a big difference in managing stress and boosting productivity.
-  **Spirituality room:** a peaceful space for meditation and reflection, offering an escape from the daily grind.
-  **Gender neutral bathrooms:** accessible to all genders.
-  **Medical/Maternity room:** equipped with comfortable seating, lockable doors, and a small private refrigerator, this room is reserved for nursing mothers and for people with a medical need only.
-  **Fitness room:** called “the base camp”, this room is equipped with various fitness equipment and yoga mats.

Language at N-SIDE

The reason why we have a large number of different nationalities in N-SIDE is the fact that our main corporate language is English. This has allowed us to consider candidates from all over the world whose skills would match our needs. This also makes it easier to hire talents from all over the world by having the capability to issue **work permits** in Belgium.

In every department, 2 colleagues have been designated to become **English Allies**. Their role is to be “extra-careful” to the language barriers and kindly/discreetly switch to English in a conversation if someone seems to be excluded from it.

In addition, we provide **language training for all N-SIDERS** for different proficiency levels in - English, French, and Dutch.

Cultural awareness

In FY24, we organized 2 live training sessions to help N-SIDERS understand how to communicate and interact with colleagues and customers based in Japan and in the US.



Global Village

To celebrate our cultural diversity, we organized for the 3rd time our “Global Village” at our headquarters, a joyful gathering where N-SIDERS experienced their colleagues’ diverse cultures through various traditional dishes from around the world.



Community & engagement

N-SIDE committees

Every employee has the opportunity to contribute to areas they care about, thanks to N-SIDE's committees aiming at promoting a sense of belonging and purpose. Each committee is designed to provide employees with meaningful initiatives that resonate with their various and diverse personal passions and values. Current committees include: **Green, Social, Geek, Fun, Art & Culture, Sport.**

Volunteering for social inclusion

Since 2021, N-SIDE has partnered with Be.Face, a Belgian non profit organization, that promotes inclusiveness in the world of work by creating opportunities for students and job seekers. Since the beginning of our collaboration, Be.Face has been developing fulfilling connections (in the forms of mentoring, workshops or internships) between volunteering N-SIDERS and disadvantaged job seekers or students (11 N-SIDERS took part in the mentoring program in 2024). This partnership also helps N-SIDE to build a diverse pipeline of future talents.



Priorities for the future

To continue fostering a work environment where diversity, equity and inclusion thrive, our DE&I roadmap for the future will focus on the following priorities:

Setting and reviewing DE&I goals

Refine our understanding of inclusion through our pulse surveys by adding questions that delve into the language and cultural dimensions, ensuring that everyone's voice is heard.

Talent acquisition improvements



Inclusive job advertisements: streamline job requirements to focus on essential skills and qualifications, rather than an exhaustive list of criteria. Regularly review and update job descriptions to ensure they reflect the true needs of the role and do not include unnecessary barriers.







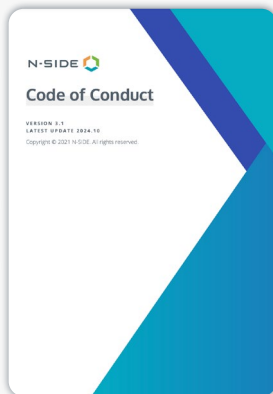
Diversify outreach through **varied job fairs**



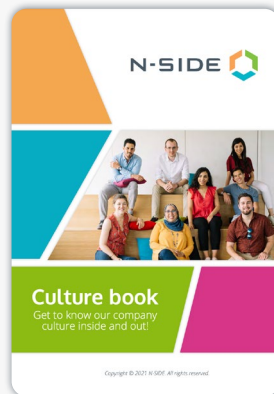
Bias mitigation: unconscious bias in decision-making processes continues to be a concern, affecting hiring. We are enhancing our bias training program for the next fiscal year and introducing more structured, objective criteria for evaluations and decision-making processes. Our training programs will be open to all employees and mandatory for certain leadership levels.

Continue to strive for an inclusive workplace

-  Reinforce our “English Allies” program so no one feels excluded.
-  Supporting life transitions: enhance our parental program and provide better support to those reintegrating the workplace after a long-term absence.
-  Financial awareness program: empower our employees from diverse backgrounds to take control of their financial wellbeing and make informed decisions.
-  Considering an inclusive supply chain within our procurement process and ensuring our external messaging is reflective of our DE&I ethos.
-  Finally, we will continue to enrich our DE&I practices by engaging with external forums and working groups, taking inspiration and sharing knowledge with industry.



Code of
Conduct



Culture
book



Diversity report
FY22



Committees
report



CONTACT US NOW!

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