



# Diversity & Inclusion Report for Fiscal Year 2022

(1/10/2021 - 30/09/2022)

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## N-SIDE

N-SIDE is a company founded more than 20 years ago providing software solutions and services to optimize highly sophisticated processes in the pharmaceutical and energy sectors all over the world.

Headquartered in Belgium with an office in the US (Cambridge, MA), N-SIDE has a team of 220 talents who share a passion for innovation and solving the challenges of the future.

By combining industrial expertise, applied mathematics and artificial intelligence, N-SIDE enables organizations to increase their performance and the quality of their strategic and operational decisions.

## Diversity as a core value



At N-SIDE, our mission is to empower our customers with innovative analytics solutions to anticipate and act on their future in a resource-limited and fast-changing era. In order to create a rich culture of innovation, we embrace diversity and value differences within people - striving to be an environment inclusive for all.

A few years ago, when N-SIDERS were asked about what our company values would be going forward, having “Diversity” as a core value is essential, because it plays a key role in fostering innovation which supports our vision to build a healthy and sustainable world.

### Testimonial

“Diversity and Inclusion is central to the N-SIDE project as the purpose of N-SIDE is based on the concept that we have only one planet and that we have to share it for all of humanity (and beyond) hence the need for optimization and waste minimization.

For me, Diversity and Inclusion is an essential source of inspiration and enrichment. Consistent with the “one planet” view, our strategy has been from the onset to seek to be a world player in terms of impact and in terms of people, bringing people from different horizons together is a source of creativity that is crucially needed for the complex problems we intend to solve.”

**Philippe Chevalier,**  
Founder and Acting CEO



As part of our commitment of creating an inclusive place for all, we have launched our first D&I report on several reportable areas - **Gender, Nationalities, Age, Talent Acquisition & Retention, and Wage Gap** - that will enable us going forward on tracking any progress, as well as areas to improve.



## Testimonial

“At N-SIDE everyone can bring their true self to work every single day, without fear of judgement or exclusion; this enables all employees to contribute to the workplace via their personal experience, background and values, fostering an incredible atmosphere of creativity and comfort.

Diversity is a key factor for our culture and business, for as a result it encourages everyone to express their different viewpoints, thoughts and opinions, which are the basis of our very unique innovation and successful business outcome. Celebrating this uniqueness as part of our HR Strategy also enables connection and creates a space where we can discuss topics that matter to all, creating an environment of belonging and mutual respect.”

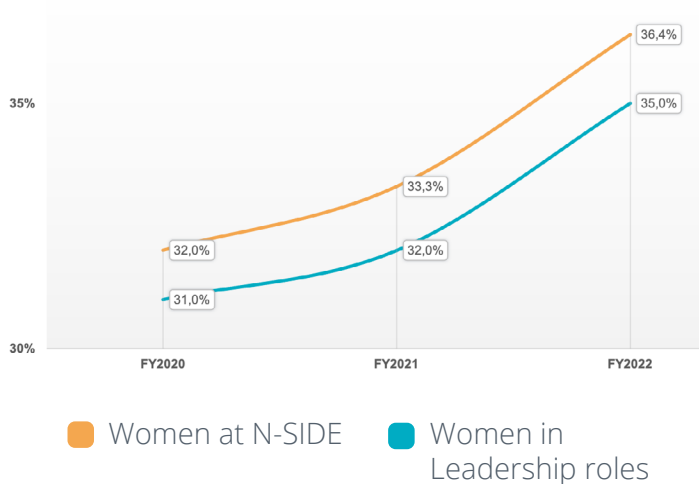
**Fiorenza Provenzano,**  
People, Legal and Administration Director



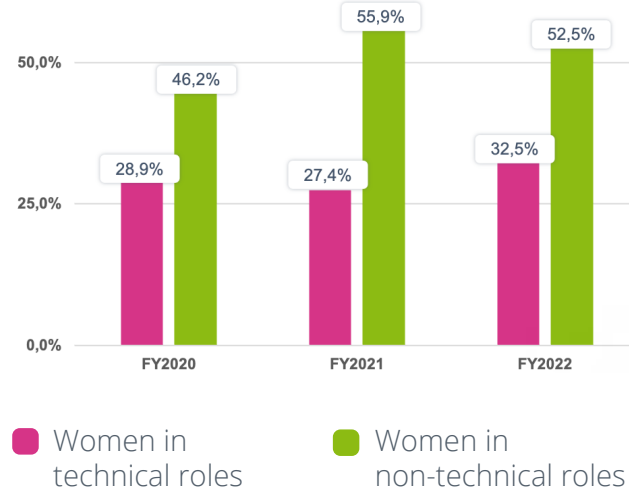
## Gender

When we look at our global workforce of more than 200 employees, one of the first metrics that have been reported are the percentage of women across the organization. Overall, over 1/3 of the workforce are identified as women. So far, none have disclosed if they self-identify as non-binary.

**Woman at N-SIDE vs.  
woman in leadership roles**



**Women in technical roles  
vs. non-technical roles**



Current share of women at N-SIDE is **36.4%**, with **35% in leadership roles**<sup>1</sup>.

Share of women in **technical**<sup>2</sup> roles is **32.5%** vs **52.5%** for **non-technical roles**<sup>3</sup>. At Board level, no women are currently represented. [Deloitte's global studies](#) show that women are holding on average 25% of technical roles in tech companies.

## Current initiatives

**Annual International Women's Day workshop on women in the workforce:** Some sessions were dedicated to women only, to create a safe space for ideas and concerns around their experience at N-SIDE. The goal was also to ensure that they can foster a safe network and environment to build on for future challenges they might be faced with, in the context of their professional environment.

**Pink October & Movember:** Efforts to educate our colleagues about the early identification, signs and symptoms associated with breast cancer, prostate cancer, etc.

## Testimonial

“I think N-SIDE is great about including people from different nationalities, genders, backgrounds, ... We treat each other with respect, and we're open and curious to welcome other views. Everyone gets the same opportunities. I've been a woman working in a men's environment for as far as I can remember, and it never raised any question in my mind. I have my seat at the table like everyone else. I'm a working mum, with a very demanding and exciting job, and I've always enjoyed the flexibility I needed to make it work. I'm the youngest member of the steering committee, and I enjoy the same level of attention and interest as any other director.”

Sophie Marquet,  
VP Energy



<sup>1</sup> Leadership roles: People managers, senior experts, and directors

<sup>2</sup> Technical roles: Engineers, developers, consultants, & analysts

<sup>3</sup> Non-technical roles: marketing, finance, sales, HR, legal, & admin





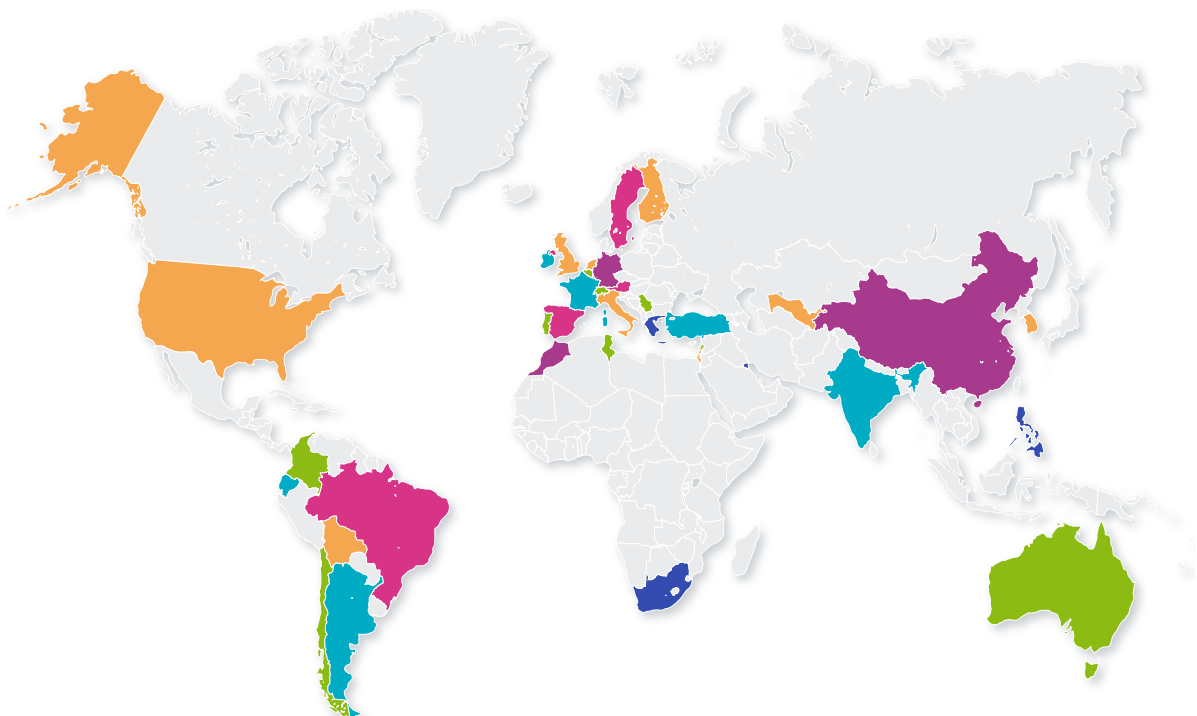


## Nationalities

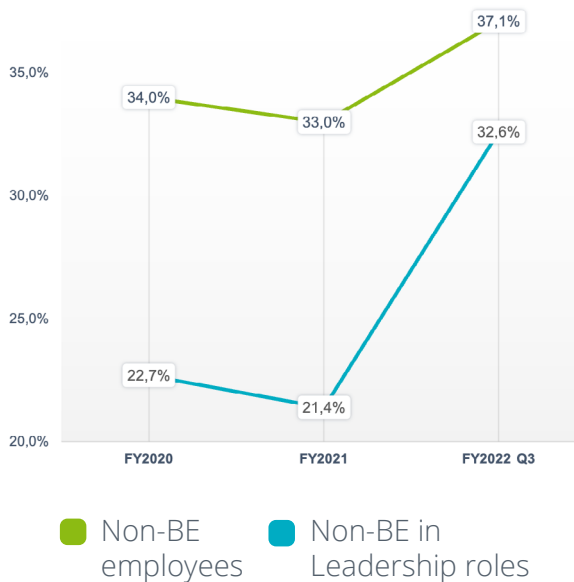
As N-SIDE has been growing, one of the aspects of our workforce we were able to monitor is the number of nationalities. While having, as of this report, two offices based in Belgium and the US, we have monitored on the one hand the share of “Non-Belgians” given that N-SIDE is a company founded in Belgium, and on the other hand the number of nationalities represented at N-SIDE.

As a result, the data attests the truly international character of N-SIDE; as per its current (to date) size, it embraces a workforce coming from all continents and is a true testimony of the efforts made to ensure a lack of D&I barriers in recruitment and the ability to source candidates from a global network.

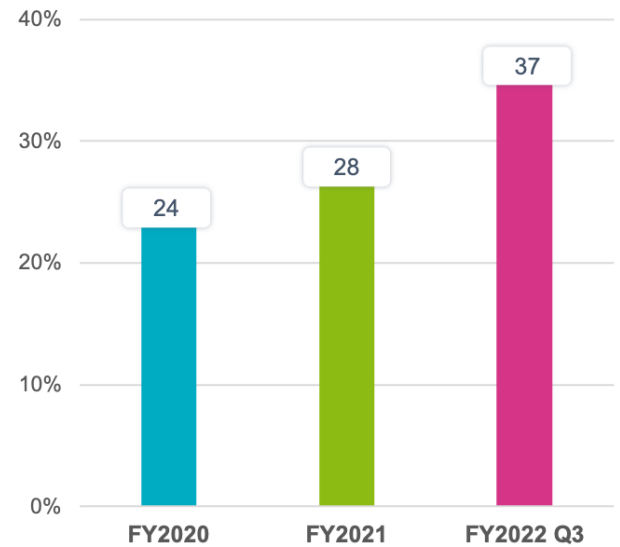
### Countries where N-SIDERS are from



Non-BE employees vs.  
Non-BE in Leadership roles



Number of Nationalities



In summary, over  $\frac{1}{3}$  of the workforce is international, with **37** nationalities represented at N-SIDE by the end of FY22. The share of internationals (non-Belgian) at N-SIDE is **37.1%**. When looking only at leadership roles, **32.6%** are international.

## Testimonial

“At N-SIDE we gather over 37 different nationalities. I could never have imagined before how interesting it would be to have the opportunity to interact daily with people who have different backgrounds, origins or ideas. It broadens your view of the world and opens your mind. N-SIDE really succeeded in creating an environment where you feel empowered by difference rather than simply feel different.”

**Arnaud Debray,**  
Energy Business Development Engineer





## Current initiatives

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.

We also have been able to organize different events or sessions that celebrate and inform on how to work with people from different backgrounds, such as holding an annual **session on unconscious bias**, led by an external expert. Moreover, we provide **language training for all N-SIDers** for different proficiency levels in - English, French, and Dutch.



To celebrate our cultural diversity, this year we launched our first ever **Global Village**. The concept was to have at least 10 countries represented during an after-work event, during which some N-SIDers had the chance to showcase their culture through traditional dishes.

## Testimonial

“No lip service at N-SIDE, people and their cultures are all equally celebrated and valued. There is free space to talk about one's country and culture. Lunchtime conversations about our cultures and differences are funny and insightful. Global Village saw many cultures coming together, sharing their stories about food and traditions around food and fun.”

**Divya Sreedhar,**  
Audit and Compliance Coordinator



## Actions for improvement

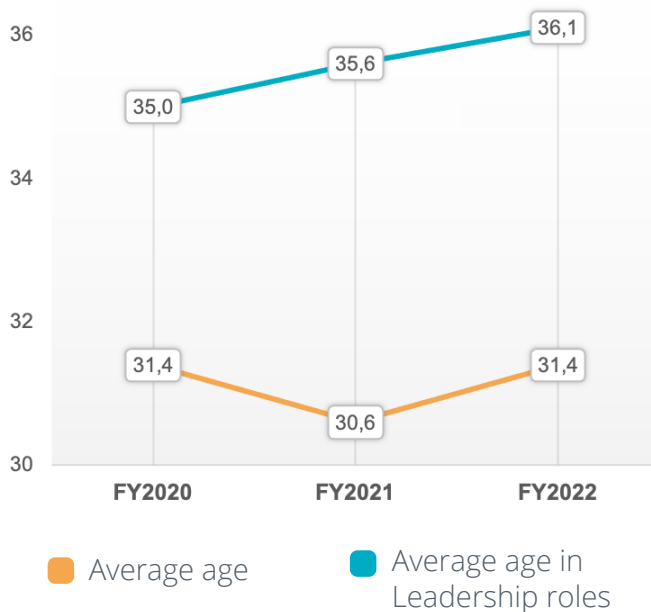
One action we have identified where there can be an improvement is by providing a **Resource Group** for our fellow non-Belgian N-SIDers based at our headquarters in Louvain-la-Neuve. We have already finished developing an **Expat Guidebook**, as well as a dedicated Slack channel on the way. Having a more formalized resource group will be able to support internationals with any issues, ideas, or opportunities within our headquarters.



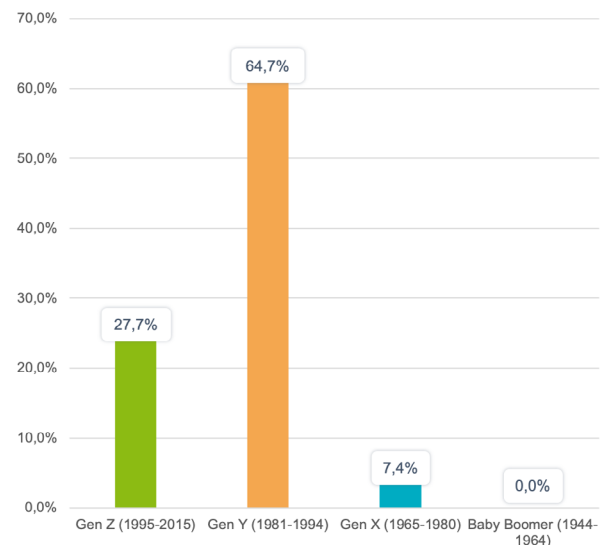
## Generation / Age

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.

Average age vs. average age in leadership roles



Gen at N-SIDE (FY22)



Average age over a couple of years remains stable. Currently, the average age is **~32**. The majority - **64.5%** - of N-SIDers are Gen Y (*born between 1981-1994*).



## Current initiatives

As part of our “Care, Learn, Grow” development strategy, we encourage our talents to grow into leadership roles. Currently, the average age in leadership roles at N-SIDE is **~36**. It is steadily increasing due to more N-SIDERS being promoted to leadership roles, with the workforce getting older overtime.

Flexibility is one of the most important aspects at N-SIDE and it is reflected in different dimensions. We have a Flex Rewards Plan, that gives N-SIDERS an opportunity to easily adapt benefits according to personal needs, which usually change in different stages of life (e.g. *mobility budget, car choice, etc.*)

## Actions for improvement

We acknowledge that we don’t have a lot of very experienced people as N-SIDE, as we started growing fast in the last 5 years. Out of 28 people managers, only 4 were hired externally. Welcoming more senior profiles is an area of improvement for N-SIDE.

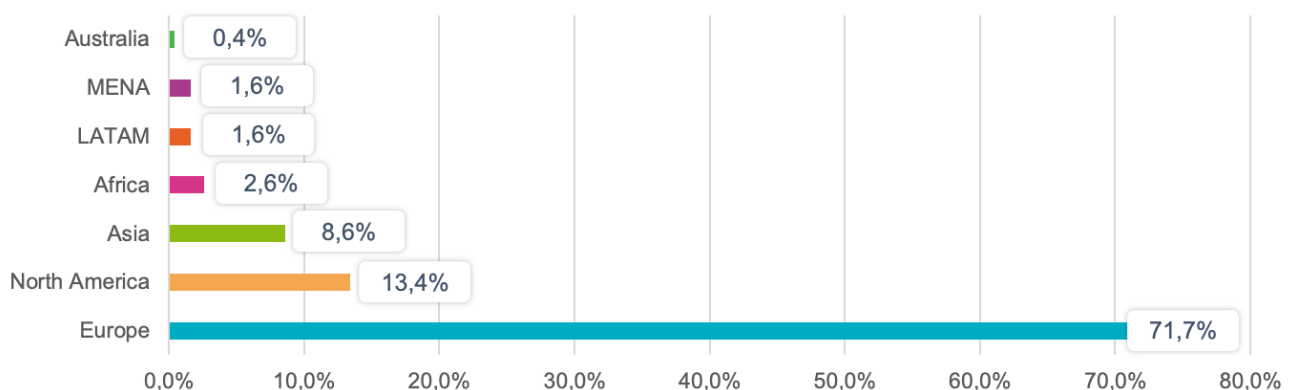
We are going to benchmark this data with other companies and conduct qualitative interviews to better understand how other companies add seniority in a scale up phase.



## Talent Acquisition & Retention

One of the areas we monitor in this D&I report is talent acquisition & retention. This is one of the most important processes at N-SIDE, as people-centricity is key for N-SIDE’s successes. The majority of applicants - **71.7%** - come from Europe.

All candidates are treated equally without regard to race, color, religion, sex, age, sexual orientation, citizenship, disability, gender identity, marital or family status, veteran status or any other legally protected basis, in accordance with applicable law.





## Current initiatives

**Age Diversity:** As part of our **Health prevention plan** and because we want to foster age diversity and inclusion among our workforce, we offer the opportunity to those who are aged 45+, to benefit from a free medical check up, once every 2 years.


**Support for parents:** We support our colleagues who are or are going to be parents, in different dimensions.

 N-SIDERS can have **maternity / paternity** leave as well as **breastfeeding** leave. Moreover, we encourage not only moms but also fathers to attend pregnancy appointments.

 **9%** of N-SIDERS in Belgium (40% of which were taken by women, 60% of which were taken by men) have taken Parental Leave, with **~2 months average parental leave duration**. **78%** of the parental leavers took a full-time leave.

 **Coaching and training:** Children change our lives, hence we provide coaching and training sessions to our new parents. Which helps them to have concrete tools to better manage the transition to work after a birth and organise their work/life balance better.

 **Flexibility** in terms of paid leaves or work from home, is sufficient, when the children are sick.

 We have a **medical / maternity** room with comfortable seating, lockable doors, and a small private refrigerator to support key moments before and after the birth.

## Actions for improvement

Due to privacy constraints, data on age range, nationality, gender, etc. in our recruitment process is missing today. In the future, we want to track this data to be able to understand the diversity of our talent pool and areas of improvement. As a pilot, since it is legally feasible, we will launch a questionnaire for all future positions at our US office.



## Testimonial

“N-SIDE is quite an international and diverse place. People coming from different countries with diverse backgrounds work together to brainstorm and bring new ideas to the company. D&I starts from the awareness of the management, and has become a cornerstone of N-SIDE, and has unconsciously integrated into our daily work.”

**Yundi Wang,**  
Life Sciences Optimization Lead

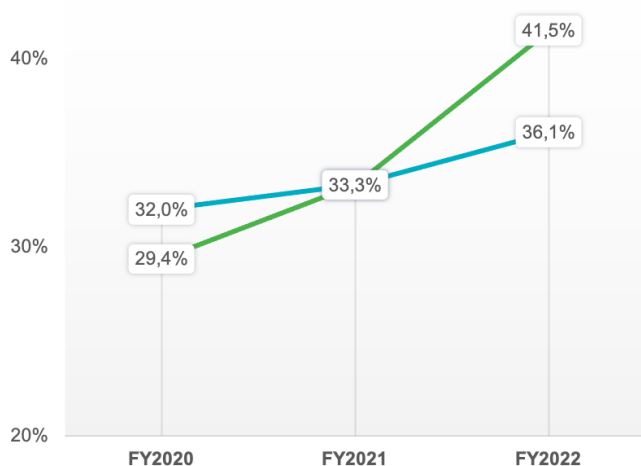


## Wage Gap

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 Senior internal job level (*level 3, around 3%*). After investigation, this difference has nothing to do with gender but can be explained by different job roles within level 3 (*specific skills for some job roles for which the market salary is higher, independently from gender*).

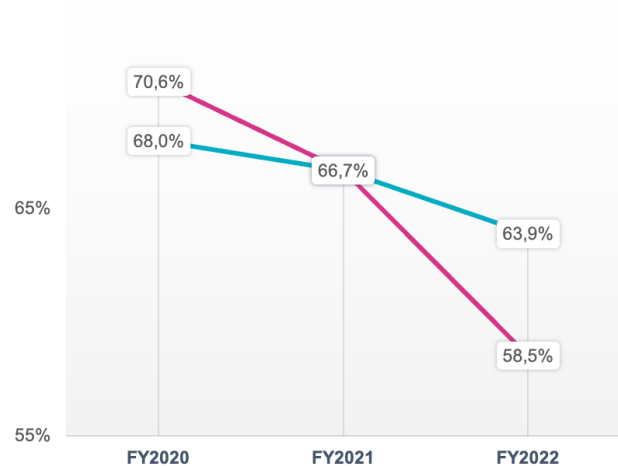
The full analysis has been done for both the US and Belgian offices and per job level to understand differences. For most levels, the difference is below 1%.

### Women promoted vs. all promotions



■ Women promoted out of all promotions ■ Women at N-SIDE

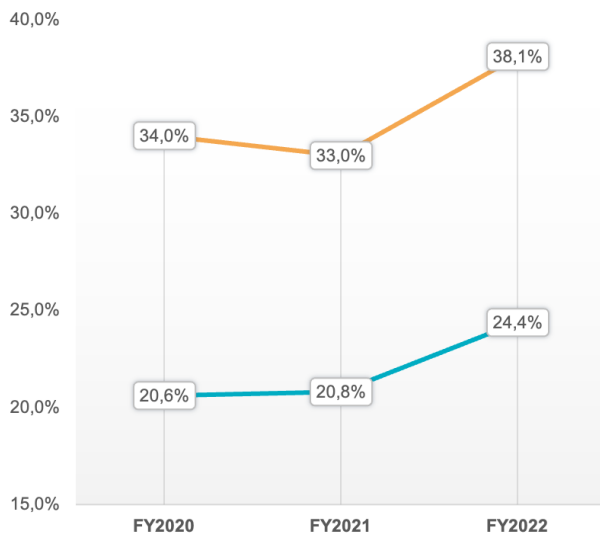
### Men promoted vs. all promotions



■ Men promoted out of all promotions ■ Men at N-SIDE

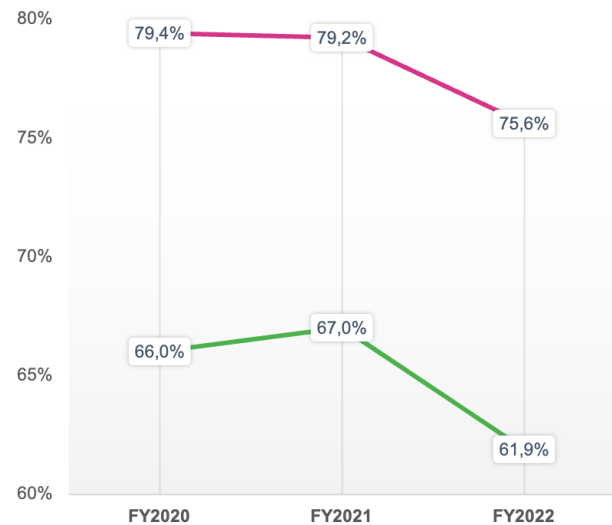


### Non-BE promoted vs. all promotions



■ Non-BE promoted of all promotions ■ Non-BE at N-SIDE

### Belgian promoted vs. all promotions



■ Belgians promoted out of all promotions ■ Belgians at N-SIDE

## Current initiatives

At N-SIDE, we continuously benchmark salaries, not taking the gender into account, which results in equal salaries for men & women.

The same exercise has been performed for Belgian vs non-Belgian employees working in the Belgian office. No significant differences in salaries have been noted.

As we noted that the current internal job level 3 includes a wide range of job roles, we decided to refine the job levels to allow us to get better insights into salary gaps between men and women at the same level.





## Existing commitments

### Work from home and from anywhere

At N-SIDE, we give our people the freedom to work where they work best, wherever that may be. We have hybrid, Work From Anywhere as well as remote working policies.

Our colleagues are only required to work from the office 6 days a month. Furthermore, to align with changing global circumstances and to help our people to connect with their loved ones, they can work from anywhere up to 3 consecutive months.

### Future office

At N-SIDE, we believe that our office space must be accessible and inclusive for all, including colleagues with disabilities, to further boost our collaboration. We are currently designing our new office space with a vision to create an environment conducive to innovation, productivity and wellbeing. We strive to offer a work environment where our colleagues can both work and relax. Our future office will offer dedicated rooms for relaxation, meditation as well as prayer.





## Pulse surveys

Over the past year and a half, 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 Diversity & Inclusion:

1

Currently, I'm comfortable talking about my background and cultural experiences with my colleagues

2

I feel that everyone has access to equal employment opportunities regardless of their background

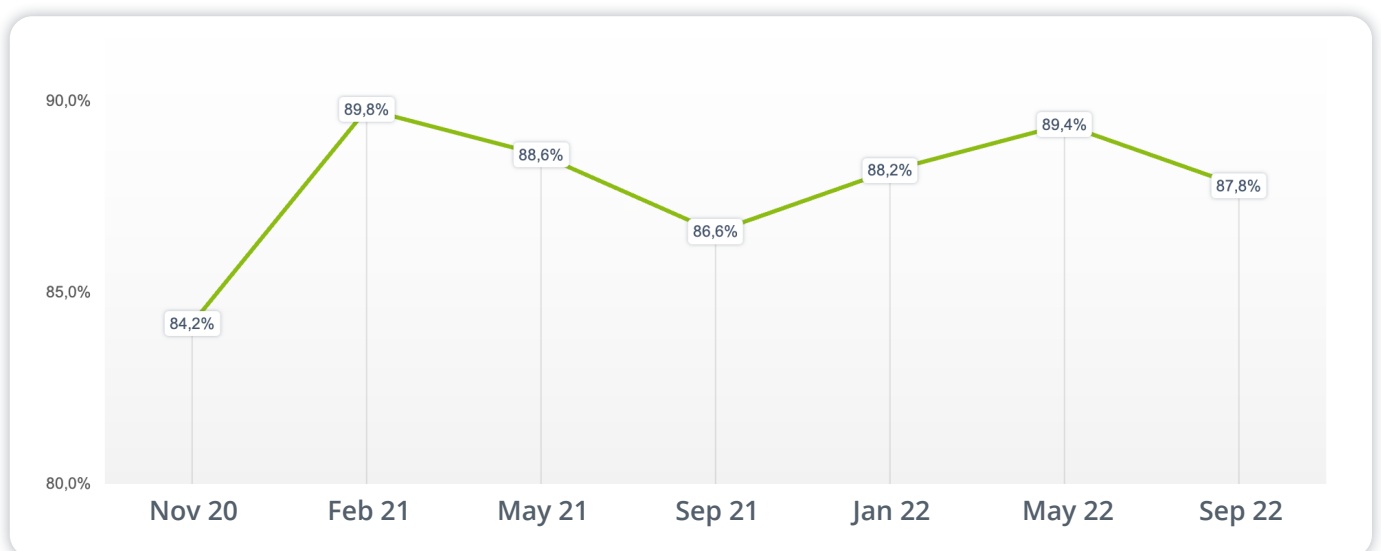
3

For now, I feel that my manager handles cultural diversity matters appropriately  
I feel that the company is committed to diversity

4

Lately, culturally speaking, I feel like I fit in with my fellow employees

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



## N-SIDE Code of Conduct

While reporting on our key findings and determining where to improve, it is important to highlight our efforts to incorporate our value of diversity within our Code of Conduct, and continuously monitor how N-SIDERS feel in regards to diversity and equal opportunities within the organization.

N-SIDE's Code of Conduct is a document that serves as a guide to the ethical and legal responsibilities which governs all N-SIDERS while performing work for the company. The Code provides N-SIDERS with guidance and directs them to resources which help us make the right decision when the answer may not be clear. Every N-SIDER, old and new, must acknowledge and adhere to the Code of Conduct.

Within the Code, we dedicate specific guidance in relation to **diversity and equal opportunities**. It highlights that everyone deserves to be treated with dignity and equity. We encourage diversity and diverse opinions, and expect everyone to help create an inclusive and ethical culture. The Code also highlights clear guidelines on how any N-SIDER can report harassment and discrimination on any basis.

To enforce this, we have adopted a "Zero Tolerance Policy" which is highlighted in the Code of Conduct and indicates that any form of harassment and/or discrimination will be taken very seriously by N-SIDE, leading all the way to termination of employment. Furthermore, to ensure that all employees can speak up and report, N-SIDE has adopted confidential reporting mechanism and is currently working on different reporting mechanisms such as the Whistleblowing Mechanism, on top of the current external support of Cohezio (external prevention advisors) which is already available to all employees in case of harassment. To support reporting mechanisms, N-SIDE also has a Zero Retaliation Policy in place, enabling all employees to report and speak up in confidence without any form of personal retaliation.





**CONTACT US NOW!**

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