

Imagining our common future: Acting now

ESG Report 2021



Roland
Berger



Roland Berger x ESG

Creating sustainable value

■ GRI 2-1, 2-6

About this report

Our first ESG report provides insights into our ESG strategy. It highlights our key environmental, social and governance (ESG) initiatives and achievements in 2021. We report with reference to the Global Reporting Initiative (GRI) for the entire Roland Berger group of companies.¹ It is represented by Roland Berger Holding GmbH, which has its headquarters in Munich, Germany. In the reporting year, Roland Berger Holding GmbH was owned by 250 Partners of the Roland Berger group. The GRI indicators and our additional KPIs cover the period of our fiscal year from January 1, 2021 to December 31, 2021. The editorial deadline for the rest of the content was October 2022. In the future, we plan to publish our ESG report on an annual basis.

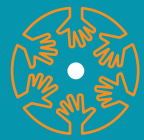
■ GRI 2-1, 2-2, 2-3

¹ Unless otherwise indicated

What we contribute:

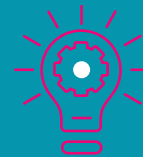
2,400

employees



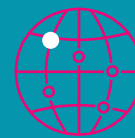
50

years of deep industry experience and functional expertise



50

offices worldwide



250

international Partners with their expert networks



Sustainability is the core mission to solve today's economic, environmental and social challenges. Together with our clients and society, we build sustainable growth and drive transformation towards a successful future.

Our vision:

Secure sustainable growth by balancing economic, environmental and societal challenges

At Roland Berger

- Our core values: Entrepreneurship, excellence, empathy
- Culture of mutual trust, respect and care
- Target: Net zero emissions

For our clients

- Analysis and insights
- Strategy and concept
- Transformation, implementation and adaptation

For society

- Thought leadership at public events
- Insights through studies and articles
- Impactful projects, pro bono work and volunteering

The value we create:



Empowered People

A diverse, engaged and talented workforce



Climate Action and Circularity

Roland Berger as a creator of solutions for the low-carbon economy and society



Partner to Clients and Society

Sustainable impact and robust organizations through satisfied clients and corporate citizenship



Responsible Business Practices

A trusted company with ethical business conduct

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Our commitment



Stefan Schaible
Global Managing Partner

"At Roland Berger, we see it as our duty to pay special attention to the further development of the Sustainable Development Goals (SDGs) and we are committed with all our hearts and minds to creating positive future-oriented changes in our society."

We are currently living in turbulent times. Governments, societies and businesses are facing seemingly accelerating and accumulating crisis and no simple solutions are available. Every individual and every company is called upon to contribute to solving the problems of our time. We at Roland Berger believe that we have a social responsibility to transform both society and businesses towards more sustainability, all while making our own business sustainable as well. We are convinced that overall societal and economic efforts will fail if businesses do not move forward towards a decarbonized and sustainable economy.

■ GRI 2-22

As strategy consultants, we play a crucial role in helping our clients become more sustainable and thereby lay the foundations to stay competitive. To successfully do that, we need to be a credible and authentic partner – to our clients, business partners, employees and all other stakeholders. We apply our efforts both internally and externally: Only by taking care of our employees and helping them to grow into entrepreneurs and champions of sustainability can we deliver on this promise to our clients and the wider society. Our internal focus is to support our employees in achieving personal and professional growth, attain a better work-life balance and reduce their individual carbon footprints. Externally, we develop approaches for our clients to decarbonize and invest in future-driven innovations. Becoming sustainable is also a crucial driver of future competitiveness, not only for ourselves, but also for our cooperation partners and clients. Businesses that fail to understand that the push for more sustainability will further increase from investors, consumers and regulators risk losing their competitive edge.

We are aware that we need to **act now to achieve a common future**, which is why we have given our Environment, Social and Governance (ESG) report its title. We have made sustainability a core element of our strategy and launched many initiatives to bring this strategy to life and to make capitalism more sustainable. I am very proud to present our efforts for the first time in a comprehensive report that demonstrates how they fit together as parts of our strategic ambitions.

Stefan Schaible

Global Managing Partner

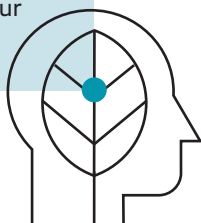
The idea that drives us

■ GRI 2-6

For over 50 years, we have helped our clients to explore new possibilities, establish more resilient business models, redesign their supply chains, leverage new technologies, take new leaps in automation and mobility, all the while honoring who we are at the core. Our vision as a consulting company is to drive sustainable growth and organizational resilience. We do that by rebalancing economic, environmental and societal challenges instead of focusing on short-term financial interest. We stand on the precipice of a fundamental change, facing a horizon of limitless opportunities – new models, value and supply chains, technologies and ways of doing business, which must be executed with purpose.

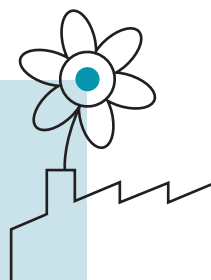
Our vision

Every great business is driven by an idea. Ours is to secure sustainable growth, instead of focusing on short-term financial interest at the cost of others and our environment.



Our ambition

There is a lack of equilibrium that we must rebalance. Our ambition is to advise organizations, businesses and entrepreneurs to reimagine their reality and 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 commitment

We are diverse and authentic personalities, committed, courageous and unafraid of pushing boundaries. As a management consultancy we believe we have a role to play and commit to net zero emissions.



European heritage in a globalized world

We were founded in 1967 with a cosmopolitan ethos – linked to our European heritage – that helped craft a vision of independence guided by ideals of diversity, inclusivity and open exchange. Today, with 50 offices and 2,400 colleagues worldwide, we have a presence in all major markets. As the only consultancy of European origin with a strong international footprint, we are one of the leading representatives of our industry.

■ GRI 2-1
GRI 2-6
GRI 2-7

Roland Berger is a melting pot of people from diverse cultures, perspectives and backgrounds, fostering open exchange of ideas and innovative thinking. We forged a start-up culture by bringing a group of the like-minded people together and made entrepreneurship one of our core values to set us on a path of constant learning, growth and discovery.

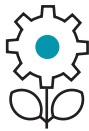
We treat our clients with respect and integrity – and their business like our own. They come from all industries, e.g. automotive, financial services, consumer goods, retail, aerospace or agribusiness. We assist them on their way to a successful and sustainable future in all aspects related to their business operations, be it digitalization, growth strategies, new business models, re-engineering, mergers and acquisitions, transformation or restructuring.

We are focused on market-driven, bold strategies that work. We have successfully implemented them for a broad range of international clients – from industry and service companies to public institutions. With in-depth insights into every relevant industry topic, we can help our clients to develop cutting-edge solutions tailor-made to their company's needs.

There are three core values that guide us through our professional pursuits: *Entrepreneurship, excellence and empathy*. They constitute the foundation of our professional work as consultants, our interaction with our clients, business partners and communities and define our entire corporate culture. *Entrepreneurship* helps us understand business challenges and know what makes a successful entrepreneur. By striving for *excellence*, we develop global best practices and ensure both measurable and long-lasting success for our clients. Through our *empathy*, we act as insightful, respectful and responsible partners for our clients – and thus drive sustainability for ourselves and for others. It's these values that set us apart from the competition and that shape our unique business culture.

► Read more:
[Our values](#)

Core values:



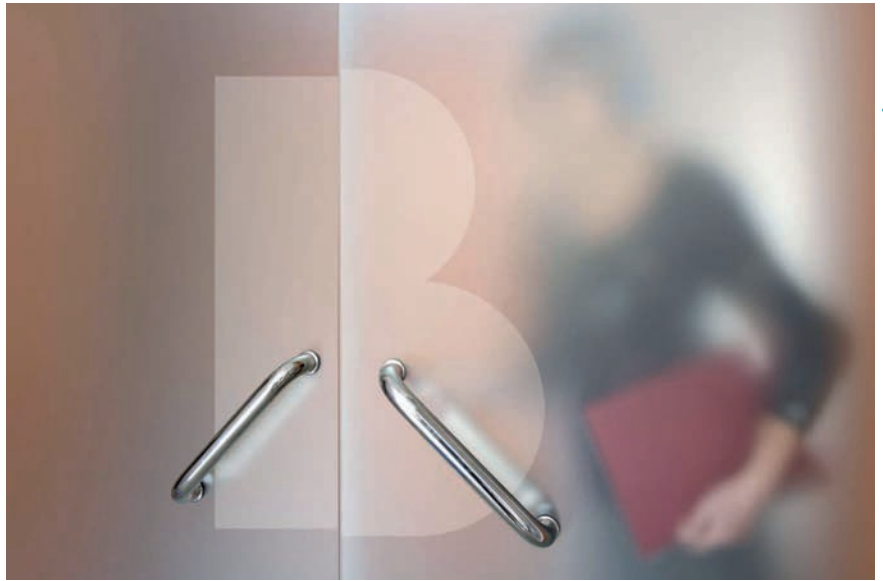
Entrepreneurship



Excellence



Empathy



■ GRI 2-12

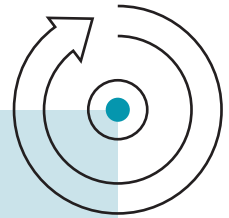
Strategically guided

In January 2020, the Roland Berger Partners endorsed the company's current strategy. Driving sustainability is a core motive throughout the different fields of strategy and is anchored by the business targets for all leaders of the different business units. With the purpose of supporting organizations in developing a new sustainable paradigm, we launched several initiatives that are driving the trends of our time.

► Read more:
[Global topics](#)

Global topics: This is our agenda

As a leading consultancy in strategy development, it is our job to ask ourselves how to address the complex and pressing issues affecting business and the world we live in today. With our expertise, we analyze the biggest challenges, risks and opportunities of the business landscape and act as a comprehensive, trusted resource that delivers expert findings on industry innovations, transformations and opportunities. Our clients benefit from a range of future-oriented consulting services on global topics, including sustainability and climate change, smart mobility, next generation manufacturing, robust organizations and many more that will become important in the future.



With a strong focus on developing an engaged workforce, we are pushing diversity and move our organization to embrace new ways of working, building a modern work culture based on respect, cooperation and trust. These elements are anchored in the targets of the leadership, e.g. in targets for the business portfolio, people engagement levels or diversity KPIs. Targets have been broken down into policies and initiatives and fulfillment is reviewed on at least a quarterly basis on all levels of the organization.

The Managing Directors report the progress of all elements and initiatives in the strategy to the shareholders twice a year. All fields of action are currently on track or ahead of time, e.g. in building a business portfolio around sustainability offerings across different sectors, improving engagement levels or driving diversity.

Acting now: Sustainability at Roland Berger

Besides our strong focus when solving the global challenges of our time, we aim at including sustainability in our traditional consulting topics as well. Our mission is to incorporate sustainability into all our projects, whether in cost accounting, expansion or product development.

■ GRI 2-12
GRI 2-29

With our corporate strategy that puts sustainability at the heart of everything we do, including many of our customer-facing activities, we are determined to make a difference. We want to share this determination with all our employees and support them in becoming implementers and multipliers.

In 2020, we embedded our ESG activities into an overarching ESG strategy. This framing helps us create a clear direction for our sustainable growth ambitions. We pinpointed the status quo of sustainability and ESG ambitions at Roland Berger, performed a benchmark analysis and identified client expectations. We then conducted interviews with the leadership team across all functions, industries and locations to understand our management's perspectives on our ESG journey. Lastly, we engaged with all employees across our offices to gather their opinions on ESG at Roland Berger, asking how they think we should proceed in developing a new ESG strategy, which areas we need to act on and any further ideas that we could incorporate.



Our Dubai colleagues are producing their own organic compost which is used for planting around the office.



Close to 200 colleagues in Shanghai, Beijing and Hong Kong participated in our Environmental Week 2021.

Leveraging our impact

Our ESG strategy is built around six key topics: Reducing our carbon footprint, addressing the world's challenges with our clients, empowering our people, fostering diversity and inclusion, being a partner to society and driving responsible business practices. For each of these pillars, we identified key leverage points and started developing targets, which we plan to achieve and continue to update in the coming years based on our materiality analysis. These include – among others – reducing and offsetting carbon emissions, establishing dedicated teams in all our sectorial platforms, further developing trainings and support for employee wellbeing, further increasing management attention on diversity topics, globally coordinating environmental and social engagement activities and increasing transparency on ESG topics.

■ GRI 2-12
GRI 3-1

Defining our material topics

To further develop the targets and metrics of our ESG strategy and to set the basis for our ESG reporting, we sought to identify the sustainability issues that are of the highest relevance to Roland Berger. Therefore, we conducted a materiality analysis including both internal and external stakeholders as well as the top management. We performed a thorough status quo and benchmark analysis on international reporting standards, policies and regulations, scientific studies and much more. This resulted in a longlist of potential material topics. We then selected and prioritized our material topics in a workshop with executives and experts from Roland Berger (see x-axis of materiality matrix on page 11). In doing so, we followed the requirements of double materiality, i.e. assessing the relevance of the topics both from an impact and a financial perspective.

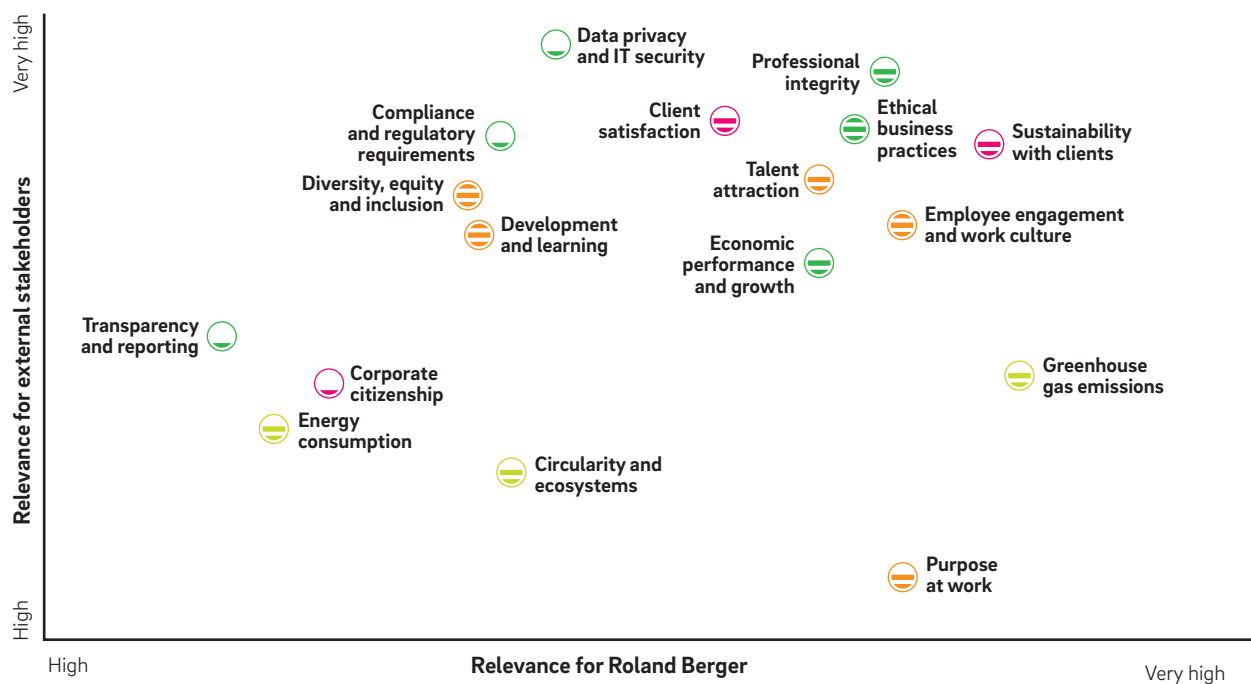
■ GRI 2-29
GRI 3-1

The perspective of our stakeholders

In everything we do in terms of sustainability, it is essential that we integrate our stakeholders' perspectives. By engaging our internal and external stakeholders, we can determine whether our strategic view corresponds with their larger issues and address the topic of sustainability in a holistic manner.

To assess our external stakeholders' perspectives, we conducted interviews with key clients around the world from financial services, health care, consumer goods, retail, industrials, information technology and public administration. The clients ranked each material topic on a 10-point scale, with the results displayed on the y-axis of the materiality matrix. Overall, *data privacy and IT security* was rated as the most important material topic. As our clients share highly sensitive and confidential data with us in their projects, they expect us to manage it responsibly – which we do, of course (see page 45). *Professional integrity and ethical business practices* were rated as the next most important material topics, followed by *client satisfaction*, which we strive to deliver every day (see page 37).

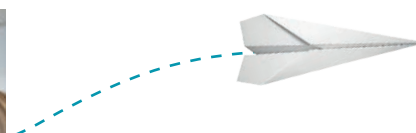
In addition to our clients' perspective, we wanted to get the view of our employees on the material topics, which is why we also conducted an employee survey. We asked our employees to rate, comment on and, if needed, add to our material topics. Approximately 500 employees participated in the survey and gave us their valuable input on sustainability at Roland Berger. When asked about the most relevant material topics, the three topics mentioned most often were *employee engagement and work culture* (77%), *employee development* (59%) and *diversity, equity and inclusion* (53%). Besides these topics, our employees especially encourage us to make improvements in handling our *greenhouse gas emissions*. Efforts in those areas of impact are explained in later sections of this report. Our employees are also motivated to play their part in making Roland Berger more sustainable. Many of the recommendations of our stakeholders have been actively incorporated into several of our sustainability initiatives (see later chapters for more information). Their feedback has been instrumental in informing our decisions and setting the direction of our sustainable growth trajectory.



- Empowered People
- Climate Action and Circularity
- Partner to Clients and Society
- Responsible Business Practices

Relevance for our employees:

- Relevant
- ◐ Highly relevant
- ◑ Very highly relevant





Empowered People

Employee engagement and work culture

Our people and culture are at the core of what makes us successful. We are creating a workplace where everyone is engaged and can bring their full self to work. We promote entrepreneurship and commit to flexibility, fostering an environment for individual growth in a safe and respectful space. Personal interests, activities and family life are seen as adding value. We want to be an attractive employer for all our talents throughout their career and offer far more than a competitive salary and a steep learning curve.

Purpose at work

We believe that as strategy consultants we have an active role to play. The big idea that drives us is to help organizations by providing entrepreneurial and responsible solutions with our diverse teams of authentic personalities, leveraging our deep industry and functional expertise.

Development and learning

In our fast-changing world, developing new expertise and skills is crucial to provide our clients with the best service possible. Personal development is necessary when offering career paths for every employee. Constant learning is thus part of our corporate culture, be it by training on the job, formal trainings both on site and remote, bootcamps or seminars, professional coaching, social fellowships, international assignments, higher education such as a Master's, MBA or PhD program or by facilitating the expression of our people's entrepreneurial drive in fellowships or industry placements.

Diversity, equity and inclusion

We treat diversity, equity and inclusion as a way of life. We promote diversity of gender, ethnic group, religion, disability, age, sexual preference, socio-economic and educational backgrounds in our work environments and strive to maximize opportunities for everyone while trying to be aware of any kind of bias. We believe that the meeting of different cultures and different perspectives within our company enriches us. That is why we commit to ensuring our firm is an inclusive, meritocratic world that celebrates the richness of our differences.

Talent attraction

As a company, Roland Berger constantly strives to attract the best available talent in the market to support our clients with the best team. We bring in people that are authentic and have diverse backgrounds and an entrepreneurial strategy and turn strategy into reality.



Climate Action and Circularity

Greenhouse gas emissions

As strategy consultants, our biggest potential to reduce greenhouse gas emissions lies in supporting our clients to do so. Still, we want to lead by example. Therefore, we have joined the *Science Based Targets initiative* (SBTi) and set ourselves science-based targets to reduce our own greenhouse gas emissions, covering Scopes 1, 2 and 3. We are tracking our greenhouse gas footprint annually to make sure we are in line with the *Paris Agreement* and have implemented various initiatives to reduce our emissions.

Energy consumption

Reducing electricity, heating and cooling consumption where possible is crucial to our commitment to reduce greenhouse gas emissions and for the transition to a low-carbon economy. Because most of our emissions are linked to how we behave, we are encouraging our employees to make sustainability a part of their day-to-day lives.

Circularity and ecosystems

In a circular economy, waste is not waste but valuable resources for new products. We aspire to create systems for the circular management of all material things at the workplace and beyond. This requires bringing a circular mindset to every project we touch. Moreover, circularity addresses how everyday business activities at Roland Berger have an impact on our ecosystems and biodiversity.



Partner to Clients and Society

Sustainability with clients

At Roland Berger, while serving our clients, we are building positive futures for them and the communities they operate in and at the same time creating a benefit for their stakeholders. At the confluence of clients and society is our commitment to sustainability. Roland Berger helps clients identify where and how their businesses are most impacted by environmental developments, facilitating their decision making on an individual level and helping ensure their future competitiveness in a sustainable world.

Client satisfaction

We aim to provide our clients with the best we can offer as a firm, as empathetic, excellent and entrepreneurial people. Through a combination of in-depth expertise, comprehensive analysis and pragmatic solutions, we implement strategies that achieve the highest possible impact on our clients. We want them to be our primary promoters based on the quality and professionalism of our work.

Corporate citizenship

As a firm and as individuals, we are a part of the communities to which our business connects us. Thus, we believe that we have social, cultural and environmental responsibilities beyond our core business. We are invested in creating positive value for the societies around us.



Responsible Business Practices

Ethical business practices (incl. ESG criteria in procurement)

High standards guide us in all the decisions we make. We lead by example and strive to live up to the expectations of stakeholders, the public, governmental entities and society. This includes making ethical decisions regarding social, environmental and governance standards in procurement.

Data privacy and IT security

We are strongly committed to protecting the information and privacy of our clients, employees, business partners, suppliers and other stakeholders. Roland Berger bears the responsibility of handling data carefully and in accordance with applicable laws. To ensure utmost security in all our electronic communications, our information and communications equipment – IT infrastructure, hardware and software – meets the highest security and technology standards.

Compliance and regulatory requirements

Roland Berger has a dedicated corporate compliance system that integrates compliance with external regulations as well as with internal rules and procedures. We are committed to upholding policies and procedures to ensure continued compliance with laws and regulations.

Professional integrity

Roland Berger commits to always being truthful and working responsibly. Our employees are trained in anti-corruption practices and are expected to adhere to their high moral principles and our own.

Economic performance and growth

We strive to achieve excellent results and develop global best practices to ensure both measurable and sustainable success. Our goal is excellence in our work with clients and in the way we develop our knowledge.

Transparency and reporting

We are committing to make our sustainability activities transparent by reporting our sustainability performance in our annual ESG report.

Empowered People: Unleashing potential to drive change





2,400

employees at Roland Berger are at the heart
of everything we do.

At Roland Berger, our 2,400 employees are at the heart of everything we do. Their innovative and entrepreneurial mindset has made us an industry leader and the only European consultancy with a strong global footprint. We believe the diverse, entrepreneurial and empathetic nature of our workforce makes us special. It helps us and our clients in creating a competitive edge in the challenging transformational process towards more sustainability. We encourage our employees to be engaged so they can deliver the greatest value for our clients, while embracing our corporate values of entrepreneurship, excellence and empathy and a culture of mutual trust, respect and care in our offices.

Purposeful work that inspires

As management consultants, we have an active role to play: We leverage our deep industry and functional expertise to provide responsible solutions for organizations, businesses and entrepreneurs to shift the world towards a new sustainable paradigm (see our vision on page 3). This is deeply rooted in our DNA and corresponds to our values – and that gives us drive and purpose in doing our work every day.

■ GRI 3-3
GRI 404-2
GRI 403-3

People who find purpose at work feel enriched, are more resilient and are more satisfied. Our goal is to foster this sense of purpose and entrepreneurial thinking by enabling our employees to tailor their individual careers according to their own preferences. Therefore, we set up a broad range of development programs – from formal training offerings, individual coaching and career support to our alumni network and our development program *B&me*.

B&me includes various tools and programs to support the personal and professional development of our people and promote the right balance between work and private life. In the clusters *Be connected*, *Be educated*, *Be free*, *Be entrepreneurial* and *Be social*, our employees can choose from a broad variety of programs such as taking up flexible work arrangements or temporary leave, participating in an international exchange program, enrolling in an MBA or PhD program or doing an entrepreneurial or social fellowship. Around 7% of our employees took educational leave, did a sabbatical or worked part-time in 2021. We track the attractiveness of the *B&me* program in an annual survey. The results in 2021 showed that international assignments were by far the most interesting option, followed by additional vacation days, Master's or MBA studies or a sabbatical. For the future, we plan on promoting the program further and responding even more strongly to personal needs by offering flexible solutions.

■ GRI 2-7
GRI 2-8

Our workforce

	2019	2020	2021
Permanent employees	2,483	2,358	2,588
Temporary employees	16	9	6
Full-time	2,359	2,232	2,457
Part-time employees	140	135	137
Other workforce members ³	542	461	527

All figures are reported as headcounts. Cut-off date is December 31 of the respective year. A split by region and gender can be found in the Appendix on page 50.

■ GRI 3-3
GRI 401-2
GRI 401-3
GRI 403-3

A booster for health and wellbeing

The physical and mental wellbeing of our employees is important to us. We want to help our employees find a balanced and healthy lifestyle in their professional and personal life. In 2021, we implemented a global action program, *New Ways of Working*. As part of this holistic approach towards a people-centric work culture, we commit to maintaining a sustainable workload within our organization that balances a continuous and challenging individual learning environment while allowing for individual interest and life besides work. One initiative from this action plan focuses particularly on helping our employees adopt and sustain a well-balanced lifestyle by providing individual budgets to support health and wellbeing in remote work situations, additional budgets for teambuilding activities and work-from-home support, as well as access to (virtual) gym and health facilities. We introduced a buddy system globally for new employees to get accustomed to the working culture and local *Relationship Officers* in case any of our colleagues need advice outside of their teams.

We globally provide health care services (e.g. health insurance), disability and invalidity cover and even offer life insurance and private retirement provisions in most countries. Parental leave can be taken globally as well and is regulated through Roland Berger policies for each country. In 2021, 57 of our employees went on parental leave. In nearly all our countries of operation, these benefits are offered to part-time or temporary employees as well. For our employees in Germany, Austria and Switzerland with caring responsibilities for children or elderly people, we additionally provide quality assistance through the family services company *pme*. To support our employees during the COVID-19 pandemic, we established guidelines for hygiene both for in the office and during necessary travel. By providing masks, sanitizers, air filters, influenza vaccines, continuous COVID-19 vaccines for employees, family members and alumni where possible and continuous COVID-19 testing to our employees and their relatives, we minimized the impact of the pandemic on our employees and their families, our clients and our business partners as much as possible. In addition, we implemented procedures for reacting to COVID-19 infections in our offices, such as conducting contact tracing and ensuring prompt communication with and notification of employees.

² Interns, working students, temporary help, freelancers

Snapshot of measures to support the wellbeing of our employees in 2021

Canada

Dedicated budget for sports activities; yoga in the office; corporate subscription to mindfulness app; mindfulness workshops

Netherlands

Access to coaches for health, wellbeing and development

Portugal

Sponsored gym access; joint office retreat

Middle East

Dedicated annual wellbeing budget for weekly team sports activities (yoga, football, basketball, table tennis, watersports, etc.); regular wellbeing initiatives (i.e. step challenge, Thursday smoothies, *Meatless Monday*, health-related webinars, etc.); access to mindfulness app; home-office equipment allowance

India

Work-from-home flexibility; webinars on mental health, fitness and more by health insurance provider

China

Sponsored gym access; employee assistance program; wellbeing budget

Japan

Medical and mental counselling from medical doctors and health insurance association

Southeast Asia

Health insurance including psychiatric and psychological treatments; reimbursement of IT equipment/flexi-choice list to facilitate work-from-home setup; fitness and wellness talks; the region's first *Amazing (Virtual) Race*, a step challenge across all Southeast Asian offices

UK

Events such as *Mental Health Week* (fitness activities, on-site massage visit); sponsored gym membership; health, dental and travel insurance; access to mindfulness app; employee assistance program

Sweden

Sponsoring of group as well as individual sports activities according to approved list from Swedish authorities; sponsored gym access





■ GRI 3-3
GRI 403-3

Healthy mind, healthy (work) life

Open communication and an appreciative feedback culture that respects the personal needs of our team members are important cornerstones of the way we work. To help employees achieve a more balanced working style, Roland Berger developed *Project Commitments*, a tool to foster regular communication between Project Managers and their team on personal development goals as well as on individual preferences. It includes the *Team Barometer*, a standardized query tool that can be used on projects to anonymously measure the mood within a project team. This tool is mandatory for all projects worldwide involving more than three employees.

For mental health and stress-related support, we offer free access to individual coaching sessions and burnout prevention sessions. In 2021, we provided 350 slots for stress management and mental health sessions for our employees worldwide. Feedback from our employees indicated that these sessions were well-received when needed. Throughout 2021, we were able to offer sessions at short notice, which shows us that the number of slots is sufficient. In urgent cases, we offer individual coaching sessions through an external service provider if we are unable to do so internally. We also encourage all our employees to take their full annual leave entitlement, which in 2021 was extended by a total of three days to compensate for the turbulent times during the COVID-19 pandemic.



Being a part of Roland Berger: Our employee engagement survey

We value the opinion of our employees. To hear what keeps them busy, we have been running a monthly **employee engagement survey** in all global offices since 2019. The employee engagement survey *Peakon* has proven to be an important tool for us as a company to stay in close contact with our employees and regularly reflect on the way we work and communicate with each other. We get feedback on the support we provide for our people's development and identify best practices and improvement potential. The participation rate in 2021 was 56 %. The employee Net Promoter Score (eNPS) was 19.³ The results of the survey have since become part of the regular management report in all countries and regions. It allows us to act on further boosting overall employee satisfaction worldwide. The survey results have **steadily improved over the past three years**. The average results in 2021 showed how our employees feel a sense of accomplishment in their work, feel like they make a difference and believe that their work is meaningful.

Inclusive is future-proof

We firmly believe that diverse teams lead to better results. Only by including a broad variety of talents and perspectives can we continue to lead in a rapidly changing world. Diversity, equity, inclusion (DEI) and non-discrimination lie at the heart of our Code of Conduct as well as our diversity mission. We are committed to providing our employees with a work environment that is open, friendly, non-discriminatory and that celebrates the richness our differences bring. We promote diversity of gender, ethnic group, religion, disability, age, sexual preference, socio-economic and educational backgrounds in our work environments and strive to maximize opportunities for everyone while being aware of any kind of bias. We acknowledge and value the differences among our workforce, clients and business partners and consider them an opportunity.

To support our diverse workforce, we have created strong networks within and outside our firm. Our Global Diversity Officers drive local and global initiatives for a diverse workforce. The *Just be* and *Just be Friends* communities facilitate professional and personal exchange and mentorship for our LGBTQ+ colleagues and beyond (see story on page 24). *Black@Roland Berger* champions equal opportunities within and outside Roland Berger. Among the many activities under this forum, we organize inspiring discussions headlining people of color in leadership positions at Roland Berger.

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 *Business Keeper Monitoring System*, our monthly survey (see box feature on page 18), our Compliance Officer and conversations with HR or the supervisor. In 2021, no discrimination incidents were recorded through these channels.

Gender-balanced workforce

Creating a gender-balanced work environment is at the top of our management agenda. Globally, 36% of our employees are women. This share has continuously increased in the last three years and we plan to increase it further. By 2024, we strive to achieve 35% female applicants worldwide and a representation of women in leadership positions of 10%.⁴ To help us reach these targets, they are included in the calculation of the bonuses of the leadership team. 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. Young female talents are in demand everywhere and what we offer at Roland Berger must compete strongly against job positions at other firms in order to recruit those women. Since care work is still mostly done by women today, we need childcare that allows our female colleagues to remain in the high-intensity management consulting profession once they start having families. This is challenging to come by in many countries. Nevertheless, we strive to ensure that our staff have the best possible options for every phase of their lives.

Growing our senior female colleagues into the Partner, Principal, Director and equivalent leadership ranks of our company is of special importance to us. Therefore, we are rapidly increasing the number of activities around the globe related to *Women@Roland Berger*, such as career talks with female business leaders, internal role models and alumnae, regular networking meetings and trainings specifically for women. These measures are bearing fruit: We have significantly increased the proportion of women in management positions (Partners, Principals, Directors and equivalent) over the last three years from 5.5% in 2019 to 8.8% in 2021.


³ Net Promoter Score is measured on a scale of -100 to 100, which means that we have more promoters than detractors (NPS >0). This is a good result but shows room for improvement (>50 is considered 'excellent').

⁴ Partners, Principals, Directors and equivalent

■ GRI 3-3
GRI 2-26
GRI 406-1

► Read more:
[Code of Conduct](#)

■ GRI 3-3
GRI 405-1
GRI 405-2



36%

of our global workforce is female.

■ GRI 405-1

Female representation in our workforce

	2019	2020	2021
Global	35.6%	36.0%	36.4%
Executive Committee (Board of Managing Directors and Supervisory Board)	0.0%	13.0%	13.0%
Leadership (Partners, Principals, Directors and equivalent)	5.5%	7.5%	8.8%
Entry-level new hires to the consulting team	35.9%	34.3%	37.3%

■ GRI 2-18
GRI 2-19
GRI 2-20

Ensuring fair remuneration

In line with treating all our employees as equals, our promotion system is based on merit and a 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.

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.

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.

You never stop learning

To provide our clients with the best possible consulting services, we encourage our employees to continuously develop their skills and thus attain their full potential. When starting at Roland Berger, our new hires go through a two-week onboarding training. With access to a training catalogue of over 50 seminars featuring leading speakers, respected academics and high-ranking executive coaches, our consultants attend 5-6 days of training per year, while employees in our non-consulting functions have 2-3 training days a year, plus time dedicated to self-study through online learning courses. We additionally offer optional trainings with specific professional or methodological focus, e.g. industry-specific content trainings and agile working methods.

■ GRI 3-3
GRI 404-1
GRI 404-2

We guarantee high standards through careful selection, quality management and regular reviews of emerging needs and topics. For instance, in 2021, we added several courses to our global development program on remote working, leading remote or hybrid teams and physical and mental health. With this, we supported our employees in adapting to the challenges of the COVID-19 pandemic and feeling comfortable in this new digital work environment, all while bringing down our environmental footprint by traveling less. We have introduced new training courses on the topic of unconscious bias to anchor the topic of diversity more firmly and to increase our employees' awareness of it. This is important to us and is only one of many building blocks to promote diversity and inclusion at Roland Berger. We are convinced that mindset changes can only be made permanent by regularly highlighting them in various formats and thus making them tangible (see pages 19 and 22).

Personal development at Roland Berger and beyond

To enable people to develop their networks, experience new cultures and advance their international careers, we offer Roland Berger employees an international staff exchange program, *GoGlobal@Roland Berger*. In 2021, 135 employees participated in international assignments and transferred to 27 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 our employees in making their next move outside of Roland Berger. Through our global alumni network, colleagues seeking a professional change can receive individual career advice and also have access to a special job board and, not least, a lifelong network of professional contacts, former colleagues and friends. We actively stay in touch and encourage our alumni to also think about a second career in consulting later in their professional life.

■ GRI 3-3
GRI 404-2
GRI 404-3

An open and candid feedback culture is crucial for our company's success. Regular performance and career reviews enable all our employees to learn, grow and evolve. For example, consultants receive mandatory top-down project assessments at the end of every assignment. In a bi-annual globally harmonized process, these project assessments are centrally reviewed, complemented by a mentor synthesis, and discussed with the consultant. For group functions, we have similarly standardized annual performance reviews in place. In most countries, all interns also receive ongoing formal feedback based on objective criteria. In addition, every Principal, Partner, Director and Senior Vice President worldwide is subject to an annual bottom-up leadership assessment, which contains anonymized bottom-up feedback on their leadership performance. The results are a key element of their own performance appraisal.



Engaging our employees in sustainability

We want our employees to be part of our sustainability journey. To push the topic locally, we introduced **Sustainability Ambassadors** in most of our offices. As of the end of 2021, we had more than 30 ambassadors engaged in more than 28 offices globally. The *Sustainability Ambassadors* are colleagues passionate about creating a culture of environmental sustainability and improving our firm's carbon footprint. Also, we launched our first global two-week *BeGreen Challenge* in December 2021 for the benefit of the *WWF*. In the *BeGreen Challenge*, employees earn points for accomplishing **individual sustainability goals** at the end of each week and win prizes based on the points earned. These measures invite Roland Berger employees to take actions that can improve their environmental footprint, both at work and in their personal lives, as well as embed sustainability into our culture beyond the duration of the challenge.



At the end of 2021, we had more than 30 ambassadors engaged in more than 28 offices globally.

Building our diverse workforce

Our entire recruiting process of addressing, identifying and selecting new employees is based on talent, performance and potential. We evaluate applications and assess the performance of all candidates along standardized, objective criteria. Our ambition is to hire diverse colleagues who bring in their own ideas, perspectives and strengths. We do not look for stereotypes, and our strength as a company lies in the personality and individuality of our employees.

Roland Berger is also a strategic partner of several universities and business schools whose students have particularly diverse backgrounds. We organize special recruiting events especially targeting the Black community, women or LGBTQ+ talent. The result of these efforts is reflected in our employees' backgrounds: We employ people from 64 different nationalities and have graduates from 748 different institutions (see graphic below).

To bond with top-notch students at an early stage in their careers, we have set up several programs ranging from internships to our *Gap Year Program*, an intensive recruiting program. In this program, we provide the opportunity to do an internship at one of our offices, spend time at a Roland Berger office abroad and at scale-up/start-up companies from our network for a year. The students get extensive consulting experience, receive regular training, participate in networking events, benefit from individual mentoring and the top candidates receive a full-time job offer afterwards.

Our yearly attrition rate (termination within 6 months after entry) in 2021 stands at 6.5%, having shown a constant decline over the last three years. The positive perception of our company is also shown in the *Vault Consulting Rankings*, which rates the best consulting firms to work for worldwide. The rankings are based on the voices of employees in consulting. Besides external votes (consultants from other consulting firms), they also consider internal votes on topics such as firm culture, innovation and business outlook. We have improved our position within the last few years and in 2021 we ranked third in EMEA and Asia-Pacific among all consulting firms.



⁵ Status: May 2021



The proceeds of the 2021 Pride Week socks campaign will benefit an NGO focusing on fighting LGBTQ+ discrimination worldwide.

Just be who you are!

A story about pride at Roland Berger

Even though we have come far in the past couple of years, diversity, equity and inclusion are still not self-evident. Groups and people who have historically been marginalized like the LGBTQ+⁶ community are often lacking role models, support and visibility, all the while facing conscious or unconscious discrimination at the workplace and beyond. We at Roland Berger have worked on creating a safe space for all our colleagues to express themselves and feel comfortable being their true selves at work. It fills us with pride to see how far we have come as one community – and we are excited to see what lies ahead!

⁶ Lesbian, gay, bisexual, transgender, queer/questioning and many other terms (such as non-binary, asexual and pansexual)

Awareness is key

The diversity of our workforce is one of the key dimensions of our corporate strategy. We provide training programs on unconscious bias and include diversity dashboards in our quarterly reviews to track and monitor our progress.



Our Boston colleagues celebrate Roland Berger Pride Week.

Enriching exchange

Every year, the *Just be* community organizes their Annual General Assembly at which members from across the globe participate in workshops and interact with each other to discuss the direction and future of the community. Although this was replaced by virtual gatherings in 2020 and 2021 due to the pandemic, we expect our Annual General Assemblies to resume from 2022.

Our Global Managing Director Denis Depoux is a strong ally to our LGBTQ+ colleagues and shows color.



A strong community

Just be is a global community of our LGBTQ+ colleagues that was founded in 2015 by five of our employees. Over the past few years, our community has been growing strongly in both numbers and outreach. In 2021, we had around 50 active members in *Just be* across our global offices. About three-quarters are based in EMEA and the remaining quarter are in the Americas and Asia.

Backed by friends

In 2018, several non-LGBTQ+ colleagues founded an ally community – *Just be Friends* – to help spread awareness and show support for our LGBTQ+ colleagues. With almost 500 members in 2021, *Just be Friends* has become the largest affinity group within Roland Berger.

Let's celebrate!

In 2019, *Just be* and *Just be Friends* celebrated the first Pride Week at Roland Berger, both online and on site. The Pride Week has since become an annual event. Our Pride Week 2021 featured events such as panel discussions, a Pride Week Sock campaign (900 pairs sold, raising over USD 2,000 for an NGO focusing on fighting LGBTQ+ discrimination worldwide) and care packages (400 packages delivered).

At Roland Berger, we strongly believe in diversity and the need to create a safe and comfortable environment for all colleagues worldwide.



We stand together to acknowledge and celebrate our many facets.

Winners all along

In our efforts to champion self-expression and diversity, our Partner Hannah Zühlke is part of the advisory board of *BeyondGenderAgenda*, a network supporting diversity, equity and inclusion in the German economy. Since 2020, we have been sponsoring their German Diversity Award and its LGBTQ+ category.

Climate Action and Circularity: Leading the way into a net zero world



Actions to ensure resilience against climate change and push decarbonization are at the forefront of corporate strategy. We see that in our client work every day. As a consultancy, our impact on changing the carbon footprint and resource use of businesses is biggest when we support our clients in their transformation. That is why we have positioned ourselves as a thought leader on sustainability, especially when it comes to climate action and circularity. At the same time, we are taking ambitious measures ourselves to reduce our own greenhouse gas emissions, consume resources responsibly and improve the circularity of our business.

Creating momentum for climate action

We believe that every organization needs to step up their sustainability efforts to reach the climate targets defined by the *Paris Agreement* in 2015. We help our clients along the way by working out the strategic and economic benefits of climate action and support the transformation step by step. But our impact can be even bigger. Therefore, we invest greatly in conducting research on various topics including energy transition, new technologies from batteries to hydrogen and alternative energy sources, circularity of resources such as waste, smart mobility solutions, next generation of infrastructure to facilitate the transition, reducing company emissions, tackling supply chain emissions and risks – and we make this knowledge publicly accessible. Our studies and thought pieces contain the latest research findings, expert assessments, future scenarios, action-driven recommendations and associated opportunities for companies. It is our intention to fuel sustainability debates, drive innovation and catalyze change.

■ GRI 3-3



Sustainability knowledge to go

With our *Think:Act* magazine and numerous other publications such as studies, articles and interviews, we continuously create new knowledge and provide new insights. We enable our interested stakeholders to make informed decisions and participate in our knowledge creation process. Among our studies published in 2021 are:

Sustainarama – The world in 2050: This study provides a view on how sustainability will have changed the world in the year 2050, depicted in four plastic scenarios and backed with comprehensive actionable items to act on now.

A new competitiveness paradigm: The study addresses the urgent need for climate action and provides strategic recommendations on how companies can achieve a competitive edge from it.

Political action required: This study identifies what kind of government support is required by companies to allow for them to contribute their share to reaching climate neutrality in Germany by 2050. We conducted it together with *Agora Energiewende* and *Stiftung KlimaWirtschaft*.

Hydrogen as fuel for power generation: This study sheds light on the role of hydrogen as a fuel for power generation in the future, including the potential scope of its impact for industry players.

These and further sustainability publications can be accessed via our website.

► Read more:
[Sustainarama –
The world in 2050](#)

► [A new competitiveness
paradigm](#)

► [Political action required](#)

► [Hydrogen as fuel for
power generation](#)

► [Further sustainability
publications](#)



Our Global Managing Director Marcus Berret was part of the Roland Berger delegation at the COP26.

Thought leadership at COP26 in Glasgow, United Kingdom

Driving the public debate and convincing and supporting all stakeholders to accelerate change is part of our mission. Hence, in October 2021, we showed our commitment to sustainability by informing global dialogue at *COP26*, the Climate Change Conference of the United Nations. As part of our *#roadmaptoCOP26* campaign we joined the 12th *Sustainable Innovation Forum* as knowledge partners. They staged our ideas and solutions on decarbonization, the circular economy, hydrogen and other sustainability-related topics. Ahead of the conference, we organized a pre-COP event in Milan, Italy, as part of the *All4Climate* initiative.

At the upcoming *COP27* in 2022 in Sharm El Sheikh, Egypt, we again will be a headline partner of the Sustainable Innovation Forum.

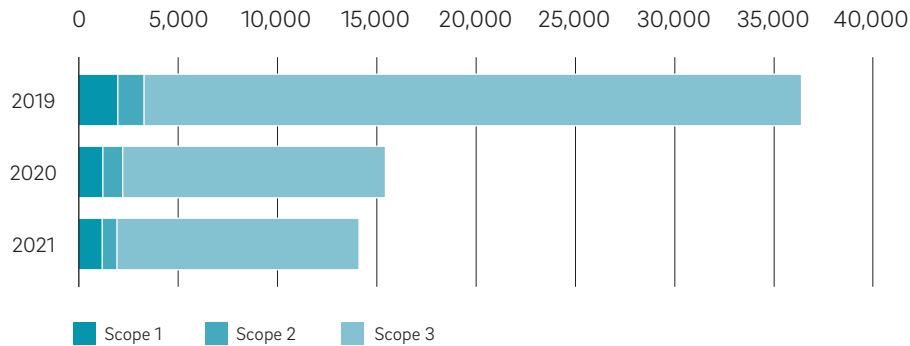
Our own path to Paris

Even though we exert the greatest positive impact on the environment through our clients, we also hold ourselves accountable and want to lead by example. To tackle our own greenhouse gas footprint, we have launched a series of actions aiming at driving transparency and accountability, facilitating mindset change with our employees and tackling our carbon footprint. We have been calculating our yearly emissions (Scope 1, 2 and 3) since 2019 with the support of the environmental consultancy *South Pole*. Based on our 2019 greenhouse gas footprint, we have set ambitious science-based emissions targets that are in line with the 1.5°C path of the *Paris Agreement* for our Scope 1 and 2 emissions and 2°C for our Scope 3 emissions (more details in the box feature below). The first baseline in 2019 has shown that our footprint is less than that of many other firms in our industry. In addition, we have been able to significantly improve even further in 2020 and 2021, partly driven by the additional flexibility that travel restrictions during the pandemic allowed for our services.

To reduce our carbon footprint, we developed measures to target the largest emission sources within each Scope. The results of our greenhouse gas footprint calculations showed some impact of our measures, but also of the COVID-19 pandemic: We reduced our annual greenhouse gas emissions from 36,425 metric tonnes of CO₂ equivalents (tCO₂e) in 2019 to 15,461 tCO₂e in 2020 and to 14,132 tCO₂e in 2021. Thus, our greenhouse gas emissions intensity also decreased within the last three years from 15.5 tCO₂e per employee in 2019 to 6.5 tCO₂e in 2020 and to 5.6 tCO₂e in 2021.

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

Greenhouse gas emissions by Scope (in tCO₂e)



GRI 305-1
GRI 305-2
GRI 305-3

For the emissions we cannot (yet) reduce ourselves, we have been financially supporting decarbonization projects (see page 30) to offset our emissions. In recognition of our efforts, we were awarded the *Climate Neutral* label by *South Pole* in December 2020 – and thus achieved the first milestone of our strategy. Our next goal is to be "net zero".⁷ This means reducing our emissions where possible and neutralizing the emissions we are unable to reduce through carbon removal projects.

Setting climate targets in line with science

In 2020, we set ourselves **near-term science-based targets**, which will be important for our ambition of achieving net zero. These targets have been validated by the *Science Based Targets initiative (SBTi)* to be in line with what the latest climate science deems necessary to meet the goals of the *Paris Agreement*.

Our targets for Scopes 1 and 2 emissions are in line with a 1.5°C trajectory from the *Paris Agreement*, while our target for Scope 3 emissions is in line with a 2°C trajectory:

Reduce absolute Scope 1 and 2 greenhouse gas emissions by 60% by 2028 from a 2019 base year. This includes reviewing our company car policies in relevant offices with the goal of encouraging the switch to electric vehicles and promoting alternative mobility options.

Increase sourcing of renewable electricity from 24% in 2019 **to 100%** by 2028 (Scope 2). We will switch to renewable electricity in all office locations where possible.

Reduce Scope 3 greenhouse gas from business travel by 40% per employee by 2028 from a 2019 base year. This involves reviewing our business travel policies globally, with a view to reducing our travel activities through a mix of guidelines, incentives, leveraging of digital tools and the use of sustainable aviation fuels.

60%

Reduce absolute Scope 1 and 2 greenhouse gas emissions by 60% by 2028 from a 2019 base year.



GRI 3-3

⁷ The SBTi defined a new net-zero standard in October 2021, with the previous science-based targets specifications now known as 'near-term science-based targets'. We are currently examining whether and how the changed methodology will affect our net-zero target and whether any adjustments are necessary.

New ways of travel

As a consulting company with no industrial production, our primary emission source is our business travel. Air travel is the largest contributor to our emissions, making up almost half of our annual emissions. Other emissions stem from leased vehicles at several of Roland Berger's offices and other forms of ground travel. To lower our carbon footprint, we have revised our travel guidelines with the intention of encouraging greater cost-consciousness, environmental awareness and efficiency when traveling. For example, we encourage every employee to choose to travel by train instead of flying and have banned certain short routes for flying. Also, we are promoting the continued adoption of remote/hybrid working habits and home offices established during the pandemic. In addition, we are promoting electric vehicles in our fleet where applicable (e.g. the German, Swiss and Dutch offices), partly with strong financial incentives, and fund alternative mobility concepts for commuting, such as e-bike subscriptions. To create transparency in individual emissions and make the impact of our travel choices visible, we are currently working on a carbon dashboard to show individual employees' emissions from their business travel. Creating awareness for the challenges every individual can make is part of the journey. We are facilitating change with different offerings from webinars to guest speeches for all Roland Berger employees, as well as by supporting local initiatives of our offices.

Offsets as a bridging instrument

As part of our sustainability commitment, we have been fully offsetting our annual carbon emissions by funding projects that reduce greenhouse gas emissions in the atmosphere. These are generated by projects accredited by independent accreditors such as *Gold Standard* and *Verified Carbon Standard (VCS)*. In 2020, we surveyed our employees to raise awareness about our sustainability efforts and identify which carbon offset projects we should fund and support. Following the results of the survey, we now support projects located in Colombia, Ethiopia and Indonesia. In Colombia, the project is transforming a dry savanna into a thickly forested area that will provide natural resources to the local area as well as serve as a carbon sink. Additionally, it creates job opportunities for the local community. In Ethiopia, the project supports the introduction of sustainable, higher-efficiency cooking stoves to rural villages. These stoves require less wood fuel, which reduces costs and CO₂ emissions. And finally, the project in Indonesia harnesses hydropower from rivers to preserve the Sumatran biosphere. This project boosts the local economy by employing and training local people. At the time of writing, we are in the process of running a company-wide poll for employees to select projects to offset our 2021 emissions.

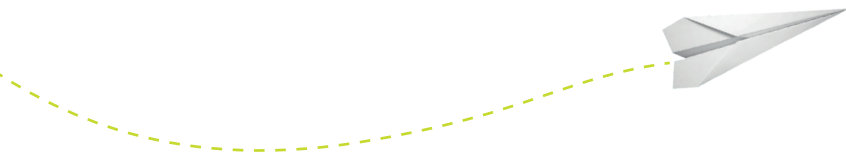
► Read more:
[Sustainability projects](#)

Planting our own forest

To achieve net zero, we need to find technologies that help us actively remove carbon from the atmosphere instead of just avoiding it. Therefore, in 2021, we started setting up our first *Roland Berger Forest* project in Germany. We have now leased 151 hectares of forest land located in the World Heritage Site of the Middle Rhine Valley. The trees and other plants will **absorb over 1,000 tCO₂e every year**. In addition to removing carbon from the atmosphere, protecting the land from deforestation helps conserve **the natural habitat of more than 100 species** of plants, bees, bugs and birds, preserving our biodiversity.

We expect to have more projects in the coming years, and by 2028 these should be able to neutralize about 30,000 tCO₂e per year, which is what we project Roland Berger's annual emissions to be in 2028. About half will come from nature-based solutions such as forests and the other half will be a mix of technology-based projects such as renewables and sustainable aviation fuels. For now, we have plans for further nature-based projects in Asia and the Americas as well as for the adoption of sustainable aviation fuels from 2023.





Responsible energy use

■ GRI 3-3
GRI 302-1

Along with reducing our carbon footprint from our business travel, we are also taking measures to become more energy efficient and switch to renewable energy. Our offices in Amsterdam (Netherlands), the DACH region (Germany, Austria, Switzerland), Kuala Lumpur (Malaysia), London (United Kingdom), Milan and Rome (Italy) are already sourcing electricity from renewable energy. These offices make up about 50% of our global employees. We plan to purchase renewable electricity for all our offices globally by 2028.

We also implemented an energy management system in accordance with *DIN 16247* in our German offices in 2019. Since the relocation of our head office in Munich in 2015, we have reduced our energy consumption in our headquarters by about 75%. The current building has a high standard of energy conservation. It uses heating, cooling and shades in a way that wastes as little and stores as much energy in the building as possible. And like our offices in Frankfurt and Dusseldorf, it has been certified to *LEED® Gold* standard. In our Munich headquarters, we only have customary air-conditioning installed in the server rooms. In the office rooms, we use heating/cooling ceilings, which are more energy efficient. This concept will be rolled out across all German offices in the future. To reduce our energy consumption even further, we are also replacing our electronic office equipment with more energy efficient models.

Going circular at Roland Berger

■ GRI 3-3
GRI 301-1

Environmental sustainability is not only about saving energy and reducing emissions. Resource use and circularity, water and effluents, biodiversity and how we treat our ecosystems are relevant as well. Here, too, our biggest impact lies with our clients and we perceive these topics as growing in importance. Nevertheless, we want to tackle these issues in our own operations as well and we are finding other ways to manage our environmental impacts beyond energy and emissions.

One of the biggest impacts we have in terms of resources in our own operations is our IT equipment. The challenge is that IT equipment from companies with circular business models is still not available on a broad scale. Still, by leasing our equipment through a professional IT company, we can give our equipment a second life. After our usage, the supplier takes the equipment back, refurbishes it and sells it again. This brings high-quality second-hand equipment into the market at an affordable price. And there is another benefit of working with this supplier: We have been offsetting the CO₂ emissions of our notebooks directly at the time of purchase starting 2021.

In our central purchasing, we select products that meet environmental standards or have relevant certificates. We give preference to regional suppliers of food and beverages to reduce the amount of carbon emissions caused by processing, packaging and transport. We now order a range of beverages that are not only organic but also donate part of the proceeds to sustainability projects. We try to use as many unpackaged products as possible, although we had to interrupt this initiative to meet hygiene standards during the COVID-19 pandemic. In many of our offices, we switched our coffee machines from single-use capsules to sustainably reusable capsules or avoid capsules completely. We separate our waste, such as paper, plastic, batteries and other electronic waste to ease the burden on the recycling process and run initiatives to reduce food waste. We also constantly strive to minimize our paper consumption and use FSC-certified paper in most of our offices.

The Roland Berger Product Suite

A toolbox to drive climate action and create value

Decarbonization of all the different industries is the only solution to stabilize our climate. While more and more companies are committing to ambitious reduction targets, the pathways to lower emissions often remain unclear. At Roland Berger, we help industry players by:

► Read more:
[Accelerating
decarbonization](#)

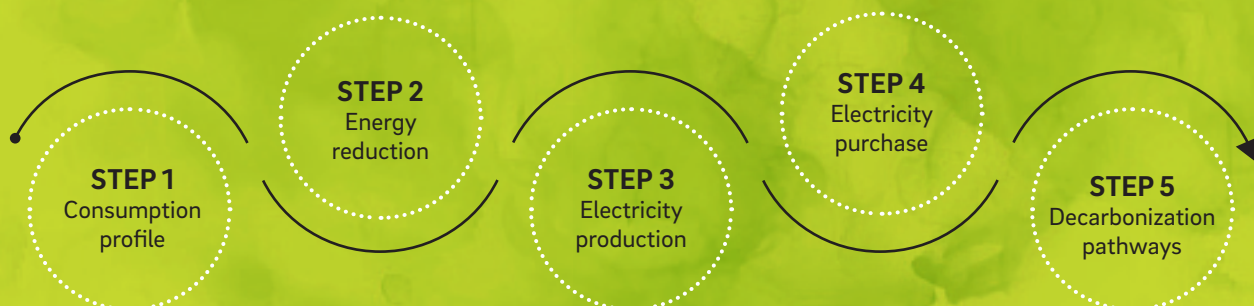
- **Defining their actionable decarbonization pathways**
- **Positioning them for a post-carbon era**
- **Identifying opportunities and seizing sustainable advantage**
- **Turning those commitments into reality by supporting the comprehensive transformation of our clients' businesses**

To do so, we have developed a product suite full of toolboxes for our public and corporate clients that help them improve their strategic and sustainable decision making.

Part of the toolboxes are our **Decarbonizers**. For clients who are serious about progressing their sustainable business development efforts, we promote improved strategic and sustainable decision making with our specialized products – the *Energy* or *Transport Decarbonizer*. They are practical tools to reduce emissions from energy consumption and from logistics.

Climate-friendly energy use

The *Roland Berger Energy Decarbonizer* is a powerful toolbox intended to help companies make substantial changes by reducing and decarbonizing their energy use. With this tool, we can identify decarbonization leverage points, conduct market environment analyses and develop a comprehensive overview of the energy supply and decarbonization options. In five steps, we develop a sound strategy for decarbonization, including an implementation roadmap and a full handover back to the client.



Decarbonize your supply chain

We apply the *Roland Berger Transportation Decarbonizer* to develop a tailored and actionable pathway for reducing the emissions generated by our clients' logistics and operations. Depending on their status quo, we analyze their potential options, determine the optimal approaches to decarbonization for the specific situation and develop a decarbonization pathway for them to implement.



Decarbonizing a global hotel and resorts network

In a project for a large global hospitality group, we developed a decarbonization roadmap to reduce their **Scope 1 and 2 emissions by 45% by 2030**. Based on a **high-level decarbonization action plan** we developed, we built a roadmap with three main areas:

- Identifying energy consumption reduction options for ~300 assets in ~30 countries
- Assessing the on-premises solar energy generation potential and business case
- Mapping the potential for purchasing zero emissions energy. Besides **significant emissions reductions**, the roadmap contained potential cost savings of close to EUR 10 million a year and a total of around EUR 85 million cumulative capital expenditure. To speed up implementation, we developed a **dashboard** with a tracking and reporting system and involved and trained key stakeholders.

Partner to Clients and Society: Creating change together





250+

From 2020 to 2021, our sustainability, climate action and ESG-related project portfolio grew to more than 250 projects.

We help companies and organizations rise to the challenge of improving their sustainability performance – and work out their path to competitiveness in a decarbonized world. Together, as impact partners to our clients and society, we help build a better future, where business can flourish without compromising the livelihood of future generations.

Leveraging our impact for sustainability and climate action

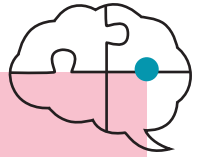
Companies should have a strong interest in their sustainability and with it a unique opportunity for rebalancing our economy with the social and ecological environment we live in. The world must master business, environmental and social challenges to secure sustainable growth, instead of focusing on short-term financial interest at the cost of future generations. One of the most pressing tasks is accelerating climate action to meet the targets of the *Paris Agreement* (see page 29).

■ GRI 3-3

We are helping clients turn their pledges for emissions reduction into action and transform their business and operating models. With our help, companies secure competitiveness in the new, sustainable economy of tomorrow and improve their financial performance, stakeholder value and sustainable impact. This is how we drive change across the entire landscape of modern business.

Against this backdrop, sustainability and climate action has become a strategic priority for our entire company. Our dedicated Sustainability and Climate Action team strategically develops project delivery and promotes the design of new industry- and region-specific offerings, internal and external skill development, creation of thought leadership by engaging in public dialogue, as well as development of dedicated publications on sustainability, climate action and ESG (see page 27). From 2020 to 2021, our sustainability, climate action and ESG-related project portfolio grew to more than 250 projects. This is the key strategic priority to generate a sizeable share of total company revenues in the sustainability, climate action and ESG space by 2024, with revenues being expected to double year on year.

► Read more:
[Sustainability
& Climate Action](#)



Roland Berger's approach to driving sustainable development

- We lead strategic discussions by **linking sustainability to corporate strategy**, thereby driving measurable impact and creating long-term competitive advantage for clients.
- We **combine deep industry knowledge** (e.g. in the steel and aerospace sector) with our **sustainability expertise**.
- We enrich our sustainability expertise with **extensive operations know-how** (e.g. engineering and procurement) to define sustainability targets, operationalize them and **create tangible impact**.
- We get things done and focus, besides strategy development, on **implementation** to create **value in the short as well as long term**.
- We bring **economic value** by considering sustainability in the context of the company's overall corporate performance.
- We have a dedicated Sustainability and Climate Action team but also believe in open cooperation with Roland Berger's **strong network of specialized experts**, partner companies, research institutes and software/data providers.
- We foster **thought leadership** and interact directly with political leaders to **design the world of tomorrow**, for example at the COP conferences or the World Economic Forum.

GRI 3-3

Sustainable business transformation, tailor-made

We consider sustainability and climate action to be the new competitiveness paradigm for both countries and companies. Hence, we approach sustainability-related projects from a strategic perspective. Together with our clients, we carve out their implications on competitiveness, their 'core right to play' and new ways of doing business in a decarbonizing economy.

To enable our clients' contribution to climate action, we offer ESG and sustainability-related products in three steps:

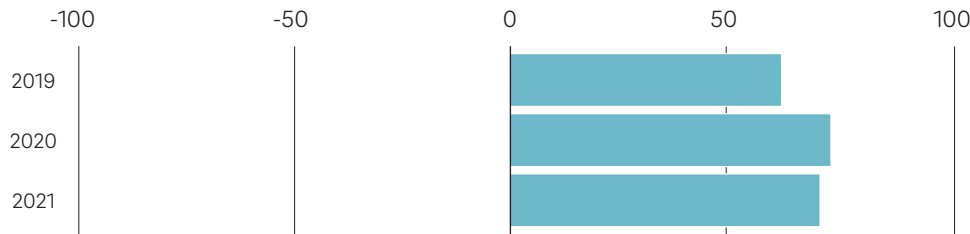
- 1) **Understanding and calculating:** You can only manage what you can measure. Through footprint calculations, regulation risk checks, portfolio quick checks and climate action impulses, we help our clients understand and calculate their impact.
- 2) **Developing a strategy:** By combining our deep industry knowledge with our sustainability expertise, we develop strategies and roadmaps for ESG improvement, sustainable supply chains, climate action, circularity, waste management and more. For this purpose, we have developed valuable toolboxes for decarbonization (see page 32) and value pricing.
- 3) **Making it happen:** Together with our clients, we look at how they can implement their strategies in a manner that is sustainable and that takes their unique circumstances into account.

In 2021, our focus lay on our clients' contribution to climate action, especially on the assessment of their performance. As the economy evolves and decarbonization pledges become more pressing, we now move our clients more and more towards strategy development and implementation.

"To meet the Paris target, companies need to urgently speed up their carbon reduction plans. What they do in the next five years will be critical."

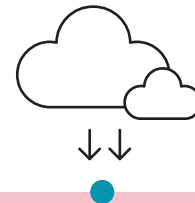
Yvonne Ruf, Senior Partner and Co-Head of Sustainability and Climate Action

Development of our client Net Promoter Score



We measure our clients' satisfaction using a Net Promoter Score (NPS), which can range between -100 and +100. Overall, our company has seen excellent NPS scores in the past years and with a score of 70 in 2021, we can document outstanding client satisfaction. The encouraging improvement in our client Net Promoter Score (NPS) between 2019 and 2020/2021 was driven by improved results in all the individual criteria queried, although the increases in the individual criteria were mostly even higher. Client feedback on our industrial expertise and creative and innovative solutions saw the highest gains.

For the upcoming years, we hope to maintain our good NPS results. In 2022, we will launch a completely renewed and improved process for our client satisfaction management. This will include a redesigned, dynamic questionnaire. The new approach will enable us to generate even more actionable learnings. Analyzing in-depth reasons why selected projects win or lose in an NPS score enables us to get even better at pitches and at building long-term client relationships. Lastly, we are also developing a systematic approach to request and share information about our satisfied clients – provided they have given their consent – enabling us to leverage their feedback for business development (references), brand building and employer marketing.



Greening logistics for a major consumer goods company

A major fast-moving consumer goods company wished to **decarbonize their road freight logistics** in Europe by **90% by 2030**. Roland Berger helped the company evaluate the possible paths to reach this target. We established representative operational client use cases based on mileage, maximum daily range, payload and vehicle type, assessed potentially viable technology options including the use of zero and reduced emissions technologies, analyzed the policy and regulatory landscape for each country and developed potential scenarios for decarbonizing the clients' logistics. As a result, we laid out a detailed decarbonization roadmap for 2030. It shows how low-carbon transportation can be achieved with currently available technologies. We also made suggestions for implementation that will help our client get the results on the road.

Case study:

Greening the steel industry with stakeholder support

In 2021, we conducted a project in the steel industry that attracted a lot of attention, both externally and internally. Public debates, TV coverage and even a parliamentary discussion put our client in the spotlight. With our help, they managed to set their company up for a greener future in line with their stakeholders. Our own workforce honored the relevance of sustainability in our daily business by voting the project *Project of the Year 2021*.

The challenge

Tata Steel Netherlands (TSN) in IJmuiden had been producing high-quality steel in one of the most efficient steel plants in the world. Responsible for 7% of the country's total CO₂ emissions (equal to the annual emissions of more than 5 million cars), they set a target for themselves to reduce their CO₂ emissions by 30% to 40% by 2030. For this, TSN identified two potential routes: CO₂ Capture and Storage (CCS) or steel production based on Direct Reduced Iron (DRI) technology. With CCS, TSN would capture CO₂ from their traditional coal-fired blast furnaces and store it in depleted gas fields under the North Sea. For the second route, the blast furnaces would be replaced by gas-fired DRIs as soon as possible, and transition to green hydrogen as soon as the technology was mature enough. TSN was in discussion with the labor union FNV and they hired Roland Berger to advise TSN and FNV on the best option going forward.

Roland Berger's impact

The first phase of the project began in July 2021, when our team focused on the technical feasibility, mapped stakeholder interests and investigated support mechanisms. The team found both potential routes to be technically feasible. They suggested that the DRI option would make TSN more competitive in the future, as the CCS technology entails sustaining archaic, polluting installations in manufacturing. The results of this analysis and the stakeholder mapping received significant media coverage, and the *Future of Tata Steel Netherlands* was discussed in a Dutch parliamentary debate. Thanks to Roland Berger's engagement, TSN proudly announced its decision to adopt the DRI technology with hydrogen in September 2021 – a big investment considering that this involves a complete replacement of the existing coal-fired technology. In phase 2 of the project, our team analyzed the economic feasibility and key challenges in-depth and developed a robust roadmap. The final report was published in November 2021 and is a key document in the discussions between TSN and the Dutch government for potential government support.



Stakeholders' statements about the project

Through the investigations done by Roland Berger, we have been able to make good choices on the path forward in low-carbon or no-carbon steel making. We came to Roland Berger with a big dilemma on our route to decarbonization. I think Roland Berger did a fantastic job satisfying the management and the labor union.

Hans van den Berg
(CEO of Tata Steel Netherlands)

The decarbonization pathways project with Tata Steel Netherlands really was an important milestone for Roland Berger. It matches with our agenda of driving sustainability and climate action with our key clients. We learnt a lot about the decarbonization of iron and steel making. The project was a great example of collaboration – both collaboration across countries and across functions.

Akio Ito
(Partner at Roland Berger)

I'm very positive about the input of Roland Berger and their overall knowledge about the steel industry and sustainable technology, which is very important to the project.

Cinta Groos
(Representative of the labor union FNV)



Creating value for the community

As a company, we are part of the society and communities we operate in. We take our social responsibility seriously and act as corporate citizens in our communities. We attempt to live up to this responsibility by dedicating ourselves to projects for sharing ideas, driving the development of society and supporting new initiatives. These projects take various forms, such as pro bono consulting or volunteering by our employees. We encourage our employees to get involved in corporate volunteering and we support our employees' personal involvement as much as possible. For the upcoming years, we plan on further increasing the number of pro bono projects and volunteering for good causes.

One example of where we encourage employees to get engaged is the *B&me* development program (see page 15). In the category *Be social*, we offer the possibility of a social fellowship for any employee that has been with Roland Berger for over 24 months. For up to three months, employees can support a non-profit organization of their choice engaging in sustainability or equal opportunities. If the project contributes to quality impact, we compensate their social activities by paying a defined monthly salary.



Founded by Roland Berger colleagues, the Big Girls Foundation offers big opportunities for Kenyan girls.

120

girl students received a scholarship secured by Roland Berger colleagues.

Building a future for Kenyan girls: The Big Girls Foundation

One of our social welfare programs that has been instrumental in our **corporate citizenship** activities is the *Big Girls Foundation* in Nairobi, Kenya. Driven by a strong private and professional bond with Africa, five of our German colleagues brought the *Big Girls Foundation* to life. It gives young girls the opportunity to attend school and have a real chance at overcoming poverty. The initiative seeks to strengthen the self-image of these young women, help them become more entrepreneurial, promote their position in society and protect them from forced marriage.

Between May and December of 2021, our colleagues secured **scholarships for over 120 girl students** and raised over EUR 30,000 to develop the school's infrastructure. The sum was matched by Management in the Roland Berger offices in Germany, Austria and Switzerland, resulting in EUR 55,000 of additional donations through Roland Berger for 2021. Also, the *German Federal Ministry of Economic Cooperation and Development* extended their support to the foundation in the infrastructure development projects. In addition, the *Big Girls Foundation* partnered with the **Big Life Foundation for wildlife protection**, which aims to educate the local population about protecting the fauna and wildlife in the area.

For almost 15 years, our Munich colleagues hand over personal gifts in their traditional Christmas charity for refugee children.



Other selected examples of our social engagement in 2021:

- In the UK, our colleagues supported multiple projects such as a *Give As You Earn* partnership with the *Charities Aid Foundation*, where employees can **give to any charity** of their choice from their gross income. Also, they did various **volunteering activities**, either annually as a team (e.g. playground painting, care home support, garden maintenance) or individually (e.g. school student coaching, volunteering at a food bank or environmental volunteering).
- Colleagues from the US **founded a charter school** and a **conservatory** that helps kids from low-income neighborhoods get **high-quality education**.
- Our Italian and Canadian employees **planted trees** for climate action.
- In Japan, Roland Berger employees **supported restoration** after the great East Japan earthquake with funds and charity work.
- In Lebanon, Roland Berger was commissioned to provide a **reconstruction strategy** for the Port of Beirut after the devastating explosion.
- In Portugal, our people did **volunteer work** at a food bank.

In many offices, we also organize **Christmas charities**, from boxes for children in Canada to supporting a big refugee home in Munich for the past 15 years with Christmas presents for all the kids living at the home.



In 2021, our team put together more than 80 Christmas boxes to fulfill personal wishes and made many children's eyes shine.

Locally rooted engagement

The main part of our other volunteer work is organized locally in our offices. An event we organized in 2021 on a corporate level was our *BeGreen Challenge*. We set up a global competition to sharpen our employees' mindset and change personal behavior in an engaging and playful program. At the end of the challenge, we made a donation to the *WWF* based on the level of participation of our employees.

In Munich, where our headquarters are located, we have taken an even more active role and see ourselves as a multiplier for corporate citizenship. Over 10 years ago, we founded the network *Unternehmen für München* together with like-minded companies. Several companies based in Munich have joined forces in this network, led by us, to work with and for the municipality to improve corporate engagement. The idea is to exchange experience, develop further and achieve the best impact from social engagement – for the benefit of the community, but also for the employees. For example, we organize joint social days with other corporates where employees do things like support a summer event for refugee children or hold job application training for people with a migration background. In this way, we learn to look beyond our own horizons, to change perspectives and learn that we can achieve more by pooling our resources, expertise and knowledge together.

Responsible Business Practices: Acting responsibly from the inside out



Our corporate values of entrepreneurship, excellence and empathy shape the way we work. They express our understanding to strive for the highest professional standards. Based on our conviction that the world must master economic, environmental and social challenges all at once to secure sustainable growth, we want to achieve outstanding results and create real value for our firm, our clients and the society we live in. This entails a great responsibility. In our profession, success and value creation depend on commitment, knowledge and dedication, but also heavily on trust, integrity, compliance and policies.

Our principles guiding the way

Today more than ever, acting ethically and with integrity are prerequisites for successful business development and outstanding services for our clients. Therefore, we do our best to live up to our values every day. We are firmly opposed to acts of corruption, extortion and bribery or any other kinds of conduct that are not in line with the rules within and outside our company. In addition, we are committed to ensuring that we as a company and our employees as individuals, respect and uphold human rights in every way.

■ GRI 3-3
GRI 205-1
GRI 205-2
GRI 205-3
GRI 2-23
GRI 2-24

In our Code of Conduct, we provide ethical and behavioral guidelines for our business conduct. It is the guiding principle for all our actions and incorporates all group standard corporate policies (see box feature on page 44), including the observance of all human rights as the highest imperative of our actions. These policies are complemented by local policies and guidelines where needed to reflect local requirements, such as equal employment opportunities or laws, anti-discrimination, anti-harassment and health and safety regulations. The responsibility for the Code of Conduct and all policies lies with the Managing Directors of Roland Berger Holding GmbH.

The Code of Conduct applies to everyone in our firm, at every level of the organization, including subcontractors and freelancers. It offers guidance for our decisions and professional conduct in our day-to-day work, towards clients, colleagues, suppliers and competitors. All employees accept the Code of Conduct and its related policies when they sign their employment contracts. They live up to these standards while also being able and encouraged to raise their voice in case of any observed misconduct.

The content of the policies for general compliance, anti-harassment and discrimination, the General Data Protection Regulation and IT security is communicated during the onboarding process, alongside others presented in a dedicated self learning tool. In our standardized project assessments and in our bottom-up leadership assessments (see page 21), we actively ask our employees whether they have observed any compliance breaches. In our employee engagement survey (see page 18), we give employees the opportunity to voice compliance concerns and ask them to assess our general compliance performance. Additionally, our principles as laid out in the Code of Conduct and the related policies – especially the Management Guidelines – are regularly reflected in our forums and leadership trainings. In the future, we will continue to promote compliance with our Code of Conduct and corporate policies.

As part of our Code of Conduct, we implemented policies for all employees to serve our values of entrepreneurship, excellence and empathy. Among these are policies regarding:



- Professional integrity
- Registration of lobbying activities
- Anti-bribery and anti-corruption
- Management guidelines
- An insider policy and the treatment of trade secrets
- No business in sanctioned areas
- Equal treatment
- An authorization matrix
- Leadership guidelines
- A check for potential conflicts of interest

GRI 3-3
GRI 2-23

Keeping an overview in the global system of laws and regulations

Compliance with laws and regulations is of the utmost importance to ensure we conduct our business responsibly. To prevent our company and our employees from breaking laws and regulations and recognize illegal or unethical activity, we developed the Roland Berger corporate compliance system in 2004. It integrates compliance with external regulations, internal rules and procedures into one system. In a fast-changing legal environment, we reflect relevant legal changes by constantly enhancing its content and offering training and guidance for professional conduct.

For this reason, we undertook significant efforts in 2021 to continue the rollout of a new mandatory global compliance e-learning training course for all our employees worldwide. The topics in the training courses include anti-bribery and corruption, conflicts of interest, insider trading, sanctions, confidentiality, IT security, data protection (GDPR), respect in the workplace, equal treatment and preventing sexual harassment. Participation in these training courses is mandatory because it is essential to us that all employees are familiar with our compliance rules and are aware of their implications for our business and daily decisions. Roland Berger follows refreshing requirements as needed per employment region (e.g. once a year in the United States) and will in the future require all global employees to refresh regularly. For the upcoming years, we will continue to promote our compliance training seminars, with a specific training session on anti-bribery and anti-corruption laws.

GRI 3-3
GRI 2-25
GRI 2-26

An open ear for all issues

We strongly encourage our employees to report any violations or suspicion of violations of the law, regulations, our policies or other ethical standards. All potential channels to do so are communicated in our compliance training (see above) and listed in our intranet.

One channel to address any grievances is through the appropriate internal representatives. These include immediate supervisors, HR representatives, Compliance Officers and Managing Directors. We also recommend that our employees use the whistleblower system to register such violations, with complete anonymity. The whistleblower system, which is managed by an external service provider and guarantees the greatest possible protection both for whistleblowers and persons implicated, is useful in identifying misconduct and breaches of the law, regulations and our policies such that the extent of the negative consequences can be minimized and damage to our company and our clients prevented. While reports can be made anonymously, it is possible to enter into dialogue to provide more specific details regarding the facts of a particular case. In the upcoming years, we want to keep raising the awareness of our employees and of our external stakeholders regarding our whistleblower system by means of suitable communication measures.

Additionally, we have implemented a range of tools to track employee wellbeing, especially with regard to human rights. These include the *Team Barometer*, *Project Commitments* and our employee engagement survey (for more information, see page 18).

All feedback we receive is discussed in management teams and with the employees, e.g. in office meetings and function/industry team meetings. Substantiated complaints are handled separately and thoroughly by our Compliance Officer at holding company level.

Our commitment to transparency

Apart from our strong commitment to high standards of corporate compliance, we also strive to demonstrate transparency in our functioning and reporting. In terms of external compliance with our stakeholders, we strive to publish relevant information in our Management Statement, our annual ESG report, the Communication of Progress for the UN Global Compact and our website on our sustainability commitment. We also regularly update our compliance portal, review its structure and communicate these updates to our employees for better clarity and transparency.

Furthermore, we operate several tools and processes to standardize contracts and control payments for all Roland Berger suppliers, freelancers and senior advisors. The primary purpose of the tool is to avoid disproportionate remuneration.

Safeguarding information and data

Knowledge is our greatest capital and therefore deserves special protection. As consultants, Roland Berger employees often work with highly sensitive data. We treat all our clients' non-public information with strict confidentiality and always keep proprietary and confidential information secure. Confidentiality and safety are also rooted in our Code of Conduct and in our policies on the treatment of trade secrets, insider laws and regulations. For example, all Roland Berger employees must know and comply with our IT user policy. It is part of the company's Code of Conduct and as such also the subject of regular e-trainings (see page 43).

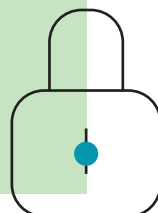
Moreover, to ensure utmost security in all our electronic communications, our IT infrastructure, hardware and software meet the highest security and technology standards. We use encrypted notebooks and secure mobile devices that allow e-mail encryption. Our goal is to ensure that all devices used by our employees are always up to date with the latest system update so that the highest level of security is always guaranteed. In September 2021, 96% of our smartphones and tablets and 88% of our notebooks had been updated to the latest software version.

To guarantee that we meet the highest security standards, we renewed the *ISO/IEC 27001* standard certification for Roland Berger Holding GmbH in 2021 and intend to achieve *ISO/IEC 27701* certification (amendment to data protection of *ISO/IEC 27001*) when it becomes possible in Germany. Analyses show that we have demonstrated an excellent track record in the protection of our clients' information, with 0 substantiated complaints concerning breaches of our clients' privacy or loss of their data.

■ GRI 3-3
GRI 418-1

Internal policies that are currently in place to safeguard the data privacy and IT security of Roland Berger, our employees and our clients:

- Data protection policy
- IT user policy
- Internet and email usage policy
- Confidentiality and security policy
- Obligation to data protection for freelancers
- Communication and social media guidelines





Annette Bierbaum
Data Protection
Officer



Sebastian Till
Head of Information Security

Data privacy and IT security: Five questions for Annette Bierbaum and Sebastian Till



Roland Berger's stakeholders rate data privacy as very important. How do you make sure that the personal data of our clients stays confidential?

Annette Bierbaum As a consulting firm with European heritage, we apply the high standard set by the EU General Data Protection Regulation in all our group companies and to all our activities no matter where they take place. We do so, of course, in compliance with the country-specific legislation. In addition to high-standard technical and organizational measures, we place great emphasis on training and awareness raising for all employees. It is a great challenge and an even greater responsibility to always be up to date, so we gladly take it on.

Why do you think data security is a relevant sustainability issue today?

Sebastian Till There are two aspects: Firstly, the amount of data created and stored is rising steeply – estimates say by close to 300% between 2020 and 2025 alone. Secondly, there are a lot of freely available tools nowadays that lower the technical entry barriers for attackers – even without deep knowledge of coding or IT. Together with new possibilities using artificial intelligence like deep fakes, this makes successful attacks much more likely.

How do you protect Roland Berger's IT from cyberattacks?

Sebastian Till We have several lines of defense – protecting our mobile devices like laptops or smartphones, our on-premises infrastructure and the data in the cloud. However, the most important line of defense are our employees. We have a strong focus on creating awareness about risks related to data security and IT in our company. IT security is never just a technology problem; it's always about the interplay of people, processes and knowledge.

Do Roland Berger's clients view this topic differently across the globe?

Annette Bierbaum No, we can see that the topic enjoys a high priority all around the globe. The number of data privacy laws has skyrocketed in recent years. Many of our clients are global players anyway and the protection of personal or confidential data is extremely important to them. I think experiencing a major data breach is every company's nightmare. We owe it to our clients to do everything we can to protect their data. It is a great privilege that they entrust us with it in the first place.

What does sustainability mean to you personally in everyday life – in general or with regard to data privacy and IT security?

Annette Bierbaum Since I have been dealing with the topic of data privacy professionally since 2004, I have also taken a completely different look at it privately. I am much more careful about sharing my data on the internet. And it became a bit of a personal mission to try to make friends and family aware of how to handle personal data. It sometimes surprises me how quickly and glibly – despite significantly increased privacy awareness – people still disclose their own data without thinking about consequences and what happens to it.

Sebastian Till For me, it is about taking informed decisions to minimize my footprint and to balance economic viability and environmental and social impact. And to encourage others to do so as well. As IT security and data protection has become a major social concern, I do my very best to improve security, both in my private sphere and at work.



Where we go from here

With our first ESG report, we are taking our stakeholders with us on our sustainability journey. We are **acting now** – and are thus underpinning our commitment to putting sustainability at the heart of everything we do.

We have already taken up our responsibility and launched many initiatives to leverage and expand our impact on sustainable growth, a great workplace and taking care of the environment. Still, our goal is to establish more projects and initiatives, be it with our clients, our cooperation partners, the communities we work and live in, or with our employees. With that in mind, we will continue to develop and update our areas of impact and material topics to match our future goals and objectives and report on our key performance indicators to track our progress.

Empowered People

Our employees are the foundation of all our work. We want to continue to further empower them to bring all their skills, resources and passions to work. We do so by fostering a work culture marked by respect, care and trust. In the upcoming years, we will place an even greater focus on **driving our activities of diversity, equity and inclusion (DEI)**. Growing the share of women in our workforce, especially in leadership positions, will be crucial, e.g. through activities such as *Women@Roland Berger* or through coaching offers (see page 19), but we will focus on many areas of diversity in line with our DEI mission (see page 19). For all our employees, we will continue to push more programs to **achieve a better work-life balance** and we will expand our development programs like the international staff exchange, educational or entrepreneurial leave and job rotations to preserve and grow their **motivation** and sense of **purpose at work** (see page 16). Another point of emphasis will be to include our employees even more closely in our sustainability initiatives, such as by implementing tools to **create transparency** on each individual's carbon footprint. We want to encourage them to be **ambassadors for sustainability** not only in their job but also in society. It is the combination of activities and networks that encourages our people to get and to stay involved.

Climate Action and Circularity

With our ESG strategy, we are taking ambitious measures to reduce our own greenhouse gas emissions (see page 28). We will continue to invest in **emissions reduction** through measures to decrease business travel systematically (such as by promoting more flexibility and remote working or setting incentives for less travel) and further improve the share of electric vehicles in our fleet. Furthermore, we are

aiming to purchase renewable electricity wherever possible and globally expand our efforts towards recycling and purchasing sustainable products in our Roland Berger offices. This will be **complemented by local initiatives** to improve all our processes to achieve less resource consumption and more circularity.

Simultaneously, we will place an even stronger focus on the leverage that we have as a **multiplier of information and know-how**. We will continue to do research and publish our knowledge on decarbonization, new technologies and energy systems, circularity and other sustainability topics (page 27). In our research, we are combining our deep industry knowledge, our experience in strategy development and transformation of organizations and our ability to adapt to changing environments. We see this as the perfect mix for tackling previously unknown challenges like the ones we are currently facing – and we know that we still have a long way to go.

As sustainability becomes an integral part of our daily business, our ESG portfolio continues to grow. In 2021, we focused strongly on helping our clients understand their environmental footprint and develop roadmaps for decarbonization (see page 36). In the upcoming years, we will continue to support them on their journey, **helping them transform their businesses** through innovative business models, new strategies, CO₂ product footprint reviews and tailor-made pathways for a competitive and decarbonized future.

At the same time, the constantly changing world is also changing our society to the extent that we see it as our task to accompany this change even more closely, to contribute our skills and expertise where we can, and to act empathetically and responsibly as a part of society. At Roland Berger, we will continue to **strengthen our profile as a corporate citizen**. We will continue to create value for the communities we work and 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 (see page 40).

Partner to Clients and Society

Responsible Business Practices

For Roland Berger, acting responsibly as a business means **involving all our employees** in the process and making sure that they comply with internal and external rules and regulations during our everyday business. As we describe in this report, our policies and guidelines are at the heart of our daily activities (see page 43). To ensure that they are implemented and honored throughout the organization,

we will further enable our **internal processes and structures**, continue to increase awareness through training on the most important topics and regularly update our course materials. We will also continue to engage with our people through our monthly employee engagement survey (see page 18). and support them in finding their best way to work in a **people-centric and purposeful work environment** (see page 15).



We are acting now and will continue to do so to shape our common future.

Appendix

Extended Tables

■ GRI 2-7
GRI 2-8

Our workforce

All figures are reported as headcounts.

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

PERMANENT EMPLOYEES	2019	2020	2021
By gender			
Male	1,597	1,510	1,645
Female	886	848	943
By region			
Americas	173	155	204
Asia	544	478	517
EMEA	1,766	1,725	1,867
Total	2,483	2,358	2,588
TEMPORARY EMPLOYEES			
By gender			
Male	12	6	4
Female	4	3	2
By region			
Americas	0	0	0
Asia	0	0	0
EMEA	16	9	6
Total	16	9	6
FULL-TIME EMPLOYEES			
By gender			
Male	1,579	1,484	1,614
Female	780	748	843
By region			
Americas	172	151	201
Asia	544	478	516
EMEA	1,643	1,603	1,740
Total	2,359	2,232	2,457

PART-TIME EMPLOYEES	2019	2020	2021
By gender			
Male	30	32	35
Female	110	103	102
By region			
Americas	1	4	3
Asia	0	0	1
EMEA	139	131	133
Total	140	135	137

OTHER WORKFORCE MEMBERS

Apprentices	2	6	11
Interns or working students in our consulting business or Corporate Functions	155	134	143
Temporary help	76	39	45
Freelancers/subcontractors	351	311	382
Total	542	461	527

Employee hires

All figures are calculated based on headcounts.

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

■ GRI 401-1

	2019	2020	2021
Total	677	344	812
By gender			
Male	64%	66%	63%
Female	36%	34%	37%
By age group			
<30	65%	64%	65%
30 - 49	31%	33%	33%
≥50	4%	3%	2%
By region			
Americas	9%	5%	11%
Asia	26%	18%	26%
EMEA	65%	77%	62%
By function			
Consultants	80%	79%	84%
Group functions	20%	21%	16%

Fluctuation

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

	2019	2020	2021
Total	499	493	602
By gender			
Male	18%	22%	23%
Female	22%	20%	23%
By age group			
<30	20%	25%	28%
30 - 49	21%	20%	23%
≥50	14%	12%	8%
By region			
Americas	21%	23%	24%
Asia	23%	27%	33%
EMEA	19%	19%	20%

Parental leave

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

	2019	2020	2021
Total	52	52	57
By gender			
Male	28	28	24
Female	24	24	33
By age group			
<30	9	3	8
30 - 49	43	49	49
≥50	0	0	0
By region			
Americas	0	0	14
Asia	8	5	5
EMEA	44	47	38

All our employees are entitled to parental leave.

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, 2021, 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 2 and 7.
2-2	Entities included in the organization's sustainability reporting	See page 2.
2-3	Reporting period and frequency	See page 2.
2-4	Restatements of information	Not applicable (this is Roland Berger's first ESG report)
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	See pages 2, 6 and 7.
2-7	Employees	See pages 7, 17 and 50.
2-8	Workers who are not employees	See pages 16 and 51. 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 in the areas of HR, Research or IT. Their tasks are mainly data population, research and analysis of information, updating client contact details or supporting the communications with applicants. Also, freelancers from our expert network fall under this category.
GOVERNANCE		
2-9	Governance structure and composition	Roland Berger is governed by its Global Management, consisting of three Managing Directors of Roland Berger Holding GmbH, the entire group's parent company. In a highly transparent procedure in accordance with our Articles of Association, each position is elected by the shareholders of the company. The standard term of each Managing Director is four years. Each Managing Director is also a shareholder of Roland Berger Holding GmbH and a Partner of the respective local Roland Berger group entity.
2-10	Nomination and selection of the highest governance body	

GRI 2	General disclosures	Descriptions or page references
		<p>Following the election by the shareholders' meeting, the 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 SVB has formed three committees (Audit, Strategy & People, Compensation), where additional internal stakeholders can be involved.</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%.</p> <p>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 industries and functions.</p> <p>Regarding special topics, the three 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>
2-11	Chair of the highest governance body	<p>One of the three 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.</p> <p>Furthermore, certain decisions are referred to the shareholder meeting as per the bylaws of Roland Berger Holding GmbH.</p>
2-12	Role of the highest governance body in overseeing the management of impacts	<p>The primary objective of the Global Management 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 Management 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 people. As part thereof, the Global Management has implemented various policies addressing relevant topics.</p> <p>To ensure that the company is in a financially sound and competitive condition, there is a continuous flow of information from the Global Management to all key committees, heads and group functions and back. In addition, all Partners 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. The local entities are each headed by a responsible Partner who in turn has control over the local activities. Additionally, each of our industrial or functional departments is led by Partners who are supported by their respective team. As a third pillar, each group function department is managed by a senior executive. All such experts regularly report to the 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.</p>

GRI 2	General disclosures	Descriptions or page references
2-15	Conflicts of interest	The Code of Conduct, 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, virtual barriers are in place. Should potential conflicts of interest be discovered, they will be managed on a case by case basis, e.g. change of Delivery Manager, discussion with client, etc.
2-16	Communication of critical concerns	Critical concerns are communicated to Managing Directors and/or the Supervisory Board through ad hoc reporting, e.g. by the Chief Compliance Officer who reports direct to the Global Managing Partner. To protect trade secrets, the total number and nature of critical concerns will not be reported here.
2-17	Collective knowledge of the highest governance body	The Board of 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, e.g. Yvonne Ruf, Co-Head of Sustainability and Climate Action, has been a member of the Supervisory Board since April 2020. Furthermore, all Partners, including the Managing Directors and Supervisory Board members, have access to all of our knowledge on sustainability, including market studies, reports and trend analyses.
2-18	Evaluation of the performance of the highest governance body	See page 20.
2-19	Remuneration policies	See page 20.
2-20	Process to determine remuneration	See page 20.
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 to the general shareholder meeting.
STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	See page 5.
2-23	Policy commitments	See pages 43 and 44. Our policy commitment to respect human rights is described in our Communication of Progress for the UN Global Compact.
2-24	Embedding policy commitments	See page 43.
2-25	Processes to remediate negative impacts	See page 44.
2-26	Mechanisms for seeking advice and raising concerns	See pages 19 and 44.
2-28	Membership associations	Roland Berger does not have any significant presence in industry associations at the corporate or at the country level except for France (member of <i>Syntec Conseil</i>).
STAKEHOLDER ENGAGEMENT		
2-29	Approach to stakeholder engagement	See pages 9, 10 and 22.
2-30	Collective bargaining agreements	Roland Berger has no collective bargaining agreements in place except for the following countries: – Spain: All employees are covered by a national collective bargaining agreement relevant for all consultancies. – France: All employees are covered by a collective bargaining agreement. – Brazil: All employees are covered by a collective labor agreement.

GRI 3	Material topics	Descriptions or page references
DISCLOSURE ON MATERIAL TOPICS		
3-1	Process to determine material topics	See page 10.
3-2	List of material topics	See page 11.
3-3	Management of material topics	See pages 15, 16, 18, 19, 21, 22, 27, 28, 29, 31, 35, 36, 37, 40, 43, 44 and 45.
GRI 200 Economic		
ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	In 2021, Roland Berger generated direct economic value of 745,402,000 Euros in net revenues.
ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	In 2021, no corruption-related risks were identified. All our projects undergo country-based risk assessments, including risks related to the Code of Conduct, compliance and management guidelines. The Code of Conduct 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 43.
205-3	Confirmed incidents of corruption and actions taken	See page 43.
GRI 300 Environmental		
MATERIALS		
301-1	Materials used by weight or volume	See page 31.
ENERGY		
302-1	Energy consumption within the organization	See page 31. For 2021, no data on energy consumption can be reported. We will extend our reporting to quantitative energy data in the future.
302-2	Energy consumption outside the organization	For 2021, no data on energy consumption can be reported. We will extend our reporting to quantitative energy data in the future.
302-3	Energy intensity	
302-4	Reduction of energy consumption	
302-5	Reduction of energy requirements of products and services	
WATER		
303-1	Interactions with water as a shared resource	Among the 17 countries classified by the <i>World Resources Institute</i> as being extremely water stressed, Roland Berger operates in Qatar, Bahrain, the United Arab Emirates and India.
BIODIVERSITY		
304-3	Habitats protected or restored	See page 30.
GRI 300	Environmental	Descriptions or page references
EMISSIONS		

305-1	Direct (Scope 1) greenhouse gas emissions	<p>See pages 28 and 29.</p> <p>All emissions are calculated using the <i>Greenhouse Gas Protocol</i> using the operational control approach. Where activity data for the inventory was lacking, extrapolations and estimations were made. We expect the quality of the data to improve further over the upcoming years. Where applicable, we included all six greenhouse gases in our calculations as specified by the <i>Greenhouse Gas Protocol</i>: CO₂ (GWP = 1), CH₄ (GWP = 25), N₂O (GWP = 298), HFCs (GWP = IPCC AR4, Table 2.14), PFCs (GWP = IPCC AR4, Table 2.14), SF₆ (GWP = 22,800).</p> <p>Scope 1 emissions include company vehicles; emission factors are taken from the <i>United Kingdom Department for Business, Energy and Industrial Strategy (BEIS)</i>, 2020.</p>
305-2	Energy indirect (Scope 2) greenhouse gas emissions	<p>See pages 28 and 29 and 305-1.</p> <p>Scope 2 emissions include purchased electricity (emission factors from <i>AIB 2019/2021</i>, <i>BEIS 2020</i>, <i>Canada NIR 2020</i>, <i>eGRID 2019</i>, <i>IEA, 2020</i>, <i>IGES 2020</i>, <i>Ecoinvent v3.8</i>, <i>UBA 2020</i>, <i>IPCC 2014</i>, <i>Green Deal NL 2021</i>), purchased heating and cooling (emission factors from <i>BEIS 2020</i>, <i>EPA 2018</i>, <i>Euroheat & Power 2015</i>, <i>IEA 2020</i>, <i>Swedish district heating market committee</i>, <i>EPA and IVL Research Institute 2020</i>).</p>
305-3	Other indirect (Scope 3) greenhouse gas emissions	<p>See pages 28 and 29 and 305-1.</p> <p>Scope 3 emissions include purchased goods and services (emission factors from <i>BEIS 2020</i>, <i>COICOP 2020</i>), upstream energy emissions (emission factors from <i>AIB 2019</i>, <i>BEIS 2020</i>, <i>Canada NIR 2020</i>, <i>eGRID 2019</i>, <i>IEA 2020</i>, <i>IGES 2020</i>), upstream transportation (emission factors from <i>BEIS 2020</i>, <i>COICOP 2020</i>), waste management (emission factors from <i>BEIS 2020</i>), business travel (emission factors from <i>BEIS 2020</i>, <i>COICOP 2020</i>) and employee commuting (emission factors from <i>BEIS 2020</i>).</p>
305-4	Greenhouse gas emissions intensity	See pages 28 and 30 and 305-1 to 305-3.
305-5	Reduction of greenhouse gas emissions	See page 28, no quantitative data available.

SUPPLIER ENVIRONMENTAL ASSESSMENT

308-1	New suppliers that were screened using environmental criteria	<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 started in 2021 and will be rolled out in 2022. We are also aware of the future legislative movements towards a German and a European supply chain transparency law (<i>Lieferkettensorgfaltspflichtengesetz</i>, <i>LkSG</i>) and will 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

EMPLOYMENT

401-1	New employee hires and employee turnover distributed	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 16.
401-3	Parental leave	<p>See pages 16 and 52.</p> <p>At this stage, it is not possible for us to evaluate the return and retention rates.</p>

GRI 400	Social	Descriptions or page references
OCCUPATIONAL HEALTH AND SAFETY		
403-1	Occupational health and safety management system	Due to vast regional differences in legislation and minimum standards, there is no group-wide management system on occupational health and safety. In an internal survey of 15 major countries/regions (= 82% of our workforce), they have confirmed that they take steps to comply with legal requirements on occupational health. Examples shared are mainly the respective laws of their jurisdictions on hours, medical aspects, etc. All contacted countries/regions have measures in place to support employee wellbeing, such as work-from-home budgets, health insurance, mental health support, etc., partly depending on the jurisdiction. All offices meet at least the legal minimum for parental leave and at least all full-time employees are entitled to parental leave. Most offices go beyond the legal minimum. Some offices offer the same benefits to part-time employees.
403-3	Occupational health services	Local HR teams assess and minimize health risks and hazards. The quality of occupational health services is ensured through feedback processes (e.g. through the employee engagement survey or contacting an HR representative and/or supervisor). All employees have access to these feedback processes (for more information on feedback processes, see pages 15, 16 and 18).
403-8	Workers covered by an occupational health and safety management system	All workers and workplaces are covered by health and safety measures.
403-9	Work-related injuries	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 2021, there were 5 occupational accidents (fractures, bruises, knee and ankle injuries), registered globally, four of them due to falls and one at a Roland Berger sports event.
403-10	Work-related ill health	At this point, we cannot report on work-related ill health. Overall, we registered 6,606 sickness days in 2021, i.e. -2.5 days per employee.
TRAINING AND EDUCATION		
404-1	Average hours of training per year per employee	See page 21. A split by gender is not possible at this point.
404-2	Programs for upgrading employee skills and transition assistance programs	See page 15 and 21.
404-3	Percentage of employees receiving regular performance and career development reviews	See page 21.
DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees (incl. gender, disabilities, number of nationalities, etc.)	See pages 19 and 20.
405-2	Ratio of basic salary and remuneration of women to men	See page 19.
NON-DISCRIMINATION		
406-1	Incidents of discrimination and corrective actions taken	See page 19.
SUPPLIER SOCIAL ASSESSMENT		
414-1	New suppliers that were screened using social criteria	See 308-1
CUSTOMER PRIVACY		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	See page 45.

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