

ACT FOR IMPACT



ESG
Report
2022

Roland
Berger

About this report

WE ARE COMMITTED to inclusive and sustainable growth. We act upon it. And we make our actions transparent. In this report, we describe our overall environmental, social, and governance (ESG) initiatives and showcase our role as an accelerator of sustainable change and driver of inclusive growth. We intend to push the conversation forward and connect with our clients, our people, and the wider community – in acting for positive impact.

We report with reference to the Global Reporting Initiative (GRI) for the entire Roland Berger Group of companies,^{1,2} represented by Roland Berger Holding GmbH & Co. KGaA,³ headquartered in Munich, Germany. In the reporting year, Roland Berger Holding GmbH & Co. KGaA was owned by 300 Partners of the Roland Berger Group. The GRI indicators and additional KPIs cover the period of our fiscal year from January 1, 2022 to December 31, 2022. The editorial deadline for all other content was May 31, 2023. We will continue to publish our ESG report on an annual basis.

■ GRI 2-1, 2-2, 2-3

1 Unless otherwise indicated.

2 Roland Berger acquired the company *Polarixpartner* in September 2022. Despite falling within the cutoff date of December 2022, information from *Polarixpartner* was not included in the present report due to the new and different data collection structure. The information will be included in Roland Berger's 2023 ESG report.

3 Effective April 2023, the legal form of Roland Berger Holding GmbH was changed to a KGaA, a partnership limited by shares.

Our ambition is to advise organizations, businesses, and entrepreneurs to shift the world towards a new sustainable paradigm. We are convinced that, in taking responsibility for the most profound challenges of our time, we have a unique opportunity to rethink the system.

OUR ECOSYSTEM

Acting together,
for the benefit of
all stakeholders

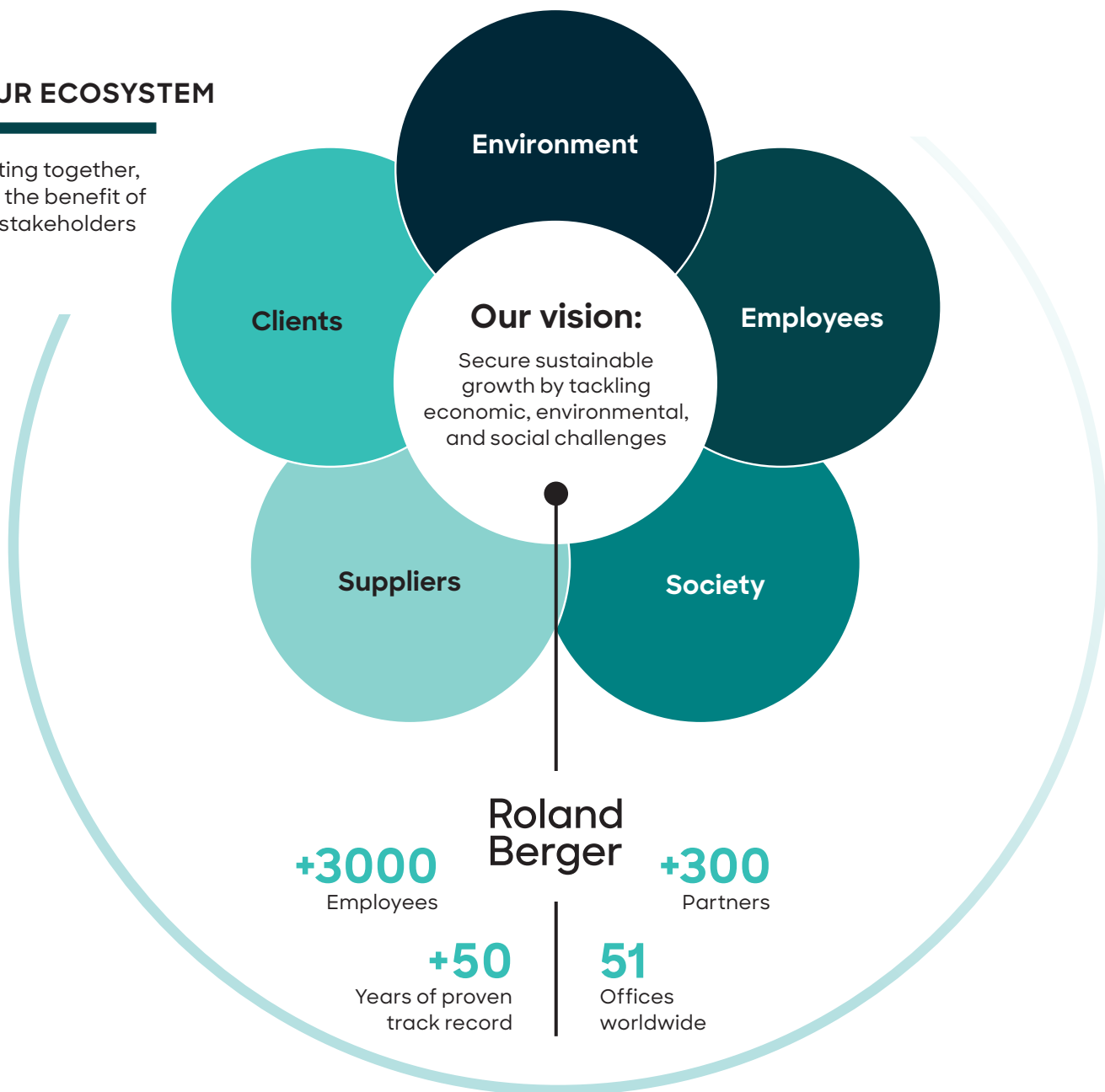


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Our commitment



"The next few years demand a fundamental transformation of society – companies, public institutions, organizations, and individuals must raise the bar on sustainability."

Stefan Schaible
Global Managing Partner

The latest report by the *Intergovernmental Panel on Climate Change* (IPCC) was a wake-up call to humanity: The current pace and scale of climate action is insufficient to tackle climate change, and the window to meet the targets of the *Paris Agreement* is quickly closing. In parallel, the slow pace means we are missing the huge opportunities. The next few years demand a fundamental transformation of society – companies, public institutions, organizations, and individuals must raise the bar on sustainability. It is time to turn our pledges into actions and to go for sustainability-driven innovations every day. In other words, we need to **act for impact**.

At Roland Berger, we believe we carry a special responsibility. We consider it our duty to have a measurable impact on the communities we work and live in. Our biggest potential to reduce greenhouse gas emissions lies in supporting our clients in their efforts to do so. From 2020 to 2022, our sustainability-related project portfolio grew fivefold. Our focus has shifted very much to embedding sustainability in our clients' business models; however, we also want to lead by example. In 2022, we made substantial progress towards our own climate goals: Despite significant revenue growth, we managed to almost halve our emissions per million euros of revenue.

Our greatest asset is our 3,000+ people. We embrace a people-centric, diverse, and open work culture that celebrates the richness of our differences. Roland Berger's great sense of community became particularly evident when war broke out in Ukraine. I am incredibly proud of our colleagues for supporting first-hand our Ukrainian team and others who were affected, procuring medical supplies, organizing medical aid through neighboring countries, and helping out in innumerable other ways.

■ GRI 2-22

Moving forward, we aim to make sustainability an integral part of all our consulting projects. We will broaden the scope of our services to address pressing topics such as biodiversity, water, and carbon footprint optimization. And we will continue to provide thought leadership in the area of climate action and foster cross-sectoral collaboration on the global stage. We are for instance headline partner of the *Sustainable Innovation Forum* (SIF), an event which runs alongside *COP28*, the *United Nations Climate Change Conference* in Dubai later this year.

In this report, we shine a spotlight on the steps we took in 2022 to realize our ESG ambitions. I hope the following pages will inspire further conversation and spur even bolder action as we continue to challenge ourselves.

A handwritten signature in blue ink, appearing to read 'Stefan Schaible', written in a cursive style.

Stefan Schaible
Global Managing Partner

Introduction

■ GRI 2-1, 2-6, 2-7

European heritage in a globalized world

Since our foundation in 1967, at Roland Berger we have operated according to ideals of diversity, inclusivity, and open exchange and crafted a cosmopolitan ethos rooted in our European heritage. As the only consultancy of European origin, that makes us stand out and particularly enables us to find solutions for the many challenges our increasingly polarized world is facing. Today, with over 50 offices and 3,000 colleagues worldwide, we are active in all major markets and are one of the leading representatives of our industry.

Roland Berger brings together people from diverse cultures, perspectives, and backgrounds, fostering an open exchange of ideas and innovative thinking. We are united in our motivation to constantly learn, grow, and discover.

We treat our clients with respect and integrity – and their business like our own. They come from all industries, e.g., automotive, financial services, consumer goods, retail, aerospace, or agribusiness. As we assist them on their way to a successful and sustainable future, we are focused on impactful, market-driven strategies that work – whether in the field of digitalization, growth strategies, new business models, sustainability and climate action, innovation, mergers and acquisitions, transformation, or restructuring.

Entrepreneurship, excellence, and empathy: These three core values guide us every day (see page 7). They constitute an essential element of our corporate culture and define how we interact with our clients, colleagues, business partners, and communities.

■ GRI 2-12

Sustainability at Roland Berger

As far as growth is concerned, the modern economic system has been immensely successful. But it has also put unprecedented pressure on local communities and the environment. Companies must now consider their impact on sustainability and develop approaches that directly address environmental, social and governance (ESG) topics. The acronym ESG emphasizes how the underlying issues are interconnected: Any action taken to address one of the three dimensions has an impact on the other two. Only by approaching sustainability holistically – by addressing environmental, social, and governance issues simultaneously – can we increase our positive impact on the planet, people, and prosperity.

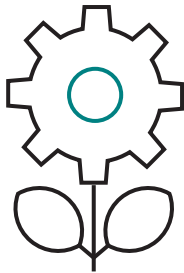
At Roland Berger, we are committed to a more sustainable and inclusive future. On the one hand, this includes our very own ESG initiatives. Our declared goal is to achieve a net-zero climate impact in line with the *Paris Agreement* and we are fully on track to reach our ambitious 2028 greenhouse gas emission targets, validated by the *Science Based Targets initiative* (SBTi)⁴ (see page 29). At the same time, we see our role as driving change and enabling others to have a long-lasting positive impact. Sustainability considerations are part of almost every project we take on, the number of our sustainability engagements having grown fivefold since 2020. As a global consulting firm, we support private companies, non-governmental organizations, and governments in their efforts to make a greater contribution to society and the planet.

⁴ The Science Based Targets initiative (SBTi) is a partnership between the Carbon Disclosure Project (CDP), the United Nations Global Compact (UNGC), the World Resource Institute (WRI), and the World Wildlife Fund (WWF). Its aim is to help companies establish science-based emission targets in line with the *Paris Agreement*.

To communicate on our contributions, we launched our first annual ESG report in 2021, based on a thorough double materiality analysis (see page 8). However, this was not our first time reporting on ESG-related topics. Indeed, we joined the *United Nations Global Compact* (UNGC) as early as 2012. We have been communicating our progress ever since.

In our annual ESG report we chart our progress, our initiatives, and our achievements over the year. We frame the report with reference to the standards of the *Global Reporting Initiative* (GRI) (see GRI content index, pages 55-60) – the most established and widely recognized international reporting organization, which sets global standards for ESG reporting for companies across industries.

OUR CORPORATE VALUES



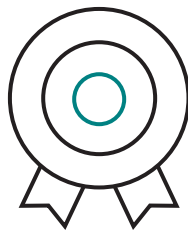
ENTREPRENEURSHIP

We understand entrepreneurial challenges and know what makes successful entrepreneurs. This entails actively exploring unconventional ideas, taking risks, blazing new trails, and being willing to assume responsibility. All of us are eager to find innovative and sustainable solutions to help our clients be "game-changers" in their industries.



EMPATHY

We place ourselves in our clients' position to be able to act as insightful, respectful, and responsible advisors. Roland Berger employees offer a unique combination of intellectual and emotional competence to meet our clients' aims and needs. We act as partners alongside our clients and focus on understanding the real problem, offering peer-to-peer advice and tailored approaches. Our firm is committed to tolerance and respect. We value diversity as a strength within our own company and know how to thrive on diversity in our clients' environment. Appreciating others' perspectives and feedback, we take all stakeholders into careful consideration and respond with integrity to the trust our clients place in us.



EXCELLENCE

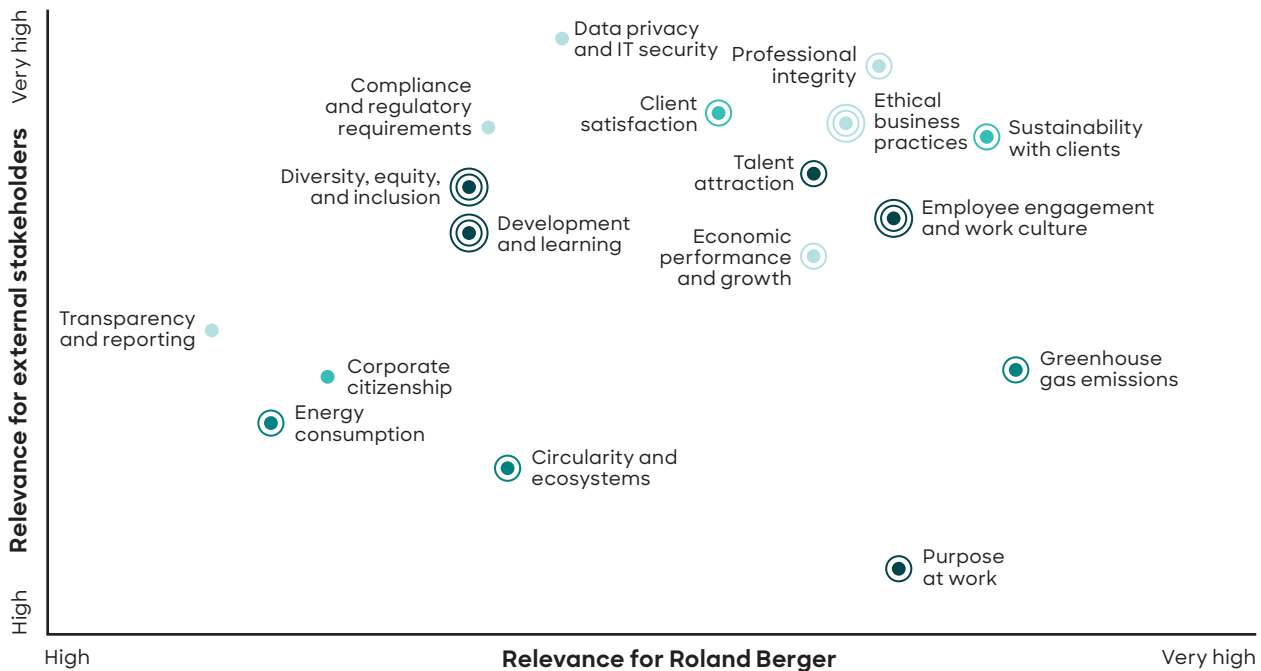
We achieve excellent results and develop global best practices to ensure both measurable and sustainable success. Our goal is excellence in our work with clients, in the way we develop our knowledge, and in our interaction with each other. To do so, we challenge ourselves time and again to produce sound analyses with a fact-based approach. We value open discussion and debate in decision making until the best possible outcome has been achieved.

Our materiality analysis

For our last annual ESG report, we conducted a materiality analysis to identify the most relevant sustainability issues for Roland Berger, mapping them along the three ESG dimensions. We used the double materiality approach, meaning that Roland Berger executives and experts evaluated all topics from both an impact and a financial perspective. These perspectives take into account both the impact that a company has on people and the planet (i.e., impact perspective) and the risks and opportunities that external circumstances present to the company itself (i.e., financial perspective).

We also asked our employees (internal stakeholders) and our clients (external stakeholders) to prioritize the sustainability issues that we identified as material. The resulting materiality matrix (see below) ranks the list of material topics in order of importance from both an internal and an external perspective. For more information on the materiality analysis methodology, please see our 2021 ESG report.

Our materiality matrix



- Empowered People
 - Climate Action and Circularity
 - A Partner to Clients and Society
 - Responsible Business
- Relevance for our employees:**
- Relevant
 - Highly relevant
 - Very highly relevant

Source: Roland Berger

**EMPOWERED
PEOPLE**

Employee engagement and work culture

We promote entrepreneurship and commit to flexibility. We foster an environment of individual growth in a safe and respectful space, where personal interests, activities, and family life are seen as adding value.

Purpose at work

We believe that as strategy consultants we are obliged to have a measurable positive impact on wider society. We are driven by a strong motivation to help other organizations and companies conduct sound business by providing entrepreneurial and responsible solutions.

Development and learning

To provide our clients with the best service possible, we encourage our employees to continuously develop their skills. Constant learning is part of our corporate culture, be it through on-the-job training, seminars, professional coaching, international assignments, higher education, fellowships, or industry placements.

Diversity, equity, and inclusion

We believe that the meeting of diverse cultures and different perspectives within our company enriches us. That is why we commit to ensuring that our firm is an inclusive and meritocratic organization that celebrates the richness of our differences.

Talent attraction

As a company, Roland Berger constantly strives to attract the best talent in the market to support our clients with the best team. We bring in well-rounded people with diverse backgrounds and an entrepreneurial mindset.

**CLIMATE ACTION
AND CIRCULARITY**

Greenhouse gas emissions

Our biggest potential to reduce greenhouse gas emissions lies in supporting our clients in their efforts to do so. However, we also lead by example. We have set science-based targets for ourselves to reduce our own emissions. We started to track and actively manage our carbon footprint annually to remain in line with the *Paris Agreement*.

Energy consumption

We reduce our own consumption of electricity, heating, and cooling wherever possible, and encourage our employees to make sustainability part of their day-to-day lives.

Circularity and ecosystems

In a circular economy, waste constitutes a valuable resource for new products. We bring a circular mindset to everyday business activities, carefully considering our impact on ecosystems and biodiversity.

A PARTNER TO CLIENTS AND SOCIETY

Sustainability with clients

At Roland Berger, we help our clients identify where and how their businesses are most impacted by environmental developments. We help our clients capitalize on those developments to create a competitive advantage for themselves. We support their decision making on an individual level and help fuel their sustainable growth and competitiveness in a swiftly changing business landscape.

Client satisfaction

Through a combination of in-depth expertise, comprehensive analysis, and pragmatic solutions, we implement strategies that achieve the highest possible impact for our clients. We want our clients to be our primary promoters based on the quality and professionalism of our work, which is rooted in our core values.

Corporate citizenship

We have social, cultural, and environmental responsibilities towards the communities our business connects us to. We are invested in creating positive value for society as a whole.

RESPONSIBLE BUSINESS

Ethical business practices (including ESG criteria in procurement)

We lead by example, living up to our stakeholders' expectations and making ethical decisions in line with ESG standards in our day-to-day business activities.

Data privacy and IT security

We are strongly committed to protecting the information and privacy of all our stakeholders. That is why we handle data carefully and in accordance with all relevant legislation. Our IT infrastructure, hardware, and software meet the highest security and technology standards.

Compliance and regulatory requirements

In line with our ethical principles and values, we have a dedicated corporate compliance system, which ensures that we always act fully in accordance with external legislation and regulations, and with our own internal rules and procedures.

Professional integrity

At all times, we abide by anti-corruption practices and the highest professional standards in our daily business operations.

Economic performance and growth

We strive to achieve excellent results and develop global best practices, to ensure both measurable and sustainable success for our clients and ourselves.

Transparency and reporting

We are committed to making our sustainability activities transparent and driving positive change by reporting on our sustainability performance in our annual ESG report.

From ESG to our material topics



Empowered People



75 different nationalities

■ GRI 2-7, 404-1, 405-1

37% women, **12%** in leadership positions

4.8 average training days per employee

+15 eNPS points in employee engagement since last year

A people-centric work culture

At Roland Berger, our people are at the center of everything we do. Their drive and dedication have made us an industry leader – and the only European consulting firm with a strong global footprint. We strive to provide the best environment for personal development, where everyone can bring their true selves to work. That means ensuring a people-centric, respectful work culture, an inspiring, entrepreneurial, and performance-driven environment, a broad set of flexibility options that allow employees to design individual work models, and strong support for individual and collective growth. That support is based on regular formal and informal feedback, various types of training, coaching, fellowship programs, affinity groups, and much more besides.

Our corporate culture fosters collaboration, responsible behavior, and innovative thinking. Our company-wide commitments – the *9 Pledges* (see page 22) – are anchored in our corporate values of *entrepreneurship*, *empathy*, and *excellence* (see page 7), helping create an inclusive, innovative, diverse, and merit-based environment. These commitments are complemented by the *Roland Berger Code of Conduct* and additional policies, such as our *Anti-harassment Policy* and our *Anti-discrimination Policy*.

We truly care about the well-being of our employees. We use numerous tools to monitor their workload and engagement (see pages 15 and 16). We foster a diverse, open, and engaging environment in which our colleagues around the world can drive and shape Roland Berger (see page 16). We conduct regular performance and career reviews and offer a range of benefits (see page 14). And we have a vast catalog of personal and professional development courses available to our employees (see page 21).



■ GRI 2-23, 3-3, 403-1

Last but by no means least, we want to ensure a healthy balance between work and personal life, which is vital for our employees' physical and mental well-being. With this in mind, we have created programs such as *B&me* (see below) and *New Ways of Working* (see page 15) to promote flexibility and the personal development of our employees, while local offices promote and contribute to employees' sport and leisure activities (see page 20).

Our working culture, tools, and initiatives aim to motivate and value the unique and diverse personalities, perspectives, and backgrounds of our people, who account for the quality and attractiveness of working at Roland Berger and for the results we deliver for our clients.

■ GRI 3-3, 404-1,
404-2, 404-3

Purpose at work

Roland Berger helps companies worldwide conduct better, more sustainable business. We need our employees to stay up to date with the latest industry developments, to be engaged, and to be motivated. Our clients face many challenges, and the nature of those challenges changes rapidly; to help them, our people must be equipped with the right skills and tools. That's why we encourage our employees to keep growing – personally, and in terms of their know-how and expertise.

We provide many opportunities for growth at Roland Berger, to unlock the potential of all our people, enable their individual success, improve their contribution, and most importantly, enhance their experience of working at our firm.

- Regular feedback on performance
- A learning culture on every level, from Interns to Partners
- A comprehensive training program
- On average 4.8 training days a year per employee
- International project assignments and long-term office transfers
- Different types of coaching, from open-access learning to personalized courses for female consultants, new leaders, high potentials, and so on
- Sponsorship for Master's, PhD, and MBA programs
- *Social* and *Entrepreneurial Fellowships* – from a start-up idea to supporting an NGO

These opportunities form part of our *B&me* program which also includes flexible working arrangements, such as part-time work, extra vacation days, and sabbaticals. The program is divided into five areas: *Be connected*, *Be educated*, *Be free*, *Be entrepreneurial*, and *Be social*.

We continue to encourage more and more employees to take advantage of these growth opportunities.

The COVID-19 pandemic marked a dramatic turning point for the world of work. Remote and flexible work arrangements became commonplace – and at the same time created new challenges for the work-life balance, mental health, and stress management of employees.

In 2021, we launched a global initiative called *New Ways of Working*, which established the *9 Pledges* as our guiding principles. The aim of this initiative is to deal with the new challenges, increase satisfaction at work, and improve employee retention. *New Ways of Working* brings together tools for creating greater transparency around workloads, managerial processes for ensuring accountability, and KPIs backed up with supportive actions such as flexible working, training, and coaching. The initiative is anchored in our corporate culture through regular peer exchange, facilitation, and change management. Our goal is to create lasting cultural change within our organization, ensuring a balanced workload through transparent parameters.

The *New Ways of Working* initiative began with a six-month pilot, which was evaluated by the vast majority of employees involved – 92 percent – as positive. Survey data showed an improvement of more than 20 eNPS⁵ points in workload-related scores. We were able to maintain this positive momentum during the rollout.

The initiative has led to clearer definition of project deliverables and goals, faster decision-making processes, and an improved collective awareness of issues related to work-life balance. At the same time, analyses of our client feedback on the pilot projects show the same level of high satisfaction as for other projects. In particular, it has helped:

1. Manage a sustainable workload and set boundaries for employees in a challenging individual learning environment;
2. Provide flexibility and foster personal development for individuals, cultivating their lives outside the office;
3. Build a people-centric mindset within the organization and ensure accountability on the part of our leaders.

The initiative includes three important tools that are designed to encourage open communication, personal health, and well-being to monitor workload and optimal personnel management, particularly with regard to the individual capacities of each employee on any project.

The Project Commitment Tool allows team members to set individual development goals and preferences (project-related as well as personal, off-project goals), and enables Project Managers to monitor their progress on achieving these goals.

The Team Barometer is an anonymous survey comprising six standardized questions that track the team's mood. The results of the survey are made available on a weekly basis to the team and help Project Managers optimize how they manage the project.

Through *Time@RB*, employees can indicate whether the number of tasks assigned to them falls within the guidelines set out in *New Ways of Working*. This helps the management team distribute workload properly, avoid unnecessary peaks in workload, and deprioritize other tasks such as studies or acquisitions. We also regularly check that our work patterns reflect the desired flexibility with regard to remote working.

Importantly, we have anchored *New Ways of Working* in all our assessment, review, and management processes, as we firmly believe that the opinions of our people are essential to making our corporate culture come alive. For instance, in 2022 we added a *Bottom-up Project Assessment* for Partners, Principals and Directors, which aims at ensuring that the *New Ways of Working* principles are implemented thoroughly in every project. Employees can use this tool to assess the management team anonymously, with a focus on workload during the project. The *Bottom-up Project Assessment* complements our numerous other employee engagement tools, such as the annual *Bottom-up Leadership Assessment* (BULA) and our *Employee Engagement Survey* (see page 16).

⁵ The *Employee Net Promoter Score* (eNPS) is a metric to assess employee satisfaction. It is measured on a scale of -100 to 100 and represents the balance of employees who are promoters vs. detractors.

Employee engagement and work culture

We provide a safe, respectful work environment for all our employees – somewhere that everyone can be themselves. Therefore, in addition to the engagement tools described under the *New Ways of Working* program (see page 15), we have been conducting a monthly *Employee Engagement Survey* across all our global offices since 2019. This helps us stay in close contact with our employees and identify where we are doing well, and where we could do better. The results of the *Employee Engagement Survey* also form part of the regular management report in all countries and regions.

Participation rates in the *Employee Engagement Survey* were roughly constant in 2021 and 2022, at around 56 percent. However, our *Employee Net Promoter Score* (eNPS)⁵ improved by 15 points, to 34. This indicates an increase in employee satisfaction. We were particularly happy to note that our scores for personal growth and learning, organizational fit, and diversity improved significantly, rising by 14 points in each area.

We have defined concrete measures to further improve employee engagement in the coming years and want to achieve an even higher participation rate to ensure we don't leave any blind spots.

Sustainability engagement

Roland Berger empowers employees to actively shape our sustainability journey as a company. We have launched a number of initiatives that boost our employees' awareness about sustainability issues and their own efforts to improve our environmental footprint. In 2022, for example, we organized a global *BeGreen Week*, which featured events such as a vote on the carbon offset projects for our 2021 emissions, a global keynote speech on the circular economy, and a livestream of our participation in the *Sustainable Innovation Forum* at the *2022 United Nations Climate Change Conference (COP27)* (see page 27). Employees could also complete "green missions", earning points for reaching individual sustainability goals; the points were then converted into a corporate donation to an environmental non-profit organization selected by our employees. We also run education initiatives to teach employees about the urgency of the climate crisis and the potential for collective and individual action.

We believe it is important to promote sustainability awareness at a local level throughout the year. With that in mind, we have 36 *Sustainability Ambassadors* across our offices worldwide.



A beekeeper helps us take care of the bees on our Munich office rooftop and gives regular workshops for our employees.



These are individuals who are passionate about creating a culture of environmental sustainability and improving our firm's carbon footprint by engaging their peers. Often supported by groups of like-minded people in their offices, they are the official linking pins between local and global activities.

We also take a wide range of steps to increase our sustainability overall as a company, from sustainable purchasing to waste avoidance (see page 32).

New training for sustainable business

■ GRI 3-3, 404-2

We are currently planning to roll out a worldwide training program centered on sustainability. Together with our initiatives to promote education and awareness on sustainability (see page 16), the sustainability training forms our new approach to ESG topics. This framework ultimately aims at supporting the creation of new high-quality services for our clients, while demand for sustainability is increasing rapidly, and gives us the opportunity to promote a strong and widespread sense of awareness. At the same time, we want to set incentives for environmentally conscious behaviors and increase the transparency of each employee's carbon footprint.

As part of these efforts, we have already launched a new training program at our Paris office. Run in partnership with the French Agency for Ecological Transition (ADEME), the program promotes the transition to low-carbon forms of energy. The first training session covered carbon and climate action targets, while the second presented a hands-on methodological approach. We also offer a workshop led by the French non-profit organization *Climate Fresk*, dealing with how climate change works and what we can do about it in our personal and work lives. The program has received very positive feedback so far and we aim to expand it further in the coming years.

Unity through diversity

■ GRI 2-24, 3-3

We firmly believe that diverse teams produce better results. Including different types of people with different perspectives and backgrounds in our work as a company is a key driver of success in finding the right solutions to today's complex business issues. Diversity, equity, and inclusion (DEI) lie at the heart of the *Roland Berger Code of Conduct* and our *Diversity Mission*. We are committed to providing our employees with a work environment that is open, friendly, respectful, and which celebrates the richness of our differences.

We promote diversity with regard to gender, ethnicity, religion, disability, age, sexual orientation, socio-economic status, and educational background. We strive to maximize opportunities for everyone. This is reflected in our initiatives – from *pride* celebrations for our LGBTQ+⁶ colleagues to our female buddy system. We organize career talks with female business leaders, offer flexible work arrangements for parents and parents-to-be, and hold recruiting events targeting diverse talent. Our *Diversity Ambassadors* drive local and global initiatives celebrating and championing the diversity of our workforce. Our global training program includes compulsory training on unconscious bias and compliance.

To track our performance with regard to diversity, we have developed a special *Diversity Dashboard*. This includes key diversity KPIs for different parts of the organization, for instance the share of female colleagues, our performance with regard to support for diversity matters, role modeling by our leadership, and so on. We integrate this data into our departmental, country-specific, and global business reviews.

⁶ Lesbian, gay, bisexual, transgender, queer/questioning, and others, such as non-binary, asexual, and pansexual.

ABILITY@ROLAND BERGER

Ability@Roland Berger is a new, employee-led community founded by a group of colleagues in 2022. It is open to individuals with physical disabilities, neurodiversity, chronic illness, mental health conditions and similar, or caring for those affected. The group provides practical support, strives to lower barriers, and acts as a sounding board for employees, applicants, and clients.

Ability@Roland Berger recognizes the broad spectrum of individual experiences that people with disabilities and their families have. It gives those affected the opportunity to listen, learn, and build a supportive network within Roland Berger. All employees affected by disability are invited to join the community. They can also contact the spokesperson on an anonymous basis to receive more information or discuss disability-related topics.

No details related to an employee's involvement with *Ability@Roland Berger* are tracked.



▲ Our Paris office hosted events to raise awareness about the challenges of individuals with disabilities in the work environment.

Our affinity groups – groups of employees who share a common identity characteristic – are growing in number each year and contribute substantially to the inclusive work environment at Roland Berger. Every year, the groups hold events, workshops, networking seminars, information sessions, and lots more to grow the community and make an impact. Thanks to their existence, employees find a supportive community at the workplace. Examples include our affinity groups for the LGBTQ+ community (*Just be*) and LGBTQ+ allies (*Just be Friends*), as well as groups for women, new and prospective parents, and people of color. In 2022, a new group was formed for people affected by disability, or caring for those affected, called *Ability@Roland Berger* (see above). Many of these affinity groups are growing rapidly: Membership of *Just be Friends* increased by 35 percent in the last year, for example.

We celebrate *Pride Week* in conjunction with our global *Diversity Day*. In 2022, more than 30 offices around the world organized on-site activities and celebrations as part of this event, in addition to the global activities, including panel discussions with members of the LGBTQ+ community and networking events leveraging local specific events such as *National Coming Out Day* at our London office or the like. Also in 2022, our *Black@Roland Berger* community organized a discussion in celebration of *Black History Month*, and our Paris office invited guest speakers as part of a week dedicated to raising awareness of the barriers faced by people with disabilities in the workplace.

A gender-balanced workforce

We aim to create a workplace culture that caters to the needs of all our employees, regardless of their gender. Part of our commitment is to improve all diversity indicators at Roland Berger, including female representation. Globally, 37 percent of our employees are women, with

women currently holding 13 percent of positions in our top governance bodies⁷ and 12 percent of our leadership positions⁸ – an increase of three percentage points on the previous year. In 2022, we launched a process to ensure 20 percent female representation in all management bodies of Roland Berger Holding. We also set ambitious targets for female representation in our global workforce, especially in management and leadership positions. We aim to achieve 35 percent female applicants worldwide by 2024. To help us reach these targets, we include them in the performance review processes for the leaders of all business units. Of course, we have equal remuneration and an equal basic salary, and the salary ranges are fixed per function level and do not depend on the gender of the position holder.

7 The Roland Berger Board of Global Managing Directors and Supervisory Board.

8 Partners, Principals, Directors, and equivalent.

Year after year, we want to raise the bar and expand our vision of Roland Berger as a place where diversity is recognized, where colleagues can feel safe as unique individuals and their individual personal development is encouraged. We especially wish to create safe spaces and opportunities where colleagues can learn from each other. *Women@Roland Berger* is continuously expanding its activities, such as career talks with female business leaders, regular networking sessions, and leadership training sessions specifically for women. The year 2022 saw a great number of such events. For example, our DEI teams in Belgium, France, the Netherlands, and the United Kingdom jointly organized online fireside chats, while our female colleagues in China, Japan, South Korea, and other Southeast Asian countries held an event to discuss career options and work-life balance. We also celebrate *International Women's Day* each year, including this year organizing panel discussions in several offices around the globe featuring inspiring career stories by women at Roland Berger.

A group of talented women from six nations started their 24-month *European Female Talent Program* at a kickoff event in Hamburg.



We strive to ensure that our employees enjoy the best possible conditions in every phase of their life. Raising and taking care of a family increases the workload of both parents. With this in mind, we provide parents (and parents-to-be) with support services and other benefits so they can continue to pursue their careers if they so desire. Employees are entitled to parental leave in all our global offices under country-specific Roland Berger policies. In 2022, 89 of our employees went on parental leave, almost equally split between women and men (see extended tables, page 52). In nearly all the countries where we operate, we also offer these benefits to part-time or temporary employees. Local offices may offer additional benefits to their employees, such as extended paid parental leave, partnerships with companies providing childcare (or care for the elderly) and babysitters or nursery places for a certain period of time. With the objective of building an international community of parents to regularly exchange and share best practices, we also encourage our employees to present their experience of balancing parenting and work on our intranet.



Fair pay

■ GRI 2-18, 2-19, 2-20, 405-2

A cornerstone of our corporate culture is that we treat all our employees fairly. We ensure that our promotion system is based on individual merit, with transparent performance evaluations by special review committees. Remuneration is linked strictly to rank, qualifications, and individual and collective performance.

We also use a merit-based remuneration system for our Partners. We measure their individual performance in the dimensions of value creation, know-how, cooperation, client relationships and role modeling, on a single-year and multiyear basis. Some components of Partners' remuneration are spread over multiple years; part of it is also variable, depending on how the firm performs globally.

The compensation of management bodies follows the same logic, rewarding the financial performance of the group, the performance of the business units, and individual conduct, as well as the profitability of the company each year. The Supervisory Board reviews the performance of our Global Managing Directors each year, based on that year's targets.

Salaries are subject to constant monitoring and benchmarking to ensure that they develop in line with both our performance and the market.

■ GRI 3-3, 401-2, 403-1, 403-3, 403-8

Health and well-being of our employees

We value each and every one of our employees and care deeply about their physical and mental health and well-being. We do our best to cater to the needs of the unique individuals that make us the company we are. In addition to providing tools for managing workload under the *New Ways of Working* program (see page 15), we additionally offer a comprehensive range of health and well-being services.

All our offices have measures in place to protect the health and safety of our people, in line with national laws and regulations. Some local offices also have additional provisions and programs in place. In many countries, we have implemented an occupational health and safety management system based on recognized international standards; this currently covers 74 percent of our global workforce. The system includes occupational audits, yearly or twice-yearly medical exams, and training in psychosocial risks in the workplace.

We want our employees to know that we will take care of them, wherever they are. Our travel insurance policy therefore covers critical medical issues abroad, offering extensive benefits for employees and their immediate family members in case of health emergencies during both business and private trips. Roland Berger has engaged a global service provider to help with medical, health, insurance, and security matters. They provide services including a 24/7 hotline, emergency services worldwide, and pre-travel advice on security, medical standards, and visas. We give our employees global health insurance and disability and invalidity cover, and we also offer life insurance and private retirement provisions in most countries.

■ GRI 3-3, 404-2

BETTERUP COACHING

For more individualized forms of development, we partner with the external coaching platform *BetterUp*. With more than 3,000 certified coaches in 60 countries, *BetterUp* offers coaching across languages, cultures, and time zones to our employees worldwide, targeted mainly at Senior Consultants, Project Managers, and Managers in our corporate functions. Training courses are flexible, reflecting the different needs and availabilities of our people.

In addition to skills training and leadership training courses, *BetterUp* offers coaching on topics related to

individuals' personal needs, such as sleep, stress management, nutrition, parenting, communication, diversity, and inclusion. The starting point is a *Whole Person Assessment*, where people can identify their strengths and areas for development. Based on the results, the individual then connects with a coach to develop a personalized training program. All courses are complemented by an online library of additional sources, including podcasts, articles, and videos, while participants can track their progress on an individual dashboard.

In addition, we actively encourage local initiatives to demystify mental health in the workplace. Roland Berger provides free access to individual mental health coaching and burnout prevention sessions. Our standard training program includes a mandatory section on stress management for all our employees. Health and stress management also forms part of our *BetterUp* coaching program. We believe that physical fitness is crucial to maintaining steady mental health. In many countries, we subsidize gym memberships, yoga sessions, health club memberships, and subscriptions to mindfulness apps and workshops, and we provide additional budgets for team-building activities and work-from-home support.

Development and learning

■ GRI 3-3, 404-1, 404-2

We are committed to unlocking the potential of all our people, continuously developing their skills, enabling their individual success, and enhancing their experience of working at Roland Berger. Our new hires attend a two-week onboarding program. In addition, we have a catalog of more than 50 seminars featuring well-known speakers, respected academics, and high-ranking executive coaches. We also offer numerous voluntary training courses for our employees to improve their skillsets and prepare themselves for future professional opportunities. Nearly all our offices have training sessions supporting local needs or developing specific consulting areas. Our educational programs follow a tailored, individualized approach that values diversity and can be adapted to different time schedules and learning needs. In 2022, the average total training days per employee stood at 4.8 days.

We provide our people with the space, time, and access to opportunities to pursue goals that contribute to their personal and professional lives or equip them with the latest business insights. To this end, we have aligned our *New Ways of Working* program (see page 15) with our *B&me* program (see page 14) to provide access to various programs within a flexible working model. Employees can choose from a broad range of programs, such as flexible work arrangements, extended vacation days, sabbaticals, enrolling for a Master's, MBA, or PhD, or pursuing an *Entrepreneurial* or *Social Fellowship* (see page 41). Around nine percent took educational leave, a sabbatical, or worked part-time in 2022 – a two percentage point increase compared to the previous year.

Thanks to our network of offices around the world, we are able to offer our employees international exchanges. The *GoGlobal@Roland Berger* program enables individuals to expand their networks, experience new cultures, and advance their international careers, while at the same time contributing to the dynamic growth of our offices. In 2022, 135 employees participated in international assignments, transferring to 28 different offices, in addition to the regular, skill-based international staffing of our client projects.

However, since career perspectives and personal preferences change over time, we also aim to support individuals in their next move outside of Roland Berger. We maintain a strong global alumni network where people can seek career advice and access a lifelong network of professional contacts, alumni, and friends. We actively stay in touch with former employees – including encouraging them to think about a second career at our firm later in their professional life.

An employer of choice

We aim to position ourselves as an employer who attracts diverse talents. We run various recruiting initiatives that foster and celebrate diversity, from the first steps into a new career to the hiring process itself. A prerequisite for attracting more diverse talent is a bias-free hiring process. Everyone involved in our recruiting processes therefore attends a training course to combat unconscious bias.

We organize a range of special recruiting formats to attract talent from all types of backgrounds. For example, our *European Female Talent Program* is a pilot international program that aims to attract more female graduates and young professionals to the firm. The high-potential candidates receive 24 months' training and attend joint kickoffs and networking events, starting in their home country and then entailing two periods abroad, each lasting four to six months.

During *Pride Month*, our LGBTQ+ community *Just Be* shares their personal experiences with applicants on virtual and in-person platforms. We also participate regularly in the annual international recruiting event *Sticks and Stones*, centered around LGBTQ+ talent.

9 PLEDGES

The *9 Pledges* are a set of principles derived from our corporate values of *entrepreneurship, empathy, and excellence* (see page 7). They guide and shape our day-to-day behavior and interactions in the workplace. The *9 Pledges* help us become the company we want to be: inclusive, innovative, diverse, and meritocratic – a company where everyone is respected for who they are.

They strengthen the bond of trust and raise the standard of accountability among our employees. Our corporate values and the *9 Pledges* form the foundation of our work culture and collaborative spirit, helping us fulfill our joint purpose. They enable us to support our clients better, work together more harmoniously, and achieve a lasting impact.



Top students who would like to join Roland Berger after graduation can apply for our *Gap Year Program*. Over the course of a year, they work first at a Roland Berger office in their home country, then at an office abroad, and finally with a scale-up or start-up company in the Roland Berger network. In 2022, 18 graduates joined the program in our Amsterdam, Munich, and Paris offices. Throughout the project, we familiarize them with our values, and, as part of our *9 Pledges*, we encourage them to embrace a hands-on approach in their projects, to take responsibility, and to voice their opinion.

Our company enjoys a very positive reputation. This is reflected in our results from the *Vault Consulting Ranking*, based on the opinions of people working in consulting. Besides external votes (consultants from other consulting firms), they also consider internal votes on topics such as company culture, innovation, and business outlook. In 2022, we ranked #3 in EMEA (Europe, the Middle East, and Africa) and APAC (Asia-Pacific).



LOOKING FORWARD

■ GRI 2-29, 3-3, 404-2

We commit to maintaining a people-centric work culture that honors our corporate values *entrepreneurship*, *empathy*, and *excellence* (see page 7) and the *9 Pledges*. In the future, we plan to expand the options for flexible working at Roland Berger, such that our employees are able to balance their work and personal life even better, in a manner that is most suitable for them. We are aware of the power of flexible working solutions. In the future, we want to respond even more strongly to our employees' expectations by catering to their individual needs. At the same time, we want to ensure that our people have new opportunities to take action and make an impact. We want to grow spaces and have more internal dialog for our colleagues to contribute to causes that they are passionate about, for example through our *Social and Entrepreneurial Fellowships*. We want our employees to critically review themselves in order to make themselves and their behavior even more sustainable. We want our people to look at ethical behavior and benchmark each of their own decisions against it.

Increasing the proportion of women in our workforce, especially in leadership positions, is a top priority for the firm. We strive to achieve this through activities such as *Women@ Roland Berger* and recruiting events specifically targeting women. We also plan to introduce further coaching programs adapted to the needs of female consultants.

We continue to strengthen our role as a good place to work for all people. In the future, we will build on our experiences with affinity groups such as *Black@Roland Berger*, *Ability@Roland Berger*, and our LGBTQ+ community, encouraging employees to take the initiative – not just as members of those communities but also as allies and supporters.

Training and opportunities for personal development are a prerequisite for our company's success and the source of our innovation. Going forward, we will expand our development programs, including international staff exchanges, educational and entrepreneurial leave, and job rotations.

Finally, as the world changes, so must our people's skills. We plan to expand our training, integrating sustainability into all the courses that we offer. In parallel, we will continue to foster sustainability awareness and build a "sustainability mindset" across the entire company, ensuring we reinforce positive behavior with appropriate incentives.

Climate Action and Circularity



-26% absolute emissions compared to 2019

■ GRI 304-3,
305-4, 305-5

-46% in emission intensity as
measured against revenues

9 publishing awards for ESG-related *Think:Act* magazines

+151 hectares of *Roland Berger Forest*

Rising to the climate challenge

The world is approaching a tipping point. Adverse climatic events are increasingly common around the globe, from flash floods and droughts to heat waves, and they have huge environmental, social, and economic costs. Beyond that point, the impact of climate change will be irreversible. Companies, public institutions, organizations, and individuals must act now – for the sake of humanity's future. At Roland Berger, we take a holistic approach to addressing climate action, tackling the challenges from all possible angles.

As we see it, part of our role (and the most impactful one) is to work with stakeholders to push the sustainability agenda. We help our clients decarbonize their operations and transform their businesses for a better future. Our portfolio of solutions and our decarbonization toolkit, based on our deep industry expertise and cutting-edge research, helps clients minimize the emissions produced by their regular business activities (see page 37).

Our research into sustainability and climate action allows us to position ourselves as thought leaders, helping stakeholders worldwide adapt their strategies to the challenges. We inspire change through our actions and our publications. We collaborate with public institutions, governmental bodies, business leaders, investors, and NGOs, playing an important role in events such as the *United Nations Climate Change Conference* or the *Energy Weeks* organized by *Siemens Energy* (see page 27).

We believe that everyone must contribute to the transformation. With this in mind, we are firmly committed to meeting our own sustainability targets by 2028. The *Science Based Targets initiative* (SBTi)⁹ has confirmed that these targets are in line with the goals of the *Paris Agreement* (see page 29). So far, we have implemented a number of measures related to our travel choices, energy sources, and use of resources, and we are currently defining a longer-term path to achieving net zero.

■ GRI 2-28,
2-29, 3-3



⁹ The *Science Based Targets initiative* (SBTi) is a partnership between the *Carbon Disclosure Project* (CDP), the *United Nations Global Compact* (UNGC), the *World Resource Institute* (WRI), and the *World Wildlife Fund* (WWF). Its aim is to help companies establish science-based emission targets in line with the *Paris Agreement*.

Our goal is to become a role model for decarbonization efforts in the private sector. We ensure that our own people play a central role in our sustainability efforts through their day-to-day decisions. This is reflected in our core value of *entrepreneurship* (see page 7). In 2022, we launched several pilot initiatives and tools creating transparency about our employees' personal carbon footprint. In the coming years, we plan to set up a mechanism for monitoring our emissions data in real time and establish different incentives for carbon reduction, allowing us to immediately address "carbon hotspots" and so further reduce our environmental footprint.

We believe that every step we take towards sustainability, no matter how small, contributes to the larger global effort to combat climate change – and helps create a sustainable future for all.

SUSTAINABILITY KNOWLEDGE TO GO

To ensure that our insights reach as wide an audience as possible, we regularly publish studies, articles, and interviews. Our publications include the award-winning magazine *Think:Act* and the *Roland Berger Trend Compendium*. In 2022, our publications on sustainability and climate action included the following items:

Closed loop – See how a circular approach can lead to a sustainable and prosperous future:

We dedicated this *Think:Act* issue to the topic of the circular economy. The magazine features in-depth articles on how more sustainable business models will benefit business, consumers, and the environment.

Accelerating decarbonization:

This study examines the major hurdles and challenges to corporate emissions reduction plans. We recommend six areas where companies can use practical tools and solutions to accelerate decarbonization – and reap the benefits within the next five years.

Clean Hydrogen Radar:

The *Clean Hydrogen Radar* helps market players and market makers understand the strategic direction and

implications of the hydrogen economy, providing deep insights into the latest technological, commercial, and regulatory developments.

Overcoming the uncertainties of clean technologies:

This study offers insights into how "de-risking" can help make cutting-edge technologies ready for the market and have a significant impact on emissions reduction.

It's time for steelmakers to reduce emissions:

Steelmaking is one of the world's most carbon-intensive industries. In this report, we outline how steel companies can define a decarbonization strategy and benefit from a growing focus on sustainability.

From take-make-waste to the circular economy model:

It is increasingly clear that the current "take-make-waste" model of manufacturing is no longer sustainable. In this study, we highlight the importance of the circular economy model and provide insights into how businesses can implement the transition.

PARTNERSHIPS FOR SUSTAINABILITY AND INNOVATION

■ GRI 2-28, 2-29

Our involvement in the *COP26 United Nations Climate Change Conference* in Glasgow was a pivotal moment for us as a firm. We were able to contribute our expertise in sustainability and climate action, helping move the dialog on global sustainability forward.

In 2022, we doubled down on our commitment to sustainability and climate action at the *COP27 Climate Change Conference* in Sharm El Sheikh, Egypt, as headline partner at the *13th Sustainable Innovation Forum (SIF)*. In this prominent role, we contributed our deep expertise on sustainability and climate action, encouraging businesses to acknowledge their obligation to act.

In the *Innovation Zone*, the largest summit at the conference, bringing together key stakeholders such as heads of state, environment secretaries, business leaders, investors, and NGOs, our Global Managing Partner Stefan Schäible gave the opening keynote speech and our delegation participated in panel discussions on topics such as global green transitions and independence from carbon-based energy sources.

We also presented a new study on the aviation industry, entitled *Roadmap to True Zero*.

On another note, we acted as knowledge partner to the first CEO roundtable of the new *Alliance for Industry Decarbonization* organized by the *International Renewable Energy Agency (IRENA)* at *COP27* (see page 28). Founded in 2022, the alliance aims to accelerate net-zero ambitions and the decarbonization of industrial value chains.

Our Global Managing Director Marcus Berret participated in a panel discussion at the 2022 *Sustainable Innovation Forum*.



Knowledge partnership with Siemens Energy

■ GRI 2-28

In 2022, we joined forces with *Siemens Energy* as the exclusive knowledge partner for their international *Energy Weeks* initiative. Together, we developed a systemic view of the energy transition, based on twelve energy priorities. The five *Energy Weeks* covered five geographical regions – Asia-Pacific, Latin America, Middle East, North America, and Europe – and were an effective forum for discussing the current status of the energy sector and developing an energy transition roadmap.

We also collected regional information from hundreds of respondents and on this basis calculated each region's score in our *Energy Transition Readiness Index*. Judging by the public response and reactions from leading energy experts, we can safely say that the collaboration with *Siemens Energy* created valuable momentum for the energy transition. Our next collaboration is already underway: The *Alliance for Industry Decarbonization (AFID)*, co-chaired by *Siemens Energy* and *Tata Steel*, aims to enable knowledge exchange and promote the decarbonization of industries.

Alliance for Industry Decarbonization

Roland Berger is the official knowledge partner of the *Alliance for Industry Decarbonization* (AFID), an international initiative led by global companies and supported by IRENA, the *International Renewable Energy Agency*. AFID was established in 2022 by 14 companies who adopted the *Bali Declaration*¹⁰ at the *G20 Investment Forum on Energy Transitions*. In the short time since its foundation, AFID has grown to more than 40 members in six regions of the world, covering key industrial sectors such as energy, mining, steel, chemicals, and services.

The mission of the AFID is to decarbonize industrial value chains, promote understanding of renewables-based solutions and their adoption by key industries, and contribute to the achievement of country-specific net-zero goals. The coalition members are taking bold steps to accelerate investments in green technologies, improve energy efficiency, train new generations of energy leaders, promote access to finance, and seize global decarbonization opportunities. As knowledge partner, we share our expertise on decarbonization strategies in different industries and help steer the members of the alliance towards a sustainable and greener future.



▲ David Frans, co-lead of Roland Berger's global *Sustainability and Climate Action* team, speaks to the *Alliance for Industry Decarbonization* (AFID).

10 The *Bali Declaration* is a statement issued by the leaders of the G20 countries during the *G20 Bali Leaders' Summit* in 2022. The declaration is a call to enhance the use of tax transparency to ensure the sustainable mobilization of domestic resources. It addresses the global economic challenges posed by the war in Ukraine, the COVID-19 pandemic, and the climate change crisis.

Growing sustainably

To tackle our own carbon footprint, we have launched a series of actions aimed at improving transparency and accountability while at the same time achieving a new mindset within our own walls. Since 2019 we have been calculating our annual direct and indirect emissions according to the *Greenhouse Gas Protocol*. The results show that we have made a significant improvement in our overall emissions profile compared to the 2019 baseline: We reduced our annual greenhouse gas emissions by 26 percent in 2022, from 36,425 t CO₂e in 2019 to 27,020 t CO₂e in 2022. The vast majority (91 percent) of our footprint is driven by our Scope 3 emissions, primarily relating to business travel.

Our success in this area is very encouraging. In 2022, despite increasing our revenues, we were able to nearly halve our emission intensity per million euros of revenue (down 46 percent) and significantly reduce it per full-time employee (down 42 percent). This shows that it is not impossible to cut emissions while maintaining high-quality services for clients. It also proves that growth is indeed possible while acting sustainably.

Our net-zero ambition

■ GRI 3-3, 305-3, 305-5

Roland Berger is on a path to achieving net-zero emissions, in line with our commitment to the *Paris Agreement* goals. We have set ourselves short-term targets for all our Scope 1, 2 and 3 emissions to guide our immediate actions. Our first target is to reduce our absolute Scope 1 and 2 greenhouse gas emissions by 60 percent by 2028, compared to a 2019 baseline. In 2022, we already achieved an absolute reduction of 28 percent.

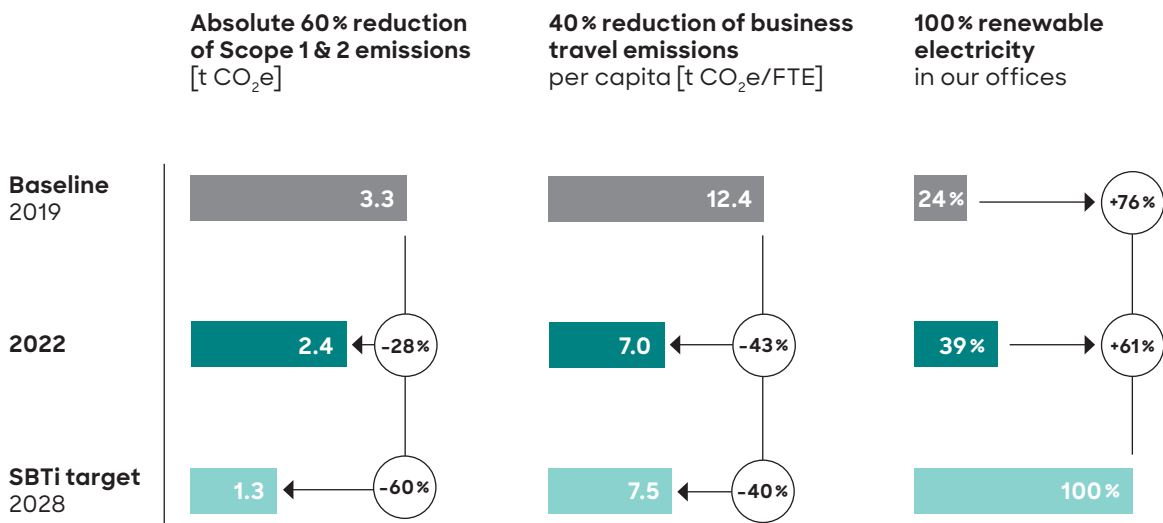
Despite the easing of COVID-19-related travel restrictions in 2022, we managed a 43 percent reduction in our business travel emissions compared to 2019. A first step in the right direction that puts us on track to meet our target of cutting business travel emissions by 40 percent by 2028. However, we see this development as a snapshot on our way to finding a sustainable balance of business travel and delivery models in a post-COVID-19 world. We met our goal in 2022 by doing the following:

- **Changing how we carry out client projects:**
We increasingly deliver parts of our client projects remotely, carefully planning with our clients when we actually need to be at their premises. In the future, we will increase our coordination with clients so we can reduce travel-related emissions even further.
- **Increasing sustainability awareness:**
We have made efforts to raise awareness about sustainability internally through initiatives such as training programs, incentive mechanisms, and tools boosting transparency about emissions.

We are currently reviewing our net-zero timeline based on the *SBTi Corporate Net-Zero Standard* to see if we can raise our targets still further and accelerate our decarbonization path.

■ GRI 302-1, 305-1, 305-2, 305-4, 305-5

Science-based targets performance



Source: Roland Berger

Traveling green: sustainable mobility

Due to the people-centric nature of our business, personal interaction with our clients is an essential component of our work. This means that we have to travel. To address this issue, we launched specific initiatives targeting green mobility in 2022, encouraging our people to think about mobility in a holistic way rather than in terms of individual transportation. For example, we invited our employees in Germany and Belgium to choose the mobility model that suited them best among bicycle leasing, train travel, or car-sharing. More than 100 people registered on our *Berger Bike* bicycle-leasing platform. We also introduced incentives for our employees to use battery electric vehicles or to travel by train rather than airplane, drastically reducing our CO₂ emissions.

At the same time, we have also reduced the need to travel in the first place. Under our *New Ways of Working* initiative (see page 15), we support our teams to rethink travel and to implement flexible arrangements that do not compromise the quality of our services for clients, while at the same time leading to lower travel intensity. In the future, we aim to build on such models to cut our CO₂ emissions even further, always in close coordination with our clients.

Climate awareness, accountability, and transparency

In 2022, a major focal point of our sustainability initiatives was increasing our own awareness about our individual carbon footprints and how each of us contributes to our collective carbon footprint as a company. In Germany, we piloted our *CO₂ Dashboard*, which gives each individual in the company full transparency about their business-travel emissions and so helps them identify avoidable emissions. It also gives them the ability to compare their carbon footprint with that of their colleagues, leading to improved performance. We have combined it with piloting an innovative tool that suggests and incentivizes more eco-friendly means of transport at the moment in which travel choices are made. Feedback from participants in the initiatives was positive, and emissions fell, so we plan to roll out the *CO₂ Dashboard* to all our people in Germany, Austria, Switzerland, Italy, China, and the Middle East in 2023, later adding further countries.

Offsets as a bridging instrument

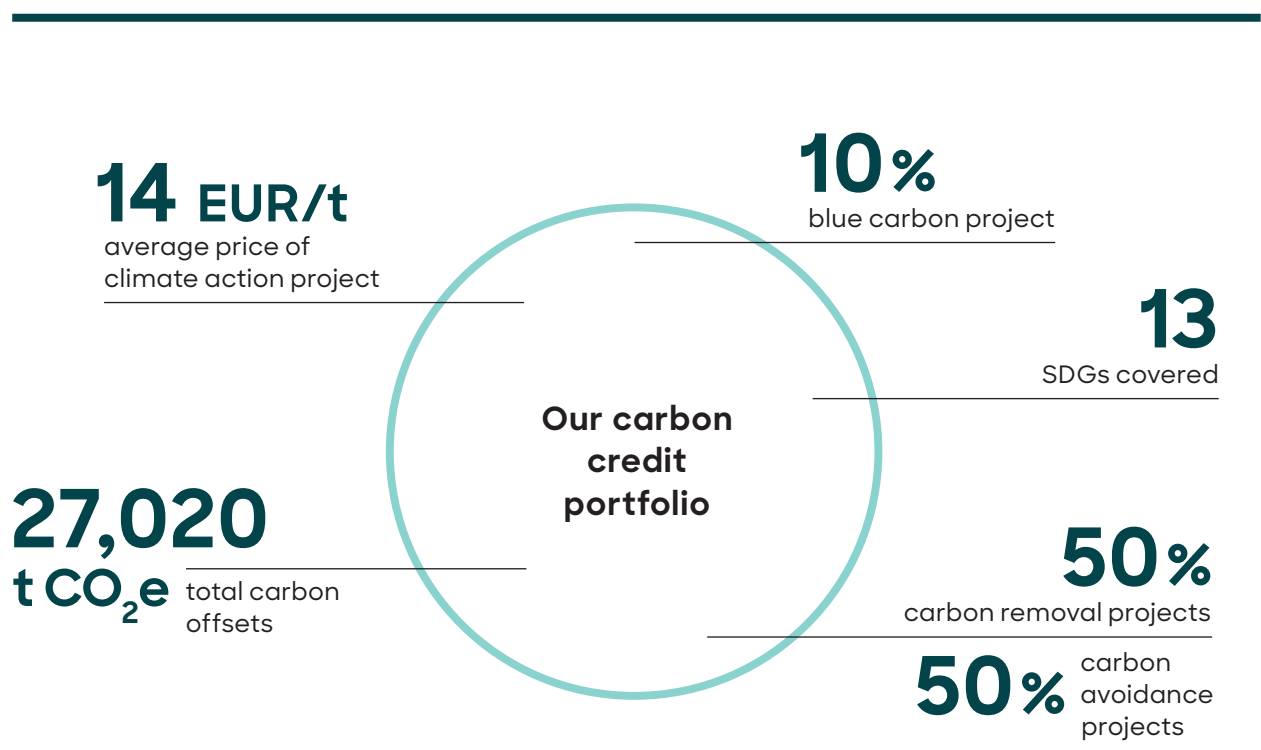
For emissions that we cannot avoid, we rely on carbon credits as an offsetting mechanism. In 2022, our operations generated just over 27,000 t CO₂e. To offset this, we bought carbon credits financing high-quality climate action projects in the countries most impacted by climate change. In recognition of our purchase, the Swiss carbon finance consulting firm *South Pole* awarded us its *Carbon Neutral* label.

Due to ongoing controversies, we did not finance any *REDD+* projects, which are certified as projects "reducing emissions from deforestation and forest degradation, plus conservation, sustainable management of forests, and enhancement of forest carbon stocks". The coverage in internationally renowned journals on the *Verra* registry and the impact of the *REDD+* projects drove us away from these carbon credits. We will buy *REDD+* projects in the future once the concerns are addressed and an independent verification of the assumptions made by the projects to derive CO₂ savings is available.

This year, we split our portfolio of investments equally between carbon removal and carbon avoidance projects. In the area of carbon removal, we financed a blue carbon project in Pakistan that builds climate-resilient communities along the Indus Delta and plants mangroves, an ecosystem that sequesters three to five times more carbon than terrestrial forests. We also financed a project to restore degraded lands in the Calakmul Biosphere Reserve in Mexico, combined with a strong community-based focus.

In the area of carbon avoidance, we financed two projects in India and Kenya. In India, this was a project to distribute cooking stoves that require less wood in areas where wood is still a primary source of energy. In Kenya, the project in question distributed water filters to local communities to eliminate the need for boiling water prior to drinking. To support renewable energies, we also financed a project aiming to build a hydropower facility on the Musi River in Indonesia to power remote areas of Sumatra, and a project to expand the *Cat Hiep Solar PV Park* in Vietnam.

The projects we financed not only removed or avoided carbon, but they also brought measurable benefits to local communities, creating employment, providing training and education, delivering new income streams for communities, and empowering women.



Source: Roland Berger

ROLAND BERGER FOREST

In 2021, we created the *Roland Berger Forest*, located in the *Middle Rhine Valley UNESCO World Heritage Site* in Germany. So far, we have leased 151 hectares of forest land. The *Roland Berger Forest* currently absorbs more than 1,000 t CO₂ each year. In addition to removing carbon from the atmosphere, the forest helps preserve the natural habitat of numerous species of plants, insects, and birds.



▶
The *Roland Berger Forest* is a symbol of the nature we want to preserve.

Sustainable office use

Roland Berger has implemented numerous regional actions around office sustainability, addressing topics within our offices such as waste reduction and management, energy efficiency, and digital sustainability. For instance, our Chinese offices implemented the *Bring Your Own* program, encouraging reusability and replacing single-use office consumables (offices stopped using disposable cups in 2022). In Brazil, we set clear targets to reduce paper consumption by 50 percent and plastic waste by 70 percent. Our offices in Romania, Spain, and the Netherlands are also implementing similar waste reduction initiatives.

In Belgium, our office started to source local, seasonal food, ensuring shorter delivery routes and supply chains. In Belgium and the Netherlands, we also installed water points to reduce the consumption of bottled or canned water.

Our German offices implemented an energy management system in accordance with *DIN 16247* in 2019. Our offices in Munich, Frankfurt, and Dusseldorf have been certified to *LEED® Gold standard*. In the office rooms, we use energy-efficient heating and cooling ceilings, and we have implemented new office energy efficiency requirements. This includes the requirement to rent offices that have a renewable electricity supply where possible, as we have set ourselves the goal of reaching 100 percent renewable electricity in our offices by 2028.

Across Europe, we have lowered the heating temperature and adapted air-conditioning temperatures in our offices to reduce our energy and heating consumption. We are making our IT infrastructure more energy efficient by moving the last of our on-premises data centers to the cloud. In parallel, we are increasing the number of charging points for battery electric vehicles.



LOOKING FORWARD

■ GRI 2-28, 3-3, 305-5

We are proud of the progress that we made in 2022. But we are not done yet. In 2023, we plan to publish a clear decarbonization path with a revised net-zero strategy for our annual targets for 2028. We also aim to set climate action targets for beyond 2028 and review our decarbonization formula for maintaining our net-zero status once we achieve it.

To make our targets more tangible, we plan to collaborate with the German climate-tech start-up *Right on 1.5* in order to reconcile the different perspective of the *Paris Agreement*, (measurement in degrees Celsius) and the company's climate performance (measurement in volume of greenhouse gases). Their science-based approach provides the answers to the core question of the *Paris Agreement*: By how many degrees Celsius would the earth warm up if the entire world were to have the same climate performance as our organization?

In addition, we plan to roll out the carbon transparency measures introduced in 2022 to further countries and set up a real-time carbon accounting system, improving our data collection processes. We will also enhance our reporting efforts and sustainability planning at both country and company level. Plus, we will expand our training programs to equip our employees with the knowledge and skills they need to engage clients on sustainability aspects during project work.

To encourage greener business travel and so reduce our Scope 3 emissions, we plan to enhance our incentive structure in 2023, integrating it into our travel booking platform. We are also including sustainable aviation fuel (SAF) – a potential short-term driver in the aviation industry's decarbonization efforts – in our decarbonization strategy. To address our Scope 1 emissions from our car fleet, we are updating our car policy to fully decarbonize the fleet.

Simultaneously, we plan to place an even stronger focus on our role as a multiplier of information and know-how, continuing to research and publish on decarbonization, new technologies, circularity, and other topics in sustainability. As a thought leader in the field of sustainability, we will continue our active engagement in the global discourse by participating in *COP28*, the 2023 *United Nations Climate Change Conference* in Dubai, United Arab Emirates; here, once again, we will act as headline partner at the *Sustainable Innovation Forum*.

A Partner to Clients



and
Society

We stand for **Ukraine**

5x growth in our climate action and sustainability project portfolio

Ushering in sustainable impact

At Roland Berger, we are deeply focused on making sustainability work in practice. We believe in acting together with our clients and in achieving great results through our collaboration on projects. We take on the role of a multiplier, empowering our stakeholders to alter their practices and trigger resonating impact.

The world must master business, environmental, and social challenges to secure sustainable growth instead of focusing on short-term financial interest at the cost of future generations.

We see it as our role to act as an enabler of this new way of doing business. There is a lack of equilibrium – we must rebalance. We believe that progress and innovation should – and can – create lasting change. We are convinced that, in taking responsibility for the most profound challenges of our time, we have a unique opportunity to rethink the system.

But we drive our ESG agenda not only through our client work, but also through our volunteer engagement, both of which are designed to make businesses and society more resilient for the future.

Climate change is no longer an eventuality companies should simply address, but something they must tackle to make their business resilient. We have increased the share of our sustainability-related projects steadily and we strive to expand it even further. We uphold the vision that ESG, sustainability, and climate action will be an integral part of all our consulting projects in the future. Together with our clients, we accelerate and implement climate actions



to deliver emissions reduction, decarbonize industrial processes, increase the circularity of materials, and develop more sustainable products and solutions (see page 37). We know all too well that players who make sustainability a key part of their strategy today will benefit from a significant competitive advantage in the future.

Besides to our client work, we are active members of the communities in which we operate and aim to positively impact our society and our planet in this role as well. Our contributions may take various forms, from large-scale initiatives such as pro-bono consulting and corporate volunteering, to the individual opportunities we offer our dedicated colleagues, where they can have first-hand impact through cooperation with local NGOs and associations (see page 41).

■ GRI 3-3

Empowering clients for a sustainable impact

There is immense pressure on companies to accelerate their climate action and meet the targets of the *Paris Agreement*. As a leading consultancy, our role is to support and guide our clients in turning their sustainability commitments into impactful actions. We help our clients to transform their strategies, their operations, and their business models in order to secure lasting sustainable growth.

Sustainability and climate action are strategic priorities for our company. Our dedicated *Sustainability and Climate Action* (SCA) team tackles all sustainability projects and issues at our company. From 2020 to 2022, our sustainability, climate action, and ESG-related project portfolio grew fivefold, to more than 250 projects. Our focus is on strategically embedding ESG into our clients' operating and business models. This year, the most requested ESG-related project topics for our clients were ESG strategy development and the development and implementation of circularity or decarbonization strategies for materials, supply chains, and industrial processes.

Our sustainability, climate action, and ESG-related projects are a key strategic priority for our company moving forward. We work on high-impact projects, and we plan to embed ESG and sustainability elements in all our consulting projects.

Decarbonizing the energy industry: Development of a hydrogen and e-fuels transition roadmap

The challenge

We were engaged by the *Icelandic Ministry of Environment, Energy, and Climate* to help lead the decarbonization efforts in hard-to-abate transportation sectors such as heavy-duty road transport, fishing, shipping, and aviation, annually consuming around 1 million tons of oil.

The Icelandic government has set the ambitious target of achieving carbon neutrality and complete independence from fossil fuels by the year 2040. However, the complete conversion from fossil fuels would require an additional ~23 terawatt-hours of green energy, exceeding the current annual energy generation of the nation. This gap had to be closed.

Roland Berger's impact

We supported the government in devising a comprehensive national clean hydrogen and e-fuels roadmap for the country. The visionary blueprint establishes a cohesive framework for the production, transportation, and utilization of green hydrogen and e-fuels, outlining the strategic vision and necessary steps to achieve a sustainable energy future.

To realize this ambitious roadmap, we calculated the electricity demand needed to meet the 2030 and 2040 targets set by the government. Our analysis emphasized the need for additional renewable resources to meet the growing demand for hydrogen and e-fuels and to facilitate the electrification of the rest of the transportation sector. Additionally, our team identified and shed light on the economic opportunities and strategic potential for domestic hydrogen production and export, creating a roadmap that fosters environmental sustainability while also driving economic prosperity.

To attain these ambitious objectives, substantial investments in infrastructure and the energy system are required. Roland Berger has helped identify which of the various regulatory, fiscal, and economic tools are applicable to support this mission.

As a testament to the project's impact and potential, funding for the *National Energy Fund* has tripled since our involvement commenced.

INDUSTRY

Hydrogen and energy

PRODUCT

Energy transition and decarbonization

SCOPE

Country-level hydrogen and e-fuels strategy development

Revolutionizing the coffee market: Development of a launch strategy

INDUSTRY

Consumer/retail

PRODUCT

Consumer electronics

SCOPE

Launch and commercialization strategy

The challenge

The market for coffee machines is dominated by products that provide single servings. What they all have in common is that they produce a lot of waste, composed of plastics or valuable metals such as aluminum. Our client had developed a revolutionary product, providing the same services using fully organic coffee balls without any packaging. Our task was to support the market introduction of this pioneering system.

Roland Berger's impact

We supported our client, from idea to finished product. Our team was instrumental in developing a launch strategy and providing implementation support for the commercialization of the innovative coffee machine and the 100 percent natural coffee balls under a new (sub-)brand. We facilitated this product

introduction from product development to financial planning to packaging optimization and go-to-market strategy, proving that we can have tangible impact as strategy consultants.

Our project team successfully supported the client in securing the required investment and empowering them during the operational implementation of the product launch. Our team was also influential in enabling a collaboration between the project's key stakeholders – the German market leader among consumer electronics retailers and two of the largest Swiss coffee producers and retailers. Together with the Swiss retailer, we brought an innovation to the market that will reduce waste production by millions of tons a year.

Greening postal delivery services: Development of a fleet electrification roadmap

INDUSTRY

Logistics

PRODUCT

Transport decarbonization

SCOPE

Fleet electrification strategy

The challenge

In 2022, a leading postal service provider requested our expertise to assess the current and future supply of commercial delivery vehicles on the market. The main challenge for the client was to develop an overall strategy for the electrification of its fleet of over 25,000 vehicles across 500 locations. We were assigned the task of comparing the total cost of ownership (TCO) of battery electric vehicles to that of internal combustion engine vehicles and determining the impact

on potential electrification schedules to meet the ambitious goals of our client's decarbonization strategy.

Roland Berger's impact

To lay the foundation for the electrification strategy, we needed to scan the global market for electric commercial vehicles, and our multi-geographic team was able to interact with a global supplier network using our cross-industry expertise and contacts. But not only did we develop

a strategy, we are also supporting the company in its full implementation. We built all the elements related to operationalizing the strategy from scratch, including the tender process (supporting the legal and the procurement process, etc.).

The TCO-based model was extremely useful in helping the client comprehend the potential outcomes of the various options available. In addition, with this model we enabled the client to understand the impact of each parameter input on the

final outcome of their decisions. With this understanding, they could craft the most suitable and practical strategy to align with their ambitions and capabilities.

Based on the project results, the postal service has now announced plans to reduce Scope 1 and Scope 2 emissions by 50 percent by 2030 and 100 percent by 2040 – the fastest pace of conversion in its region, and our client is now the first point of contact for all major fleet electrification activities in the Americas.

Enhancing the product portfolio: Development and implementation of a green logistics product

The challenge

The global container shipping industry increasingly implements low-emission technology to meet its emissions avoidance targets and regulatory requirements. The switch from fossil fuels to lower- or no-emissions fuels is central to these efforts. The realization of this fuel switch requires substantial investments in the fleet and entails additional operating costs for alternative fuel procurement. We were appointed to support one of the largest container shipping companies globally in developing and implementing a green container transport product based on biodiesel to recover part of these additional costs.

Roland Berger's impact

While green products are a relatively new concept in the shipping industry, our team derived customers' demands and expectations around such products

through systematic market testing and research. Based on these results, our client decided to launch a green product in 2023 to drive their own and their customers' decarbonization forward.

For our client, the envisioned product will make decarbonization economically feasible as it will help to recover additional costs from the deployment of alternative fuels. This makes the product a crucial enabler in our client's decarbonization journey, allowing them to constantly increase their alternative fuel deployment and reach their emissions reduction targets. From a customer perspective, the green product allows for active Scope 3 emissions avoidance for the first time. The launch of the product is an important signal to the market and drives the further deployment and enhancement of green products in the container shipping industry.

INDUSTRY

Logistics, maritime container shipping

PRODUCT

Green products and green value pricing

SCOPE

Development and implementation plan for a new green product

Driving positive change and creating value for our communities

Through our work, we have the power to drive sustainable change. As responsible corporate citizens, we firmly believe that it is our duty to leverage our expertise and resources to actively contribute to a better society. This commitment is embodied in our engagement with community projects, where we share ideas, drive societal development, and support emerging initiatives. These projects can take various forms, such as pro-bono consulting or volunteering. When it comes to the latter, we take a bottom-up approach because we recognize how regional differences play a crucial role in understanding and addressing the unique needs of our local communities. By empowering our employees to take initiative on social issues they are passionate about, we foster a culture that values and encourages making a real difference. A few representative examples of our engagements are presented here.

Pro bono, our office in Romania supported an NGO called *Tasuleasa Social* in developing a long-term strategy for their core project, *Via Transilvanica*. The project focuses on building and further developing the infrastructure around the 1,400-kilometer trail across Romania. *Via Transilvanica* is the first and only long-distance trail in Romania suitable for hiking, cycling, or horseback riding and it offers an authentic experience and opportunity to connect with the local culture, nature, and community. Our team comprised of four colleagues from the Romanian office worked for over eight months to elaborate the long-term strategy for the NGO and answer key questions like how to generate revenues going forward, how to optimally ensure trail conservation, and what additional products or services we could leverage. On top of this, the Roland Berger team coached members of *Tasuleasa Social* on how to interact with state authorities and participated as speakers in events arranged by the organization, also supporting them with various operational activities, for instance the preparation of documents to secure funds for the project, and preparing for the official launch of the trail.

Our colleagues from the Roland Berger Amsterdam office supported the *Refugee Talent Hub* (RTH) in increasing job opportunities and improving the skills of talented refugees in the Netherlands. To this end, the Dutch team conducted trainings with refugees to help with their employment prospects. Together, in cooperation with the *Refugee Talent Hub*, we leveraged our extended network to help talented individuals with refugee backgrounds find employers and set them up for success. Under this program, we also offered company visits, work experience programs, and other work-related activities.

Alongside our pro-bono initiatives, we empower our colleagues in *Social Fellowships* as part of our *B&me* program (see page 14) to allocate their time and efforts towards personal causes they care deeply about. We strive to foster a culture of social responsibility and offer our employees the opportunity to become change-makers in fields like sustainability, diversity, equity, and inclusion. We believe that by investing in our employees' personal projects and dedicating resources to meaningful causes, we make a substantial and lasting impact on society.

SOCIAL FELLOWSHIPS: EMPOWERING OUR EMPLOYEES FOR SOCIAL IMPACT

Last year, our colleagues Alexis, Bas, and Basile (among others) worked on their own passion projects through our *B&me* program (see page 14).

Alexis: Teaching children with special needs in Guatemala

Alexis from our London office spent his time as an assistant teacher at a school for children with special needs in San Pedro, Guatemala. Primarily, he taught English, taking into account the different disabilities of his students as well as an age span of 5 to 17 and thus a different level of prior knowledge. During his tenure, Alexis helped raise money to support the school's operations.

Basile: Mentoring for LGBTQ+ professionals

Basile from our Paris office co-founded the mentoring association *Working Out* and was able to launch it through the *Social Fellowship* program. The goal of the project is to foster the inclusion of LGBTQ+ students and graduates at the workplace by providing a support network of understanding mentors that can guide them and share their experiences. The first batch in the mentoring association consisted of 25 mentees and mentors, and

for the coming years, Basile and his founding partners hope to grow to 100 mentees and mentors. On the value of the *Social Fellowships* at Roland Berger, Basile says, "To me, these fellowships are a sign of trust on the part of our company, that they want to invest in the fellows and that they see long-term potential in their careers."

Bas: Social Fellowship on sustainable finance

Bas from Roland Berger's Amsterdam office worked with an NGO on developing their sustainable finance strategy, with the aim of attracting investors who prioritize positive impacts alongside financial returns. By leveraging the organization's expertise in sustainable agriculture and their extensive network of farmers, Bas explored investment opportunities for impact investors to facilitate investment in small-scale farmers in developing regions. He engaged with financial institutions to demonstrate the creditworthiness of these farmers and the potential impact of their investments. During his *Social Fellowship*, Bas gained valuable insights into the challenges faced by farmers, communities, and landscapes globally.



▲ Alexis encouraged young students to learn English.



◀ Basile supported Roland Berger's mission to strengthen diversity even during his fellowship.

Bas dedicated his fellowship to the protection of the rainforest.



Dedicated to our client's satisfaction: Our motivation for excellence

Our ultimate priority is the satisfaction of our clients. We rely on our clients to give us feedback on our strengths and weaknesses such that we can improve the quality of our consulting services. To that end, and to increasingly make use of the learning opportunities presented by our clients' insight, in 2022 we designed and tested a completely new and improved feedback process within our established client satisfaction management tool *proCLIENT*.

The new process is deeply integrated into our regular *Customer Relationship Management* (CRM) system and makes use of a remodeled client survey, which increases the amount of relevant information collected. The *proCLIENT* tool also allows us to better measure and track our clients' satisfaction using a *Net Promoter Score* (NPS) ranging between -100 and +100. Overall, our company has seen excellent NPS scores in the past years, and with an increased score of 72 in 2022 (70 in 2021), we can document outstanding client satisfaction.

We are aiming to continuously improve our performance, and the new *proCLIENT* approach will enable us to make specific improvements, for example to project pitches or in building long-term client relationships.

■ GRI 3-3

RELIEF SUPPORT IN UKRAINE: OUR EMPLOYEES TAKE RESPONSIBILITY

With the relocation of our Ukrainian colleagues and their families to safe harbors and with a lot of support from individuals and teams, our company has rallied behind our team in Kyiv.

Our colleagues worldwide are deeply committed to bringing aid to Ukraine and have shown immense dedication in their mission. One example is Volodymyr, "Vova", a member of our Research team in Kyiv.

When the conflict erupted, Vova joined an international charity fund as a volunteer, leveraging his expertise to manage supply and distribution chains for essential humanitarian aid. From food and hygiene products to vital medical supplies, he ensures these lifelines reach the regions most impacted by the crisis.

Moreover, Vova established connections between Ukrainian colleagues in Germany, Italy, and France, alongside local logistics businesses and dedicated volunteers. Together, they engaged the entire Roland Berger community in collecting and distributing aid to

communities, hospitals, and relief centers throughout Ukraine. As Vova told us, "What we are seeing is extreme dedication every step of the way. People spare no effort in quickly reacting to the most time-critical requests." Through these collaborations, he successfully delivered over 200 tons of humanitarian aid, supporting people in liberated areas, refugee centers, hospitals, as well as animal shelters across Ukraine.

Vova's extraordinary actions, along with those of our other Ukrainian colleagues, have been highly admirable. We will continue to support and empower their initiatives, recognizing the immeasurable impact they have made.

As a company, we donated to three international organizations that are ensuring the last-mile delivery of humanitarian aid to the people of Ukraine. In addition, many colleagues around the world contacted our management in Ukraine and we created an extensive handbook, which served as a guide for making donations and extending support at ground level.

We stand for Ukraine

■ GRI 3-3

The outbreak of war in Ukraine early 2022 shook the world. The war put millions of innocent lives at risk, including those of our own employees in Ukraine. In response, our management set up a corporate task force as well as encouraged entities, teams, and individuals to bring humanitarian aid to the people of Ukraine and offer support to our Ukrainian colleagues and their families.



Our top priority was to ensure the safety and well-being of our colleagues in Ukraine and continue to help them and their families to relocate into safe territories. We at Roland Berger firmly stand united with the people of Ukraine and strongly condemn the violent and unjust treatment of the population. Therefore, we are supporting the international sanctions imposed on Russia and decided on March 1, 2022 to end any activity for Russian clients.



Our colleagues organized the donation and delivery of essential goods to Ukraine.



LOOKING FORWARD

■ GRI 3-3

In our pursuit of progress, our goals for 2022 were to improve the breadth and range of our ESG-related offerings, increase client satisfaction, further our corporate volunteering efforts, and exhibit strong community values. Looking back at 2022, we are proud of the strides we have made in these areas. However, our journey continues. In 2023, we strive to take even bigger steps towards advancing our overall sustainability impact.

We want to make sustainability and climate action integral elements of all our consulting projects in the future. Due to the urgency and interdisciplinary nature of sustainability, its relevance on client projects and corporate volunteering projects has only become more substantial. As we move forward, we plan to rapidly decrease our environmental footprint in ESG projects with our clients by better leveraging our competencies to make a positive impact together. To this end, we will broaden the scope of our services to include highly relevant topics such as water resource management, biodiversity, as well as carbon footprint calculations and optimization through the newly acquired team of *Polarixpartner*.

Lastly, our society is evolving at a rapid pace, and we see it as our task to participate in and contribute to this evolution even more closely. We strive to act empathetically and responsibly as a part of the community. At Roland Berger, we will continue to strengthen our profile as a corporate citizen. We will continue to create value for the communities we live in and encourage our employees to get involved in those communities outside of the workplace, e.g., through programs like our *Social* or *Entrepreneurial Fellowships*.

Responsible Business



100% of all new clients evaluated and vetted before starting any engagement

■ GRI 2-24

0 tolerance towards any violation of our *Roland Berger Code of Conduct* and our policies

Ethical business practices

At Roland Berger we are committed to responsible, ethically sound business practices. Over the years, we have built a culture of integrity and accountability, in which our people are encouraged to make the right choices, to speak up where necessary, and to act in line with our values. We take a proactive approach to risk management and compliance in our day-to-day business and set the highest professional standards for ourselves.

The *Roland Berger Code of Conduct*, built around our corporate values *entrepreneurship*, *empathy*, and *excellence* (see page 7), provides a framework for our policies and processes, and defines best practices for the workplace. It is a living document that is continuously adapted to reflect changes in society and our compliance procedures.

All new employees must sign up to the *Roland Berger Code of Conduct* when they join the firm. We expect everyone to abide by these guidelines, our other policies, and all relevant laws and regulations. We help them do so by providing appropriate training and support where necessary (see page 49).

In this chapter we show how we conduct business responsibly, with a particular focus on areas such as compliance and risk management, ethical business practices, transparency, data protection, and IT security.

We have the courage to speak up

We trust our employees to report any actual or suspected violations of laws, regulations, internal policies, and other ethical standards. During compliance training and through our intranet services, we make sure that they know the channels available for reporting incidents.

We want our employees to feel comfortable voicing any concerns directly to their supervisors, Human Resources, our Compliance Team, or our Global Managing Directors. In addition, we have a whistleblower system managed by a trusted external service provider, where employees can make reports anonymously or discuss particular cases in full confidence.

■ GRI 2-23, 2-24

■ GRI 2-23, 2-24, 2-26, 3-3



Any violation of our codes and policies potentially leads to disciplinary action. In 2022, no such violations were reported. We are committed to maintaining this excellent track record and preventing any misconduct or breaches of our policies and standards occurring in the future.

■ GRI 2-23, 2-24, 2-26, 3-3

We live up to our values

Roland Berger's corporate values are *entrepreneurship*, *empathy*, and *excellence* (see page 7). These three core values are deeply embedded in our DNA, our policies and guidelines, and our approach to day-to-day business. They form the foundation of our professional work, our interaction with clients, business partners, and communities, and our workplace culture.

The *Roland Berger Code of Conduct* acts as an overarching framework and describes how we put our values into practice. It provides ethical and behavioral guidelines for our business conduct in a demanding environment. It guides everyone at Roland Berger to live up to our ambitions and to meet external requirements, protect our high standards, and enhance our reputation.

■ GRI 2-23, 2-24, 3-3

CREATING A CULTURE OF INTEGRITY

Questions for Frank Häuser, our Chief Compliance Officer



Compliance is about obeying the law, conforming to rules and regulations. Is there anything more to it than that?

F. HÄUSER: Yes, there is – at least, in our company there is. At Roland Berger, compliance is more than just a legal obligation. Of course, the focus is on mitigating legal, reputational, or financial risks. But it is also on ethical responsibility, about each and every one of us making the right choices, acting in line with our values, and creating a culture of integrity and accountability within our teams.

What were Roland Berger's biggest achievements in 2022 in the area of compliance?

F. HÄUSER: In 2022, we enhanced our *Group Compliance Management System* in line with new regulatory requirements and the fact that our company continued to expand internationally. We reviewed and updated all our core compliance processes and improved our internal structures. This was a major step forward in terms of our ability to support the teams as they navigate complex risk environments.

What do you aim to achieve in 2023?

F. HÄUSER: We are continuing to strengthen our *Group Compliance Management System*. At the same time,

we are launching a digital corporate rulebook consisting of principle-based general policies supported by detailed guidelines. We are also focusing on creating a strong compliance culture, a positive work environment, and a place where people feel safe, valued, and respected. We want everyone in the organization to understand that compliance is not just the responsibility of a single person or team but rather a collective effort that everyone must contribute to.

How do you foster a compliance culture at Roland Berger?

F. HÄUSER: As a purpose-driven company, our values are paramount for the success of our business. Anchoring those values in the organization and supporting our colleagues in upholding a strong moral compass is key. Building a compliance culture is a continuous process: We need to continue raising awareness about the fact that compliance at Roland Berger is not just a supporting function but a commitment from top management to lead by example. By upholding ethical standards and regulatory requirements, our compliance processes build trust, foster transparency, and safeguard both individuals and the entire organization.

First and foremost, the company and everyone who works for it is expected to protect human rights and the dignity of labor and to uphold the relevant laws and regulations. We are called upon to act appropriately, be self-critical, and seek advice when uncertain. We encourage everyone to raise their voice if they observe any misconduct.

In addition, all our employees sign up to our *9 Pledges* (see page 22) – company-wide commitments to hold each other to a high standard of accountability and trust, of care and diversity, and to nurture a purpose-driven attitude. Under the *9 Pledges*, our employees are encouraged to care, find purpose in their work, and speak up. These principles are vital in fostering a sense of ownership of their work among our employees and encouraging them to live up to our core values.

We play by the rules

■ GRI 2-26, 3-3

Our *Group Compliance Management System* helps us maintain compliance with internal and external rules and procedures in every aspect of our day-to-day business. We also carry out standardized project assessments and bottom-up leadership assessments, in which we actively ask employees whether they have observed any compliance breaches, enabling them to give anonymous feedback. We conduct continuous employee engagement surveys, generating deep insights into employee experience. Here, employees can also voice any concerns they have and assess our general performance on compliance aspects (see chapter 1).

We choose our projects carefully

■ GRI 2-23, 2-24, 3-3

Our *Roland Berger Code of Conduct* and management guidelines determine where we work, for whom, and what kind of projects we undertake. For example, we do not do business in certain countries, industries, or on certain topics, nor will we work for any client subject to sanctions or suspected of involvement in illegal activity, either directly or via its shareholders or beneficiaries. Moreover, we do not expose our employees to any risk.

Of course, not all potential projects are clear-cut. For example, a project may involve purely humanitarian work but in a sanctioned country. In such cases, teams from our Legal, Compliance, and Communications departments advise our top management on whether to take on the project or not.

We thoroughly vet all new clients and monitor existing clients using the latest *Know Your Customer* (KYC) tools. In 2022, we updated our policies on onboarding clients and assessing customer risks, introducing enhanced tools and workflows.

We engage in responsible procurement

■ GRI 3-3, 414-1

All new suppliers and external service providers, such as freelancers, subcontractors, and Senior Advisors, undergo a mandatory background check before we engage with them. These *Know Your Supplier* (KYS) checks ensure that the people we work with are not subject to any sanctions, involved in any illegal activity (such as money laundering or bribery), politically exposed, or the subject of negative media coverage. We regularly repeat these checks, watching out for any red flags during the contractual relationship.

In 2022 we enhanced our KYS policies and workflows to ensure that our suppliers are just as committed to maintaining the highest ethical and behavioral standards as we are. In addition,

we have a number of tools and processes in place for standardizing contracts and checking payments to all our suppliers, freelancers, and Senior Advisors.

■ GRI 2-23, 2-24, 3-3

We champion human rights

People are at the center of everything we do at Roland Berger. We support the *United Nations Declaration of Human Rights* (UDHR), the *Ten Principles of the United Nations Global Compact* (UNGC), and the *United Nations Guiding Principles on Business and Human Rights*. We have a zero-tolerance policy towards human rights abuses, any use of child labor or forced labor practices and we do everything in our power to protect our employees, clients, suppliers, and society at large. This is reflected in our *Roland Berger Code of Conduct*.

■ GRI 2-23, 2-24, 3-3

We are transparent

In addition to our unwavering commitment to the highest standards of business integrity, we also strive to practice transparency in our functioning and reporting. For example, in our annual report we provide full disclosure on the financial performance of the entire Roland Berger Group – indeed, we are one of the few global management consulting firms to do so. We also publish relevant information in our annual ESG report and on the corresponding website, as well as on our *Communication of Progress* for the *United Nations Global Compact*.

■ GRI 3-3, 418-1

We protect personal information

We live in a data-driven world: Almost every transaction and interaction we are involved in, both internally and with clients, involves personal data. We are committed to handling this data responsibly and in the strictest confidence, in accordance with the *European Union's General Data Protection Regulations* (GDPR). We abide by these regulations across all our offices worldwide, in addition to upholding local laws. Roland Berger Holding's Data Protection Officer oversees our activities in this respect.

Our rules and guidelines on how we handle personal data are detailed in the *Roland Berger Data Protection Policy*. Compliance is ensured by our data management system. We keep our employees updated on the latest data protection regulations and best practices in the industry through compulsory training sessions.

■ GRI 3-3

We maintain high IT security standards

To make sure that we protect all the information we deal with, we maintain high IT security standards. In 2022, we renewed our *ISO/IEC 27001 standard* certification, and we are currently in the process of obtaining *Trusted Information Security Assessment Exchange* (TISAX) certification, a globally recognized standard established by the *German Association of the Automotive Industry* (VDA).

Since the beginning of the war in Ukraine, the *German Federal Office for Information Security* has reported an increased threat of cybercrime. In response, our Information Security team has taken additional steps to ensure that all employees at Roland Berger are alert and well prepared to deal with potential cyberthreats (see page 49).

SPOTLIGHT ON OUR IT SECURITY PRACTICES

In 2022, we put our IT controls to the test with a company-wide penetration test, or *pentest*. *Pentests* are designed to mimic a malevolent system intrusion, such as a hacking attack. For four days, a team of hackers tried – unsuccessfully – to break into our IT systems. We passed the test with flying colors, and our next *pentest* is already scheduled. In the meantime, we are implementing learnings and recommendations from the test. We also devised a test to check the human component in our systems, piloting an awareness campaign on phishing combined with a training exercise. After being exposed

to the awareness campaign, employees receive a fake phishing email – and those who click on the phishing link are redirected to relevant training material. The test is planned to be rolled out globally in 2023. Finally, should a malevolent attack succeed in breaking the system, we need to be back in operation as soon as possible. To that end, in 2022 we revised and enhanced our *Business Continuity Management System*, which aims to improve our resilience, quickly restore our systems in the event of failure, and ensure that we can continue our operations even if some components of our IT system are down.

We keep our people engaged

■ GRI 3-3, 205-2

Due to the ever-evolving nature of compliance, we need to keep our employees up to date on recommended practices. We do this in three ways: During the employee onboarding process, through information on our intranet, and with mandatory e-learning courses. Topics covered in the e-learning courses include conduct at the workplace, bribery and corruption, conflicts of interest, insider trading, sanctions, confidentiality, respect, equality, and sexual harassment. As a result of these courses, our employees learn about our philosophy, our values, and our guidelines, understand our compliance system, and are aware of the implications of their actions. Refresher courses are provided according to a varying regional schedule, for example once a year in the United States.



LOOKING FORWARD

■ GRI 2-23, 2-24, 3-3, 414-1

We have built a comprehensive system of risk and compliance management, and we foster a compliance culture in the company. However, operating in an international environment with ever-changing legal requirements means that we need to continually review our approach to ensure that we always meet the highest professional standards.

Tools such as our year-round assessment tools and feedback procedures (see chapter 1), training programs (see above), and our whistleblower system (see page 45) strengthen individual responsibility and make our workplace safe and secure. As Roland Berger continues to grow, our global footprint is increasing, as is the number of our clients and suppliers. For this reason, we are expanding the capabilities of our *Group Compliance Management System*, integrating it into all our global operations. One element of this will be an even more rigorous selection process for our suppliers. To this end, we will add more ESG-related criteria to the requirements for current and future partners. To achieve this, we plan to revise our *Supplier Code of Conduct* to put a stronger focus on sustainable procurement.

In 2023, we further plan to review our policies in light of new economic, environmental, and social challenges. We will also develop new environmental policies and launch a revised risk framework embedded in our *Risk Management System*. This will allow us to continuously monitor and manage local and global risks.

Appendix: Extended tables

Social data

■ GRI 2-7, 2-8

Our workforce

All figures are reported as headcounts.

Cut-off date is December 31 of the respective year.

PERMANENT EMPLOYEES	2020	2021	2022
Total	2,358	2,588	3,140
By gender			
Male	1,510	1,645	1,980
Female	848	943	1,160
By region			
Americas	155	204	293
Asia	478	517	564
EMEA	1,725	1,867	2,283
TEMPORARY EMPLOYEES	2020	2021	2022
Total	9	6	6
By gender			
Male	6	4	2
Female	3	2	4
By region			
Americas	0	0	0
Asia	0	0	0
EMEA	9	6	6
FULL-TIME EMPLOYEES	2020	2021	2022
Total	2,232	2,457	2,996
By gender			
Male	1,484	1,614	1,939
Female	748	843	1,057
By region			
Americas	151	201	291
Asia	478	516	563
EMEA	1,603	1,740	2,142

PART-TIME EMPLOYEES	2020	2021	2022
Total	135	137	150
By gender			
Male	32	35	43
Female	103	102	107
By region			
Americas	4	3	2
Asia	0	1	1
EMEA	131	133	147
OTHER WORKFORCE MEMBERS¹¹	2020	2021	2022
Total	490	581	667
Apprentices	6	11	11
Interns or working students in our consulting business or corporate functions	134	143	130
Temporary help	39	45	44
Freelancers/subcontractors	311	382	482

Employee hires

All figures are calculated based on headcounts.
Cut-off date is December 31 of the respective year.

■ GRI 401-1

	2020	2021	2022
Total	344	812	1,090
By gender			
Male	66%	63%	62%
Female	34%	37%	38%
By age group			
<30	64%	65%	61%
30 - 49	33%	33%	36%
≥50	3%	2%	3%
By region ¹²			
Americas	5%	11%	11%
Asia	18%	26%	16%
EMEA	77%	62%	73%
By function			
Consultants	79%	84%	81%
Corporate functions	21%	16%	19%

¹¹ Figures for GRI indicator 2-7 under "Other workforce members" in Roland Berger's 2021 ESG report were corrected to the ones we show in the present report.

¹² Overall sum for 2021 does not add up to 100% due to rounding.

Fluctuation

All figures are calculated based on headcounts.
Cut-off date is December 31 of the respective year.

	2020	2021	2022
Total	493	602	545
By gender			
Male	22%	23%	18%
Female	20%	23%	16%
By age group			
<30	25%	28%	19%
30 - 49	20%	23%	19%
≥50	12%	8%	7%
By region			
Americas	23%	24%	13%
Asia	27%	33%	22%
EMEA	19%	20%	13%

Parental leave

All figures are reported as headcounts.
Cut-off date is December 31 of the respective year.

	2020	2021	2022
Total	52	57	89
By gender			
Male	28	24	48
Female	24	33	41
By age group			
<30	3	8	7
30 - 49	49	49	82
≥50	0	0	0
By region			
Americas	0	14	14
Asia	5	5	2
EMEA	47	38	73

All our employees are entitled to parental leave.

Female representation

■ GRI 405-1

All figures are reported as headcounts.

Cut-off date is December 31 of the respective year.

	2020	2021	2022
Global	36%	36%	37%
Highest governing bodies (Board of Global Managing Directors and Supervisory Board)	13%	13%	13%
Leadership (Partners, Principals, Directors, and equivalent)	8%	9%	12%
Entry-level new hires to the consulting team	34%	37%	38%

Average hours of training per employee

■ GRI 404-1

All figures are reported as headcounts.

Cut-off date is December 31 of the respective year.

	2022
Total	18
By gender	
Male	20
Female	16
By function	
Consulting	21
Corporate functions	8

Environmental data

■ GRI 305-1, 305-2, 305-3, 305-4, 305-5

Emissions

Emissions in t CO₂e, market-based approach. The baseline year for all environmental data is 2019. Our total emissions in 2019 were 36,424 t CO₂e.

	2020 ¹³	2021	2022
Total emissions	15,468	14,132	27,020
Scope 1 emissions	1,221	1,186	1,691
Scope 2 emissions	1,001	745	677
Scope 3 emissions	13,246	12,201	24,652
Emissions intensity			
Emissions per FTE	7	6	9
Emissions per million euros of revenue	26	19	31
Emissions reduction (baseline 2019)	-58%	-61%	-26%

¹³ Figures for emission levels reported in Roland Berger 2021 ESG Report with respect to previous reporting year (2020) were amended to the values reported in the table. The restatement is due to adjustments of the calculations, proofed again in reporting year 2022. The recalculation affects the intensity figures.

■ GRI 302-1, 302-3

Energy consumption

Energy consumption in MWh.

	2022		
	From renewable sources	From non-renewable sources	Total
Total energy consumption	998	9,097	10,095
Energy consumption within the organization			
Fuel	25	7,197	7,222
Electricity	823	1,287	2,110
Heat	150	519	669
Cooling	0	94	94
Energy intensity (MWh per FTE)			
		3	

■ GRI 303-3, 303-4, 303-5

Water use

Water use in megaliters. If available, we note the water withdrawal from the local metering systems in our offices. We then calculate the average water withdrawal per FTE and scale this assumption to the overall FTE figure worldwide.

	2022
Water withdrawals	4.9
Water discharges	4.4
Water consumption	0.5
Water withdrawal efficiency (revenue in euros per megaliter)	177,893,661
Water consumption efficiency (liters per FTE)	164

Global Reporting Initiative (GRI) content index

Statement of use

Roland Berger has reported the information cited in this GRI content index for the period January 1 to December 31, 2022, with reference to the GRI standards.

GRI 1 used

GRI 1: Foundation 2021

GRI 2	General disclosures	Descriptions or page references
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	See pages 1, 3, 6.
2-2	Entities included in the organization's sustainability reporting	See page 1.
2-3	Reporting period and frequency	See page 1.
2-4	Restatements of information	On the following pages, a restatement of the information was noted: 51, 54, 58.
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	See pages 3, 6, 35.
2-7	Employees	See pages 3, 6, 13, 50.
2-8	Workers who are not employees	See page 50. At Roland Berger, other workforce members (GRI: Workers who are not employees) are interns or working students in our consulting business or corporate functions who support the operative business. Their tasks are mainly data population, research and analysis of information, updating client contact details, or supporting the communications with applicants. Also, apprentices that work in office management as well as freelancers from our expert network fall under this category.
GOVERNANCE		
2-9	Governance structure and composition	<p>In the reporting year and in the legal form of a German-law limited liability company (GmbH), Roland Berger is governed by its Global Management, consisting of three Global Managing Directors of Roland Berger Holding GmbH, the group's ultimate holding company. In a fully transparent procedure in accordance with our articles of association, each position is elected by the shareholders of the company for a term of four years. Each Global Managing Director is also a shareholder of Roland Berger Holding GmbH and a Partner employed with the respective local Roland Berger group entity.</p> <p>As stipulated by the articles of association, following the election by the shareholders' meeting, the Global Managing Directors are appointed by a voluntary Supervisory Board of Roland Berger Holding GmbH, whose main tasks are to advise and supervise the Managing Directors, to approve certain decisions and to issue opinions to the shareholders based on Managing Directors' proposals.</p> <p>Roland Berger Holding GmbH's Supervisory Board consists of five members, who are individually elected by the shareholders for a five-year period. The Supervisory Board has formed three committees (Audit, Strategy, Compensation), with the ability to involve additional internal stakeholders.</p> <p>Each member of the Supervisory Board is also a shareholder of Roland Berger Holding GmbH and a Partner of the respective local Roland Berger group entity.</p> <p>The overall representation of women in our highest governance bodies is 13 percent. The day-to-day management at the global level is supported by the Managing Directors of our legal entities as well as the heads of each of our industry and functionally organized business units. Regarding special topics, the three Global Managing Directors are advised by a Global Management Team, a circle of 18 Partners with rotating positions, giving younger colleagues the chance to participate in leading our firm.</p>
2-10	Nomination and selection of the highest governance body	

GRI 2	General disclosures	Descriptions or page references
2-11	Chair of the highest governance body	<p>One of the three Global Managing Directors acts in the role of the Global Managing Partner. At the same time, the Global Managing Partner is a shareholder of Roland Berger Holding GmbH and a Partner of the respective local Roland Berger group entity. Conflicts of interests are prevented as at least one other person or body is involved in every important decision, and decision-making processes as such follow a clear and transparent structure. Specialized expert bodies bring the necessary background knowledge to make an informed decision.</p> <p>In addition, the Supervisory Board acts as an important control authority and monitors decisions in the company with the greatest precision and in line with the articles of association of Roland Berger Holding GmbH.</p>
2-12	Role of the highest governance body in overseeing the management of impacts	<p>See pages 6, 8.</p> <p>The primary objective of the Global Managing Directors is to ensure the long-term success and sustainable development of Roland Berger by designing the company's and group's strategy and steering its implementation. This goal determines the daily activities of our Global Managing Directors and sets the standard for all other senior executives in our company. In making their decisions, they constantly keep in mind the impact of the organization on the economy, the environment, and the people. As part thereof, the Global Managing Directors have implemented various policies addressing relevant topics. To ensure that the company is in a financially sound and competitive condition, there is a continuous flow of information from the Global Managing Directors to all key committees, department heads and executives of our corporate functions, and back. In addition, all Partners and shareholders meet twice a year for their annual meetings to exchange views on all key aspects of Roland Berger's corporate strategy.</p>
2-13	Delegation of responsibility for managing impacts	<p>The responsibility for Roland Berger's success is widely shared and built on trustful international cooperation. Each of our industry or functional departments is led by Partners who are supported by their respective teams. The local entities are each headed by a responsible Partner who in turn has control over the local activities. As a third pillar, each corporate function is managed by a senior executive. All such experts regularly report to the Global Managing Directors.</p>
2-14	Role of the highest governance body in sustainability reporting	<p>The Global Managing Partner of Roland Berger, Stefan Schaible, has reviewed and approved the information in this report, including Roland Berger's material topics as outlined above.</p>
2-15	Conflicts of interest	<p>The <i>Roland Berger Code of Conduct</i>, management guidelines, and internal policies guide our business conduct. They serve to ensure that no conflict-of-interest project will be managed by the respective Partners. Potential for conflicts of interest must be declared by Partners as part of the project acquisition process and will then be addressed. For project execution in critical projects, e.g., in private equity consulting, Chinese walls (virtual barriers) are in place. Should potential conflicts of interest be discovered, this is managed on a case-by-case basis, e.g., by a change of Delivery Manager or in discussion with the client.</p>
2-16	Communication of critical concerns	<p>Critical concerns are communicated to the Global Managing Directors and/or the Supervisory Board through ad-hoc reporting, e.g., through the Chief Compliance Officer as a direct report of the Global Managing Partner. To protect trade secrets, the total number and nature of critical concerns will not be reported here.</p>
2-17	Collective knowledge of the highest governance body	<p>The Board of Global Managing Directors and the Supervisory Board are composed of active Roland Berger Partners who bring in their respective specializations, market and functional knowledge, and respective skill sets. Roland Berger is committed to ensuring that the most relevant business knowledge is present in the highest governance bodies. As part of this, in the reporting year for instance, Yvonne Ruf, co-head of our sustainability business and knowledge development, has been a member of the Supervisory Board since April 2020. Furthermore, all Partners, including the Global Managing Directors and Supervisory Board members, have access to all of our knowledge on sustainability, including market studies, reports, and trend analyses.</p>

2-18	Evaluation of the performance of the highest governance body	<p>See pages 15, 19.</p> <p>In line with treating all our employees as equals, we employ a merit-based promotion system that uses continuous, transparent performance evaluation that is carried out by special review committees. Therefore, remuneration of our employees is linked strictly to their rank, qualifications, and individual and collective performance, not to personal preferences.</p> <p>Our compensation model for Partners is composed of components of fixed pay and different variable bonuses that depend on individual and collective performance, individual conduct, retention, and multi-year contributions to the growth and prosperity of our firm. The individual performance is measured in the dimensions of creating economic value, impactful know-how, cooperation, and client relationships as well as acting as a role model, looking at current and multi-year contributions. Some components are subject to a retention-based payout, partly over multiple years. The collective performance of the firm is reflected through the policy of a global pool for the variable pay of all Partners that depends on overall firm performance.</p> <p>The compensation of the management bodies follows the same logic as above, rewarding the financial performance of the group, the performance of the business units and individual conduct as well as the profitability of the company each year. The Supervisory Board reviews the performance of the Global Managing Directors based on targets set for the year and has regular follow-up conversations on those targets throughout the year. The size of salaries is subject to constant monitoring and benchmarking to ensure development in line with our performance and the talent market.</p>
2-19	Remuneration policies	See page 19.
2-20	Process to determine remuneration	See page 19.
2-21	Annual total compensation ratio	Roland Berger constantly ensures that our compensation policy is in line with the respective employment markets for all functions and levels. Information on the compensation of Partners is reported to the respective committee of the Supervisory Board and in the general shareholder meeting.
STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	See page 5.
2-23	Policy commitments	<p>See pages 13, 45, 46, 47, 48, 49.</p> <p>Our policy commitment to respect human rights is described in our <i>Communication of Progress for the United Nations Global Compact</i>.</p>
2-24	Embedding policy commitments	See pages 17, 22, 45, 46, 47, 48, 49.
2-25	Processes to remediate negative impacts	See pages 30, 32.
2-26	Mechanisms for seeking advice and raising concerns	<p>See pages 45, 46, 47.</p> <p>Should any of our employees or clients experience any form of discrimination despite all our activities, we have mechanisms in place to ensure managers are aware of these incidents and take steps to rectify them. Examples for this are our whistleblower tool, our monthly survey (see page 16), our Compliance Officer, and conversations with HR or the supervisor.</p>
2-28	Membership associations	<p>See pages 25, 27, 28, 33.</p> <p>Partnerships are crucial for us. To tackle problems a single company or institution can't solve alone. And – in an ESG context – because we put special emphasis on goal 17 of the <i>United Nations Global Compact, Partnerships for the Goals</i>. At the corporate level, Roland Berger has the following significant roles in membership associations: Headline partner at the <i>Sustainable Innovation Forum at COP27</i>, knowledge partner for the <i>Energy Weeks of Siemens Energy</i>, and knowledge partner of the <i>Alliance for Industry Decarbonization (AFID)</i>.</p>
STAKEHOLDER ENGAGEMENT		
2-29	Approach to stakeholder engagement	See pages 8, 16, 18, 22, 23, 25, 27.

2-30	Collective bargaining agreements	<p>Roland Berger has no collective bargaining agreements in place except for the following countries:</p> <ul style="list-style-type: none"> - Belgium: 100% of employees in Belgium are covered by a collective bargaining agreement. - Brazil: 100% of employees are covered by a collective labor agreement. It is mandatory as per Brazilian law. - France: 100% of employees in France are covered by a collective bargaining agreement. - South Korea: 100% of employees in South Korea are covered by a collective bargaining agreement, except for members of the management. - Spain: 100% of employees are covered by a national collective bargaining agreement for all consultancies.
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GRI 3	Material topics	Descriptions or page references
DISCLOSURE ON MATERIAL TOPICS		
3-1	Process to determine material topics	See page 8.
3-2	List of material topics	See pages 8, 9, 11.
3-3	Management of material topics	See pages 13-18, 20-23, 25, 28-30, 32, 33, 36, 37, 40-43, 45-49.

GRI 200	Economic	Descriptions or page references
ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	<p>Roland Berger generated the following direct economic value in net revenues:</p> <p>2020: EUR 586.2 m</p> <p>2021: EUR 738.3¹⁴ m</p> <p>2022: EUR 869.9 m</p> <p>¹⁴ Revenue for 2021 is a restatement of information, as in 2021 the group financial statements in accordance with GAAP were converted to IFRS.</p>
ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	In 2022, no corruption-related risks were identified. All our projects undergo country-based risk assessments, including risks related to the <i>Roland Berger Code of Conduct</i> , compliance, and management guidelines. The <i>Roland Berger Code of Conduct</i> incorporates specific supplements on anti-corruption. In addition, we have mechanisms in place to avoid corruption, such as standardized contracts, dual control principle on contracts and discounts, or annual audits on payments.
205-2	Communication and training about anti-corruption policies and procedures	See page 49.
205-3	Confirmed incidents of corruption and actions taken	In 2022, there were no reported or observed incidents of corruption.

GRI 300	Environmental	Descriptions or page references
ENERGY		
302-1	Energy consumption within the organization	See page 32, 54.
302-3	Energy intensity	See page 54.
WATER		
303-1	Interactions with water as a shared resource	Among the 25 countries classified by the <i>World Resources Institute (WRI)</i> as being 'extremely' water stressed, Roland Berger operates in Bahrain, Belgium, India, Lebanon, Qatar, Saudi Arabia and the United Arab Emirates.
303-3	Water withdrawal	See page 54.
303-4	Water discharge	See page 54.
303-5	Water consumption	See page 54.

BIODIVERSITY

304-3	Habitats protected or restored	See pages 25, 32
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EMISSIONS

305-1	Direct (Scope 1) greenhouse gas emissions	<p>See pages 28, 54</p> <p>All emissions are calculated using the operational control approach of the <i>Greenhouse Gas Protocol</i>. For missing primary data points, we used a spend-based approach, before reverting to estimations as a very last resort. We commit to increasing the quality of the data further over the next years. <i>The Global Warming Potential (GWP)</i> values used in the greenhouse gas accounting include the six greenhouse gases covered by the <i>United Nations Framework Convention on Climate Change (UNFCCC)</i> and <i>Kyoto Protocol</i> and combinations of these: CO₂ (GWP = 1), CH₄ (GWP = 28), N₂O (GWP = 265), HFCs (GWP see IPCC AR5), PFCs (GWP see IPCC AR5), Refrigerants (GWP see IPCC AR5).</p> <p>Scope 1 emissions include fugitive emissions, mobile combustion and stationary combustion; emission factors are taken from the <i>United Kingdom Department for Business, Energy and Industrial Strategy (BEIS), 2022</i></p>
305-2	Energy indirect (Scope 2) greenhouse gas emissions	<p>See pages 28, 54.</p> <p>Scope 2 emissions include purchased electricity (emission factors from AIB 2022 Ecoinvent v.3.9.1 and AIB 2022 grid mix for CH₄ and N₂O, IEA electricity EFs 2022), purchased heating and cooling (emission factors from BEIS, Swedish EPA, IEA and Swedenergy 2021).</p>
305-3	Other indirect (Scope 3) greenhouse gas emissions	<p>See pages 28, 29, 30, 54.</p> <p>Scope 3 emissions include capital goods based on Dell 2021 and Lenovo 2021 factors, business travel based on BEIS 2022 and CHSB 2021 (M1, mean), employee commuting (BEIS 2022, BEIS meth doc 2022, IEA electricity EFs 2022), fuel and energy related activities (BEIS 2022, Green Deal NL 2021), purchased goods and services (Google 2012, Amazon 2021, IPCC 2014, South Pole 2022), teleworking (IEA energy indicators 2022, Anthesis 2020, BEIS 2022, South Pole Electricity and Heating EFs 2022), upstream transportation and distribution based on ADEME 2022 and BC V8.8, and waste generated in operations based on BEIS 2022, World Bank waste statistics and Ecoinvent EFs v3.9.</p>
305-4	Greenhouse gas emissions intensity	See pages 25, 28, 54.
305-5	Reduction of greenhouse gas emissions	See pages 25, 28, 29, 30, 33, 54.

SUPPLIER ENVIRONMENTAL ASSESSMENT

308-1	New suppliers that were screened using environmental criteria	<p>In 2022, we found no criminal offenses among the new suppliers that were screened. During the screening process we also screened for negative media. In 2023, we will be developing a supplier policy with a new suppliers questionnaire to improve the screening process for suppliers.</p> <p>We have embedded a paragraph in our golden rules for local admin processes that requires local staff to pay special attention to observing our compliance rules when issuing contracts to new suppliers.</p> <p>Our global standard for new system implementation has been successfully rolled out in 2022. We are also aware of the future legislative movements towards a <i>German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz, LkSG)</i> and we will continue to implement mechanisms and supplier due diligence processes in the future to ensure the compliance of our suppliers with environmental and social criteria.</p>
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GRI 400	Social	Descriptions or page references
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EMPLOYMENT

401-1	New employee hires and employee turnover	See pages 51 and 52.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See page 15, 18, 20.
401-3	Parental leave	<p>See pages 16 and 52.</p> <p>In 2022, 7 of our 89 employees did not return from parental leave. All 7 employees are from the EMEA region, 4 of them are male and 3 of them are female.</p>

OCCUPATIONAL HEALTH AND SAFETY

403-1	Occupational health and safety management system	<p>See pages 13, 15, 20.</p> <p>Due to vast regional differences in legislation and minimum standards, there is no group-wide management system on occupational health and safety.</p> <p>In an internal survey, all countries have confirmed that they take steps to comply with legal requirements on occupational health. 89% of our workforce is covered by a structured health management system, and in 62% of our countries of operation, the health management system complies with an internationally recognized standard.</p> <p>Examples shared are mainly the respective laws of their jurisdiction on hours, medical aspects, etc. All countries have confirmed that they have measures in place to support employee well-being, such as work-from-home budgets, health insurance, mental health support, regular health checks, etc., partly depending on the jurisdiction.</p> <p>All offices meet at least the legal minimum for parental leave, and at least all full-time employees are entitled to parental leave. Some offices go beyond the legal minimum. Some offices offer the same benefits to part-time employees.</p>
403-3	Occupational health services	<p>Local HR teams are assessing and minimizing health risks and hazards. Their quality is ensured through feedback processes (e.g., through the <i>Employee Engagement Survey</i> (see page 16) or contacting an HR representative and/or supervisor). All employees have access to these feedback processes. For more information on feedback processes, see also pages 15, 20.</p>
403-8	Workers covered by an occupational health and safety management system	<p>See page 20.</p> <p>All offices offering a health and safety management system according to standards/regulations extend the measures to cover all employees (full-time, part-time, temporary, all activities and workplaces).</p>
403-9	Work-related injuries	<p>Due to the nature of our work as a company offering consulting services, there are no high-risk tasks that could lead to serious work-related injuries. In 2022, there were 6 occupational accidents registered globally.</p>
403-10	Work-related ill health	<p>For data-protection reasons, we cannot report on work-related ill health. Overall, we registered globally 10,121 sickness days in 2022.</p>

TRAINING AND EDUCATION

404-1	Average hours of training per year per employee	<p>See page 13, 14, 20, 53.</p>
404-2	Programs for upgrading employee skills and transition assistance programs	<p>See page 14, 17, 20, 21, 22, 23.</p>
404-3	Percentage of employees receiving regular performance and career development reviews	<p>See page 14, 15.</p>

DIVERSITY AND EQUAL OPPORTUNITY

405-1	Diversity of governance bodies and employees (incl. gender, disabilities, number of nationalities, etc.)	<p>See pages 13, 18, 53.</p>
405-2	Ratio of basic salary and remuneration of women to men	<p>See 2-18. See also page 19.</p>

NON-DISCRIMINATION

406-1	Incidents of discrimination and corrective actions taken	<p>In 2022, no discrimination incidents were recorded through the designated and known channels.</p>
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SUPPLIER SOCIAL ASSESSMENT

414-1	New suppliers that were screened using social criteria	<p>See 308-1 and pages 47, 49.</p>
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CUSTOMER PRIVACY

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>See page 48.</p>
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In 2015, the United Nations set the Sustainable Development Goals (SDGs) to be achieved by 2030. The 17 interlinked goals are a universal call to action to end poverty, protect the planet and lead into a future of peace and prosperity. We at Roland Berger consider it our duty to pay particular attention to the further development of the SDGs and we make special efforts to improve in these areas continuously and substantially. We need to increase our efforts if we are to reach the goals. We need to act for impact.

Credits and copyright

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- Cover and pages 12, 24, 34, 44: Koivo c/o kombinatrotweiss.de
Instagram: @koivo | @kombinatrotweiss_illustration

Photos:

- Pages 16, 18, 19, 27, 32, 41, 42, 46: Roland Berger Holding GmbH & Co. KGaA
- Page 5: Dominik Butzmann
- Page 28: IRENA

The information contained in this report primarily focuses on events that took place during the 2022 calendar year, but it also includes forward-looking statements that reflect our present expectations for future events. Terms like "anticipate", "believe", "could", "estimate", "expect", "going forward", "intend", "may", "ought to", "plan", "project", "seek", "should", "will", "would" and similar expressions are intended to identify forward-looking statements. These forward-looking statements reflect our views at the time such statement was made with respect to future events and are not a guarantee of future performance or developments but are subject to numerous risks and uncertainties. Actual results and events may differ materially from information contained in the forward-looking statements because of several factors, including any changes in the laws, rules, and regulations. Roland Berger undertakes no obligation to update forward-looking statements if circumstances or opinions should change, except as required by applicable laws.

10.2023



Publisher

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